

Organisational Change Management and Employees Productivity in the Nigeria Banking Sector

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Abstract: *The essence of this study effort is to investigate what consequence change has on organizations and how best these consequences can be addressed to ensure that employees' productivity is enhanced. It thus covers major banks and their branches in Rivers State and a randomized population sample of 152 respondents which comprise employees and management staff of these banks were drawn using Taro Yamen sampling formula. The findings derived from the results presented in the analysis of the data indicates that all tested dimensions of organizational change management (Change Communication, Change Identification, Employees' Engagement, Change Implementation and incentives) are significantly associated with the measures of Employees Productivity. It is specifically recommended that Change Communication should be systematic, change implementation should be initiated from the top management and down to the employees in a clear and consistent manner, incentives should be based on organizational contractual policies. Necessary recommendation was also made on getting the employees who will drive the change process to be engaged in the implementation processes in order to achieve employee's productivity.*

Keywords: *Change identification, Change Communication, Employees' Engagement, Change Implementation Incentives.*

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I. Introduction

Today's business environment requires continuous improvement of business processes that affects employee's productivity and overall profit to the organization. This in turn, requires organizations to be open to and ready for change. Business organizations have without doubt experienced enormous technological changes and innovations that are constantly transforming the entire work process. Every basic function performed in every organization seems to be altered on a daily basis as a result of the dynamic nature of business organizations. One common concern faced by organizations in today's business world is the continuous use of manual equipment and machines in the performance of their duties, this reliance on human effort often creates situations that is difficult to handle, delay work process, poor output on the part of the employees, misleading management in decision making, inability to meet organizational targets and objectives thereby decreasing the output of the employees. The world today is a global village enhanced by the use of technology. Organizations at remote places need to communicate with multinational as well as the world at large in order to be abreast with the ever changing business world. There is the need for organizations to adapt to systems that can effectively give the organizations a timely boost in terms of its employee's productivity as well as increased profitability. The use of the internet has made so much information available to today's organizations and their management teams. Information is available on the net concerning virtually everything, be it the latest updates on the business, partnership, advertisement, purchases, equipment and machines etc. Some of the common drivers of change include; adjusting to shifting economic conditions, adjusting to changing landscape of the market place, complying with government regulations and guidelines, meeting clients' needs, taking advantage of new technologies as well as addressing employees' suggestions for improvement. Organizational changes happen regardless of economic pendulum swings. In an economic upswing, for example, management examined different ways to extend their capabilities to maximize previously untapped revenue streams and look for new opportunities for greater profitability. Conversely, an economic downturn or recession creates the need for more streamlined business processes within an organization and a right-sized employee to implement those processes. It is very obvious that in many organisations today, change introduction is greeted with aversion and resistance for fear of job loss and new work-process challenges. Management of organizations are faced with the problems of change adoption as intra-organizational bickering evolves amongst the workforce causing dissatisfaction. This study's concern is to address the problems arising from the changes and provide comfort for affected actors as well enhancing adaptation.

II. Review of Literature

Organizational Change, according to Nna (2011), technology in the modern business world is constantly advancing and the business organization is at the centre of these changes. The pace of business activities today is by far faster than yesterday. Office activities done manually, have been replaced with electronics. The global business world, which the modern organization is part of, is ever changing. The age of electronics and more specifically computers, have caused tremendous shifts in the way organizational activities and business as a whole are done. In the dark ages, business transactions were executed through personal contacts. Businesses grew bigger and faster during the industrial revolution and so there was the need to communicate and record business transactions. Settling business deals with mere words, was no longer sufficient. Letters and invoices became an essential part of business transactions. These documents were however handwritten by clerks using the "quill pen". The production of documents in printed form started in the year (1437) when Johan Gutenberg invented the movable type printing press with which he produced the Nazarene Bible. This machine used a golf ball instead of the permanently fix type basket, and offered choice of type faces of fonts and also enhanced quality. This was a milestone in office systems and printing technology. In (1974) the IBM improved on the golf ball electric typewriter and introduced the first electronic typewriters. In less than five years of the emergence of the non-memory electronic typewriters, computerized electronic typewriters with memory generally known as word processors emerged. Before long the word processors were further improved and the main frame computers were produced. Main frame computers are high capacity computers that can provide all computer services to multi-users at once through network connections. After these sets of computers, the micro-computers were introduced. These are multifunctional and highly automated machines. These micro-computers are capable of being used for home applications, professional applications, office and business applications such as word processing, accounting and spreadsheet, payroll and personal records, database management, project management and analysis, computer aided designs etc. Today we have personal computers (Pc's) which though small, low priced and simple have the capacity and the capability of the huge, isolated computers like mainframes. Presently, we have desktop Pcs, laptops, palmtops used for every kind of work within the organization. "With the aid of computers today, information management has been made very easy. You can file, store and retrieve data at first a click of the bottom instead of the large and massive filling cabinets that contain hundreds of files causing dust in various offices. A lot of time is spent trying to locate files stored months and forgotten pattern as the entire process is changed with the use of internal and external storage devices like card readers, CDs, flash drivers, diskettes, memory cards etc. The advent of the computerization has also made the use of the internet and e-mail possible. These technologies have greatly transformed organizational environment as sending and receiving of information has become very easy. The world has turned into a global village so that from wherever you are, you can reach anybody from any part of the world, in split seconds. The internet has made so much information available to people in all works of life. Business actors now advertise their products and services, make enquiries, conduct interviews and employ employees, through the net, conduct examination via the net. Mails can be sent and received right ones desk. Meetings can be held electronically through electronic networking. A good example of this technology in Nigeria today is the MTN e-presence. This technology is referred to as teleconferencing. Stencils and manual duplicators have given way to printers, electric duplicators and photocopiers of all sorts. The rarely available analogue phones have given way to digital telephones of all kinds ranging from table top phones to very sophisticated mobile phones that can perform a wide variety of functions, making communication very easy and fast. The constant advancement and change in technology has taken over organizations. These innovations would not stop. There are rather more to come. The work of organization's employees is now characterized by speed, accuracy, efficiency and high level of productivity.

3.1 Change Communication

(2006) to investigate the role of change management on employees' performance in the Agricultural sector found that proper communication of new policies and work procedures increases employees' productivity as it makes them to work faster. Proper communication increases employees' chances of adapting to changes and accomplishing tasks at a faster scale. In the vein, Humble (2010) in his study found that change communication is a major determinant of workforce task accomplishment. However, in the view of Jans (2014), skills level of an employee brings about task accomplishment rather than communication. No matter how well employees are oriented about intended changes in an organization, if the employees do not have high skill level, they will not be able to accomplish tasks on time as well Involvement. The need for involving employees fully during organizational change cannot be overemphasized. Kohli (2013) opined that when management succeed in involving employees in the formulation and implementation of changes in the organization, the employees gain better understanding of the changes; they find it very easier to adapt to changes and it also encourages high levels of innovativeness. Involvement of employees during organizational changes makes it possible for employees to assimilate the new ideas and practices, and also brings out the best possible innovativeness in the

employees. Similarly, Micheal (2014) maintained that for organizational changes to be effective, management must endeavour to get the staff involved and adequately informed at every stage right from the beginning. He also pointed out that high level of employee involvement during changes implies that the employees will have better understanding of the changes and they will become more innovative. In a related study, Bright (2009) investigated the impact of open system on employees' productivity and he found that employees who are actively involved in organizational change process are more innovative and productive than their counterparts who were not involved. However, Mamoria (2008) is of the view that experience rather than involvement brings about innovativeness on the part of employees during organizational changes. (Stuart, 1996)

Change Identification

Identifying the elements of change is critical. In the identification stage, change champions within an organization own up the change drive and spearhead initiative to a change of process. A single voice at a very high level is often the first step in establishing the need for change and the necessity for change must also be better communicated. This need is then presented to the organization with a general description of the current state of affairs, offset by a high-level vision of the desired future state. While it seems obvious, identifying the change is an absolutely fundamental first step in successful change adoption, it is important that the changed condition be described in a common, consistent language and communicate the need for change in a way that is understood and embraced by people working at all levels of an organization from the executive suite to the individual workstation. To ensure successful change, organizations should introduce a change effort during the identification stage using the following techniques; *a. Get their attention* - Since change is disturbing and distracting to human beings, it is important to get their attention about the change. Getting people out of their daily routines at an off-site location, if possible, help them create a shared sense of urgency for change and concentrate on the change message, thereby internalizing it more deeply. *b. Align their disturbances* – Neurologically speaking a disturbance is a conflict between a person's current mental model (the way they think about something) and the mental map needed to operate in a change state. To align disturbances means to create a common disturbance among the minds of the employees in the organization to create an agreement between the gap that people have been when these gaps are not aligned, everybody will respond to the change differently and won't be able to agree on the direction and intent of the organizational response needed. An important technique for aligning the potentially broad spectrum of disturbances is for the management to craft and continually communicate a compelling vision of what the future will look like when the change is implemented (Lewis, 1976).

Employee Engagement

Once the need for change has been identified and communicated, the next critical step is to engage employees in planning for the organization's response to the change. Successive levels of the organization must be included in a dialogue to help design an implementation plan. Employees within a organization must be allowed an opportunity for intellectual, emotional and psychological reaction to the desired change. Providing this opportunity enables employees to become accustomed to the idea of change and to align their thinking in ways that will help both identified potential problem areas and contribute substantively to process improvement and productivity. (Tzvetana and Ivaylo, 2017) When management deems it necessary to get employees involved in changes introduced, employees are able to internalize newly introduced policies and they become more proactive in task accomplishment . Regular involvement of the workforce in the planning, implementation and management of changes in an organization, employees are able to work more productively. Involvement of employees during change implementation makes it possible for employees to grasp and adapt to institutional changes thereby enhancing early task accomplishment. However, in the views of scholars, even staff who are involved in every stage of change implementation do not outperform their counterparts who are not directly involved in the process. The need for involving employees fully during organizational change cannot be overemphasized. When management succeed in involving employees in the formulation and implementation of changes in the organization, the employees gain better understanding of the changes; they find it very easier to adapt to changes and it also encourages high levels of innovativeness. Involvement of employees during organizational changes makes it possible for employees to assimilate the new ideas and practices, and also brings out the best possible innovativeness in the employees. Similarly, it is consciously important that for organizational changes to be effective, management must endeavour to get the staff involved and adequately informed at every stage right from the beginning. (Whyte, 2015). He also pointed out that high level of employee involvement during changes implies that the employees will have better understanding of the changes and they will become more innovative. In a related study, investigated the impact of open system on employees' productivity and he found that employees who are actively involved in organizational change process are more innovative and productive than their counterparts who were not involved. (Wiley, 2010).

Change Implementation

In the implementation phase, change strategies developed during the identification and engagement phases are translated into tactics, or actions for moving towards the desired future organizational state. Here again, employees are critical of how processes and technology are created and implemented. They have direct, daily experience with these processes and technology and consequently, they are most knowledgeable about how these components must be customized for the best results. During implementation, employees throughout the organization need to remember why they are working so hard on implementing a change. Therefore, change leaders should continually remind employees, using multiple media, emails, progress celebrations, informal conversations what the change is and why it is so important. (Newstrom, and Davis, 2007). Regardless of the selected approach to change management one should emphasize that the main problem in strategy implementation is relocation of the model of “dead,” system, that is strategic plan, to model of “alive” system, that is organization of carrying out defined strategic goals through rational management of resources. The stage of changes implementation is preparation for further operations of the organization, in accordance with the adopted strategy. To sum up, we can say that strategy implementation is a process of transformation of strategic plan in actions (hierarchized bundle of actions) and obtaining confidence that such activities are carried out in the way enabling realization of goals determined in the plan. While in planning process, we determine what and why, in the case of strategy implementation, we indicate who where, when and how. The structure and processes existing in the organization strengthen previous ways of action. Implementation of the new strategy requires changes both in static aspect (structure) and dynamic aspect (processes). These changes mean necessity for going out beyond traditional functional or divisional structure. Strategy implementation process determines perspectives of the organization and allows to state whether correct decisions were taken by selection of the strategy. Strategy implementation consists, above all, in decisions and organizing activities that are used for absorption of the strategy by the so-called social structure of the organization. One should notice that in presented by us set of actions inefficiency of any of them does not determine the possibility of strategy implementation, but can lead to lifting costs (Markiewicz, 2011).

Incentives

According to the Wikipedia encyclopedia online, an incentive is something that motivates an individual to perform an action. The study of incentive structures is central to the study of all economic activities (both in terms of individual decision-making and in terms of co-operation and competition within a larger institutional structure). Economic analysis, then of the differences between societies (and between different organizations within a society) largely amounts to characterizing the differences in incentive structures faced by individuals involved in these collective efforts. Ultimately, incentives aim to provide value for money and contribute to organizational productivity. An incentive is a reward that is offered to either an individual or an institution for a behavioural change in favour of the direction desired by the agency that offers incentives. A change in institutional/individual behaviour takes place under two sets of conditions: a) when the institution/individual is convinced that there is no alternative but to change; b) when the institution/individual realize that the change brings direct and adequate benefits in return. In the former situation the change in behaviour may or may not be agreed upon or desired by the institution/individual, whereas in the latter case the change is willingly accepted. In other words, institutions and individuals try to minimize, if not avoid uncertainty in their choice. Hence, they are willing to accept any change when they are certain about its positive outcomes (Windham, and Peng, 1997).

III. Methods

This study adopts the cross sectional survey design in its generation of data for assessing the relationship between organizational change management and employee productivity; as well as the moderating effect of work environment on the relationship between the constructs. It is a correlational study and it also adopts the quantitative methodology in its analysis of the distribution and relationship between the constructs. This project work covers all the banks in Rivers State, Nigeria, with the aim of investigating organizational change management and employee productivity in the banking sector. Geographically, this project covers three Banks and their branches Port Harcourt, Rivers State. It specifically covers employees and management staff of these three organizations randomly selected. The 104 sample of this study was randomly selected from the population of 152 workers of three Banks. These three Banks were selected on the basis of proximity and the time frame stipulated for the completion of the research work. The Taro Yamen sampling formula was used to determine the sample size of the study. Data for this research work was collected personally using the structured research questionnaire. The instrument was validated using the Cronbach alpha reliability test which showed strong indicators of reliability as shown in table 1 below. Both descriptive and inferential statistics were adopted in the analyses as the test of variables and dimensions as well as the measures were done using standard deviation and presented in charts while the tests of hypotheses were analyzed using the SPSS.

Table 1: Test of Instrument Reliability

Variables	Dimensions/Measures	Cronbach Coefficients
Managing Organisational Change	Change Communication	.879 (3 indicators)
	Change Identification	.887 (3 indicators)
	Employee Engagement	.734 (3 indicators)
	Change Implementation	.832 (3 indicators)
	Incentives	.862 (3 indicators)
Employee Productivity	Task Accomplishment	.911 (3 indicators)
	Increased Output	.892 (3 indicators)

Source: Survey data, 2017

Methods of data analysis

As a descriptive study, a simple percentage and mean is used for the analysis of the demographic data. To obtain the criterion mean for ascertaining affirmative or non-affirmative responses with regards to the data distribution for each variable, a criterion mean of 2.50 was adopted based on the adopted 5 point - Likert scale. Therefore, any calculated mean value of $x > 2.50$ indicates an average affirmative response to the variable while any mean value of $x < 2.50$ indicates an average non-affirmative response to the variable. The tests for the formulated hypotheses are carried out using the Spearman’s rank order correlation coefficient at a 95% confidence interval implying a 0.05 chance for error and significance level, while in testing the multivariate hypotheses the partial correlation technique is adopted. The results of the tests for the hypotheses are presented in tables below. The tests examined the significance of the relationship between the dimensions of organizational change management and employee productivity. The decision for acceptance or rejection of hypothetical statements is based on the $P > 0.05$ (for acceptance of the null hypotheses) and the $P < 0.05$ (for the rejection of the null hypotheses).

Table 2: The Test of Change Communication on Employees Productivity

			Change Comm.	Task	Output
Spearman's rho	Adoption	Correlation Coefficient	1.000	.670**	.448**
		Sig. (2-tailed)	.	.000	.000
		N	104	104	104
	Task	Correlation Coefficient	.670**	1.000	.466**
		Sig. (2-tailed)	.000	.	.000
		N	104	104	104
	Output	Correlation Coefficient	.448**	.466**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	104	104	104

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2017

The result reveals that Change Communication is significantly associated with employees’ productivity. This is as the effect of Change communication on task accomplishment has a rho = 0.670 and a $P < 0.05$ and the effect of new technology adoption on increased output has a rho = 0.448 and a $P < 0.05$. The result of the analysis indicates that there is a substantial relationship between change communication and the measures of employee productivity and changes or variations in task accomplishment or output can be linked to the nature or how best the change need are communicated to organizational actors. Thus the null hypothesis is rejected for both instances.

Table 3: The Test of Change Identification on Employees’ Productivity

			Change Id	Task	Output
Spearman's rho	Change	Correlation Coefficient	1.000	.459**	.890**
		Sig. (2-tailed)	.	.000	.000
		N	104	104	104
	Task	Correlation Coefficient	.459**	1.000	.466**
		Sig. (2-tailed)	.000	.	.000
		N	104	104	104
	Output	Correlation Coefficient	.890**	.466**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	104	104	104

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2017

The result for the analysis on the relationship between the change identification and employees' productivity reveals that change identification is significantly associated with task accomplishment at a rho = 0.459 and a P < 0.05 and is also significantly associated with increased output at a rho = 0.890 and a P < 0.05. The result of the analysis indicates that there is a significant relationship between change identification and the measures of employee productivity and that change or variations in task accomplishment or output can be linked to the change identification by the organization. The null hypothesis is therefore rejected in both instances.

Table 4: The Test of Employees' Engagement on Employees' Productivity

			Change Engage	Task	Output	
Spearman's rho	Engage	Correlation Coefficient	1.000	.514**	.482**	
		Sig. (2-tailed)	.	.000	.000	
		N	104	104	104	
	Task	Correlation Coefficient	.514**	1.000	.466**	
		Sig. (2-tailed)	.000	.	.000	
		N	104	104	104	
	Output	Correlation Coefficient	.482**	.466**	1.000	
		Sig. (2-tailed)	.000	.000	.	
		N	104	104	104	
	**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Survey data, 2017

The result for the analysis on the relationship between the employees' engagement and employees' productivity reveals that there is significantly relationship between employees' engagement and the dimensions of employees' productivity. This is as the relationship between employee engagement and task accomplishment is observed to be significant at a rho = 0.514 and a P < 0.05 and the relationship between employees' engagement and increased output at a rho = 0.482 and a P < 0.05. The result of the analysis indicates that there is a significant relationship between employees' engagement and the measures of employees' productivity and that changes or variations in task accomplishment or output can be linked to employees' engagement; thus the rejection of the null hypothesis in both instances.

Table 5: The Test of Change Implementation on Employees' Productivity

			Change Implement	Task	Output	
Spearman's rho	Implement	Correlation Coefficient	1.000	.549**	.487**	
		Sig. (2-tailed)	.	.000	.000	
		N	104	104	104	
	Task	Correlation Coefficient	.549**	1.000	.466**	
		Sig. (2-tailed)	.000	.	.000	
		N	104	104	104	
	Output	Correlation Coefficient	.487**	.466**	1.000	
		Sig. (2-tailed)	.000	.000	.	
		N	104	104	104	
	**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Survey data, 2017

The result for the analysis on the relationship between the change implementation and employee productivity reveals that change implementation is significantly associated with task accomplishment at a rho = 0.549 and a P < 0.05 and is also significantly associated with increased output at a rho = 0.487 and a P < 0.05. The result of the analysis indicates that there is a significant relationship between Change implementation and the measures of employees' productivity and that change or variations in task accomplishment or output can be linked to the Change Implementation in the organization. Based on this evidence the null hypothesis is rejected in both instances.

Table 6: The test of Incentive on Employee Productivity

			Incentive	Task	Output
Spearman's rho	Incentive	Correlation Coefficient	1.000	.623**	.507**
		Sig. (2-tailed)	.	.000	.000
		N	104	104	104
	Task	Correlation Coefficient	.623**	1.000	.466**
		Sig. (2-tailed)	.000	.	.000
		N	104	104	104
	Output	Correlation Coefficient	.507**	.466**	1.000

		Sig. (2-tailed)	.000	.000	.
		N	104	104	104
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Survey data, 2017

The result for the analysis on the relationship between the employee engagement and employee productivity reveals that there is significantly relationship between employee engagement and the dimensions of employee productivity. This is as the relationship between employee engagement and task accomplishment is observed to be significant at a rho = 0.514 and a P < 0.05 and the relationship between employee engagement and increased output at a rho = 0.482 and a P < 0.05. The result of the analysis indicates that there is a significant relationship between employee engagement and the measures of employee productivity and that changes or variations in task accomplishment or output can be linked to employee engagement; Hence the rejection of the null hypotheses.

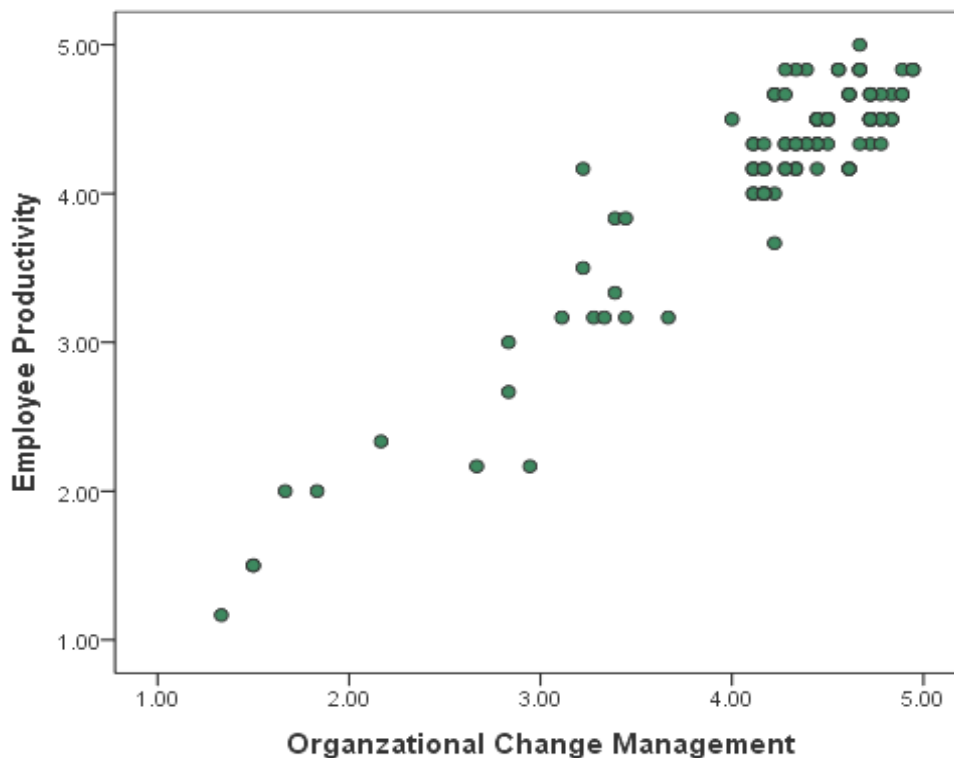


Figure 1: Summary for relationship between organizational change management and employee productivity

The results for the summary distribution for each variable shows that all three variables have high mean (x) values and therefore can be considered as being in significant manifestation and relevance within the examined organizations. The results are strong indications that most of the participants in the study affirm that their organizations effectively manage change incidences, that they are equally productive and that their work environment is conducive and supportive.

Tertiary Level of Analysis

This section presents the results for the tests for the moderating effect of work environment on the relationship between organizational change management and employee productivity. The analysis is at a 95% confidence interval and a 0.05 level of significance. The test is carried out using the partial correlation technique with the decision for acceptance or rejection based on the (P > 0.05 for control) for acceptance and (P < 0.05 for control) for the rejection of hypotheses.

Table 7: The Tests for the Moderating Effect of Work Environment

Control Variables			OrgChange	Productivity	Environment
-none- ^a	OrgChange	Correlation	1.000	.943	.884
		Significance (2-tailed)	.	.000	.000
		Df	0	102	102
	Productivity	Correlation	.943	1.000	.813
		Significance (2-tailed)	.000	.	.000
		Df	102	0	102
	Environ	Correlation	.884	.813	1.000
		Significance (2-tailed)	.000	.000	.
		Df	102	102	0
Environment	OrgChange	Correlation	1.000	.825	
		Significance (2-tailed)	.	.000	
		Df	0	101	
	Productivity	Correlation	.825	1.000	
		Significance (2-tailed)	.000	.	
		Df	101	0	

a. Cells contain zero-order (Pearson) correlations.

Source: Survey data, 2017

The results revealed that work environment significantly moderates the relationship between organizational change management and employee productivity. This is evident as the control for the moderating effect revealed significant difference in effect at a correlation of 0.825 and a $P < 0.05$ value. Therefore, the null hypothesis of no significant moderating effect is rejected.

IV. Discussion of The Findings

The evidences generated from the analysis of the relationship between organizational change management and employee productivity signifies a reiteration of the findings and assertions of previous studies. This is as the findings support earlier observations (Nna, 2011; Kabari, 2003) of the imperatives of effective change management through the adoption of new technology, work processes, change identification, employee engagement, change implementation as well as incentives, for the enhancement of employee productivity. In examining these relationships, empirical evidence shows that all the dimensions of organizational change management hold significant relationships with the measures of employee productivity.. Furthermore, the results also revealed that amongst all six dimensions of organizational change management, change implementation has a stronger significant effect on employee productivity. This finding also corroborates the position of Carnall (1994) that the implementation of change within the organization is one of its most sensitive aspects and requires a transition process which encapsulates all relevant units, elements and departments in the organization. This is based on the fact that effective change implementation is expected to flow from the top management, comprising of the organizations leadership and board of directors, down through the ranks of middle level managers, supervisors and finally to the floor level (Golembiewski, 1993; Burke, 1994). Also, the result on the position of work environment as being a significant moderator on the relationship between organizational change management and employee productivity lends credence to the arguments put forward by previous studies. This shows as work environment is believed to necessitate the conducive work conditions and interactions between colleagues as well as between subordinates and their superiors. This supports in particular the observation put forward by Wendall and Bell (1999) that work environment is an integrating mechanism through which resources are transformed into outputs and through which relationships enable performance. The role of work environment is further emphasized by Burke (1994) that organizations which endeavour to structure and design work related conditions and environment stand better chances of having their workforce more committed, engaged and productive. In summary, the results presented by this study confirm the studies earlier theoretical inclinations as regards the imperatives of adequate change management systems and functions within the organization as a means to facilitating and sustaining employee effectiveness and efficiency. The evidence also offers insight into the implications of a conducive work environment reflected through working conditions, relationships and arrangements on the interaction between organizational change management and employees' productivity.

V. Conclusions

This study's conclusions are in line with the findings obtained from the outcome of its investigation. It offers specific highlights and summations of the evidence generated from the analysis. Therefore, this study concludes that:Change identification is significantly associated with employee productivity. This implies that the identification of change by the organization enhances the productivity levels of its employees, thus facilitating employee effectiveness and efficiency. Employees' engagement is significantly associated with

employees' productivity. This indicates that employee engagement which is reflected through activities of involvement and participation in the affairs of the organization significantly enhances the employees' effectiveness and efficiency in the organization, thereby boosting the overall productivity of the employees. Change Communication is significantly associated with employees' productivity. Implying that through the communication of necessary change triggers, employees within the organizations are aware and better considered in terms of skills and capacities to handle the change options and the tendency to be proactive and efficient on their jobs. Change Implementation is significantly associated with employee productivity. This implies that through the effective implementation and integration of change factors or variables into the operations of the organization, employee effectiveness and efficiency is further improved upon.

Incentives are significantly associated with employee productivity. This indicates that the motivation and support of workers through adopted incentive systems and packages is imperative to their levels of productivity. Therefore, an adequate and well-structured incentive package can be considered as a significant boost for employee productivity. The work environment significantly moderates the relationship between organizational change management and employee productivity. This implies that the aspects of the work environment enhance the effect of organizational change management on the productivity levels of the employee.

VI. Recommendations

The recommendations of this study are as a result of the conclusions drawn. Its applicability is further premised on the empirical evidence afforded by the findings of the study. Therefore, based on the foregoing, the study recommends that: The identification of changes and the areas wherein such changes should be considered as important for the growth and development of organizations is very critical and therefore recommended. Such change identifications serve to promote system upgrades and job redesigns in manners that also facilitate employee productivity. It also provide organization with follow through decisions that enhances proactive training and skills impartation on the workforce. The communication of change is critical and must be made available to all actors at work to create needed awareness on the part of the workforces to avoid surprises that sometimes ignites resistance to change. Better and all-embracing communication techniques is recommended to remove the fear of change negative impacts. The negative side of every change option should be discussed to prepare the workforce who is directly affected by the change for adaptation. Involving the employees and getting them engaged in the discussion about needed change is recommended. Participatory avenues and functions should be created and employees actively allowed involvement in the affairs and activities of the organization, given the evidence that such would enhance the effectiveness and efficiency of the employees. Change implementation in organizations should be systematic and should be initiated from the top management flowing down to the workers in a clear and consistent pattern. Efforts should be made to avoid forms of ambiguity through communication clarity and consistency. Workers should be considered in terms of any negative side of the intended change to allay fears of skills disconnect. Incentives should be based on instituted contractual policies and justifiable frameworks in tune with comparative industrial indexes. This would present the organization as being just and also in line with the standards and practices of its industry.

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