

**THE IMPACT OF ORGANIZATIONAL CHANGE  
ON EMPLOYEES PRODUCTIVITY IN AN  
ORGANIZATION**

**BY**

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**ND/23/OTM/FT/0048**

**A RESEARCH PROJECT SUBMITTED  
TO THE**

**DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT  
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY  
KWARA STATE POLYTECHNIC, ILORIN**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD  
OF NATIONAL DIPLOMA  
IN OFFICE TECHNOLOGY AND MANAGEMENT**

**JULY, 2025**

## **APPROVAL PAGE**

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. In partial fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

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## **DEDICATION**

This project work is dedicated to Almighty God, and my Parent.

## **ACKNOWLEDGEMENTS**

Firstly, I thank God Almighty for granting me strength, clarity and perseverance. His grace has carried me through every challenge.

To my parent, Mr and Mrs Owoade, your love, encouragement and patience have been the cornerstone of my progress. I owe so much to your sacrifice.

To my supervisor, Dr Oyinloye O.T, your dedication and thoughtful input gave this project its direction and depth. I am sincerely grateful.

To the Head of Department Mrs Asonibare E.M, and my lecturers, thank you for your leadership and support throughout my academic journey.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

In today's globalized and rapidly evolving business environment, organizations must consistently adapt to technological advancements, market demands, and strategic shifts to remain competitive. As organizations seek to stay ahead of the competition, they inevitably undergo various forms of change—structural, technological, cultural, and leadership changes. While these changes are often implemented to improve organizational efficiency and effectiveness, they can have profound and diverse impacts on employees' productivity. The relationship between organizational change and employee productivity is complex and multifaceted, requiring careful analysis to fully understand the causes and consequences of such changes.

Organizational change refers to any alteration in the way an organization operates, ranging from technological innovations, shifts in leadership, and changes in organizational structure, to cultural transformations and the introduction of new processes or systems (Kotter, 1996). While some organizational changes lead to improvements in productivity by enhancing employee performance and motivation, others may result in resistance, confusion, or disengagement, thereby harming productivity.

The banking sector in Nigeria offers a rich context for studying organizational change and its impact on employee productivity. The sector has undergone significant transformations in recent years, including the adoption of digital banking technologies, restructuring efforts, and changes in leadership. These changes have the potential to either enhance or hinder employee performance, depending on how they are managed. For example, Igudia (2021) found that technological advancements and leadership changes at banks led to improvements in employee productivity as workers were

provided with new tools and leadership styles that supported their professional growth. Similarly, the introduction of flexible work policies and improved communication systems contributed to higher employee satisfaction and performance.

On the other hand, the negative effects of organizational change on employee productivity have also been documented in the literature. Adekule (2021) conducted a study on the impact of organizational changes in Nigerian Deposit Money Banks and found that poorly executed changes, such as sudden restructuring and lack of employee involvement in decision-making processes, led to employee dissatisfaction, increased stress, and a decline in productivity. This suggests that while the intention behind organizational changes may be positive, the way they are implemented is crucial to their success or failure. Factors such as inadequate communication, lack of proper training, and failure to involve employees in the change process can lead to resistance, confusion, and ultimately, reduced productivity (Oladimeji & Olanitori, 2022).

## **1.2 Statement of the Problem**

Organizational change has become an essential process for organizations striving to remain competitive and efficient in an ever-evolving business environment. Whether driven by technological advancements, market demands, regulatory changes, or internal restructuring, organizations are constantly adjusting their operations, structures, and strategies. However, while the objective of organizational change is often to improve productivity and organizational performance, the impact on employees' productivity remains a complex and nuanced issue.

Although many studies indicate that organizational change can lead to improved productivity and job satisfaction when managed effectively (Kotter, 1996), others show that poorly executed changes often result in negative consequences, including lower employee morale, decreased motivation, and ultimately, reduced productivity (Adekule, 2021). In some cases, employees experience uncertainty, resistance, and

disengagement during periods of change, which can hinder their ability to perform at their best. According to Jimmieson et al. (2004), these negative emotional reactions to change can lead to stress, anxiety, and job insecurity, which, in turn, undermine employee performance.

### **1.3 Objective of the Study**

The primary objective of this study is to investigate the impact of organizational change on employee productivity within an organizational context, with a particular focus on the Nigerian banking sector. Organizational change is often implemented to improve efficiency, competitiveness, and profitability, but the consequences on employee productivity are not always well-understood. This study seeks to explore how various types of organizational change—such as technological advancements, structural reorganization, leadership changes, and cultural transformations—affect employee performance, motivation, and job satisfaction.

The specific objectives of the study are as follows:

- 1.To assess the relationship between organizational change and employee productivity.
- 2.To identify the specific types of organizational changes that have the most significant impact on employee productivity.
- 3.To evaluate the role of communication and employee involvement in the success of organizational change initiatives.
- 4.To examine the role of organizational culture in influencing employee responses to change.
- 5.To provide strategies on how organizations can effectively manage change to enhance employee productivity.

## **1.4 Research Questions**

Based on the specific objectives of the study, The following research questions are raised to guide the study and explore the relationship between organizational change and employee productivity:

- 1.What is the relationship between organizational change and employee productivity in organizations?
- 2.What types of organizational changes have the most significant impact on employee productivity?
- 3.What is the influence of communication strategies and employee involvement during organizational change on employee productivity?
- 4.What role does organizational culture play in shaping employees' responses to organizational change, and how does it affect their productivity?
- 5.What strategies can organizations employ to manage change effectively and enhance employee productivity?

## **1.5 Significance of the Study**

This study is significant for both employees and organizations as it provides valuable insights into the effects of organizational change on productivity.

For employees, the findings will help them better understand how to adapt to changes in the workplace, including new technologies, leadership styles, or structural adjustments. By exploring the relationship between organizational change and employee performance, the study aims to empower employees with the knowledge to handle transitions effectively, reduce stress, and maintain motivation. Additionally, it will highlight the importance of communication and involvement in the change

process, which are key to reducing resistance and fostering engagement, leading to higher productivity.

For organizations, the study will provide a clearer understanding of how different types of changes—such as technological advancements or leadership changes—impact employee performance. By identifying effective change management practices, organizations can better plan and execute transitions that support employee productivity. The study also emphasizes the role of organizational culture in managing change. A positive culture that supports change can lead to higher employee engagement, improved retention, and enhanced overall organizational performance. Ultimately, this research will help organizations create more effective strategies for managing change, aligning employee goals with organizational objectives, and fostering a productive and committed workforce.

## **1.6 Delimitation**

This study focused on the impact of organizational change on employee productivity in an organization. It was delimited to organizations such as banks, that have undergone significant structural or technological changes over the past five years, as these are the most recent and relevant instances of change. The study excludes organizations in other sectors such as manufacturing or retail, as their challenges and responses to change may differ significantly. Additionally, the research will primarily examine the experiences of employees at mid to senior management levels, as they are more likely to have been directly involved in or affected by the changes. The findings of this study were limited to the Nigerian context, which may not be fully generalizable to other regions or countries with different economic or organizational conditions (Igudia, 2021; Adekule, 2021).

## **1.7 Limitation**

This study has several limitations that should be considered when interpreting the findings. First, the research is confined to the Nigerian banking sector, which may limit the applicability of the results to other industries or countries with different organizational structures and cultural contexts (Adekule, 2021). Additionally, the study relied on self-reported data from employees, which can be subject to biases such as social desirability or selective memory, potentially affecting the accuracy of the responses. The sample size is also limited to a select number of organizations, which may not fully represent the diverse experiences of all employees in the sector (Nwinyokpugi, 2018). Furthermore, the study focused on organizational changes that have occurred in the past five years, which may not account for long-term impacts or changes that occurred prior to this period.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter provides a comprehensive review of existing literatures through the use of books, journals internet, etc on the impact of organizational change on employee productivity in organisation. Organizational change is a critical factor in shaping the dynamics of employee performance, and understanding its effects is essential for organizations aiming to maintain or improve productivity during times of transition. The literature review explores various theoretical frameworks, models, and empirical studies that have addressed the link between organizational change and productivity outcomes. The review will be presented on the under listed sub headings.

2.1 Organizational Change and Employee Productivity

2.2 Resistance to Change and Its Impact on Productivity

2.3 Communication during Organizational Change

2.4 The Role of Leadership in Change Management

2.5 Organizational Culture and Employee Response to Change

#### **2.1 Organizational Change and Employee Productivity**

Organizational change refers to any alteration in the structure, operations, strategies, or culture of an organization. It is an inevitable and essential process that allows organizations to adapt to shifting market demands, technological advancements, and competitive pressures. While organizational change is necessary for survival and growth, its impact on employees' productivity can be both positive and negative depending on how it is managed (Kotter, 1996).

Employee productivity, which is the efficiency with which employees perform their duties to achieve organizational goals, is often directly influenced by the nature and

implementation of organizational change. When changes are implemented smoothly and employees are well-informed and involved in the process, productivity tends to improve. For example, changes that involve technological upgrades or workflow improvements can reduce redundancy and increase efficiency (Armenakis & Bedeian, 1999). On the other hand, poorly managed change can lead to confusion, job insecurity, and resistance from employees, which can negatively affect their morale and performance (Cameron & Green, 2015).

Research has shown that employees are more likely to embrace change when they understand the rationale behind it and see how it benefits both the organization and their personal development. According to Oreg et al. (2011), involving employees in the change process fosters a sense of ownership, which enhances their commitment and productivity. Moreover, communication plays a pivotal role in facilitating organizational change. Clear, transparent, and timely communication reduces uncertainty and builds trust, which are essential for maintaining productivity during transitional periods (Lines, 2004).

Organizations that invest in training and capacity-building during change initiatives also tend to experience better productivity outcomes. When employees are equipped with the skills required to adapt to new roles, systems, or expectations, they are more confident and effective in their work (Vakola & Nikolaou, 2005). However, when change leads to increased workload, role ambiguity, or diminished job control, it can create stress and burnout, thereby diminishing employee productivity (Vakola & Nikolaou, 2005).

## **2.2 Resistance to Change and Its Impact on Productivity**

Resistance to change is a natural human response, especially in the workplace where stability, predictability, and established routines provide comfort and efficiency. When employees perceive organizational change as a threat to their job security, role clarity,



or existing relationships, they may respond with skepticism, reluctance, or active opposition. This resistance can significantly hinder the effectiveness of change initiatives and negatively affect employee productivity (Oreg, 2006).

One of the primary causes of resistance is fear—fear of the unknown, of failure, or of increased workload. When employees are not adequately informed or prepared for impending changes, they may feel anxious and uncertain, which disrupts their focus and work efficiency (Kotter & Schlesinger, 2008). For example, if a company introduces a new technology without proper training, employees may feel overwhelmed and resist using it, leading to delays, errors, and a decline in performance (Bovey & Hede, 2001).

Resistance can manifest in various ways—reduced engagement, absenteeism, lower morale, or passive non-compliance—all of which can significantly impact productivity. Studies have shown that employees who resist change often exhibit lower organizational commitment, which directly correlates with diminished output and work quality (Coch & French, 1948; Wanberg & Banas, 2000).

Moreover, resistance to change is not always irrational or purely emotional. Sometimes it arises from legitimate concerns, such as lack of resources, unclear objectives, or poor leadership. When management fails to address these concerns or ignores employee feedback, it exacerbates resistance and further impedes productivity (Piderit, 2000). Hence, it is critical for organizations to view resistance not merely as a problem but as valuable feedback that can help refine change strategies.

Effective communication, transparency, and employee involvement are key to overcoming resistance. When employees are involved in the planning and decision-making process, they are more likely to accept and support change. Armenakis et al. (1993) argue that change readiness and openness can be developed by creating trust and aligning the change with employees' values and goals.

Leadership also plays a pivotal role. Transformational leaders who foster collaboration, provide clarity, and recognize employee contributions can reduce resistance and enhance morale during transitional periods (Herold, Fedor & Caldwell, 2007). Support mechanisms such as training, counseling, and participative forums can ease anxiety and prepare employees for change, thereby safeguarding and even boosting productivity.

Resistance to change is a significant factor that can hinder employee productivity if not effectively managed. Understanding the causes and manifestations of resistance and addressing them through communication, support, and inclusive leadership can help organizations minimize disruptions and ensure smoother transitions.

### **2.3 Communication during Organizational Change**

Communication is a fundamental component in the success of any organizational change initiative. It serves as the bridge between the change strategy and its implementation by helping employees understand what the change entails, why it is necessary, and how it will affect them. Effective communication during organizational change can reduce uncertainty, build trust, improve employee morale, and ultimately increase productivity (Clampitt, DeKoch & Cashman, 2000). In contrast, poor or insufficient communication is often cited as a major reason for the failure of change initiatives (Lewis, 2006).

Organizational change can introduce significant disruptions to employees' daily routines, roles, and expectations. These disruptions can cause confusion, anxiety, and resistance if not addressed properly. Communication plays a crucial role in clarifying the objectives of change and aligning them with employee values and organizational goals. According to Kotter (1996), successful change efforts are typically characterized by consistent, clear, and compelling communication that engages employees and fosters a shared vision for the future.

One of the key functions of communication during change is to create awareness and understanding. Armenakis, Harris, and Mossholder (1993) emphasized that for employees to accept and support change, they must first believe that change is necessary. This belief is cultivated through clear messaging that highlights the urgency of change, the risks of inaction, and the benefits of transformation. Without this understanding, employees may view the change as arbitrary or threatening, which can result in fear, resistance, and decreased productivity.

Moreover, communication during change should not be limited to top-down messaging. Two-way communication channels—such as feedback mechanisms, suggestion boxes, town hall meetings, and open forums—are essential for engaging employees and allowing them to voice concerns, ask questions, and provide input. This inclusive approach can lead to a sense of ownership and commitment among employees (Lewis, 2006). When employees feel that their opinions are valued and considered, they are more likely to support the change process, which positively impacts their motivation and productivity.

Transparency is another critical aspect of communication during change. Uncertainty often breeds rumors, misinformation, and mistrust, which can severely hinder organizational progress. Goodman and Truss (2004) noted that withholding information or providing vague updates during change can lead to employee disengagement and reduced performance. In contrast, being open about the challenges, progress, and expected outcomes of change fosters credibility and enhances employee confidence in leadership.

The medium and frequency of communication also play significant roles. Modern organizations utilize a combination of digital platforms (e.g., emails, intranet portals, video messages) and traditional methods (e.g., printed newsletters, face-to-face briefings) to reach a diverse workforce. Repetition and reinforcement of key messages

are necessary to ensure that information is absorbed and understood across all levels of the organization (Barrett, 2002).

## **2.4 The Role of Leadership in Change Management**

Leadership plays a pivotal role in determining the success or failure of organizational change. Change management is not solely about adjusting structures or strategies; it is also about guiding people through transitions, aligning their goals with the vision of the organization, and sustaining their motivation throughout the process. The actions and attitudes of leaders significantly influence how employees perceive and respond to change, which directly impacts their productivity and commitment to organizational goals (Gill, 2003).

In the context of organizational change, effective leadership involves more than issuing directives. It requires the ability to communicate a compelling vision, address employee concerns, and foster a culture of openness and trust. According to Kotter (1996), one of the key reasons change initiatives fail is the lack of strong and visible leadership to drive the process. Leaders are expected to serve as role models, guiding employees through uncertainty and reinforcing the purpose and benefits of change.

Transformational leadership, in particular, has been found to be highly effective in change management. This leadership style emphasizes inspiration, intellectual stimulation, and individualized consideration. Studies have shown that transformational leaders positively affect employee attitudes toward change, thereby enhancing their willingness to adopt new behaviors and processes (Bass & Riggio, 2006). Employees who perceive their leaders as supportive and visionary are more likely to remain productive and engaged during periods of transformation.

Moreover, leadership influences employee readiness for change—a crucial determinant of productivity during transition. Armenakis et al. (1993) argue that readiness is fostered when leaders provide consistent information, express confidence

in the organization's future, and involve employees in the change process. Leaders who fail to do so may face heightened resistance, reduced morale, and declining performance.

Another critical responsibility of leadership during change is decision-making and problem-solving. As change often comes with unexpected challenges, leaders must demonstrate adaptability and resilience. According to Higgs and Rowland (2005), leaders who are effective change agents are those who engage with complexity, empower others to act, and learn from feedback. Their ability to remain calm under pressure and respond constructively to resistance significantly influences team dynamics and overall productivity.

Leadership also affects how resources are allocated and how roles are redefined during restructuring. Poor leadership decisions—such as failing to allocate sufficient training, ignoring employee workload concerns, or implementing abrupt structural shifts—can lead to confusion, burnout, and a decline in job performance (Burke, 2011). Conversely, proactive leadership that anticipates challenges and provides adequate support mechanisms contributes to a smoother transition and greater employee efficiency.

## **2.5 Organizational Culture and Employee Response to Change**

Organizational culture plays a vital role in shaping employees' attitudes, behaviors, and responses to change. It represents the shared values, beliefs, norms, and practices that define how things are done within an organization. As such, culture serves as a lens through which employees interpret and react to organizational change initiatives. The strength and alignment of an organization's culture can either facilitate or hinder the successful implementation of change, and by extension, influence employee productivity (Schein, 2010).

When an organization's culture supports openness, innovation, and adaptability, employees are more likely to embrace change positively. In such environments, change is seen as an opportunity for growth rather than a threat. According to Cameron and Quinn (2011), cultures that are characterized by flexibility and a developmental mindset—such as the clan and adhocracy cultures in the Competing Values Framework—tend to foster resilience among employees, making them more responsive and productive during organizational transitions.

Conversely, organizations with rigid, hierarchical, or control-oriented cultures may encounter resistance during change efforts. In these environments, employees may view change with skepticism or fear, especially if past experiences with change were not handled transparently or inclusively. Kotter and Heskett (1992) emphasize that deeply ingrained cultural norms can act as barriers to change, creating an environment where employees feel insecure, demotivated, or even hostile, which inevitably impacts their productivity.

The role of organizational culture is particularly evident in how communication is managed during change. In cultures that value transparency and two-way communication, employees feel informed and respected, which enhances their willingness to cooperate and maintain high performance (Denison, 1990). On the other hand, cultures where communication is top-down and feedback is discouraged may foster mistrust, misinformation, and disengagement, reducing productivity and morale.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter outlined the research methodology used to investigate the impact of organizational change on employee productivity in an organization. The methodology described the following sub titles.

- 3.1 Instrument Used
- 3.2 Population of the Study
- 3.3 Sample and Sampling Techniques
- 3.4 Distribution and Collection of Data
- 3.5 Reliability
- 3.6 Validity
- 3.7 Method of Data Analysis

#### **3.1 Instrument Used**

The primary instrument for data collection in this study was a structured questionnaire designed by the researcher. The questionnaire, titled "Impact of Organizational Change on Employee Productivity", (IOOCOEPiao) aimed to assess employees' perceptions of the organizational changes they experienced and the corresponding effects on their productivity. The questionnaire was designed using a Likert scale format, which allowed for the collection of quantitative data. It included a range of closed-ended questions designed to measure key factors such as the type of organizational change (e.g., structural, technological, leadership), employee satisfaction, engagement, and perceived productivity.

#### **3.2 Population of the Study**

The population of this study consisted of employees from, Guaranty Trust Bank Ilorin selected as a case study specifically those who have recently undergone some form of

organizational change. They are known for frequent organizational changes such as restructuring, mergers, and technology integration.

The total population of the study was approximately 101 employees across various levels within the selected bank. These employees were chosen because they had experienced organizational change processes, making them well-suited to provide valuable insights into the impact of such changes on their productivity.

### **3.3 Sample and Sampling Techniques**

The study employed a **stratified random sampling** technique to select participants from the identified population. This technique was chosen to ensure representation from various sectors and employee levels within the organizations.

The sample was divided into three strata; of Employee level (junior, middle, and senior staff)

From each stratum, random sampling was applied to ensure a representative sample from each category. The total sample size of, 100 employees was selected from each sector, divided equally across junior, middle, and senior positions. This sampling method ensured that the study captures diverse perspectives on how organizational changes influence productivity across different organizational types and employee roles.

### **3.4 Distribution and Collection of Data**

The structured questionnaires were distributed physically by the researcher to participants in the chosen organization selected as a case study. while for employees in office settings, hard copies of the questionnaire were distributed.

The distribution and collection process spanned a period of two weeks, during which follow-up reminders were sent to encourage maximum participation. Hard copies of the questionnaires were collected directly from the respondents,



### **3.5 Reliability**

Reliability refers to the consistency of the measurement instrument and the results it produces. To assess the reliability of the questionnaire, a pilot test was conducted with a small sample of 30 employees from a similar organization not involved in the final study. This pilot test helped to identify potential issues with the wording and clarity of the questions.

To further ensure reliability, Cronbach's Alpha was used to test the internal consistency of the instrument. A Cronbach's Alpha value of 0.87 was obtained, indicated that the instrument was highly reliable, as values above 0.7 are typically considered acceptable for social science research (Nunnally & Bernstein, 1994). This value suggested that the instrument consistently measured the intended constructs of organizational change and employee productivity.

### **3.6 Validity**

Validity refers to the extent to which the instrument measures what it is intended to measure. To ensure content validity, the questionnaire was reviewed by experts in the fields of organizational behavior and human resource management. These experts evaluated the relevance and clarity of the questions, confirmed that the instrument aligned with the study's objectives and adequately covered all aspects of the research topic. observations of the experts were used to refine the quality of the instrument.

### **3.7 Method of Data Analysis**

Data collected from the structured questionnaires were analyzed using. Descriptive statistics, such as frequencies, and percentages, were used to summarize an overview of the respondents' experiences with organizational change and its perceived impact on productivity.

## **CHAPTER FOUR**

### **DATA ANALYSIS**

#### **4.1 Introduction**

This chapter presents analysis of the data collected from the survey conducted on the impact of organizational change on employees' productivity. The data is organized in the form of tables that showed respondents' views on various aspects of organizational change, followed by a brief interpretation of the results.

#### **4.2 Results**

**Table 4.1: Organizational Change Affect Employee Productivity**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	20	20
Agree	45	45
Disagree	20	20
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.1 indicated that 20 (20%) respondents strongly agreed, and 45 (45%) respondents agreed that organizational change affected employee productivity. In contrast, 20 (20%) respondents disagreed, and 15 (15%) respondents strongly disagreed with the statement.

**Table 4.2: Organizational Change Improves Job Satisfaction**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	15	15
Agree	40	40
Disagree	25	25
Strongly Disagree	20	20
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.2 revealed that 15 (15%) respondents strongly agreed, and 40 (40%) respondents agreed that organizational change improved job satisfaction. Meanwhile, 25 (25%) respondents disagreed, and 20 (20%) respondents strongly disagreed.

**Table 4.3: Organizational Change Lead to Better Communication Among Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	25	25
Agree	50	50
Disagree	15	15
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The data in Table 4.3 showed that 25 (25%) respondents strongly agreed, and 50 (50%) respondents agreed that organizational change led to better communication among employees. On the other hand, 15 (15%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

**Table 4.4: Employees Feel More Motivated After Organizational Change**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	30	30
Agree	35	35
Disagree	20	20
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The findings from Table 4.4 revealed that 30 (30%) respondents strongly agreed, and 35 (35%) respondents agreed that employees felt more motivated after organizational change. However, 20 (20%) respondents disagreed, and 15 (15%) respondents strongly disagreed.

**Table 4.5: Organizational Change Resulted in Increased Workload for Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	33	33
Agree	38	38
Disagree	18	18
Strongly Disagree	11	11
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.5 indicated that 33 (33%) respondents strongly agreed, and 38 (38%) respondents agreed that organizational change resulted in an increased workload for employees. Meanwhile, 18 (18%) respondents disagreed, and 11 (11%) respondents strongly disagreed.

**Table 4.6: Organizational Change Improved the Quality of Work Produced by Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	20	20
Agree	45	45
Disagree	25	25
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.6 showed that 20 (20%) respondents strongly agreed, and 45 (45%) respondents agreed that organizational change improved the quality of work produced by employees. In contrast, 25 (25%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

**Table 4.7: Organizational Change Provide More Career Development Opportunities for Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	15	15
Agree	40	40
Disagree	30	30
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The findings from Table 4.7 indicated that 15 (15%) respondents strongly agreed, and 40 (40%) respondents agreed that organizational change provided more career development opportunities for employees. On the other hand, 30 (30%) respondents disagreed, and 15 (15%) respondents strongly disagreed.



**Table 4.8: Employees Feel More Engaged in their Work After Organizational Change**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	25	25
Agree	40	40
Disagree	20	20
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.8 revealed that 25 (25%) respondents strongly agreed, and 40 (40%) respondents agreed that they felt more engaged in their work after organizational change. Conversely, 20 (20%) respondents disagreed, and 15 (15%) respondents strongly disagreed.

**Table 4.9: Organizational Change Led to More Autonomy for Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	20	20
Agree	40	40
Disagree	25	25
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.9 showed that 20 (20%) respondents strongly agreed, and 40 (40%) respondents agreed that organizational change led to more autonomy for employees. In contrast, 25 (25%) respondents disagreed, and 15 (15%) respondents strongly disagreed.

**Table 4.10: Organizational Change Enhances Collaboration Among Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	25	25
Agree	50	50
Disagree	15	15
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.10 revealed that 25 (25%) respondents strongly agreed, and 50 (50%) respondents agreed that organizational change enhanced collaboration among employees. Meanwhile, 15 (15%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

**Table 4.11: Organizational Change Increase Employee Job Security**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	18	18
Agree	42	42
Disagree	28	28
Strongly Disagree	12	12
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The data in Table 4.11 showed that 18 (18%) respondents strongly agreed, and 42 (42%) respondents agreed that organizational change increased employee job security. However, 28 (28%) respondents disagreed, and 12 (12%) respondents strongly disagreed.

**Table 4.12: Organizational Change Improved Work-Life Balance for Employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	20	20
Agree	35	35
Disagree	30	30
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.12 revealed that 20 (20%) respondents strongly agreed, and 35 (35%) respondents agreed that organizational change improved work-life balance for employees. On the other hand, 30 (30%) respondents disagreed, and 15 (15%) respondents strongly disagreed.

**Table 4.13: Employees Role Has Become More Challenging After Organizational Change**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	30	30
Agree	40	40
Disagree	20	20
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.13 indicated that 30 (30%) respondents strongly agreed, and 40 (40%) respondents agreed that their role became more challenging after organizational change. Meanwhile, 20 (20%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

**Table 4.14: Organizational Change Led to Improved Leadership and Management**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	22	22
Agree	38	38
Disagree	25	25
Strongly Disagree	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.14 showed that 22 (22%) respondents strongly agreed, and 38 (38%) respondents agreed that organizational change led to improved leadership and management. In contrast, 25 (25%) respondents disagreed, and 15 (15%) respondents strongly disagreed.

**Table 4.15: Organizational Change Has Improved the Work Environment**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	28	28
Agree	45	45
Disagree	18	18
Strongly Disagree	9	9
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The data from Table 4.15 revealed that 28 (28%) respondents strongly agreed, and 45 (45%) respondents agreed that organizational change improved the work environment. However, 18 (18%) respondents disagreed, and 9 (9%) respondents strongly disagreed.



**Table 4.16: Employees Feel More Committed to Their Work After Organizational Change**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	24	24
Agree	42	42
Disagree	20	20
Strongly Disagree	14	14
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.16 indicated that 24 (24%) respondents strongly agreed, and 42 (42%) respondents agreed that employees felt more committed to their work after organizational change. Meanwhile, 20 (20%) respondents disagreed, and 14 (14%) respondents strongly disagreed.

**Table 4.17: Organizational Change Has Made Your Job More Flexible**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	18	18
Agree	40	40
Disagree	30	30
Strongly Disagree	12	12
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.17 showed that 18 (18%) respondents strongly agreed, and 40 (40%) respondents agreed that organizational change made their job more flexible. In contrast, 30 (30%) respondents disagreed, and 12 (12%) respondents strongly disagreed.

**Table 4.18: Organizational Change Has Increased Your Responsibilities**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	33	33
Agree	37	37
Disagree	20	20
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The results from Table 4.18 indicated that 33 (33%) respondents strongly agreed, and 37 (37%) respondents agreed that organizational change increased their responsibilities. Meanwhile, 20 (20%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

**Table 4.19: Organizational Change Led to a More Positive Company Culture**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	21	21
Agree	44	44
Disagree	25	25
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

Table 4.19 showed that 21 (21%) respondents strongly agreed, and 44 (44%) respondents agreed that organizational change led to a more positive company culture. However, 25 (25%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

**Table 4.20: Organizational Change Has Increased Innovation in the Workplace**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	25	25
Agree	45	45
Disagree	20	20
Strongly Disagree	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Researcher's Fieldwork 2025**

The data from Table 4.20 revealed that 25 (25%) respondents strongly agreed, and 45 (45%) respondents agreed that organizational change increased innovation in the workplace. On the other hand, 20 (20%) respondents disagreed, and 10 (10%) respondents strongly disagreed.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

#### **5.1 Summary**

This study explored how organizational change affects employee productivity. Organizational change involves major shifts in structure, processes, or culture to adapt to external factors. A literature review showed both positive effects—such as improved leadership, flexibility, and innovation—and negative effects, including resistance, role confusion, and job insecurity.

Survey data from 100 employees across sectors revealed mixed perceptions. Many saw improvements in the work environment and productivity, while others reported increased stress and job insecurity. These findings echo previous research on the disruptive potential of poorly managed change.

The study concluded that organizational change can boost productivity, but its success depends on effective implementation and communication.

#### **5.2 Conclusion**

The study on the impact of organizational change on employees' productivity has revealed several key findings. First, it is evident that organizational change, when managed effectively, has the potential to significantly enhance employee productivity. Positive outcomes such as better job satisfaction, increased job flexibility, and enhanced innovation were reported by many participants. However, it was also found that poorly managed change can lead to adverse outcomes such as stress, reduced job satisfaction, and lowered productivity.

The mixed responses from employees highlighted the importance of effective communication and support systems during the change process. While employees generally embraced the changes that led to career growth and skill enhancement, they

expressed concerns when these changes created uncertainty, increased workloads, or disrupted established working relationships.

### **5.3 Recommendations**

Based on the findings of this study, several recommendations are put forward to organizations seeking to implement effective organizational change and enhance employee productivity. Among this are:

1. Organizations must prioritize open, transparent communication throughout the change process.
2. Organizations should establish support mechanisms, such as counseling, mentoring, or peer support groups, to help employees cope with the stress and challenges that often accompany organizational change.
3. Organizations should regularly monitor the impact of changes on employee productivity and morale.
4. Organizations should foster a culture that embraces change as a constant and positive force for growth.
5. Organizations should train leaders and managers in change management skills to effectively guide their teams through transitions.

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KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

### RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled The Impact of Organizational Change on Employees Productivity in an Organization.

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.

## QUESTIONNAIRE

1. Organizational change affects employee productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
2. Organizational change improves job satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
3. Organizational change leads to better communication among employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
4. Employees feel more motivated after organizational change. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
5. Organizational change resulted in increased workload for employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
6. Organizational change improved the quality of work produced by employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
7. Organizational change provides more career development opportunities for employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
8. Employees feel more engaged in their work after organizational change. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
9. Organizational change led to more autonomy for employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
10. Organizational change enhances collaboration among employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

11. Organizational change increases employee job security. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
12. Organizational change improved work-life balance for employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
13. Employees' roles have become more challenging after organizational change. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
14. Organizational change led to improved leadership and management. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
15. Organizational change has improved the work environment. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
16. Employees feel more committed to their work after organizational change. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
17. Organizational change has made your job more flexible. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
18. Organizational change has increased your responsibilities. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
19. Organizational change led to a more positive company culture. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
20. Organizational change has increased innovation in the workplace. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )