Appraising the influence of Organizational Change on the Performance of Banks in Nigeria

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Abstract
This study was conducted to examine the influence of organisational change on the performance of banks, using Uniuyo Microfinance Bank as a case study. Survey research design was employed in carrying out the study. Population of the study was 46. The entire population was used as the sample size owing to its small number. Primary data was the major source of data for the study. Questionnaire was the instrument of data collection. To guide the respondents in answering these questions, 5- point Likert -scale scoring format was used. Descriptive and inferential statistics were used in analyzing the study. Inferential statistics was the simple linear regression statistical tool. Findings revealed that technological change had an R^2 value of 0.621, leadership change R^2 of 0.544 while structural change showed R^2 of 0.364. As such, it was concluded that organizational change has a positive and significant influence on the performance of Uniuyo microfinance banks. As recommendation, for management to undertake a change successfully, the employees should be aware of what the change is going to be. This may aid foster cooperation and enhance their performance.

Keywords: Organisational Change, Technological Change, Leadership Change, Structural Change, Performance

Introduction

The environment in which businesses operate is extremely dynamic and unstable. Therefore, if they need to boost their performance and gain a competitive edge, they are expected to change their strategy. Market globalization and quickly advancing technology are two examples of factors that frequently force businesses to adapt in order to survive. When a business moves from its current state to a desired future state, organizational change takes place. The process of organizing and carrying out organizational change in a way that minimizes employee resistance and costs the organization while simultaneously optimizing the change effort's efficacy is known as organizational change management.

New working arrangements are a hallmark of organizational change (Harwood and Giles, 2015) [11]. When change is introduced, it frequently affects the people in the organization that are impacted. Both positive and negative effects are possible. Others may see changes as threats to their ability to build new relationships, skills, and activities, while others may see them as opportunities for personal growth and development. Change's detrimental effects make it impossible to accomplish the goals that have been suggested. Low productivity, sunk costs, and resource waste are some examples of this. Despite the lack of consensus in the literature regarding the definition of organizational change, some authors have offered their perspectives.

According to Korir *et al*. (2014) [14], change management is the successful handling of a business change so that managers, executive leaders, and frontline staff collaborate to successfully implement the necessary organizational, technological, or process changes. According to Moran and Brighton (2015) [24], change management is the process of continuously updating an organization's capabilities, structure, and direction to meet the ever-evolving demands of both internal and external clients. Armstrong (2014) [1] highlighted the necessity of developing change management plans and strategies in response to the evolving external environment of the organization and within the framework of overall organizational strategies and objectives. An organization may experience changes in a number of areas. According to Korir *et al* leadership, structure, and technology are the three main areas of organizational change. Since all three areas are interconnected, businesses frequently implement changes in other areas when they try to alter one.

The introduction of new technological initiatives to support an organization's operations is referred to as technological change. Though they occasionally occur independently, technological advancements are frequently implemented as parts of more significant strategic shifts. According to Dauda and Akingbade (2015) [9], technological advancements can result in better performance if they are properly implemented or integrated with other resources by human resources. Organizational management, hierarchy levels, communication channels, and reporting structures are all affected by changes in organizational structure (Enos, 2014) [10].

When a company decides to acquire another business and must integrate it, or when operational and managerial style changes take place, strategic shifts can also lead to structural changes. The goal of leadership change is to bring about a shift in organizational leadership. A new leadership style accompanies a new leadership. A change in leadership therefore affects the organization. According to Moran and Brighton (2015) [24], a change in leadership can have a positive impact on an organization's performance.

The banking industry frequently experiences a number of changes, including structural, leadership, and technological ones. However, these adjustments are frequently made for the organization's benefit. Banks use a variety of strategies to successfully execute organizational changes. Adopting agile approaches is one popular practice that helps banks react swiftly to consumer demands and changes in the market (Jones, 2018) [13]. Large projects are divided into smaller, more manageable tasks using agile approaches, which enable ongoing feedback and modifications. This strategy aids banks in better responding to consumer demands and adjusting to shifting market conditions. The adoption of digital transformation projects is another strategy used by banks to promote organizational changes. From customer service to back-office procedures, digital transformation entails integrating digital technologies into every facet of banking operations. Banks can increase customer satisfaction, streamline operations, and strengthen their position as market leaders by embracing digital transformation.

As financial institutions work to adjust to the constantly changing business environment, organizational changes are a common occurrence in the banking sector. Restructuring, mergers and acquisitions, technology breakthroughs, and leadership changes are just a few examples of the different ways these changes can occur. Restructuring is one of the biggest organizational changes that banks frequently go through. This may involve rearranging reporting structures, combining departments, or simplifying operations. Usually, restructuring is done to increase productivity, cut expenses, and improve overall performance. Another typical organizational change in the banking sector is mergers and acquisitions. A bank's customer base, market presence, and organizational culture can all be greatly impacted by these transactions.

The desire to increase market share, diversify product offerings, or realize economies of scale are frequently the driving forces behind mergers and acquisitions. Organizational change in banks is also significantly influenced by technological developments. Banks are investing in new technologies to boost security, expedite operations, and improve customer service as digital banking gains popularity. This may entail creating cutting-edge goods and services, updating infrastructure, or putting new software systems into place. A bank's organizational structure and culture may also be significantly impacted by changes in leadership. A new CEO or senior executive may arrive at the company with a different management style, strategy, or vision. This can lead to changes in priorities, policies and practices, as well as shifts in employee morale and engagement.

According to Mitchelmore and Rowley (2010) [23], business performance is the degree to which predetermined organizational goals are being met during the reviewed period. There are numerous indices that can be used to assess performance. These could include growth, profitability, and sales growth. Revenue growth, process innovation, and product/service innovation are additional metrics. Among other things, the list considers employee and customer satisfaction (Wiklund and Shepherd, 2013) [29]. Sales growth, customer satisfaction, and profitability are all taken into account as performance indicators in this study. The change in revenue over a predetermined time period is measured by sales growth. It gauges a company's performance based on its sales revenue. Comparing quarter-over-quarter or month-over-month sales is one way to gauge sales growth. Customer satisfaction has a direct impact on a company's sales performance and is more than just a gauge of a customer's level of happiness. One important indicator of business success is profitability. Any business's success is measured by its profits in relation to its expenditures and investments. The more profitable a business is, the better off it will be financially.

Business environments are not static; rather, they are highly dynamic. Changes in leadership, technology, and organizational structures are frequently the outcome of this. It is frequently anticipated that these modifications will support business organizations' expansion and effectiveness. There are cases of declining bank performance in Nigeria's banking sector, which frequently leads to bank failure and, if necessary, mergers or bank folding. In the meantime, practically all Nigerian banks have experienced the same technological, leadership, and structural changes. However, management academics think that these organizational adjustments should improve an organization's performance. It is on this note that the researcher has undertaken this research in order to examine the possible influence of organisational change on the performance of Uniuyo Microfinance Bank, Uyo.

Objectives of the Study

The main objective of this study is to examine the influence of organisational change and the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State, Nigeria. The specific objectives are to:

1. Examine the effect of technological changes on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.
2. Analyze the impact of leadership change on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.
3. Examine the influence of structural changes on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

Research Questions

The research questions listed below were formulated in line with the research objectives.

1. What influence does technological changes have on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State?

2. What influence does leadership change have on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State?
3. How does structural change influence the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State?

Hypotheses of the Study

H_{01}: There is no significant positive influence of technological changes on performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

H_{02}: There is no significant positive influence of leadership change on performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

H_{03}: There is no significant positive influence of structural changes on performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

Literature Review

Concept of Organisational Change

Optimizing an organization's performance standards is the main goal of organizational change, which can occasionally happen as a result of the managerial staff's proactive approach or as a response to changes in the environment or a crisis. In any event, the organization will always need highly skilled and competent managerial personnel to initiate change and ensure its success. Van de Ven and Poole offered some insightful suggestions regarding the reasons behind organizational change. They suggested that theories like the life-cycle theory, the dialectical theory, and the teleological theory can help explain organizational change the best. According to the dialectical theory, an organization is similar to a culturally diverse society with strongly held opposing views and opinions. As a result of one force dominating the other, new organizational values emerge, a goal is then set, and organizational change occurs. Better planning teams, better environmental analyses, better options for new systems, better selections of such systems, and better implementation plans would result from more planners with more resources, which would ultimately improve performance.

Increasing organizational effectiveness and promoting both individual and organizational change through interventions informed by social and behavioral science knowledge can also be referred to as organizational change. According to Burke organizational change can also be defined as a deliberate process of altering an organization's culture through the application of behavioral science theory, research, and technology. According to Kotler & Schlesinger (2019) [15], organizational change entails organizational transformation. Rapid changes do, however, happen in many organizations due to highly competitive environments in which they must function, which raises competition, revenue, sales, and organizational growth. Globally speaking, the idea of organizational change can refer to a transformation of the entire organization, encompassing elements such as modifications to the organization's missions, culture, and methods of operation, as well as partnership agreements, merger decisions. David & Rachid made very significant contributions through research and pointed out that to a very high degree, employee obligation and commitment are required if the organisation aims to achieve its growth and prosperity objectives.

Lewin (2020) [18] pointed out that there are two main barriers to change in individual experience when it comes to implementing effective change. First of all, they are resistant to altering deeply ingrained beliefs and practices. Lewin (2020) [18] identified the second significant barrier as the fact that change usually only lasts a short while. People frequently revert to their old patterns of behavior after attempting to do things differently for a short time; this is also true for the majority of microfinance institutions. Change makes almost everyone anxious, and many will consistently and persistently oppose it. In many situations, people who are afraid will suffer when things change. But the people who were intended to benefit from the change will eventually realize that it was a positive one.

Types of Organizational Change

Strategic changes

According to Korir *et al.* strategic changes are defined as the successful management of a business change in which frontline employers, managers, and executive leaders collaborate to successfully implement the necessary organizational, technological, or process changes. Strategic changes, according to Moran and Brighton are the process of continuously updating an organization's capabilities, direction, and structure to meet the ever-evolving needs of both internal and external clients.

Structural Changes

According to Rodrik (2019) [28], structural changes are modifications made to an organization's structure that may result from internal or external factors. The organization's management systems, administrative practices, chain of command, and hierarchy are examples of structural changes. Mergers and acquisitions, market shifts, job duplication, and policy changes are some of the circumstances that call for structural change. According to McLagan (2022) [21], there are three different kinds of organizational structure changes. They can be described as transformational, transitional, or transactional. Only small interventions are required for transactional changes, such as software switching, incentive system modifications, or training. Transitional change is more complicated and calls for adjustments to systems, power structures, and roles and responsibilities. Opening a new plant in a different area, where more thorough planning and experience are required, is an example of this type of change. Transformational change requires redesigning the entire organization, especially the fundamental beliefs and norms, in order to adapt to global business demand.

The association structure is a system of roles, responsibilities, and expert and correspondence relationships that are purposefully designed to fulfill an association's tasks and reach its objectives. Associations' organizational structures either positively or negatively impact the behavior of their employees, who are the product of authoritative structures. Thus, fundamental deficiencies may have an adverse effect on workers' behavior and performance, which negatively affects hierarchical performance. Professionally organized employees make extra efforts to get ready and commit to continuing the hierarchical change effort when the executives alter the authoritative structure (Rashid and Zhao, 2015) [27]. Workers are given security and a positive outlook when hierarchical structures become increasingly dependable. A dependable structure is one in which employees are recruited within the association, representatives are promoted upon success, and representatives are able to relax regarding occupational misfortune. Because of its stable structure, an association has a higher creation rate because its representatives will dedicate themselves to their jobs and give them their best effort. Working together, implementing changes, assigning expected responsibilities, managing correspondence, and making crucial arrangements to increase profitability are all done through an authoritative structure. (2019, Merker) [22]. Further, associations endeavor to be the best rivals in the earth they are contending in, and in this way should guarantee that the structure they are utilizing impacts decidedly on representatives' exhibition for the association to accomplish upper hand (Marshak, 2015) [20].

Organisational structures changes are increasingly being adopted by many organisations because of its perceived positive implications on performance. Furthermore, Ajagbe, affirms that an organisation can design its structure when it decides how it want its members to act, what attitude it wants to promote, and what it desires its members to attain and support the development of cultural values and norms to get these desired behaviors, attitudes and goals. Csaszer, (2021) [6] agrees that organisational structure shapes performance in an organisation. He further states that in a poorly designed structure, good performers will acquire the shape of the structure.

Technological Change

Technological change is an increase in the efficiency of a product or process that results in an increase in output, without an increase in input. The technology needs of a company exist in an almost constant state of flux, adapting and changing based on business demands and advancements in the industry. Almost every business in the contemporary environment relies on technology at every level of its activities. According to Dauda and Akingbade (2015) [9], technological developments in computer and communication technology have completely changed how organizations operate by enabling newer methods of operation and introducing a wider variety of goods and services. As a result, there is a need to create a framework for effectively managing change and proactively addressing the difficulties brought on by these changes.

The impact of technological change on the workforce has become a major topic of discussion everywhere in the world. To enable them to adjust to technological change, many companies and nations, both developed and developing, have established creative work units, divisions, and associations. Its display and advancement are determined by the levels of overall technological mechanical advancement by organization and nation. This is associated with the management and control of internal frameworks and their response to external frameworks. Utilizing new innovation results in a critical improvement in yield, efficiency, and development (Dauda and Akingbade, 2015) [9]. In order to foster innovation and increase organizational competitiveness, organizations must put management theories into practice and operationalize them. The recognition of these factors has led to many organizations consistently promoting the relevance of human resource management to innovation advancement. Despite the rapid advancements in technology, human resources must continue to use their skills and knowledge in sensible ways to promote more creative breakthroughs. According to Boyd when top directors' executive styles deviate from human resources management theories, concepts, models, and practices, they are regularly asked to enhance employee performance in order to foster innovation and improve overall organizational performance. Thus, human resource management furnishes administrators with sufficient instruments for improving innovation development.

Leadership Change

The leader cannot perform organisational changes by using only formal structure and systems as principal instruments. The leaders also have to pay attention to the organisational culture and provide a new basis for cohesion. The key role leaders play in the change process has been noted by change theorists, yet no conclusive research focuses on this relationship between leadership and change. According to a review of the literature on change-oriented or outstanding leadership, which also includes charismatic and visionary leadership most of the approaches have the same premise: effective leaders alter followers' fundamental values, beliefs, and attitudes so they are willing to perform above the minimal standards set by the organization by articulating a vision, encouraging acceptance of group goals, and offering individualized support.

According to Holten and Brenner's (2015) [12] claims, leaders are essential because they inspire employees to act in ways that advance the organization's objectives. Utilizing a variety of leadership philosophies is essential to improving employee conduct and output in order to meet predetermined goals. According to Popli and Rizvi (2016) [26], there are two traditional leadership philosophies. The first is characterized by a more directive, authoritarian management style that is mainly task-oriented, whereas the second is linked to information sharing, collaborative decision-making, consultation, and involvement that emphasizes employee orientation and reflections.

The success of organisational change, as well as employee performance, relies majorly on leadership roles and commitment (Holten and Brenner, 2015) [12]. The leader has the capacity to encourage the personnel so that they can function efficiently and can get things completed. Scholars argue that the productivity of the organisation will be intensified tremendously when employee share their values and ideas with each other. The role of a leader is to motivate employee toward task attainment, by giving moral support and incentives so that employee put more effort into their work (Cullen, 2014) [7].

Importance of Organisational Change

Change is the need of the hour for every individual, every organisation. Engaging in the same old methodology which is turning to be obsolete can lead to failure. This need to change is of highest priority. Change refers to bringing a shift in the way the activities are performed, work is done, and problems are solved.

It provokes Competition: Change can be big or small, easy or complex in an organisation. Change does not necessarily indicate a major transformation every time. But it can seriously help to build competition, which can help organisations progress and develop themselves. Without change, organisations would struggle to lift up themselves to face the competition put forward by their competitors. When a particular organisation changes its way of working and if it attracts more customers, the neighboring competitor will definitely observe the same and would try to bring a change in his usual form of working. Thus, here change plays a very positive role in building up competition which leads to a desire among organisations to develop themselves more than their competitors, (Harwood and Giles, 2015) [11].

It brings Technological Advancement: Technology plays a vital role in development of an organisation. Change that results from the adoption of new technology is common in most organisations and while it can be disruptive at first, ultimately the change tends to increase productivity and service. To beat the competition, organisations can make use of new technologies. The same, old, obsolete ways of doing things would not work out when the competitors would be moving fast forward with new technologies. It also enables employees to adopt the new technology and indirectly helps in growth of organisation.

It develops satisfied customers: Adopting change in organisations can create a certain extent of dissatisfaction among employees and also among customers. But, once change brings in a favorable effect, customers and employees start accepting it. Eventually this change brings satisfied customers which in turn act positively for customers. As always said, satisfied customer is a boon for every organisation. Just a mere tweak in the strategy can do wonders for you. Eventually, change plays a very positive role in building up competition which leads to a desire among organisations to develop, (Harwood and Giles, 2015) [11].

It encourages innovation: Without organisational change, companies may soon find themselves falling behind the curve and losing ground compared to their competitors. They need to change and adapt to keep up with the ever-increasing technological and developing times. Businesses should ideally move and adapt fluidly. Rigid work environments can shut off creativity which helps new ideas grow. Organisations must realize a practice, policy, product, or service relevant today and have market value tomorrow.

It promotes skills growth: An organisation’s ability to nurture new skills and specialties will help the whole business, including employees become much better-rounded and talented team members. Employees who perform the same jobs constantly will never get the chance to show their skills or learn anything new to bring to the company. If people do the same thing day in day out, they will never develop new skills. With organisational change and changing organisational culture comes skill growth and development. Employees will be forced to learn new skills to make them relevant in the changing times.

It brings about employee development: Although it can sometimes be difficult to persuade staff to embrace change, those who can embrace it with a positive attitude will gain much more in personal development by working with new strategies. The employees who can see the benefits of change are often the most valuable to your company; not only will they develop personally, but they will also create situations where the business will automatically grow alongside them.

It creates new opportunities: The ability to embrace change will continually help businesses find and nurture new business ideas and opportunities. Having stellar change strategies will help any business move forward into new areas brought about by the new ways of working. This could either be by getting involved with other companies to expand or simply new contacts, which lead to sales growth.

Organisational Performance

The actual output or outcomes of an organization as compared to its intended goals and objectives make up its organizational performance. Put another way, an organization's ability to accomplish its objectives can be used to gauge its performance. To determine what changes they can implement, it is crucial for managers or owners of an organization to understand its performance rate. It will be challenging for the organization's executives to determine when specific changes are required in the organization without knowledge of performance. Performance appears to be a very complicated concept based on previous literature. The way that performance is evaluated needs more focus. Excellent performance indicates that the task is completed. The term "organizational performance" describes a long-term endeavor to enhance an organization's capacity for problem-solving and its ability to adapt to changes in its external environment with the assistance of internal or eternal behavioral scientists, also known as "change agents." Chen (2020) asserts that achieving objectives by converting inputs into outputs is the essence of organizational performance. From a content standpoint, performance is all about effectiveness, economy, and efficiency. It highlights the connection between realized and effective cost (efficiency), between effective and minimal cost (economy), and between the outcome and achieved outcome (effectiveness).

Poor performance could serve as the catalyst for the organization's management to begin the transformation process. This could be seen in the company's market share or profit margin. An organization's management will begin looking for better organizational management strategies that can help the organization's situation when it encounters this circumstance. It will now be time to assess how well these changes have affected the organization after they have been implemented. Taking performance metrics and performance referents into account will be crucial. A performance measure is a metric that can be used to evaluate an organization. Profit, stock price, and sales are some metrics that some managers use to gauge how well their companies are doing. It is very important for managers to rely on various kinds of measures of performance to check the success of their organisations.

The Effect of Organisational Change on Performance

The concept of the organisational change comes from the nature and environment of the organisations. Change basically means series of events which supports the process of development in organisations.

Organizational change typically entails major partnerships, rescheduling operations, new technology development and change, and rightsizing. Mission, strategy, operational (including structural) and technological changes, personnel attitudes and behaviors, overcoming employee resistance, and aligning employees with the organization's strategic directions are all examples of organizational change (Kreitner and Kinicki, 2017) [16]. Both the tangible and intangible components can contribute to an employee's high performance. The tangible component includes hiring the right people for a task, providing the right equipment, creating a comfortable physical workspace, and offering a suitable compensation. Intangible elements include things that are easy to define, like working for a reputable company, and things that are very personal, like feeling appreciated and accomplished. Effective line management and leadership have the biggest effects on employee performance. Although having nice physical working conditions makes sense, effective leadership will have a greater impact. According to Bourne and Bourne soldiers must endure terrible working conditions, but capable leaders make sure they stay devoted and inspired.

Performance at the individual, group, and organizational levels is impacted by changes. People learn through experimentation and curiosity, teams learn by fostering a diversity of perspectives and ideas, and organizations learn through experimentation and disciplined continuous improvement. Positive things happen when a change takes place. People are more dedicated to their jobs and lead more fulfilling lives. Teams are more organized, competitive, and productive. It is the duty of employees to learn; simply saying that someone else should learn is insufficient. Since each person is responsible for their own learning, they should also be responsible for their own accountability. To make each cycle of behavior better than the last, this calls for making decisions, recognizing the consequences, and acting appropriately (Kumar and Ramsay, 2014) [17].

According to Kotter effective change efforts must begin with individuals and groups evaluating an organisation's market position, competitive situation, technological developments and financial performance. Increasing global competition, accelerating technological change and expanding customer expectations are creating a turbulent environment. In order to this rapid and uncertain change, organisations combine different aspects of change to improve performance and adopt flexible workplace practices in order to be successful. Cites the example of a CEO, who travels to numerous corporate locations in order to discuss the need for change. Although researchers have shown that aspects of change such as change communication, participation, the attitude of top management, leadership and readiness for change are related to increasing organisational performance, the contribution of these aspects of change has been studied empirically.

Three-Step Change Theory

The Three-Step Change was introduced by Kurt Lewin. The theory holds that behavior is a dynamic balance of forces working on opposing directions. According to this theory, there are some driving forces which facilitate change because they push employees in the desired direction. Similarly, the theory posits that there exist some restraining factors which hinder change because they push employees in the opposite direction. Thus, the outcome of Lewin's theory shifts the balance in the direction of the planned change.

As reasoned by Kurt Lewin, restraining forces influence the behavior of both groups and individuals, ultimately deciding the fate of change. The driving forces motivate and steer employees toward the new state. The restraining forces highlight potential resistance to change, acting as the prime barriers to change initiatives.

Lewin suggests that it is crucial to balance these forces through effective change communication and employee involvement by providing training to bridge the skill gap. Change agents must implement stress management techniques, ensure compliance is met, and use convincing change reasoning. Based on Lewin's theory, the first step in the process of changing behavior is to unfreeze the existing situation or status quo which is considered the equilibrium state. The author observed that unfreezing is necessary to overcome the strain that individual resistance and group conformity may exert on the change process. Lewin recommended three methods towards achieving unfreezing phase of the change process;

1. Increase the driving forces that direct behavior away from the existing situation or status quo.
2. Decrease the restraining forces that negatively affect the movement form the existing equilibrium.
3. Find a balance between the driving and restraining forces to shift direction towards the planned change.

Lewin described the second step in the process of changing behavior as movement Stage. At this stage, the target system is moved to a new level of equilibrium. During this stage, employees are persuaded to agree that the status quo is not beneficial to them and they are encouraged to view the problem from a fresh perspective, work together as a quest for new, relevant information and connect the views of the group to well-respected, powerful leaders that also support the change. The last of Lewin's three -step change model is Refreezing. This step takes place after the intended change has been implemented. The phase is connected with the need for sustainability of the change.

The Three-Step Change introduced by Kurt Lewin is important to this study. For any change to be successful in organisations, it is expected that the forces that drive the acceptance or rejection of change should be properly identified and addressed. For instance, the capacity of an organisation to communicate the reasons behind some proposed change, followed up with appropriate change of behavior and refreezing such change will support successful change management. Thus, the onus rests on the organisation to approach change management in an organised and orderly fashion.

Empirical Review

Nwinyokpugi investigated organisational change management and employee's productivity in the Nigeria banking sector. A randomized population sample of 152 respondents which comprise employees and management staff of these banks were drawn using Taro Yamene sampling formula. The findings derived from the results presented in the analysis of the data done with simple percentage indicates that all tested dimensions of organisational change management (change communication, change identification, employee's engagement, change implementation and incentives) are significantly associated with the measures of employee's productivity. It is specifically recommended that change communication should be systematic, change implementation should be initiated from the top management and down to the employees in a clear and consistent manner, and incentives should be based on organisational contractual policies. Necessary recommendation was also made on getting the employees who will drive the change process to be engaged in the implementation processes in order to achieve employees' productivity. The study by Nwinyokpugi focused organisational change management and employee's productivity in the banking sector. However, the present study focused on organisational change and organisational performance. Nwinyokpugi focused on the banking sector while the present study focused on the manufacturing sector. Also, while Nwinyokpugi simple percentage in data analysis, the present study used simple regression method of data analysis.

Olajide (2019) empirically examined change management and its effects on organisational performance of Nigerian telecoms industries using total of 300 staffs of Airtel randomly selected staff. Data was analyzed using One-way Analysis of Variance. The result revealed that changes in technology has a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The result also shows that changes in management via leadership has a significant effect on employee's performance. The study therefore concludes that nothing remains still in the world of business as change is the only thing that is constant. Therefore, it was recommended that telecoms industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes. The study by Olajide was carried out in the telecommunications sector compared to the present study that focuses on the manufacturing sector. Both studies also differed in their choice of statistical tools. While Olajide employed ANOVA in data analysis, the present study uses regression method in data analysis.

Methodology
For this study, survey research design was adopted. Population of the study comprised all staff of Uniuyo Microfinance bank. From the personnel department, the firm has a core staff population of 46. The entire population was used as the sample size owing to its small number. Data used in this study was obtained from primary source. The primary source of Data for this study was the responses from staff of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State. This was obtained through the use of a questionnaire. Instrument for data collection was the questionnaire. Copies of questionnaire were distributed to respondents in order to collect quantitative data on Organisational change and the Performance of Uniuyo Microfinance Bank. The questionnaire was divided into two sections namely; Section A and Section B. Section A comprised respondents' personal profile, Section B features questions on the independent variable. A modified Likert scale ranging from strongly agree to strongly disagree was adopted. These are;
SA= Strongly Agree (4 points), A=Agree (3 points), D= Disagree (2points), SD=Strongly Disagree (1 point). Descriptive and inferential statistics were used in analyzing the study. The inferential statistical tool used was the simple linear regression.

Model Specification
Simple regression analyses which were conducted for hypotheses i-iii, had the following models:

$$PF = a_1 + b_1TC + e_1 \qquad 1.1$$

$$PF = a_2 + b_2LC + e_2 \qquad 1.2$$

$$PF = a_3 + b_2ST + e_3 \qquad 1.3$$

In the model,

PF – Performance
$a_1 - a_3$ are the constants.
$b_1 - b_3$ are regression coefficients of independent variables,
$e_1 - e_3$ error terms for equations i-iii.
Again,
TC = Technological Change
LC = Leadership Change
ST = Structural Change

Data Presentation, Analysis and Interpretation
This section contains the presentation of data, gathered analysis is made and the discussion of findings of the study.

Table 1: Questionnaire Retrieval Rate

Copies of questionnaire administered	46
Copies of questionnaire retrieved	36
Percentage of questionnaire retrieved	100%

Source: Field Survey 2024

From table 1, a total of 46 copies of the questionnaire were administered to respondents and 36 were returned in useable form. This number made up the 100% response rate for this study.

Table 2: Demographic Profile of the Respondents

Demographic Characteristics	Responses	Number of Respondents	Percentage (%)
Gender	Male	17	47.2
	Female	19	52.7
Marital Status	Married	16	44.4
	Single	18	50
	Divorced	2	5.6
Age	18-25 years	9	25
	26-35 years	11	30.6
	36-45 years	7	19.4
	46 and above	3	8.3
Years of Experience	0-3	12	33.3
	4-6	8	22.2
	7 and above	10	27,8
Academic Qualification	WASSC/GCE	1	2.7
	OND/NCE	8	22.8
	HND/BSC	15	41.7
	Others	6	16.7

Source: Field Survey (2024)

Table 2 contains findings on the gender, age, marital status, years of experience and the academic qualification of the respondents. Analysis shows that 17 out of the total respondents were male representing 47.2% of the total respondents while 19 were female representing 52.7% of the total sample size. From the above analysis, it can be concluded that majority of the respondents were females. Also, finding shows that the largest numbers of respondents were single specifically 18 in numbers, representing for 50% of the entire sample, while married were 16 respondents, accounting for 44.4% of the sample, and just 2 respondents accounting to 5.6% were divorced.

For the age distribution, respondents within the age bracket of 18-25 years of age were 9, and this represents 25% of the total sample followed by 11 respondents in the age bracket of 26-35 years which represents 30.6%, also 7 respondents within the age range of 36-45 which represents 19.4%, and finally, 3 respondents which represents 8.3% are in the age bracket of 46 years and above. Regarding the years of work experience, respondents with 0-3 years working experience were 12, making up 33.3% of the total respondents. 8 respondents have an experience within 4-6 years, representing 22.2% of the total respondents. While 10 respondents have an experience of 7 years and above, representing 27.8% of the total respondents. Finally, information on the academic qualifications of the respondent shows that 1 respondent with WASSC and GCE, representing 2.7% of the sample size. 8 respondents representing 22.8% had OND /NCE. 15 respondents representing 41.7% had HND/B.Sc. Finally, 6 respondents representing 16.7% of the sample size had others. Therefore, the bank has more of employees with HND/B.sc qualification.

Responses to Research Questions

Research Question One: What influence does technological change have on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State?

Table 3: Analysis of Responses to Research Question One

S/N	Technological Change	SA	A	D	SD	Total
1.	Technology change have significant influence on the way things are done in my organisation	10 (27.7%)	19 (52.8%)	5 (13.9%)	2 (5.6%)	36 (100%)
2.	Technology change affect employee productivity	10 (27.7%)	14 (38.9%)	7 (19.4%)	5 (13.9%)	36 (100%)
3.	The introduction of technology has made work easier in my organisation	12 (33.3%)	18 (50%)	4 (11.1%)	2 (5.6%)	36 (100%)

***Source*:** Researcher's Compilation, 2024

The analysis in table 3 shows that a total of 10 respondents representing 27.7% strongly agreed that technology change have significant influence on the way things are done in their organisation. A total of 19 respondents representing 52.8% agreed, 5 (13.9%) respondents disagreed and 2 (5.6%) respondents strongly disagreed. Also, a total of 10 respondents representing 27.7% strongly agreed that technology change affect employee productivity. A total of 14 respondents representing (38.9%) agreed, 7 (19.4%) respondents disagreed and 5 (13.9%) respondent strongly disagreed. Furthermore, 12 respondents representing 33.3% strongly agreed that the introduction of technology has made work easier in ther organisation. A total of 18 respondents representing (50%) agreed, 4 (11.1%) respondents disagreed and 2 (5.6%) respondent strongly disagreed. From the above findings, majority of the respondents agree that technological change has influenced Uniuyo microfinance bank's performance.

Research Question Two: What influence does leadership change have on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State?

Table 4: Analysis of Responses to Research Question Two

	Leadership Change	SA	A	D	SD	Total
4.	The recent leadership change has positively influenced the overall direction of the organization	17 (47.2%)	16 (44.4%)	2 (5.6%)	1 (2.7%)	36 (100%)
5.	I feel confident and supportive of the leadership's vision for the organisation	9 (25%)	19 (52.8%)	5 (13.9%)	3 (8.3%)	36 (100%)
6.	The leadership change has had a positive impact on team dynamics and collaboration	10 (27.8%)	17 (47.2%)	3 (8.3%)	6 (16.7%)	36 (100%)

***Source*:** Researcher's Compilation, 2024

The analysis in table 4 shows that a total of 17 respondents representing 47.2% strongly agreed that the recent leadership change has positively influenced the overall direction of the organization. 16 respondents representing (44.4%) agreed, 2 (5.6%) respondents disagreed and 1 (2.7%) respondent strongly disagreed. Equally, 9 (25%) of respondents strongly agreed that they feel confident and supportive of the leadership's vision for the organisation. 17 (47.2%) of respondents agreed, 5 (13.9%) of respondents disagreed and 3 (8.3%) of respondents strongly disagreed. Furthermore, 10 (27.8%) of respondents strongly agreed that the leadership change has had a positive impact on team dynamics and collaboration. 11 (47.2%) of respondents agreed, 3 (8.3%) of respondents disagreed and 6 (16.7%) of respondents strongly disagreed. From the analysis, it shows that majority of the respondents agree that leadership change influences the performance of Uniuyo microfinance bank.

Research Question Three: How does structural change influence the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State?

Table 5: Analysis of Responses to Research Question Three

	Structural Change	SA	A	D	SD	Total
7.	I am confident in my ability to deal with structural change	10 (27.7%)	14 (38.9%)	10 (27.8%)	2 (5.6%)	36 (100%)
8.	Employee performance increases when structural change	10 (27.7%)	19 (52.8%)	8 (22.2%)	5 (13.9%)	36 (100%)
9.	Structural change in my organisation affect my work	9 (25%)	13 (36.1%)	6 (16.7%)	8 (22.2%)	36 (100%)

***Source*:** Researcher's Compilation, 2024

The analysis in table 5 shows that 10 (27.7%) of respondents strongly agreed that they are confident in my ability to deal with structural change. 14 (38.9.7%) of respondents agreed, 10 (27.8%) of respondents disagreed and 2 (5.6%) of the respondents strongly disagreed. Equally, 10 (27.7%) of respondents strongly agreed that employee performance increases when structural change. 19 (52.8%) of respondents agreed, 8 (22.2%) of respondents disagreed and 5 (13.9%) of respondents strongly disagreed. Also, 9 (25%) of respondents strongly agreed that structural change in their organisation affect their work 13 (36.1%) of respondents agreed, 6 (16.7%) of respondents disagree and 2 (22.2%) of respondents strongly disagree. This implies that the majority of the respondent agree that structure change affects the performance in Uniuyo microfinance bank.

Table 6: Organisational Performance

	Organisational performance	SA	A	D	SD	Total
10.	Performances in the organization are improved due to change in organisational plan and policies	12 (33.3%)	17 (47.2%)	4 (11.1%)	3 (8.3%)	36 (100%)
11.	I need to adapt organisation change to improve my performance	10 (27.8%)	15 (41.7%)	3 (8.3%)	6 (16.7%)	36 (100%)
12.	Performances of employee is improving after change is implemented	8 (22.2%)	12 (33.3%)	7 (19.4%)	9 (25%)	36 (100%)

***Source*:** Researcher's Compilation, 2024

The analysis in table 6 shows that 12 (33.3%) of respondents strongly agreed that performances in the organization are improved due to change in organisational plan and policies. 17 (47.2%) of respondents agreed, 4 (11.1%) of respondents disagreed and 3 (8.3%) of the respondents strongly disagreed. Furthermore, 10 (27.8%) of respondents strongly agreed that they need to adapt organisation change to improve their performance. 15 (41.7%) of respondents agreed, 3 (8.3%) of respondents disagreed and 6 (16.7%) of respondents strongly disagreed. Finally, 8 (22.2%) of respondents strongly agreed that performance of employees are improving after change is implemented. 12 (33.3%) of respondents agree, 7 (19.4%) of respondents disagreed and 9 (25%) of respondents strongly disagreed.

Test of Hypotheses

Test of Hypothesis One

H_0: There is no significant positive influence of technological change on performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

$H_{1:}$ There is a significant positive influence of technological change on performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

Table 7: Regression Showing the Significant positive influence of technological change on performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State.

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.621[a]	.464	.467	.35202
a. Predictors: (Constant), Technological Change				

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ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	12.165	1	12.165	93.797	.000[b]
	Residual	13.835	34	.566		
	Total	26.000	35			
a. Dependent Variable: Organisational performance						
b. Predictors: (Constant), Technological Change						

...

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	379	.415		4.286	.000
	Technological Change	.773	.047	.761	18.434	.000
a. Dependent Variable: Organisational performance.						

From the above model summary, findings revealed a strong positive correlation between technological change and organizational performance in Uniuyo microfinance bank. R^2 of 0.621 indicates a strong significant positive influence of technological change on performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State. Meanwhile, the 0.467 adjusted R square value implies that about 46.7% variation in the performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State of was due to technological change. It also shows the Beta coefficient of salary to be 0.773. An F statistic of 93.797 indicated that the overall model was significant. This is supported by the p-value of 0.000. The p-value =0.000 is less than the conventional probability of (0.05), thus the null hypothesis is rejected. Therefore, the alternate hypothesis which states that there is a significant positive influence of technological change on performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State is accepted.

Test of Hypothesis Two

H_{02}: There is no significant positive influence of leadership change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State.

$H_{i2:}$ There is a significant positive influence of leadership change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State.

Table 8: Regression Showing the Significant positive influence of leadership change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.737ᵃ	.544	.541	.38837
a. Predictors: (Constant), Leadership Change				

...

ANOVAᵃ						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	98.307	1	98.307	472.852	.000ᵇ
	Residual	9.693	34	.346		
	Total	108.000	35			
a. Dependent Variable: Organisational performance						
b. Predictors: (Constant), Leadership Change						

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Coefficientsᵃ						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	.261	.381		.684	.000
	Leadership Change	.653	.040	.676	23.934	.000
a. Dependent Variable: Organisational performance						

From the above model summary, finding showed a strong positive relationship between leadership change and organizational performance in Uniuyo microfinance bank. R^2 of 0.544 and the adjusted R square value of 0.541 indicates that about 5.4% variation in performance of Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State is influenced by leadership change. It also shows the Beta coefficient of leadership change to be 0.653. An F statistic of 472.852 indicated that the overall model was significant. This is supported by the p-value of 0.000. The p-value = 0.000 is less than the conventional probability of (0.05), thus the null hypothesis is rejected. Therefore, the alternate hypothesis which states that there is a significant positive influence of leadership change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State is accepted.

Test of Hypothesis Three

H_{03}: There is no significant positive influence of structural change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State.

$H_{i3:}$ There is a significant positive influence of structural change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State.

Table 9: Regression showing the significant positive influence of structural change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State.

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.569ᵃ	.364	.361	.41836
a. Predictors: (Constant), Structural change				

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ANOVAᵃ						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	20.476	1	20.476	46.104	.000ᵇ
	Residual	7.524	34	.269		

	Total	28.000	35			
a. Dependent Variable: Organisational performance						
b. Predictors: (Constant), structural change.						

...

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.277	.353		.787	.000
	Structural change	.521	.039	.542	7.315	.000
a. Dependent Variable: Structural Change						

From the above model summary, finding revealed a moderate correlation between structural change and organizational performance in Uniuyo microfinance bank. R^2 of 0.364 signifies a positive influence of structural change on performance in Uniuyo Microfinance Bank, Uyo. Akwa Ibom State. Also, the adjusted R square value 0.361 implies that about 3.6% shows the variation of structural change on performance in Uniuyo Microfinance Bank, Uyo. Akwa Ibom State. It also shows the Beta coefficient of structural change to be 0.521. An F statistic of 46.104 indicated that the overall model was significant. The reported p-value =0.000 is less than the conventional probability of (0.05), thus, the null hypothesis is rejected. Therefore, the alternate hypothesis which states that there is a significant positive influence of structural change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State is accepted.

Discussion of Findings

The major objective of study was to examine the influence of organisational change on the performance of Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State. The specific objectives includes to: examine the effect of technological changes on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State; analyze the impact of leadership change on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State; examine the influence of structural changes on the performance of Uniuyo Microfinance Bank, Uyo, Akwa Ibom State. Hypotheses were formulated in line with the stated objectives.

Findings from the first hypothesis revealed a strong positive correlation between technological change and organizational performance in Uniuyo microfinance bank. R2 of 0.621 indicates a strong significant positive influence of technological change on performance in Uniuyo Microfinance Bank. Also, the 0.467 adjusted R square value implies that about 46.7% variation in the performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State of was due to technological change. It also shows the Beta coefficient of salary to be 0.773. An F statistic of 93.797 indicated that the overall model was significant. This is supported by the p-value of 0.000. The p-value =0.000 is less than the conventional probability of (0.05), thus the null hypothesis is rejected. Therefore, the alternate hypothesis which states that there is a significant positive influence of technological change on performance in Uniuyo Microfinance Bank, Uyo, Akwa Ibom State is accepted. This finding is in line with the study of Okenda *et al*. In their study, it was revealed that technological change has a positive impact in Ministry of Environment, water and natural resources.

From the second hypothesis, finding showed a strong positive relationship between leadership change and organizational performance in Uniuyo microfinance bank. R2 of 0.544 and the adjusted R square value of 0.541 indicates that about 5.4% variation in performance of Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State is influenced by leadership change. It also shows the Beta coefficient of leadership change to be 0.653. The p-value = 0.000 is less than the conventional probability of (0.05), thus the null hypothesis is rejected. Therefore, the alternate hypothesis which states that there is a significant positive influence of leadership change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State is accepted. This finding is in agreement with the findings of Nwinyokpugi. In his study, it showed that leadership change can positively impact employees' performance in the banking sector in Zambia.

The third hypothesis revealed a moderate correlation between structural change and organizational performance in Uniuyo microfinance bank. R2 of 0.364 signifies a positive influence of structural change on performance in Uniuyo Microfinance Bank, Uyo. Akwa Ibom State. Also, the adjusted R square value 0.361 implies that about 3.6% shows the variation of structural change on performance in Uniuyo Microfinance Bank, Uyo. Akwa Ibom State. It also shows the Beta coefficient of structural change to be 0.521. The reported p-value =0.000 is less than the conventional probability of (0.05), thus, the null hypothesis is rejected. Therefore, the alternate hypothesis which states that there is a significant positive influence of structural change on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State is accepted. This finding is in line with the findings of Khosa. In his finding it showed that structural change can improve employees' commitment in the banking sector in Pakistan.

5. Conclusion and Recommendations

From the findings of this study, it was discovered that technological changes, leadership change and structural change had a significant effect on performance of Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State. The study therefore concludes that organisational change has a positive effect on performance in Uniuyo Microfinance Bank Plc, Uyo, Akwa Ibom State. As recommendations, Organisations which implement new technology should provide proper training to their employees to increase their performance. The study revealed that, in order to undertake a change successfully, the employees should know what is going to be. The use of supervisions and appraisals could promote communication between employees and the company. Also, it would be considered as a method to allow the flow of top-down information, in order to keep employees informed over the changes. Technology change is found to be the significant positive factor affecting corporate performance. As such, including both extrinsic and intrinsic valence would have a benefit for the effectiveness of the desired change.

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