CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Like living things, organization change is given (De Wit & Meyer 2010). Organizations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit & Meyer 2010). Organizational changes are an important for organizations as they have a significant impact on the employees. According to Briody et al. (2012), organizations must adapt to changing business environments to ensure they remain competitive. To achieve various goals, senior executives need more than just fragmentary ad hoc transition programs that only address current challenges. They need methods to manage change to prepare for the organization's next competitive difficulties. They also need to know how to build and manage a competent human group to predict the new, capable of transforming their vision into technology, products, processes, and services, ready and able to agree with the new. Change management is a dependent method to transport people, groups, and businesses from the modern state to a preferred destiny state to understand or put in force an imaginative and prescient and strategy (Serkin, 2014).

Organizational change generally means rightsizing, new development and change in technologies, rescheduling operations and major partnerships (McNamara, 2011).

Organizational change includes Mission changes, Strategic changes, Operational changes (including structural change), technological changes, Changing the attitudes and behaviors of personnel, Countering resistance from different employees of companies and aligning them to strategic directions of the organization. The Society for Human Resources Management (2015) defines change management as the systematic approach and application of knowledge, tools and resources to deal with change. Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment.

Korir, Mukotive, Loice and Kimeli (2012) define change management as the effective management of a business change such that executive leaders, managers and frontline employers work in concert to successfully implement the needed process, technology or organizational changes. Moran and Brighton (2011) define change management as the process of continually renewing an organization"s direction, structure and capabilities to serve the ever changing needs of external and internal customers. Burnes (2004) like many other scholars posits that change is an ever present feature of organizational life, both at the operational and strategic levels. Due to its importance, change management is becoming imperative, and needs appropriate managerial skills and strategy.

Change is an integral part of what is needed to bring about this desired result, hence it has become imperative to embrace innovation, change in technologies, equipment and transformation as a driving force and aimed at uplifting organizations higher economically.

This study focuses on the change management and its effects on employees performance in Nigeria banking sector. be it private or public. It intended to probe such organizations with a view to determining the change management and its effect of on the employees performance evaluation of departments and individual workers, profitability index comparatively, working relationship amongst workers just to mention but a few. It is a general philosophy that change is a constant phenomenon that is bound to occur in every given environment and business setting. Though it has both positive and negative reactions and effects, it still proffers solution to some identified problems at the end of the day. Therefore change can be described as a means to plan, initiate, realize and control and finally stabilize change processes in both corporate and personal levels. It also covers diverse problems like strategic direction or personal development programmes for staff among others (Oliver Reckiles 2001).

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 (Kotter and Schlesinger, 2016).

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 & Nkuraru (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. 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).

Change management on employees" performance concept grew out of the need to make some alterations within the organisation in order to cope with the dynamic changes in the markets. Organisations were faced with threats of competition and changing employees needs which had to be met using different techniques and production models apart from the existing ones (Kotter, 2008. Change management on employees" performance can be

reactive, i.e. responding to changes in the macro environment, proactive in order to achieve the desired goal, continuous basis, or program by-program basis, i.e. ad-hoc basis (Del Val and Fuentes, 2003). Change management on employees consists of a hard side and a soft side. The hard side refers to the processes, systems, strategies, tactics, and technologies that will help to implement changes and the soft side involves behavioural and attitudinal changes (e.g. persuading, reassuring and communicating, identifying and addressing emotional reactions, influencing and motivating) that will allow the hard changes to be successful (Carter, 2008).

The performance of the employees plays an essential role in organizational performance. The employee's return is first of all what an employee does or does not do. The performance of the employees could include the production volume, the quality of the production, the punctuality of the production, the presence at the workplace, the cooperation (Güngör, 2011). Macky and Johnson noted that improving the individual return on employees could also improve the performance of the organization. A successful and highly productive company can be achieved by involving them in improving their performance. Not all employees are equal in their work and have different types of work, where some have the greatest ability regardless of incentive, while others may have an occasional start.

Employee performance management is still one of the key reasons for the survival of NGOs in developing countries. The management of professional performance has been subject to discussion and continues to attract more attention. The current question is whether the

organizations are willing to mitigate the factors that influence the performance of employees in the organizations. The return on investment of the employees was much discussed and continues to attract more attention. According to Armstrong & Baron (1998), performance management is a strategic and integrated approach to ensuring the success of organizations in the long term by improving the performance of those working there and enhancing the capabilities of individual teams and taxpayers. It supports the logic that individuals, not capital, give organizations a competitive advantage (Bartlett & Ghoshal, 2002). Performance management aims to transform the gross potential of human resources into performance by removing intermediate barriers and the motivation and rejuvenation of human resources (Kandula, 2006).

1.2 Statement of the Problem

Ideally, employee performance has been on the rise as a result of improvement and adoption of change management by most organization. This is because the change in management influences greatly on employees and therefore if proper change is adopted and implemented, it results in increased performance of employees. This is simply because in every change proposal, there are always forces for change and forces against change (Sidikova, 2011). Past empirical studies have mixed results on the effect of change management on employee performance.

Change is an inevitable phenomenon in the business world. There have been various forms of innovations with respect to policies and procedures of work activities, products with

competitive edge over other products and services in the same industry, and the global growth in technology and information super high way. This in no doubt has impacted upon the activities of public and private enterprises whether profit oriented or non-profit driven organizations in Nigeria and beyond.

Nevertheless, a good number of firms have not swiftly adapted to change or monitor the business environment and make proactive measures to remain afloat in their respective industries. This situation has culminated in the loss of relevance of firms in their industries. As a firm begins to experience downturn, it will eventually impact negatively on the overall productivity and efficiency of the firm. This could lead to loss of customers and the firm not being able to meet operating cost. Organizations in this situation are compelled to downsize (lay off workers). Employees in such organizations are faced with the unfortunate reality of losing their jobs and the attendant social cost of joblessness. Why employees resist change and its change on organizational development, and how to carry out successful change in organization without necessary encountering violence will be concern of this study (Al-Jaradat, Nagresh, Al-Shegran & Jadellah 2013).

As a result, these changes were instituted in the areas of leadership, structure, technology and cultural perspectives. This study sought to investigate how organization structure, leadership changes, technological changes, and culture changes have affected the performance of employees of GTB in Ilorin metropolis. It is on this context therefore that

the study sought to investigate the impact of change management on employee performance.

1.3 Objectives of the Study

The general objective of this study is to assess the impact of change management on employee performance of GTB in Ilorin metropolis. However, the study has the following specific objectives.

I. To ascertain the influence of organizational structure on employee performance of GTB in Ilorin metropolis;

II. To determine the effect of technological change on employee performance of GTB in Ilorin metropolis;

III. To evaluate the impact of organizational culture on employee performance of GTB in Ilorin metropolis

1.4 Research Questions

The study seeks to answer the following questions:

I. What are the influence of organizational structure on employee performance of GTB in Ilorin metropolis?

II. What are the effect of technological change on employee performance of GTB in Ilorin metropolis?

III.   What are the impact of organizational culture on employee performance of GTB in Ilorin metropolis?

1.5 Research Hypotheses

H_{01}: organizational structure does not have significant effect influence on employee performance of GTB in Ilorin metropolis.

H_{02}: technological change has no effect on employee performance of GTB in Ilorin metropolis.

H_{03}: organizational culture does not have any significant impact on employee performance of GTB in Ilorin metropolis.

1.6 Significance of the Study

The significance of the study cannot be overemphasized and it can be viewed from the various perspectives below;

The research work will help entrepreneurs and policy makers of industries and governmental agencies to understand the huge implications of not been change advocates. It will point out the available strategies in the introduction of change that will keep the organization chaos free and remain productive.

The banking sector will mostly benefit from the various reasons behind the need for successful change administration. The study is also significant on the ground that it will

benefit students, academia and future researchers because it will clarify and analyze the theoretical framework of change, resistance to change by employees and the most positive ways of managing change vis-à-vis employees and improved organizational productivity. Therefore, the research work will be a contribution to the existing body of knowledge.

1.7 Scope of the Study

The scope of this research work is strictly to study the impact of change management on employee performance in the banking sector in Kwara State, Nigeria. The study will be restricted to GTB in Ilorin metropolis in Kwara State, Nigeria. It is agreed that change do normally occur in an organization and its attendant effect on employee management is glaring.

The techniques they employ in introducing change and in controlling and managing organization reaction is what this project intends to research on, and where possible proffer solutions and suggest recommendations to these organizations

1.8 Definitions of Terms

In this research study, the following terms have been defined and understood as follows;
Change Management: Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.

Employee: An employee is a person who works in the service of another person under an express or implied contract of hire, under which the employer has the right to control the details of work performance.

Employee Performance: Employee performance is defined as the successful completion of tasks, responsibilities or assignments by a selected employee or group of employees based on set performance objectives and indicators of efficiency and effective utilization of available resources.

Organization: An organization, or organisation, is an entity – such as a company, an institution, or an association – comprising one or more people and having a particular purpose. The word is derived from the Greek word organon, which means tool or instrument, musical instrument, and organ.

Bank: A bank is a financial institution licensed to receive deposits and make loans. Banks may also provide financial services such as wealth management, currency exchange, and safe deposit boxes. There are several different kinds of banks including retail banks, commercial or corporate banks, and investment banks.

Employees: An employee is a worker who gets paid an hourly wage or annual salary for a set job. Not all hourly workers are employees.

1.9 Operationalization of Variables

The variables adopted for this study are: organizational structure, technology change, organizational leadership and organizational culture. The independent construct is change in management while dependent construct is employee performance.

The variables for this research are consequently was operationalized as follows:

$Y = f(X)$

$Y =$ employee performance

$X =$ change in management

Where $Y =$ Dependent variable

$X =$ Independent variable

$y = f(x_1, x_2, x_3, x_4)$

$x_1 =$ Organizational structure

$x_2 =$ Technological changes

$x_3 =$ Organizational leadership

$x_4 =$ Organizational culture

$y = (y_1, y_2, y_3, y_4)$

y_1= job satisfaction

y_2= effectiveness omers

y_3= Efficiency

$y4$= Customer satisfaction

CHAPTER TWO

LITERATURE REVIEW

2.0   Preamble

This chapter reviewed literature from previous researches relevant to this study. It was organized according to the objectives of the study and has the following sub-sections: the concept of management change and employee performance, effect of concept of management change and employee performance; theoretical reviewed, empirical reviewed and gap in literature.

2.1. Conceptual Review

2.1.1 Concept of Change in 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 Nkuraru (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.

The concept of change aims to develop management or change it for the better, and it must be pointed out the importance of the manager's role in the change process, so the creative manager is able to anticipate change, which is the only hope to successfully face the dynamic future (Hareem, 2004). Companies today operate in a very dynamic market, which requires the opportunity to choose the right opportunities for change while demonstrating the degree of flexibility necessary to meet the smooth requirements of the organization over time (Barbaroux, 2011). The ability to select initiatives to manage the change that is aligned with the strategic direction of the organizations is critical to success.

According to Thompson (2012), strategic change is the result of the need for the organization to take benefit of present or rising possibilities and confront threats in the market. Managing the planned and organized effort aimed at achieving change goals by developing employees by influencing their values and patterns of behaviour and changing the used technology processes and organizational structures (Hamadat, 2007). As for change management, its miles described as being pre-organized through supplying technical, behavioural, administrative, and cognitive abilities to apply the to be had human, legal, material, or temporal sources efficaciously and successfully to convert from the cutting-edge truth to the preferred destiny truth inside a selected duration with the least feasible terrible components for people and establishments with the shortest time attempt and cost (Altieat, 2006).

2.1.2. Employee Performance

Khan and Dhar (2006) defined worker`s overall performance as a diploma of achievement of the assignment which represents an employee's work. Performance in the workplace, in his view, is decided with the aid of using: the capacity of a worker, that's associated with the volume to which someone has the abilities, information and enjoy vital for the fulfilment; availability of possibilities for overall performance; this will refer to the volume of a worker`s needs and is inclined to make efforts to obtain a true motivation. The World Health Organization defines worker overall performance which decided on and existing competent, effective, and open-minded employees (WHO, 2006). According to the report, whilst the officers are available, their overall performance is decided with the aid of using productiveness, responsiveness, and competence. These elements are prompted with the aid of using motivation for absenteeism and task satisfaction. To make sure worker overall performance, techniques ought to be evolved to enhance productiveness, responsiveness, and abilities in any respect range of the employer. Improving the overall performance of the organization indicates the efforts being made to attain the goals, even as requiring extra attempt in phrases of higher employee overall performance (Ellinger et al., 2003).

The overall performance of the personnel is one of the crucial elements that make contributions notably to organizational success. Learning corporations play a crucial position in enhancing employee overall performance with the aid of using offering education and improvement to their personnel (Gitongu et al., 2016). In addition, control

requirements for assessing employee overall performance play a crucial position in enhancing employee go back, as they offer a photograph of the real go back and its edition to the benchmarks. When variations occur, those guidelines assist to lessen the outcomes to the desired level (Cousins et al., 2004). Employees' returns are decided with the aid of using numerous elements. Aforementioned Khan & Dhar's (2006) definition emphasize the capacity of personnel to satisfy the readiness of personnel, the abilities of personnel, which have to be disseminated in any respect ranges of the employer as a number of the determinants of worker overall performance and the worker overall performance is essential for the survival of an employer.

Abdulla (2009) emphasizes that education and development, teamwork, employees making plans, and overall performance assessment are associated with the overall performance of an employer. Human sources control practices cannot be neglected after they awareness of a worker's overall performance. It has been located that human sources control exercise considerably influences the overall performance of the employer. Bruce et al. (2004), emphasize that understeer is the essential hassle in maximum instances of suboptimal overall performance in any respect ranges. The under-controlled worker struggles due to the fact the manager is not always devoted sufficient to offer the vital recommendation and support. Supervision is not always knowledgeable approximately the desires of its people and consequently cannot make contributions to assisting sources and hassle-solving. This form of supervision cannot determine what expectancies are affordable and cannot set

ambitious, however nonetheless good-sized, targets and deadlines. This form of floor track contributes to the under-climb overall performance of the personnel.

Gupta, Melewar, and Bourlakis, (2010) emphasize that concordpowerful impact on overall performance is good sized. A worker operating in surroundings with proper crew concord can conflict to obtain the anticipated degree of overall performance. Performance assessment performs an essential function in defining a worker's go back on investment.

2.2 The Effect of Change Management on the Employee's Performance

According to O'Reilly and Tushman (2008), the change is usually considered an adaptive response to external or internal stimuli/forces. The goal of change is usually to restructure the entire company or segments to maintain the continued survival of the company in its dynamic environment. In recent years, organizations have begun to focus on both the process of introducing the change and the context in which the change is being introduced. A change can be accepted by employees in one business area but can be met with opposition and rejection in another (Mishra & Chandra, 2010). According to Jalagat (2016), there is a desire to observe intensively the way to effectively manipulate alternate with inside the public sector. Okendo et al. (2017) agree that contemporary corporations own human factors and consequently adhere to the regulations of growth, evolution, and progress. In addition, those corporations face challenges, problems, and limitations that make them alternate as a mechanism of edition and aggressive movement. In today's rapidly varying business environment, one of the essential characteristics of a successful

company in a competitive market its ability to adapt to new changes. It has been discussed in several studies that the pressure from the public and government expectations on the NGOs can improve the external changes and effectiveness.

Employee's involvement in the change management process could also assess the impact of change management on the job satisfaction of the employees it can positively impact their attitude towards management and improve their performance. A descriptive survey that is based on proper close-ended and open-ended questions from different employees provided the limitation and provision of educational information that revealed how change can have a positive impact on job satisfaction and it could lead towards a positive influence on the employee's performance (Fey & Björkman, 2001). Robinson & Robinson (2003) consequently proposed the improvement of powerful measures to manipulate alternate that could permit for an easy advent and edition of the adjustments. As such, alternate control has the subsequent characteristics: freedom of movement, influence, administrative facets, and maximum of them has the capacity to align employees with a selected intention or system. According to Thompson and McEwen (1958), the strategic management model suggests that change within an organization can be explained by one or more goals. Little has been studied to show how the strategic management model is maintained in a situation where a change is taking place concerning multiple objectives. Researchers such as Cooper and Schindler (2011) have highlighted over the years the difference between radical and gradual change. The change in the technology and improve improved operations of non-Governmental organizations to accept the working procedures and policies that are helpful

to implement change and diversification. Change management is helpful to improve the performance of the employees as it is helpful to improve the performance of the employees as well as organizations. The research shows that after the implementation of change management to improve the performance of the employees (Caligiuri et al., 2013).

The change in the organizational structure is used to promote the performance of employees that is based on supervisory of the relationship of the workflow and it could also influence the productivity. The respondents clarify that the role of an employee could be used to get a better opportunity, and it could also be supposed to have good employee performance management at nongovernmental organizations. It could involve the improvement of goal-setting activities and reviews by management that could be reported to the management by their subordinates. Changing the organization structure must be flexible enough so that it could quickly respond to the challenge challenges and the changes in the uncertainty (Loi et al., 2011). The authority must have full responsibility to the department so that is used to lead the power and responsibility to get the action. The change management component is not available in the external and internal environment that could examine the flexibility of the structure, and it could show the positive relationship between the area of change and performance of the employee. Different approaches that are helpful to improve the performance of employees with the change management, and it is also considered that when management changes its policies it would impact owner-employees with negative or positive effects.

Change management always results in positive as it is considered to implement new and improved policies in the organization that are helpful to improve the performance of workers (AlHogail., 2015). This tradition was created for managing change because it explains that effective management of change is necessary to accelerate the process of change and overcome the negative impact on employees. If the organizational change is handled appropriately, the workers or are considered to anticipate the benefits of the proposed change and to accept the change. The benefits of well-managed employees to change are based in different ways. The technological improvement of employees offers many opportunities to improve their skills and increase job satisfaction, which could reduce the workload of employees. All these aspects are useful for improving the performance of the employee and could be made possible by the implementation of the change in organizational work. Non-governmental organizations are also seen as better at improving employee motivation so that they can work more accurately and with more passion (Ya-Anan, 2011).

Technological change is an increase in the effectiveness of a product or process that leads to an increase in production without increasing input (Bauer & Bender, 2004). Almost all organizations in today's environment depend on technology at all levels of their operations. Heeks (2014) argues that beyond standard information and communication technologies, organizations use information systems, personalized software, or specialized technical devices to improve the efficiency of operations. Technological innovations can shorten the time it takes to complete a task, or in some cases gradually eliminate the need for a

commercial process or function. Overall, the desire to increase productivity leads to technological updates within an organization that can have a significant impact on the company's business (Cascio & Montealegre, 2016). According to Çalışkan (2015), deciding to buy or update the technology can be expensive for large and small operations. This sets the costs of retrofitting or adoption in proportion to the added value charged to the company. The impact on costs can often cause small businesses to delay adoption or updating. However, the technology, which is significantly improved with the operations, can offset the costs by a long-term increase in profits. Improvement and change in the technology would also help to improve the performance of the employee and it indicates that changing technology had a positive impact on the employee's performance in NGO and it helped the organization to implement future management techniques in the organization with an advanced level.

The organizations have skilled a revolution in the software and alertness of complicated statistics technology. In the wish of gaining the finest price of innovation, the companies have tailored their control structures, their workflows, and their culture (Orlikowski, 2000). A have a look at via way of means of Dauda & Akingbade (2011) tested how the connection with personnel will be used to address technological change. The consequences confirmed that relationships with personnel did now no longer have significance with technological adjustments. An empirical have a look at via way of means of Abbas et al., (2014) tested the effect of statistics generation on the overall performance of Allied Bank personnel in Pakistan. The information becomes accumulated in unstructured interviews. It becomes

determined that generation appreciably will increase worker productiveness and saves time.

Different kinds of leadership styles are incorporated in the organizations, and it is helpful to make senior management consultant with the employees and they take opinions in the decision-making that is considered a good opportunity for the employees to improve the skills. It provides a positive influence on the performance of the employee and they revealed that change in leadership could help to implement the new policies, procedures and to improve the structure of the organization that could consequently affect the performance of the employee. With growing organizational comparative advantage, the change of management will become important to boom the performance, performance, and efficiency of employees. The professors are the principal using forces of the college organization. The change of organizationorientated management is the manner of influencing and aligning the sports of the prepared institution of humans in the manner to know-how the values with inside the politics and exercise of change initiated with the aid of using the corporation control (Ibrahim & Daniel, 2019).

Korbi (2015) described the change in organizational management as one that may be a manner of influence that has the abilities and competencies to bolster the consideration of different personnel, to persuade them of the want for strategic alternate, to conquer their resilience and to construct sociopolitical help for the brand new strategy. An organizational management change is a character's cap potential to unite, communicate,

influence, and inspire to reap an organization's desires, missions, visions, and desires. Effective and stable techniques for management alternate on the college frequently boom or decide the overall performance and performance of professors. Wen et al. (2019) consider that suitable management alternate techniques frequently play an important function in selling the way of life that promotes understanding sharing and worker retention, in addition to loyalty to the college's desires and objectives. If there's no powerful management in an organization, no changes, as there aren't any executives who inspire and manual the personnel of the organization, in addition to clean steerage for the organization. In the look at with the aid of using (Ekechi & Umar, 2020) entitled leadership and change management for sustainable development in Nigeria. The effects of the look at have proven that power management is the important thing to the fulfillment of any organization so that Nigeria achieves sustainable improvement, and our management can play an extra critical function. Employees are the principal strengths in groups that cannot be performed without desires and desires. Leadership is one of the major using forces to enhance the overall performance of the corporation. Executives, because the number one decision makers, decide the acquisition, improvement, and use of the organization's sources, the transformation of those sources into treasured merchandise and services, and the advent of fees with the aid of using the organization's stakeholders. They are consequently robust reasserts of earnings and as a consequence a robust aggressive advantage.

Hurduzeu (2015) believes that powerful management entails motivation, control, inspiration, repayment, and analytical abilities. When all that is present, he emphasizes that

the groups have more pride in personnel, which has a high-quality impact on productiveness and profitability. To boom worker performance, college management has to be capable of foster creativity and innovation, inspire subordinates to impeach their personal fee systems, and enhance their character overall performance. Scientists and researchers additionally agree that management abilities are very critical within side the control of groups or the method to organizational alternate (Asghar, 2010). Numerous studies have pointed to high-quality relationships among organizational management and effects on the character and corporation level. Recently, several empirical studies have proven that organizational management has a high-quality impact on the overall performance of fans and the effects of companies. Several comparative studies have additionally proven that behavioral styles in lots of organizational environments are extra definitely related to infant effectiveness than transactional conduct (Brockhaus et al., 2006).

Abbas and Yaqoob (2009) tested the effect of management improvement on worker overall performance in Pakistan. The look at becoming performed contemplating five elements for the improvement of management: coaching, schooling and improvement, empowerment, participation, and delegation. The look at located that the mixed impact of those elements affected worker overall performance at 50 percentages. Structural changes are the ones made to the organization's shape that could originate from inner or outside elements (Rodrik, 2013). Structural changes encompass the organization's hierarchy, a chain of command, control systems, and administrative procedures. Conditions that necessitate

structural change encompass mergers and acquisitions, changes with inside the market, task duplication, and coverage adjustments. According to Lozano et al. (2016), structural change inside an employer is probably initiated through elements inner or outside to the employer.

Aggarwal–Gupta, Kumar, and Upadhyayula, (2012) highlight that mergers and acquisitions have a profound impact on employer shape. Furthermore, that numerous managers or executives inside an employer may also create the want for change. Employees can both turn out to be irritated with seeking to please multiple managers, or personnel may also discover methods to apply opposing perspectives through more than one manager to get what the worker wishes. When personnel are confronted with reproduction control positions, the shape of the employer wishes to be adjusted to get rid of the extra positions. Adjustment to how the organization does commercial enterprise can stimulate structural adjustments. If the organization became used to departments being autonomous, then a change to a centralized manner of doing commercial enterprise will generate adjustments in organization shape. Similarly, if a brand new branch has been created to shape organization demand, the organization shape has to change to comprise the brand new group. Organizational structure allows an organization to have not unusual place perspectives and mission. The well-functioning organizational shape is critical for an agency going via extruding; due to the fact if there are flaws with inside the shape it'll affect conversation flow. With uncertain roles, conflicts and misunderstandings arise that lowers motivation and paintings morale. It also can glide exceptional departments other than not

unusual place organizational goal, in which choice-making strategies turn into sluggish and worker effectiveness disappears.

According to McLagan (2003), there are three varieties of modifications with inside the organization's shape. They are transactional, transitional, and transformational. Transactional modifications most effective want minor interventions, for example, schooling or converting the inducement system, switching software. Organizational structure influences the performance of employees at NGOs and it is found that respondents considered that organizational structure influence employee performance and it is the best owner. Effectively supervised iteration ship between employer and employees. Employee performance at NGO involves goal setting, activities, and the review of existing activities. Proper policies and procedures placed in the enforcement of organizations, policies, and procedures could positively influence employee performance. The organizational shape can inhibit or sell overall performance, and this could rely on how efficiently the supervisory relationships and workflow impact productivity. The similarly elaborates that organizational shape influences how overall performance is measured and controlled in an agency. An examination through Csaszar (2013) advanced and examined a version of the way organizational shape influence organizational overall performance. The organizational shape becomes conceptualized because of the choicemaking shape amongst a collection of individuals.

Organizational shape has applicable and predictable effects on a huge variety of agency overall performance. In their examine Hao et al. (2012) investigated the connection between organizational shape and overall performance, specifically via organizational getting to know and innovation, primarily based totally on proof from Austria and China. The findings strengthen the critical infrastructure protagonist of organizational shape on overall performance. The organizational shape had extra results on organizational getting to know than on innovation, organizational getting to know has an oblique impact on overall performance via innovation, besides the direct impact of shape on overall performance no count number how massive or small change is in the agency it influences employees both definitely or negatively. Impact of extrude on personnel relies upon on whether or not they have been properly knowledgeable approximately extrude or now no longer.

As Edwards and Walton (2000) stated that more expertise enables lessen uncertainty which unavoidably accompanies change. But in view that change initiative doesn't subject all of us on the identical stage it's miles critical to pick goal companies and attempt to pick out a way of conversation, whether or not it is attempting to get employees to recognize change, apprehend it, agree upon it or get concerned. Communication needs to now no longer forestall as soon as all of us are concerned in change, however as a substitute tailored in every step. For example, all through early levels of change, it's miles important to explain why change is critical and the way its miles going to be enacted, all through the implementation section ensuring that humans recognize their efforts have now no longer

been in vain, after implementation section praising and worthwhile personnel contribution to change.

2.3 Theoretical Review

The researcher propose to use the Burke- Litwin Model of Organizational Change and Lewin's Three-Step Change Theory as they were the most appropriate as most empirical studies have heavily relied on them as their baseline theories while discussing management change in relation to employee performance

2.3.1 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.

2.3.2. Lewin's Three-Step Change Theory

Lewin (1951) introduced the three-step change theory. Lewin viewed behaviour as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction.

According to Lewin, the first step in the process of changing behaviour is to unfreeze the existing situation or status quo. During the unfreezing stage awareness of how the status quo is hindering the organization in some way is created. Communication is important

during the unfreezing stage so that employees can become informed about the imminent change, the logic behind it and how it benefits each employee. The idea is that the more the employees know about a change and the more they feel it is necessary and urgent, the more motivated they are to accept it (Brisson-Banks, 2010). This changing is marked by the implementation of the change; the change becomes real. During the changing step people begin to learn the new behaviours, processes and ways of thinking. During this step, education, communication, support and time are critical for employees as they become familiar with the change (Hamel & Prahalad, 2013).

The final stage of Lewin's three-step change model is the stage of reinforcing, stabilizing and solidifying the new state after the change. The technological, cultural, structural changes made are accepted and refrozen as the new norm or status quo. Lewin found the refreezing step to be especially important to ensure that people do not revert back to their old ways of thinking or doing prior to the implementation of the change (Wambua, 2012; Vincent, 2013; Coghlan, Rashford & Figueiredo, 2015). Efforts must be made to guarantee the change is not lost; rather, it needs to be cemented into organization's culture and maintained as the acceptable way of thinking or doing.

2.4 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.

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.

Fedor, et al. (2006) on organizational change and its impact on employee performance. Their study investigated thirty-two different public and private organizations. They divided employee performance into two parts employee performance according to the change initiative and employee performance according to the organization. Results indicated that both employee performance types were impacted by a three-way interaction of the overall favorableness positive/negative of the change for the work unit members, the extent of the change in the work unit, and the impact of the change on the individual's job performance.

Rouse (2010) on the impact of leadership change on employee performance, he argued that there is positive relationship between leader communication and employee performance. The study showed that when there is ineffective communication and relationship among employees and supervisors, it will generate a climate that reduces personal commitment impeding employee performance and hence organizational change and growth.

Dauda and 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.

Isa, Hin and Yunus (2012) in their study change management initiatives and job satisfaction among salespersons in Malaysian direct selling industry found that change management initiatives in Malaysia direct selling industry had significant effect on employee job satisfaction as a result of shared change vision, training and upline support. Khosa, Rehman, Asad, Bilal and Niaz Hussain (2015) on the impact of organizational change on the employee"s performance in the banking sector of Pakistan concluded that organizational change management has a positive significant impact on employee"s performance in banking sector.

Kalima (2015) investigated strategic change management practices at the Malawi enterprise development fund and found out that change management at the Malawi enterprise development fund had profound effect on employee performance as a result of staff training and through promotions of concerned staff members. Companies in South Africa make change related tension for their workers in two different ways; first, the degree of tension relies upon the effect the change has on the people own work. This implies that high tension is as a result of huge personal demand. Second, if change significantly affects the work unit and that change isn't overseen well, as far as decency, this additionally will in general lead to encounters of individual strain.

Kilato (2014) focused on change management effect on organization performance of manufacturing industries in Tanzania a case of Tanzania Portland Cement Company in Dar es Salaam (TPCC) and revealed that lack of recognition to issues of change management

to staff in Tanzania Portland Cement Company Ltd (TPCC) affected employee performance negatively. While, Aupal (2016) on change management practices and performance of selected local governments in Eastern Uganda found there is relationship between change management practices and performance of selected Local Governments in Eastern Uganda.

Wanza and Nkuraru (2016) on impact of change management and performance of employee: An instance of University of Eldoret, Kenya discovered that Change management influences performance of employees in different measurements in the University of Eldoret. Management of change was conceptualized using culture structure, technology and leadership. Technological change has both negative and positive impact on performance of employees.

Al-Jaradat, Nagresh, Al-Shegran, and Jadellah, (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, Shukla, and Oduor, (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.

Njuguna and Muathe (2016) conducted in-depth critical review on the management of change and performance of employees. They uncovered that all signs pointed that that change management factors such as communication, training, motivational commitment and participatory leadership are significantly and positively related to the performance of employee. Kinoti (2015) on impacts of management of change on performance of employees in co-operative bank of Kenya reasoned that management of change enhances performance of employees, because of viable supervisory connections and work process impacts productivity.

2.5 Gap in Literature

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 banking sector in Nigeria.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Preamble

Research methodology refers to the process stage which describe how a research will be conducted. Research normally requires an intensive thinking planning and creativity in order to examine research activity. This stage is very important in conducting research as data collection process is a complex process. This chapter also elaborates how the study is designed and how the study would use qualitative research so as to get statistical description of the problem and to understand the phenomenon really. It is a glue that holds all element of research project together. Furthermore, this refers to the scheme out line or plan that is used to generate answers to research into better problems solving.

3.2 Research Design

Research design normally is important for collecting and analyzing data in a way that data collected becomes relevance with a research purpose. This refers to the scheme outline or plan that is used to generate answers to reach into better problem solving. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevant to the research purpose with economy in procedure Kothari (2018). The research design to be used for this study is the descriptive survey method. Descriptive survey method helps to find out and interpret events the way they are without any external

manipulation (Daramola, 2011). Descriptive survey method will be adopted because it will enable researcher to collect large amount of information on impact of change management on employee performance.

3.3 The Study Population

Strangor (2011) explains that population is the entire group of people that the researcher desires to learn about. Neuman (2011) defines the population of a study as the aggregation of elements from which a sample is selected. The population for this study consists of all staffs in GTBank in Ilorin metropolis. The target population for this study include senior and junior staffs of GTBank in Ilorin metropolis. These GTBanks are GTBank Unity branch with 28 in population, GTBank Taiwo branch 32 in population, GTBank Unilorin Branch 16 in population, and GTBank Tanke Junction branch 45 in population. The population of the study comprised professional, paraprofessional and support staff. The total population will be 121 staffs in GTBank in Ilorin metropolis.

3.4 Sample Size

A sample can be defined as a group of the target population that a researcher plans to study to make generalizations about the target population (Creswell, 2014). Sampling is the process of drawing a sample from a population that a researcher wants to study (Johnson & Christensen, 2012). Similarly, Tashakkori and Teddlie (2010) elaborate that sampling is a process of selecting a subset or sample unit from a larger group or population of interest,

and its main function is to address the research question of the study. Sample is a crucial issue in any quantitative research like this. One of the ethics of research in chosen sampling technique is to use "total enumerative" when the population is small. It will be unethical to derive "small" group of element as sample from a "small" population. Hence, total enumerative sampling technique will be used. This implies that all the population of the study (121) forms the sample size for this study.

3.5 Sampling Framework

This will be done in order to get the sample population to be involved in data collection. Sampling procedures followed after obtaining a number of reasonable numbers of respondents according to the age, status and being gender balance in the respective offices.

3.6 Sampling Techniques

Sampling is the procedure a researcher uses to gather people places or things to study. It is a process of selecting group containing elements representative of the characteristics found in the entire group (Orodho and Kombo 2018). A researcher has used two types of sampling as simple random sampling technique and total enumerative sampling technique.

3.7. Simple Random Technique

This method is referred to as simple random samplings as there are no complexities are involved. All need is a relative small, clearly defined population to use this method. Its advantages are; firstly, the sample yields research data that can be generalized to a large

population. Secondly it permits the application of inferential statistics to the data and provides equal opportunity of selection for each element of the population. Thirdly it provides an equal chance of being selected as a member of the sample. This technique will be used for selecting the workers.

3.8 Data Collection Methods

Data refers to raw facts and other relevant materials of the part and present on a particular phenomenon. Data produce information when processed leading to meaningful context.

In gathering data, structured self-administered questionnaires will be use to gather information from the employees. The rationale for using self administered structured questionnaires also will to allow the respondents to answer at their own pace without taking them away from their work. In answering the questionnaire, the respondents will ask to indicate their responses to the questions on a five point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The respondents had to indicate whether they strongly disagree, disagree, are uncertain, agree or strongly agree to the question posed. The questionnaire is divided into two sections. The sections are A & B. Section A' that is typical of questions on the demographic characteristics and contains general information about the respondents and the organization; such as information regarding their department, whether they are junior, senior or management staff, their age, and length of service with the company. While section B' is on issues relating to the four hypotheses formulated from the literature review.

3.8.1 Primary Data

Primary data refers to the information gathered directly from respondents. Primary data is important for all areas of research because it is unvarnished information about the results of an experiment or observation. It is like the eyewitness testimony at a trial. No one has tarnished it or spun it by adding their own opinion or bias so it can form the basis of objective conclusions. The instrument which is used to collect the information is questionnaire.

3.8.1.1 Questionnaires

A set of logical written questions was administered to selected individuals. There was single set of questionnaire that used for both members of management and other respondents. For questionnaire advantages are that; firstly, covers wide area, and secondly there no bias on the side of a researcher

3.9 Method of Data Analysis

The study will adopt the quantitative technique using the Statistical Package for Social Sciences (SPSS) package 26.0 versions for windows in the analysis of information collected. The analysis involved the use of percentages and t-test to generate insights, make inferences and draw conclusions about the relationship that exists between impact of change management on employee performance.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

This chapter is devoted to the analysis of the data, presentation of results and discussion of findings.

4.1   Response rate

4.2   Demographic information

4.3   Analysis of the data on research questions, interpretation

4.4   Hypothesis

4.5   Discussion of findings.

4.1   RESPONSE RATE

| Description	Frequency	Percentage (%)
Returned questionnaires	118	98.3
Unreturned questionnaires	3	1.7
Total	121	100.0

The total of 121 copies of the questionnaire were distributed to the staffs of GTB in Ilorin metropolis, out of which 118 were completed and retrieved. Resulting in as response rate of 98.3%.

4.2   Demographic Information

**Table 2: Demography of the respondents**
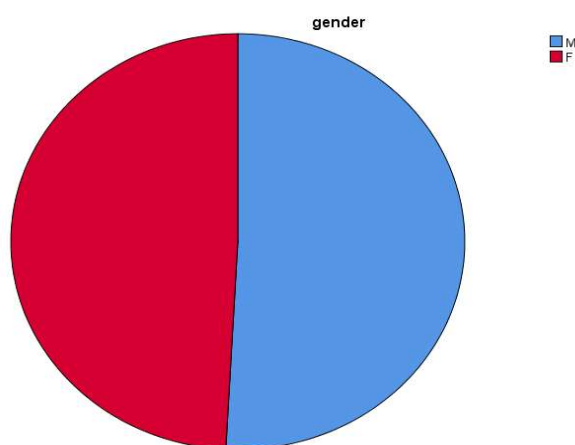
The pie chat above indicates the percentage of respondents by Gender. It was revealed that out of 118 respondents, the male respondents have the higher percentage of 60(50.8%) while the remaining 58(49.2%) were female. From this result it can be inferred that the population of male staffs are more than that of the female staffs in GTB in Ilorin metropolis.

Table 3 **Frequency distribution of respondent by Age**
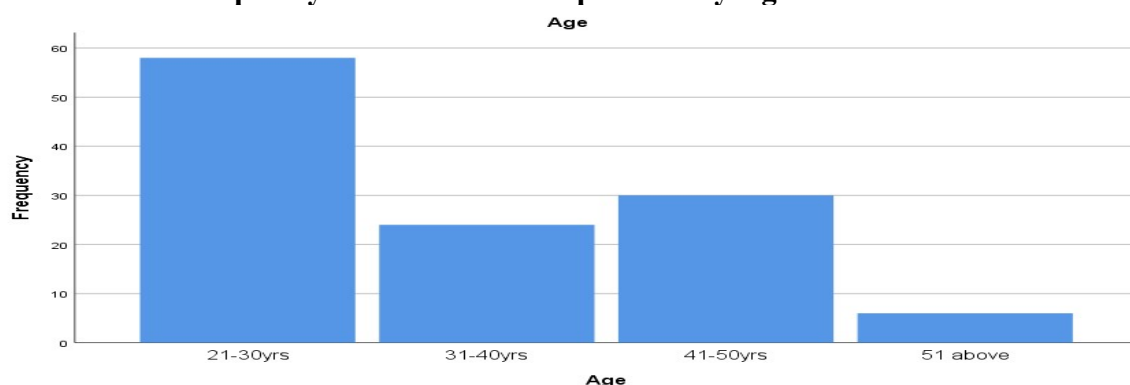
The Bar chart above shows the distribution of the respondents by their age. A total of 59 (50.2%) of the respondent were between the age range of 21-30 years, 24(20.0%) are of the age range of 31-40 years. Furthermore, 30(25.6%) of the respondents are of the age range of 41-50years while 5(4.2%) are of the age range of 51 and above. This can be inferring that the major respondent for this study are of the age range of 21-30 years followed by 41-50years.

Table 4 Frequency distribution of respondent by Qualification
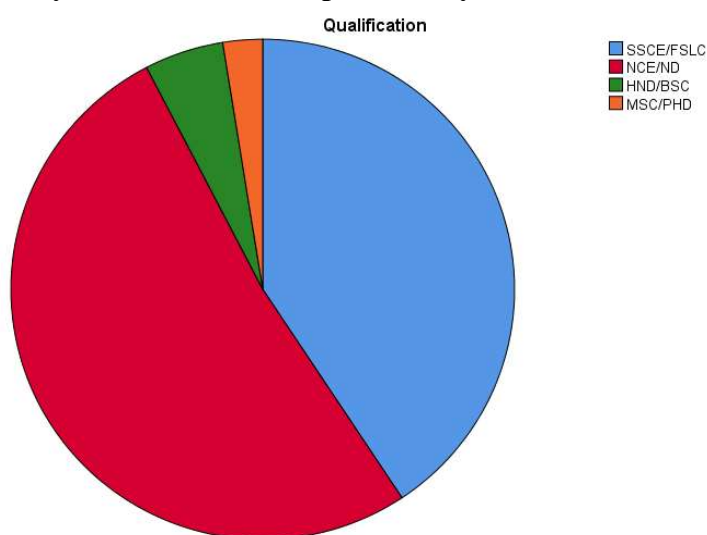
From the figure above analysis shows that larger ratio of the respondent by their Qualification. A total of 48(40.7%) of the respondents have FSLC/SSCE, followed by 61(51.7%) of respondents with NCE/ND, furthermore 6(5.1%) of respondent has HND/BSC and 3(2.5%) of the respondents has MSc/PhD. essentially, the largest percentage of the respondents for this study has NCE/ND followed by FSLC/SSCE counterpart.

Table 5   Frequency distribution of respondent by Rank

From the figure above analysis shows that larger ratio of the respondent by their Ranks, A total of 3(2.2%) of the respondents was General Manager, 7(6.7%) of the respondents were Assistance General Manager, more so, 11(8.9%) of the respondents were senior manager while 39(31.1%) of the respondents were manager, however, 15(13.3%) were senior banking officers, 24(20.0%) were banking officers and 19(17.8%) were assistance banking officers. essentially, the largest percentage of the respondents for this study was managers followed by banking officers and assistance banking officer's counterparts.

Table 6 Frequency distribution of respondent by years of experience
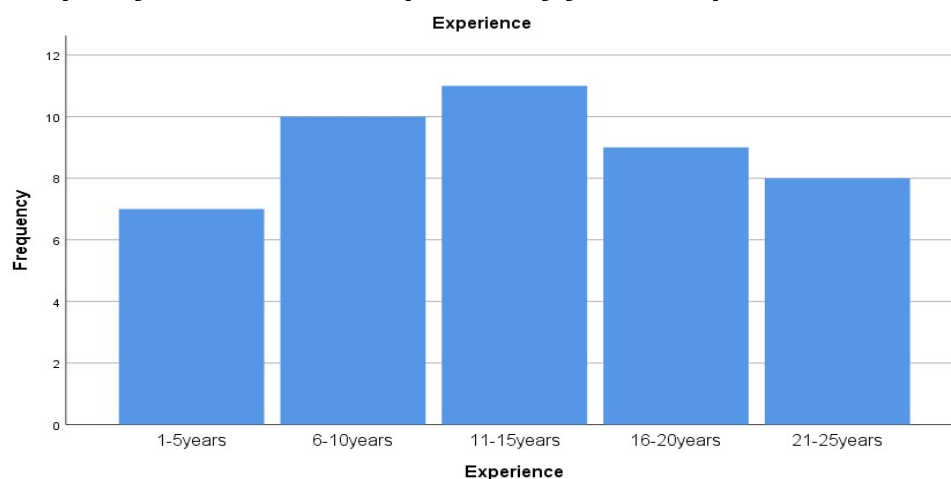
From the figure above analysis shows that larger ratio of the respondent by their Years of experience, A total of 17(15.6%) of the respondents were of 1-5years of experience, 26(22.2%) of the respondents were of 6-10years of experience, more so, 31(24.4%) of the respondents were of 11-15years of experience while 24(20.0%) of the respondents were of 16-20years of experience and 20(17.8%) of the respondents were of 21-25years of experience. essentially, the largest percentage of the respondents for this study was staffs who were 11-15years of experience followed by 16-20years of experience and 6-10years of experience counterparts.

4.3 Analysis Of The Data On Research Questions, Interpretation

Research Question one: what are the influence of organizational structure on employee performance of GTB in Ilorin metropolis?

Table 7 Influence of organizational structure on employee performance of GTB in Ilorin metropolis

Organizational structure on employee performance	1	2	3	4	5
Structural change in the organization has led to enhanced employee commitment and availability at work	73(61.9%)	19(16.1%)	2(1.7%)	21(17.8%)	3(2.5%)
Structural changes have improved communication within the organization	54(45.8%)	23(19.5%)	10(8.5%)	28(23.7%)	3(2.5%)
Structural changes has resulted to increased innovation in the organization	50(42.4%)	9(7.6%)	3(2.5%)	54(45.8%)	2(1.7%)
Job redesign as a result of structural changes has resulted to faster employee response and completion of work	58(49.2%)	13(11.0%)	5(4.2%)	40(33.9%)	2(1.7%)
Changes in work teams in the organization has led to enhanced teamwork and better performances from staff	49(41.5%)	57(48.3%)	6(5.1%)	2(1.7%)	4(3.4%)

Structural change in the organization has led to setting of better quality goals	58(49.2%)	40(33.9%)	7(5.9%)	13(11.0%)	--

Sources: Field survey, 2023

(Key: 1= Strongly Agree, 2= Agree, 3= Don't know, 4= Disagree, and 5= Strongly Disagree)

Table above show the influence of organizational structure on employee performance of GTB in Ilorin metropolis, the following results were obtained by using percentage scores indicated on Table: majority of the respondents 61.9% strongly agreed that Structural change in the organization has led to enhanced employee commitment and availability at work followed by Job redesign as a result of structural changes has resulted to faster employee response and completion of work and Structural change in the organization has led to setting of better quality goals 49.2% and 45.8% of respondents who revealed Structural changes have improved communication within the organization.

Research question two: what are the effect of technological change on employee performance of GTB in Ilorin metropolis?

Table 8 **Effect of technological change on employee performance of GTB in Ilorin metropolis**

Technological change on employee performance	1	2	3	4	5
Technological change has led to improve in the quality of work	50(42.4%)	54(45.8%)	9(7.6%)	3(2.5%)	2(1.7%)

I am able to control the work and process more efficiently due new technologies	58(49.2%)	40(33.9%)	13(11.0%)	5(4.2%)	2(1.7%)
I am able to accomplish work tasks quickly due to new technologies	67(56.8%)	45(38.1%)	3(2.5%)	2(1.7%)	1(0.8%)
There has been increase in the job performance after adopting new technologies	49(41.5%)	57(48.3%)	6(5.1%)	2(1.7%)	4(3.4%)
Technological change has resulted to increase in the efficiency and productivity of the employees in the company	73(61.9%)	21(17.8%)	--	3(2.5%)	21(17.8%)
Technological change has results to reduction in the total errors	54(45.8%)	50(42.4%)	9(7.6%)	5(4.2%)	--

Sources: Field survey, 2023

(Key: 1= Strongly Agree, 2= Agree, 3= Don't know, 4= Disagree, and 5= Strongly

Disagree)

Table above revealed the effect of technological change on employee performance of GTB in Ilorin metropolis, the following results were obtained by using percentage scores indicated on Table: almost all of the respondents 61.9% who Technological change has resulted to increase in the efficiency and productivity of the employees in the company, followed by 56.8% revealed that they are able to accomplish work tasks quickly due to new technologies, followed by 49.2% that indicated that they are able to control the work and process more efficiently due new technologies, while the next in rate 45.8% indicated Technological change has results to reduction in the total errors.

Research question three: what are the impact of organizational culture on employee performance of GTB in Ilorin metropolis?

Table 9 Impact of organizational culture on employee performance of GTB in Ilorin metropolis

Organizational culture on employee performance	1	2	3	4	5
The rites/rituals in my organization help the employees to embrace change introduced in the company	64(54.2%)	12(10.2%)	29(24.6%)	11(9.3%)	2(1.7%)
The organizational norms at my organization are supportive of change initiatives at the company	50(42.4%)	49(41.5%)	9(7.6%)	5(4.2%)	5(4.2%)
My organization culture encourages some input into decisions that affect my work	73(61.9%)	21(17.8%)	19(16.1%)	2(1.7%)	3(2.5%)
The rites/rituals at my organization foster loyalty and commitment to change programs	54(45.8%)	28(23.7%)	23(19.5%)	10(8.5%)	3(2.5%)
The organization values of the organization influence the behavior of the staff at the organization	62(52.5%)	31(26.3%)	20(16.9%)	2(1.7%)	3(2.5%)
The rites/rituals at my organization facilitate conflict resolution arising from change initiatives	62(52.5%)	48(40.7%)	7(5.9%)	--	1(0.8%)

Sources: Field survey, 2023

(Key: 1= Strongly Agree, 2= Agree, 3= Don't know, 4= Disagree, and 5= Strongly

Disagree)

Table above show the impact of organizational culture on employee performance of GTB in Ilorin metropolis, the following results were obtained by using percentage scores indicated on Table: majority of the respondent 61.9% indicated that their organization culture encourages some input into decisions that affect their work followed by 54.2% of respondents that revealed The rites/rituals in my organization help the employees to embrace change introduced in the company and 52.5% of respondents who strongly agree with organization values of the organization influence the behavior of the staff at the organization and The rites/rituals at my organization facilitate conflict resolution arising from change initiatives.

Table 10 **Employee Performance**

Employee Performance	1	2	3	4	5
Employees are efficient and effective in service delivery	62(52.5%)	31(26.3%)	20(16.9%)	2(1.7%)	3(2.5%)
Employees are able to adjust to changing priorities at workplace	62(52.5%)	48(40.7%)	5(4.2%)	2(1.7%)	1(0.8%)
Employees are able to meet their set targets at workplace	67(56.8%)	45(38.1%)	3(2.5%)	2(1.7%)	1(0.8%)
Employee are proactive in service delivery	57(48.3%)	49(41.5%)	6(5.1%)	2(1.7%)	4(3.4%)
Employees are able to meet all their deadline at work place	64(54.2%)	29(24.6%)	11(9.3%)	2(1.7%)	12(10.2%)
Employees are able to solve problem at work independently	50(42.4%)	49(41.5%)	5(4.2%)	5(4.2%)	9(7.6%)

Sources: Field survey, 2023

(Key: 1= Strongly Agree, 2= Agree, 3= Don't know, 4= Disagree, and 5= Strongly Disagree)

The table above show the employee performance, the following results were obtained by using percentage scores indicated on Table: majority of the respondents 56.8% agreed with Employees are able to meet their set targets at workplace, followed by 54.2% who agreed with Employees are able to meet all their deadline at work place and 52.2% who agree with Employees are efficient and effective in service delivery   and Employees are able to adjust to changing priorities at workplace.

4.4 Hypotheses

Hypothesis 1

H0₁: Organizational structure does not have significant effect influence on employee performance of GTB in Ilorin metropolis.

Table 4.7: Correlation Analysis of organizational structure does not have significant effect influence on employee performance.

Correlations		Organizational structure	Employee performance
Organizational structure	Pearson Correlation	1	.083
	Sig. (2-tailed)		.374
	N	118	118
Employee performance	Pearson Correlation	.083	1
	Sig. (2-tailed)	.374	
	N	118	118

Source: Field survey, 2023

The Pearson Product Moment Correlation was used to ascertain if organizational structure does not have significant effect influence on employee performance of GTB in Ilorin metropolis. The result in Table shows that organizational structure have significant effect on employee performance (r = .083, p > .05). Statistically, the null hypothesis one was therefore not accepted.   The implication of this is that. If there is proper organizational structure, it will have significant influence on employee performance.

 Hypothesis 2

H0$_2$:   technological change has no effect on employee performance of GTB in Ilorin metropolis

Table 4.8: Correlation Analysis of technological change has no effect on employee performance.

		Technological change	Employee performance
		Correlations	
Technological change	Pearson Correlation	1	.286**
	Sig. (2-tailed)		.002
	N	118	118
Employee performance	Pearson Correlation	.286**	1
	Sig. (2-tailed)	.002	
	N	118	118

**. Correlation is significant at the 0.01 level (2-tailed).
Sources: Field survey, 2023

 The Pearson Product Moment Correlation was used to ascertain if technological change has no effect on employee performance**.** Table shows that technological change has effect

on employee performance (r = .286, p > .05). Statistically, the null hypothesis two was therefore not accepted. The implication of this is that, if there is technological change is not adopted in this 21st Century, it will have positive influence on employee performance.

Hypothesis 3

$H0_3$: organizational culture does not have any significant impact on employee performance of GTB in Ilorin metropolis.

Table 4.9: Correlation Analysis of organizational culture does not have any significant impact on employee performance.

Correlations

		Organizational culture	Employee performance
Organizational culture	Pearson Correlation	1	.113
	Sig. (2-tailed)		.225
	N	118	118
Employee performance	Pearson Correlation	.113	1
	Sig. (2-tailed)	.225	
	N	118	118

The Pearson Product Moment Correlation was used to ascertain if organizational culture does not have any significant impact on employee performance. Table shows that organizational culture have significant impact on employee performance (r = .113, p > .05). Statistically, the null hypothesis three was therefore not accepted. The implication of this is that organizational culture have significant impact on employee performance.

4.4 Discussion Of Findings

The study investigated the impact of change management on employee performance of GTB in Ilorin metropolis. Each of the three research questions were based on ascertain the influence of organizational structure on employee performance; determine the effect of technological change on employee performance, evaluate the impact of organizational culture on employee performance. The findings of study are discus as follows:

Finding to research questions one shows in the that majority of the respondents revealed that Time management is the core factor for improving organization performance followed by Structural change in the organization has led to enhanced employee commitment and availability at work, Job redesign as a result of structural changes has resulted to faster employee response and completion of work, Structural change in the organization has led to setting of better quality goals and Structural changes have improved communication within the organization. Al-Jaradat, Nagresh, Al-Shegran, and Jadellah, (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.

Finding to research questions two using a 5-point scale, the table is explain using the highest score from strongly agree. Table shows that effect of technological change on employee performance of GTB in Ilorin metropolis to includes: Technological change has resulted to increase in the efficiency and productivity of the employees in the company, they are able to accomplish work tasks quickly due to new technologies, they are able to control the work and process more efficiently due new technologies and Technological change has results to reduction in the total errors. The finding corroborates with Wanza and Nkuraru (2016) on impact of change management and performance of employee: An instance of University of Eldoret, Kenya discovered that Change management influences performance of employees in different measurements in the University of Eldoret. Management of change was conceptualized using culture structure, technology and leadership. Technological change has both negative and positive impact on performance of employees.

Finding to research questions three in table shows the impact of organizational culture on employee performance of GTB in Ilorin metropolis to include: organization culture encourages some input into decisions that affect their work, the rites/rituals in my organization help the employees to embrace change introduced in the company, organization values of the organization influence the behavior of the staff at the organization and The rites/rituals at my organization facilitate conflict resolution arising from change initiatives. This finding agrees with the study of Daniel (2019) contemplated the Effects of Change Management on the Performance of Firms in Nigeria, 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.

The table also show the employee performance to include: Employees are able to meet their set targets at workplace, Employees are able to meet all their deadline at work place, Employees are efficient and effective in service delivery and Employees are able to adjust to changing priorities at workplace. This finding was consistent with Khosa, Rehman, Asad, Bilal and Niaz Hussain (2015) on the impact of organizational change on the employee"s performance in the banking sector of Pakistan concluded that organizational change management has a positive significant impact on employee"s performance in banking sector.

A correctional analysis was use to ascertain if organizational structure does not have significant effect influence on employee performance of GTB in Ilorin metropolis. The result in Table shows that organizational structure have significant effect on employee performance (r = .083, p > .05). Statistically, the null hypothesis one was therefore not accepted. The implication of this is that. If there is proper organizational structure, it will

have significant influence on employee performance. This study is in line with Isa, Hin and Yunus (2012) in their study change management initiatives and job satisfaction among salespersons in Malaysian direct selling industry found that change management initiatives in Malaysia direct selling industry had significant effect on employee job satisfaction as a result of shared change vision, training and upline support.

To affirm if technological change has no effect on employee performance a test of hypotheses two was conducted. Table shows that technological change has effect on employee performance (r = .286, p > .05). Statistically, the null hypothesis two was therefore not accepted. The implication of this is that, if there is technological change is not adopted in this 21st Century, it will have positive influence on employee performance. This finding is in line with Njuguna and Muathe (2016) conducted in-depth critical review on the management of change and performance of employees. They uncovered that all signs pointed that that change management factors such as communication, training, motivational commitment and participatory leadership are significantly and positively related to the performance of employee.

To affirm the if organizational culture does not have any significant impact on employee performance a test of hypotheses three was conducted. Table shows that organizational culture have significant impact on employee performance (r = .113, p > .05). Statistically, the null hypothesis three was therefore not accepted. The implication of this is that organizational culture have significant impact on employee performance. This study

is in agree with Kinoti (2015) on impacts of management of change on performance of employees in co-operative bank of Kenya reasoned that management of change enhances performance of employees, because of viable supervisory connections and work process impacts productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the findings, conclusion and recommendations of   the impact of change management on employee performance of GTB in Ilorin metropolis**.**

5.1 Summary of the Study

The summary of the findings was based on the analysis made in chapter four. The descriptive survey method was adopted for this study and it was conducted based on guided objectives of the study which were also the research questions for the study. From the data collected and analyzed, the researcher was able to examine and ascertain also investigate the   impact of change management on employee performance of GTB in Ilorin metropolis. The questions were presented in tabular form. The data for the study was collected and presented and analyzed using percentage and frequency tables with the aid of questionnaire using Statistical Package for Social Science (IBM: SPSS V26.0).

5.2 Summary of the Findings

The finding of the study are summaries as follows:

I. Majority of respondents indicated that Structural change in the organization has led to enhanced employee commitment and availability at work, Job redesign as a result

of structural changes has resulted to faster employee response and completion of work, Structural change in the organization has led to setting of better quality goals and Structural changes have improved communication within the organization;

II. Majority of the staffs in Kam wire revealed that Setting priorities provides rational choice in the list competing organizational goals, Setting priorities helps organization to make efficient utilization of available resources, Setting priorities provides ranking of organization needs, and Setting priorities helps in identifying quickly the most important needs among others;

III. Majority of the respondents revealed that Technological change has resulted to increase in the efficiency and productivity of the employees in the company, they are able to accomplish work tasks quickly due to new technologies, they are able to control the work and process more efficiently due new technologies and Technological change has results to reduction in the total errors.

IV. Staffs in GTBank revealed organization culture encourages some input into decisions that affect their work, the rites/rituals in my organization help the employees to embrace change introduced in the company, organization values of the organization influence the behavior of the staff at the organization and The rites/rituals at my organization facilitate conflict resolution arising from change initiatives;

5.3 Conclusion

Based on the findings of the study, it was concluded that change has been an ever-present component of organizational life as a result of increasingly complicated settings and frequently shifting external demands. For organizations to attain organizational objectives, change is imperative. In the GTB Ilorin metropolis, this study has established that some aspects of change management positively influence performance in the company. In specific terms, this study showed that performance in the company is positively influenced by Technological change, organizational restructuring, organizational leadership, and organizational culture. This implies a combination of these change management components can substantially enhance the performance of the company.

5.4 Recommendations

Based on the findings of this study, the following recommendations were made to enhance performance;

1. Adequate training should be provided to employees when the change involves a shift in technologies or processes, to help employees master the new way of doing things.

2. Before making changes in the company, there should be proper communication between the management and the affected personnel. This can help in clearing misgivings among the employees and provide clarity on the company's goals.

3. The management of the company should initiate appropriate leadership changes that are based on work values, norms, ethics, and behaviours. These leadership changes initiated should be able to help to stimulate enhanced employee performance in the company.

4. The company should ensure that changes are introduced in phases. This will help in ensuring that errors encountered during any implementation stage are corrected before the next stage.

5.5 Limitations of the Study

In the process of carrying out the research, the researcher had encountered both methodological and practical problems, which includes;

The problem of data analysis was also encountered; it was difficult to categorize the data collected into a constituted and meaningful pattern. Again as it was analyzed mutually, the researcher was faced with problems in preparing the coding frame. However with constant analysis and time was finally analyzed.

The researcher also faced practical problems in terms of cost, whereby the study was costly in terms of typing, printing, transport, and final publication of the report.

The researcher got assistance and support from the family members and friends to help provide scholastic materials and printing the report., though these limitations does not by means erode the authenticity of discoveries made in the study.

5.6 Suggestion for Further Study

Since it is practically impossible for any single study to investigate the entire variables. So from the findings of the study, it is suggested that further study could be carried out to encourage generalization of findings obtained from the study:

1. It is recommended that a study should be carried out on the effects of working ability, working condition, motivation and incentive on employee's multi-dimensional productivity,

2. It is also recommended that a study should be carried on the influence of change management on employee performance in Kwara State.

REFERENCES

Abbas, J., Muzaffar, A., Mahmood, H.K., Ramzan, M.A., & Rizvi,S.S., (2014). Impact of Technology on Performance of Employees: A Case Study on Allied Bank Ltd, Pakistan. World Applied Sciences Journal 29 (2): 271-276

Abbas, J., Muzaffar, A., Mahmood, H.K., Ramzan, M.A., & Rizvi,S.S., (2014). Impact of Technology on Performance of Employees: A Case Study on Allied Bank Ltd, Pakistan. World Applied Sciences Journal 29 (2): 271-276, 2014, DOI: 10.5829/idosi.wasj.2014.29.02.1897

Abbas, Q., & Yaqoob, S., (2009). Effect of leadership development on employee performance in Pakistan. Pakistan Economic and Social Review Volume 47, No. 2, pp. 269-292.

Adebiyi, J., & Abayomi, T. (2016). Research Design: A Review of Features and Emerging Developments. European Journal of Business and Management, 8(11), 113-118.

Adler, N. (2001). International Dimensions of Organizational Behavior, (2nd edition), Wadsworth Publishing Co, Belmont, CA. Adair, J. (2006). Leadership and Motivation. London: Kogan Page Ltd.

Al Manei, M., Salonitis, K., & Tsinopoulos, C. (2018). A conceptual lean implementation framework based on change management theory. Procedia cirp, 72, 1160-1165.

Al-Jaradat, O., Nagresh, M., Al-Shegran, A., & Jadellah, N. (2013). Impact of change management on the performance of employees in university libraries in Jordan. European Journal of Business and Management, 5(2), 169-178.

Al-Jaradat, O., Nagresh, M., Al-Shegran, A., & Jadellah, N., (2013). Impact of change management on the performance of employees in university libraries in Jordan. European Journal of Business and Management, Vol.5, No.2, 2013

Armstrong, M. (2008).Strategic Human Resource Management: A Guide to Action, 4th Edition,

Asghar I., (2010). The role of Leadership in organizational change: Relating the successful organizational change to visionary and innovative leadership. Master's thesis in Industrial Engineering and Management, Faculty of Engineering and Sustainable Development, University of Gavle.

Awadh, A.M., & Saad, A.M., (2013). Impact of Organizational Culture on Employee Performance. International Review of Management and Business Research, Vol. 2 issue

Baca, N & Claudia, D. (2005).Project Managers Spotlight on Change Management. Alameda: Sybex.

Balogun, J. & Hailey V.H. (2008) Exploring Strategic Change 3rd Edition. Prentice Education.

Beeson, Bass, B. (2000). Bass & Stogdill's Handbook of Leadership (3rd Ed). New York:

Bello, S.M., (2012). Impact of Ethical Leadership on Employee Job Performance. International Journal of Business and Social Science, Vol. 3 No. 11; June 2012

Blake, R. & Mouton, J. (1964).The Managerial Grid. Houston, TX: Gulf Publishing. Planning and financial performance in small mature firms. Strategic Management Journal. Vol 3 pg 21

Brockhaus, R.., & Horwitz, P. (2006).In D. Sexton & R. Smilor (Eds.), the Art and Science of Entrepreneurship. Cambridge, MA: Ballinger.

Chae, H. C., Koh, C. E., & Prybutok, V. R. (2014). Information technology capability and firm performance: contradictory findings and their possible causes. MIS quarterly, 38(1), 305-326.

Commission for University Education (2015). Accredited Universities in Kenya – November 2015. Retrieved on 12/2/2016 from: www.cue.or.ke/services/accreditation/status-of-universities

Coolis, J. & Hussey, R. (2009). Business Research: A Practical Guide for Undergraduate and Post Graduate Students. New York: Palgrave Macmillan

Cooper, R.D. & Schindler, P.S. (2014). Business Research Methods (12th Ed.). New York: McGraw-Hill Publishing

Creswell, P. D., Wisk, L. E., Litzelman, K., Allchin, A., & Witt, W. P. (2014). Parental depressive symptoms and childhood cancer: the importance of financial difficulties. Supportive care in cancer, 22(2), 503-511.

Csaszar, F. A., (2008). Organizational structure as a determinant on performance: Evidence from mutual funds. Retrieved on 9/3/2016 from: http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.145.9390&rep=rep1&type=pdf

Daniel, C. O. (2019). Effects of Change Management on the Performance of Firms in Nigeria. International Journal of Advances in Scientific Research and Engineering, 5(1), 59-64.

Dauda, Y. A., & Akingbade, W. A. (2011). Technological change and employee performance in selected manufacturing industry in Lagos state of Nigeria. Australian Journal of Business and Management Research, 1(5), 32-43.

Dauda, Y.A., & Akingbade, W.A., (2011). Technological change and employee performance in selected manufacturing industry in Lagos state of Nigeria. Australian Journal of Business and Management Research Vol.1 No.5 [32-43]

De Witt B. and Meyer R. (2010). Strategy Process, Content, Context an International Perspective 4th ed. Southern-Western Cengage Learning. Hampshire.Limited England.

Denison, D. (2000). Corporate Culture and Organizational Effectiveness. New York: Wiley Duggan, T., (n.d). How Does Organizational Structure Affect Performance Measurement? Retrieved on 9/3/2016 from: http://smallbusiness.chron.com/organizational-structure-   affect-performance-measurement78846.html

Dicke, C. (2007). Employee engagement and change management. London: American Express Graduate Research Assistant to CAHRS.

Drucker, F. (2003).The Practice of Management. New York: Harper Business.

Du Plessis, T., & Mabunda, T. T. (2016). Change management in an academic library in the knowledge economy. South African Journal of Libraries and Information Science, 82(1), 53-61.

Edwards, C., & Walton, G., (2000). Change and the Academic Library: Understanding, Managing, and Coping, IMPEL2 Project, an eLib Project Funded by JISC.

Fraser, J & Hemmings, C. (2010). A change for the better. Strategic HR Review, 9 (2): 25-31.

Gathoni, R. A., & Gachunga, H. (2016). Effect of Strategic Change Management on Organizational Performance in Public Universities. The Strategic Journal of Business Change Management, 4(27), 481-501.

Goehrig, R. (2008). The role of leadership in building high performing, sustainable organizations. Government Finance Review. 24 (6): 6-14.

Goehrig, R. (2008). The role of leadership in building high performing, sustainable organizations. Government Finance Review. 24 (6): 6-14.

Green, M. (2007). Change Management Masterclass; a Step by Step Guide to Successful Change Management. London & Philadelphia: Kogan Page.

Gupta, N., & Sharma, V. (2016). Exploring employee engagement—A way to better business performance. Global Business Review, 17(3_suppl), 45S-63S.

Hammond, G. D., Gresch, E. B. & Vitale, D. C.(2011). Homegrown process improvement employing a change message model. Journal of Organizational Change. 24 (4): 487-510.

Hao, Q., Kasper, H., & Muehlbacher, J. (2012). How does organizational structure influence performance through learning and innovation in Austria and China. Chinese Management Studies, 6(1), 37-52

Hao, Q., Kasper, H., & Muehlbacher, J.,(2012). How does organizational structure influence performance through learning and innovation in Austria and China", Chinese   Management   Studies,   Vol.   6   Iss   1   pp.   36   –   52 http://dx.doi.org/10.1108/17506141211213717

Hay, A. & Hodgkinson, P. (2006), "Rethinking leadership: a way forward for teaching leadership?" Leadership and Organisation Development Journal, Vol 27 Iss: 2 pp.144-158.

Hayes, J. (2008). The Theory and Practice of Change Management: Second Edition. Palgrave Macmillan.

Hurduzeu, R. E. (2015). The impact of leadership on organizational performance. SEA– Practical Application of Science, 3(07), 289293.

Hurduzeu, R., (2015).The impact of leadership on organizational performance. SEA - Practical Application of Science Volume III, Issue 1

Ilesanmi, O. A., & Lasisi, F. A. (2015). Nexus of Change Management on Organizational Performance and Survival in Nigerian Universities: A Case Study of University of Ilorin. International Journal of Business and Management Review, 3(4), 66-81.

Jabri, M., Adrian, A. D. & Noje, D.(2008). Reconsidering the role of conversations in change communication. A contribution based on Bakhtin. Journal of Organizational Change Management, 21(6): 667-685.

Kamugisha, S., (2013). The Effects of Change Management in an Organization: A Case Study of National University Of Rwanda (NUR). Wyno Journal of Management & Business Studies Vol. 1(1), PP. 1-18 April, 2013

Keyton, J. (2011). Communication & Organizational Culture. A Key to Understanding Work Experiences. Los Angeles: Sage.

Khosa, Z.M., Rehman, Z.U., Asad, A., Bilal, M.A., & Hussain, N., (2015). The Impact of Organizational Change on the Employee's Performance in the Banking Sector of Pakistan. Journal of Business and Management. Volume 17, Issue 3.Ver. II (Mar. 2015), PP 54-61

Kitur, R.K., (2015). Strategic change and leadership at Madison Insurance Co. Ltd. A thesis for Master of Business Administration, School of Business, University of Nairobi.

Kotter, J. P., & Schlesinger, D. S. (2008). The heart of change: Real-life stories of how people change their organizations. Boston, MA: Harvard Business School Press.

Kotter, J.P (2011) Leading Change. Boston: Harvard Business School Press, Library of Congress Cataloging-InPublication Data.

Kováts, G. (2018). The change of organizational structure of higher education institutions in Hungary: a contingency theory analysis. International Review of Social Research, 8(1), 74-86.

Král, P., & Králová, V. (2016). Approaches to changing organizational structure: The effect of drivers and communication. Journal of Business Research, 69(11), 5169-5174.

Kute, D., & Upadhyay, P. (2014). The impact of technological changes on the performance of the employees in commercial printing industry. Journal for Contemporary Research in Management, 2(3), 67-72.

Kute, D., & Upadhyay, P., (2014). The Impact of Technological Changes on the Performance of the Employees in Commercial Printing Industry. Journal for Contemporary Research in Management, pp 67-72 McLagan, P.A. 2002. Success with change. TD December.

Lawlor, J. (2013). Employee Perspectives on the Post-Integration Stage of a MicroMerger. Personnel Review, 42(6): 1-31.

Machuki, V. N., & Aosa, E. (2011). The influence of the external environment on the performance of publicly quoted companies in Kenya, 1-22

Manene, G.M. (2011). The Role of Leadership in Numerical Church Growth: A Case Study of Selected Deliverance Church Congregations in Nairobi-Kenya.(Masters' Thesis).Daystar University, Nairobi, Kenya.

Millar, C., Hind, P. & Magala, S. (2012). Sustainability and the need for change: organisational change and transformational vision. Journal of Organizational Change Management, 25 (4): 489-500.

Ndahiro, S., Shukla, J., & Oduor, J. (2015). Effect of change management on the performance of government institutions in Rwanda: A case of Rwanda revenue authority. International journal of business and management review, 3(5), 94-107.

Ndahiro, S., Shukla, J., & Oduor, J., (2015). Effect of change management on the performance of government institutions in Rwanda: A case of Rwanda revenue authority. International Journal of Business and Management Review Vol.3, No.5, pp.94-107

Nwinyokpugi, P. (2018). Organisational change management and employees productivity in the Nigeria banking sector. IOSR Journal of Business and Management, 20(1), 11-20.

Obeng, E., (2006). All Change: the Project Leaders Secret Handbook. London: Pitman

Olubayo.O.T., (2014). Change Management and its Effects on Organizational Performance of Nigerian Telecoms Industries: Empirical Insight from Airtel Nigeria.

International Journal of Humanities Social Sciences and Education (IJHSSE) Volume 1, Issue 11, November 2014, PP 170-179

Omari, S. M., Ateka, R. M., & Nyaboga, B. (2013). The influence of Strategic Change Management Practices on Organizations Performance: A case of the Operations of soft drink Industries in Western Kenya. International Journal of Social Sciences and Entrepreneurship, 1(4), 557-567.

Omari, S. M., Ateka, R. M., & Nyaboga, B. (2013). The influence of Strategic Change Management Practices on Organizations Performance: A case of the Operations of soft drink Industries in Western Kenya. International Journal of Social Sciences and Entrepreneurship, 1(4), 557-567.

Orlikowski, J., (2006). Improvising Organizational Transformation over Time: A Situated Change Perspective. Information Systems Research

Osei-Bonsu, N., (2014). The impact of change management on job satisfaction of employees in Ghana's banking sector. Problems of management in the 21st century Vol. 9, No. 2,

Pearse, N. J.(2010). Towards a social capital theory of resistance to change. Journal of Advances in Management Research, 7(2): 163-175.

Pugh, L., (2007). Change Management in Information Services. Abingdon: Ashgate Publishing Group.

Putnam, L.L. and Poole, M.S. (2008) Organizational communication, in Clegg, S.R. and Bailey, J.R. (Eds). International Encyclopedia of Organization Studies, 3: 1031-5. Sage Publications, Thousand Oaks: CA.

Quinn, R. W., & Quinn, R. E. (2016). Change management and leadership development have to mesh. Harvard Business Review, 1(7), 2-4.

Salem, P. (2008). The seven communication reasons organizations do not change. Corporate Communications: An International Journal, 13(3): 333-348.

Salerno, A & Brock, L,. (2008). Change Cycle: How People Can Survive and Thrive in Organizational Change. Williston: Berrett-Koehler Publishers

Samuel, K. (2013). The effects of change management in an organisation: a case study of National University of Rwanda (NUR). Wyno Journal of Management & Business Studies, 1(1), 1-18.

Schnackenberg, A. K., Bundy, J., Coen, C. A., & Westphal, J. D. (2019). Capitalizing on categories of social construction: A review and integration of organizational research on symbolic management strategies. Academy of Management Annals, 13(2), 375413.

Sidikova, M., (2011). The impact of change management on employee's motivation: A case of Cargotec Shared Service Centre. Bachelor Thesis. Turku University of Applied Sciences

Thomas, O. O. (2014). Change management and its effects on organizational performance of Nigerian telecoms industries: Empirical Insight from Airtel Nigeria. International Journal of Humanities Social Sciences and Education, 1(11), 170-179.

Wachira, L., & Anyieni, A. (2017). Effect of change management practices on performance of Teachers Service Commission. International Journal of Science and Research, 6(5), 525-531.

Wambugu, L.W., (2014). Effects of Organizational Culture on Employee Performance: A Case Study of Wartsila - Kipevu Ii Power Plant). European Journal of Business and Management Vol.6, No.32, 2014

Wanza, S. L., & Nkuraru, J. K. (2016). Influence of change management on employee performance: A case of university of Eldoret, Kenya. International Journal of Business and Social Science, 7(4), 190-199.

Yamane, T. (1967). Elementary sampling theory.

Zamanan, M. S. A. (2021). Impact of organizational change on the employees' performance in Kuwaiti educational institution through the modified role of organizational culture. Psychology and Education Journal, 58(2), 7010-7020.

APPENDIX

INTRODUCTORY LETTER

Department of Business and Entrepreneurship,

Faculty of Management and Social Sciences,

Kwara State University, Malete

Ilorin, Kwara State.

Dear Respondent,

LETTER OF INTRODUCTION

My name is Mariam Olaide, I am a student of KWASU. Department of business administration and entrepreneurship. The questionnaire seeks to obtain views and opinion that relate to *impact of change management on employee performance of GTB in Ilorin metropolis*. Kindly do not indicate your name on the questionnaire. Please answer all the questions. The information you give will be treated with utmost confidentiality and is only for academic purpose.

Thanks for your cooperation.

Yours faithfully,

Mariam Abdulraheem Olaide

Project Supervisor

Dr. A.N BRIMAH

SECTION A: Demographic Information of Respondents

Please indicate your response by putting a tick (√) in the appropriate spaces provided.

1) Gender: a. M   ( )   b. F ( )

2) Age Bracket: a. 20-30 ( )   b. 21-30 ( )   c. 31-40 ( )   d. 41 - 50 ( ) e.50 above ( )

3) Highest Academic Qualification: a. SSCE/FSLC ( )   b. NCE/ND ( ) c. HND/BSC ( )   d. MSC ( )   e. PhD ( )

4) Marital Status: a. Single ( )   b. Married ( )   c. Divorce ( )   d. Widow ( )

5) Working Experience: a. 1-5yrs ( )   b. 6-10yrs ( ) c.11-15yrs ( ) d. 16-20yrs ( )   e. 21-25years   ( )

SECTION B:

Using the scale provided below please indicate the extent to which you agree or disagree with the following statements: where 1= strongly agree, 2= Agree, 3= Don't know, 4= Disagree and 5= strongly disagree

influence of organizational structure on employee performance of GTB in Ilorin metropolis.

   Using the scale provided below please indicate the extent to which you agree or disagree with the following statements: where 1= strongly agree, 2= Agree, 3= Don't know, 4= Disagree and 5= strongly disagree

S/N	Organizational structure on employee performance	1	2	3	4	5
1.	Structural change in the organization has led to enhanced employee commitment and availability at work					
2.	Structural changes have improved communication within the organization					
3.	Structural changes has resulted to increased innovation in the organization					
4.	Job redesign as a result of structural changes has resulted to faster employee response and completion of work					
5.	Changes in work teams in the organization has led to enhanced teamwork and better performances from staff					
6.	Structural change in the organization has led to setting of better quality goals					

SECTION C:

effect of technological change on employee performance of GTB in Ilorin metropolis

S/N	ITEMS	1	2	3	4	5
7.	Technological change has led to improve in the quality of work					
8.	I am able to control the work and process more efficiently due new technologies					
9.	I am able to accomplish work tasks quickly due to new technologies					

10.	There has been increase in the job performance after adopting new technologies					
11.	Technological change has resulted to increase in the efficiency and productivity of the employees in the company					
12.	Technological change has results to reduction in the total errors					

SECTION D:

impact of organizational culture on employee performance of GTB in Ilorin metropolis

S/N	ITEMS	1	2	3	4	5
13.	The rites/rituals in my organization help the employees to embrace change introduced in the company					
14.	The organizational norms at my organization are supportive of change initiatives at the company					
15.	My organization culture encourages some input into decisions that affect my work					
16.	The rites/rituals at my organization foster loyalty and commitment to change programs					
17.	The organization values of the organization influence the behavior of the staff at the organization					
18.	The rites/rituals at my organization facilitate conflict resolution arising from change initiatives					

SECTION E

Employee Performance

S/N	ITEMS	1	2	3	4	5
19.	Employees are efficient and effective in service delivery					
20.	Employees are able to adjust to changing priorities at workplace					
21.	Employees are able to meet their set targets at workplace					
22.	Employee are proactive in service delivery					
23.	Employees are able to meet all their deadline at work place					
24	Employees are able to solve problem at work independently					