

TITLE OF DISSERTATION

Examining the Relationship Between Employees Performance and Change
Management in an Organisation *A case study of the Merger between Access bank and
diamond bank

Research dissertation presented in partial fulfilment of the requirements
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I certify that the dissertation titled: **Examining the Relationship Between Employees Performance and Change Management in an Organisation**

For **MSc in International Business and law** is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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DEDICATION

Firstly, I dedicate this research work to **GOD** for giving me the opportunity and strength to complete it. Secondly, I would like to thank my parents Mr. &Mrs Ayinla for the unconditional love and support they give to me all the time.

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ABSTRACT

Globalisation is increasing at a rapid rate, bringing with it changes in technological, political, socio-cultural, economic, and legal environment. Thus making it very important for organisations to oversee these changes and create strategies to help them adapt to it thereby making the environment favourable in terms of competition and remaining relevant in the industries. This study focused on examining the effect of change management on employee's performance, using the merger of access bank and diamond bank as a case study. One hundred and sixty questionnaires that addressed the research questions were administered to respondents and one hundred and fifty were collected and analysed using Structural Equation Modelling (SEM), a hypothesized relationship was tested using STATA which allowed the testing of complex relationships between variables. The model showed that communication and employee job-fit had a significant positive effect on employees performance, while leadership does not have a significant positive effect on employees performance but on employee-job fit. The study, therefore, recommends that organisations should select efficiently the process used to manage the merger and assign job roles that fit with the skills and knowledge of the employees following the merger, have different effective channels of communication that involves employees across the organisation and for managers to lead efficiently during the change process thereby enhancing their performance.

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1.1 INTRODUCTION

OVERVIEW

Changes in organisations are important for business to be competitive in the ever-changing business environment Venkataraman, (2018). The fast growth of information technology and communication has made businesses active in seeking new methods, and innovative ways to aid their current goods and services, strategies, systems, and technology, this is referred to as organisational change. Organisational change has become a widely accepted doctrine in organisations, that organisations spend lots of money on research and development to boost innovation in the company Mento *et al.*, (2002). Organisations constantly seek to change their process and not be caught unaware in the business environment. Human management is very important during the process of change to create positive behaviours from employees thereby boosting their performance Kennett-Hensel and Payne, (2018). No one would dispute that every organisation has experienced change, despite organisation's familiarity with change, success in implementation is rare.

The increase in the demand for more efficiency and accountability from the banking industry has led to the re-assessment of their operation. Traditional approaches are no longer enough to deal with the difficulty and the need for efficient and effective service system in the industry Adeniji *et al.*, (2013). For over a decade now, merger and acquisition in the banking industry have become the main form of growth and expansion. Management has a vital role during the process of merger and acquisition by strengthening human resource system to review the role of employees by ensuring their job matches their abilities and skills, provide efficient communication and leadership to reduce turnover Arbaugh, (2002).

Organisational changes are mostly driven from the top down, Kotter and Cohen, (2002) and are instigated most times because of strategic business objectives that the organisation needs to attain. The work of management is to anchor the change management process and simplify the transformation across the departments in the organisation. Each change process comes with different challenges and the facts which need addressing are different in each situations Lawrence, (2015) Adenike *et al.*, (2013). The aim of this research paper is to examine how change management can improve employees performance using merger as the framework for change. The word "organisational change" signifies substantial change within the organisation

which could be in form of restructuring; increasing; or eradicating new product/service Adenike *et al.*, (2013). Notwithstanding this research views organisational change regarding the past merger between access bank and diamond bank (Nigeria). This “substantial” change tends to affect the organisation’s working environment, culture, processes, structures, and job roles of employees which in overall will either enhance or reduce employees performance.

1.2 RESEARCH PURPOSE

The proposed research topic is to Examine the Relationship Between Employees Performance and Change Management in an Organisation. This dissertation seeks to explore the various factors of achieving good change management and employee performance in various organisation till date. This study will also serve as a way of investigating the link between change management and employees’ performance as both concepts works hand in hand Mullins and Tullar, (1986). This research will help organisations who want to merge or acquire another firm to understand the process, what to expect and how to manage it effectively so all parties especially employees are not negatively affected. Change is a challenge in this modern word even though it’s inevitable, most employees see change as challenging and are resist towards it, thereby reducing their productivity Mento *et al.*, (2002). Ravenscraft, (2020) findings stated that when companies engage in merger or acquisition, their market share and profit declines.

1.3 SIGNIFICANCE OF THE STUDY

To businesses, this research work will aid firms to know how to implement change while striving to remain profitable, have competitive advantage, stable/good market share and render value to stakeholders. Change is the one thing that remains constant and can’t be avoided Staren and Eckes, (2013), from this research work experience from past firms who has embarked on change will be evaluated and businesses can learn from the data analysis, past mistakes, statement of problems highlighted, and recommendations provided in this study. With this firms will know what to do and what not to do when embarking on change.

To board members, management and staff of organisations, this research work will help them make changes in their leadership roles and strategies Nadler and Tushman, (1990). Businesses will learn from this the importance of focusing on short- and long-term strategies when dealing with change and also learn to focus on employees.

Future researchers who will embark on change management can use this research work as an assembling point for upcoming debate.

1.2 RESEARCH AIM AND OBJECTIVES

The main objective of this research work is to examine the relationship between change management and employees performance. For the objectives to be successfully carried out the use of questionnaire will be used to explain employees behaviour during change process. In promoting effective change management, it is very important for employees to know the reason for the change Bankar and Gankar, (2013) . It is very vital for stakeholders like employees, suppliers, investors, shareholders, and the community to know the why the change needs to happen and the importance of the change. Notwithstanding if employees know the reason for the change, it isn't a guaranteed fact that they will be willing to go along with the change, most times change is met with resistance from the change beneficiaries Moutousi and May, (2018). In the organisational change literature, the relationship between change management strategies and employee performance is commonly associated to be direct one Franklin and Aguenza, (2016) . However, this study is of the view that the relationship may not be as direct as hypothesised. In particular, this study argues that the relationship between organisational change and employee performance is indirectly driven by a mediation effect in the form of an employee-job fit MacKinnon *et al.*, (2007).

The indirect link that the psychological fit of employees has on influencing performance is drawn from the person-environment fit theory which proposes that a person's behaviour toward an organisation is induced by perceptions of the degree of match between the person's perceived needs, skills, and abilities, and the perceived organisational brand or reputation Sekiguchi, (2004). Hence, in similar manner, it can be argued that the employee-job fit is a mediation mechanism that captures how employees perceive their skills and abilities are required by the new tasks or roles required by the organisation post-change Bankar and Gankar, (2013). This implies that when employees recognise that their abilities are fitted to the new roles, there is a higher tendency of a positive reaction to the change process, consequently leading to improved levels of performance.

Therefore, organisational change strategies that are employed by human resource professionals without taking into consideration the perception or feelings of the employees, in the form of employee-job fit to the change process, may not lead to the intended results of higher employee

performance. Based on the argument of the study, the study seeks to investigate the mediated effect of ability on the effect of organisational change strategies and employee performance in Access Bank, Nigeria post-merger.

The main objective of the study is to investigate the effect of employee-job fit on organisational change strategies and employee performance however the specific objectives are as follows:

1. To assess whether communication strategy has a significant positive effect on employee performance.
2. To determine if leadership strategy has a significant positive effect on employee performance.
3. To investigate whether communication strategy has a significant positive effect on employee-job fit of employees.
4. To determine if leadership strategy has a significant positive effect on employee-job fit of employees.
5. To examine whether the employee-job fit of employees has a significant effect on their performance.

From the research objectives, the research questions are as follows:

1. Is there a significant positive effect of communication strategy on employee performance?
2. Is there a significant positive impact of leadership strategy on employee performance?
3. Is there a significant positive impact of communication strategy on employee-job fit of employees?
4. Is there a significant positive effect of leadership strategy on employee-job fit of employees?
5. Is there a significant effect of employee-job fit of employees on their performance?

1.3 Research Hypotheses

The research hypotheses of this study to be tested dovetails from the research questions and objectives. Stated in the null form, the research hypotheses are:

1. H_{01} : Communication strategy does not have a significant positive effect on employee performance.
2. H_{02} : Leadership strategy does not have a significant positive effect on employee performance.
3. H_{03} : Communication strategy does not have a significant positive effect on employee-job fit of employees.
4. H_{01} : Leadership strategy does not have a significant positive effect on employee-job fit of employees.
5. H_{02} : there is no significant effect of employee-job fit of employees on their performance.

1.4 STRUCTURE OF THE STUDY

This research work is made up of five chapters which are, introduction, Literature review, Research methodology, data analysis, recommendation, and conclusion. The research work is divided into five chapters. Chapter one is focused on the general introduction, the research problems were discussed; the objectives of the work was stated, as well as the research hypothesis and the significance of the study and operationalization of variables and definition of terms used in the research. Chapter two focused on review of literature. This chapter covers important literatures and journals on which the research topic was adequately explored. for the better understanding of the research study, this chapter also combines and summarizes other academic scholars views to give an overall research methodology. The review of literature will be followed by the conceptual framework using the research hypotheses formed in the previous chapter. Chapter three shows the details of research methodology, Chapter four of this research work focused on data presentation and analysis of data and chapter five is this is the concluding part of the chapter, summary of findings, conclusion and recommendations will be made for future research work. It will involve Recommendations for future study. Finally the review of the conclusion of analysis in the previous chapter will be stated.

2.1 LITERATURE REVIEW

Overview

This section will review literature about organisation change and the performance of employees, with framework of acquisition and merger as the method of change.

literature to accommodate the research objectives will be reviewed. This research work will study the relationship between 3 variables which are leadership, communication, and employee-job fit.

2.2 Change in Organisation- The Framework of Merger and Acquisitions

Mergers and acquisitions (M&As) are a vital way for organisations to stay competitive in the international market. Slowinski *et al.*, (2000) stated that close to 10,000 merger and acquisition involved in the united states organisations and their market value grew beyond \$2 trillion. Ironically, about 80% of M&As did not create value for the acquirer Aliyu, (2013). M&A achievements and loss has been ascribed to both strategic management fit between the merging firms and organisational behaviour issues during incorporation Slowinski *et al.*, (2000). Nevertheless present literature on marketing M&As drawn from strategic management perspective has proven useful into the marketing implications of M&A's Hargrave, (2019). But gaps in literature still remain, previous research gave more focus on the impact of merger and acquisition to stakeholders, Wickramasinghe and Karunaratne, (2009) Ndimele, (2019) customers EduPristine, (2015) and marketing managers Kunal Soni, (2014) .

Marketing research has not really explored how M&A's influence employees, which is surprising because employees have an important role in the overall performance of the company Sinkin, (1997) Zhang *et al.*, (2015). Additional, literature on M&As majorly gave focus on the long term, firm level performance measures, which include long term financial gains Ravenscraft, (2020), market share and profit Zainab, (2019) , and Doytch *et al.*, (2011). Nevertheless, the effect of M&As on employees performance, both at the organisation and individual level did not get much attention Gomes *et al.*, (2013). Understanding of key drivers of employees performance during M&As is important because they encourage managers to effectively manage the merger during times of instability Bommaraju *et al.*, (2018).

Merger means two or more business joining together as one unity. According to (Aliyu, 2013) merger happens when different organisations with one management control come together under one governing body and one single chief executive. Siegel and Simons, (2010) states

merger as an agreement that brings two already existing organisations into one new organisation. Olaoluwa, (2019) differentiated merger and acquisition in his research work, first he stated merger as the consolidation of companies, he went further to state Acquisitions as a company taking over another one.

The researcher summarized two main schools of thought on Merger, which are:

Strategic management school and Organisational identity and External image. Strategic management school focused on strategic fit issues amongst merging organisation. Previous research has drawn from this school, with focus on marketing capabilities and positioning relatedness MarketScreener, (2020), product capital Boniface, (2015) strategic emphasis redeployment of resources invention marketing incorporation , and product related problems. Nevertheless, there are less research in marketing that has explored how Merger influence employees. At the micro level, the organisational behaviour and social psychology school gave focus on sociocultural issues of M&As Creasy *et al.*, (2009). This dissertation applies the micro-level school of thought to the marketing domain but diverts from it in several ways.

An important construct in identity-based marketing research is the neglected effect of external image Menguc *et al.*, (2016). The literature review reveals three main reasons employees identify with their organisations: (1) to improve their individual self-esteem, that shows their subjective, emotional assessment and their worth; (2) to preserve steadiness in their individual beliefs over time and across job i.e. self-verification. roles and (3) to emphasize their uniqueness in social situations Chia and Peters, (2010)

Second school of thought, Organisational identity, and External image is the extent to which employees identify with their organisations and depends also on how well their identity fulfils three motives. Organisational identity, Organisation culture and external factor.

It is this interrelationship among organisational culture, organisational identity, and external image that makes organisational identity a comparatively unsolidified, unbalanced, and variable concept Kennett-Hensel and Payne, (2018). Lodorfos and Boateng, (2006), drew from this interrelationship, previous researchers primarily acknowledged internal sociocultural problems as the reason for OI change during M&As. If focus is given on the transitional phase of merger, which happens before internal cultural incorporation, the mismatch of the external image during merger can be singled out. The main aim of companies embarking in merger or acquisition is to improve their market share, take advantage of technology innovation, and to have economics of scale Charlie Chi Cong Mai *et al.*, (2014) Slowinski *et al.*, (2000).

Nevertheless, Kunal Soni, (2014) stated that it isn't all small firm that merge to accomplish economies of scale Aliyu, (2013), Some mergers can be anticompetitive because the companies market power can obstruct new firms from coming into the market Siegel and Simons, (2010).

2.3 Change in Nigeria's Banking Sector.

The banking sector in Nigeria is no stranger to merger and acquisitions, it has recorded the highest numbers of merging activity within the financial service sector in west Africa Zainab, (2019). Bank consolidation in Nigeria started around 2004/2005 when the CBN (Central bank of Nigeria made a change to the minimum capital requirement base of banks from N5billion to N25billion Ndimele, (2019). Most banks were required to merge because of their low capital base and liquidity in order to survive the process of recapitalization. This made the banks in Nigeria reduce from eighty nine to twenty-one Zainab, (2019). The recapitalization of bank in 2005 laid the foundation that most banks operate on currently.

On December 19th of 2018, access bank and diamond bank publicized to the public that they had both signed a Memorandum of Agreement in respect of a potential merger between them. According to SEC (securities and exchange commission), any merger with the value of 5billion Naira and above must be sanctioned by them. The merger gave both banks the opportunity of Utilizing their different capacities to create a stronger bank. Together, the two companies created one of Nigeria's leading banks with over 29 million clients and thirty-two thousand Point of Sale terminals Ndimele, (2019). The merger was concluded on the 1st of April 2019. Diamond bank before the merger faced possible revocation of their banking but by entering the merger the revocation was avoided Zainab, (2019)The effect the merger had on diamond bank by agreeing to merger with access was that they were able to avoid panic from depositors and investors as a result of the loss of their license if they had not merge Ndimele, (2019). This merger was strategically put in place to create a foremost tier one bank with a strong capital base that would lead to a healthy competition amongst the new organisation and the other existing banks thereby strengthening the banking system Zainab, (2019).

Notwithstanding the positive effect of the merger on the banking system, another stakeholder group which are the employees will be likely affected by the merger, especially diamond bank. After the completion of the merger, a considerable number of employees were laid off especially for roles which were duplicate in both banks MarketScreener, (2020). Merger and

acquisition has resulted in more efficient banking systems in the banking sector and has contributed to the growth in the country Ndimele, (2019). This merger saved diamond bank from financial crises Olaoluwa, (2019).

2.4 Organisational change

Changes in organisations are important for business to be competitive in the ever-changing business environment Venkataraman, (2018). The fast growth of information technology and communication has made businesses active in seeking new methods, and innovative ways to aid their current goods and services, strategies, systems, and technology, this is referred to as organisational change. Organisational change has become a widely accepted doctrine in organisations, that organisations spend lots of money on research and development to boost innovation in the company Mento *et al.*, (2002). Organisations constantly seek to change their process and not be caught unaware in the business environment.

Human management is very important during the process of change to create positive behaviours from employees thereby boosting their performance Kennett-Hensel and Payne, (2018). No one would dispute that every organisation has experienced change. Yet despite organisation's familiarity with change, success in implementation is relatively rare. Zammuto, (2001) Danny, (2017) in their research estimated that 70% of organisations fail with their change initiative. And 75% of organisations that achieve success after change, don't achieve the full projected result Norton, (1975) Herrero *et al.*, (2020) . Change in an organisation, makes staff work more effectively, especially technology innovations, shift in workforce e.tc, but only if the change agents manage the change efficiently Mento *et al.*, (2002), . Change management is a threefold stage of readiness for change, implementing change, and sustaining change Charlie Chi Cong Mai *et al.*, (2014).

Change will aid business to increase demand in the market, increase market share so businesses needs to take change as not just an important aspect in their operations but should see it as a process and a strategy, more like a means to an end in order to keep up with competition Asquer, (2015). Researchers mostly have been talking about change process and how to implement change but most of the literatures don't have the uncertainty change brings to the company Laine and Kuoppakangas, (2015). Implementing change and its strategy brings with it unanticipated performance cost Bankar and Gankar, (2013). key factor researchers have failed to review is the human and physical cost, deduction in share price, stakeholder uncertainty, affected cash flow etc., that comes with change. Enough literature has been written

on change process and how organisations should implement change, but not enough has been done on the aftermath business should prepare for, be it negative or positive Reddi and Moon, (2013). Employees won't take the risk of going along with the change, once they sense the business environment is ambiguous, presence of indecisions, lack of freedom and extra time in getting task done. These will lead to lack of inspiration and obligation to contribute ideas. Staren and Eckes, (2013) didn't just focus on telling researchers about change process and all, the researcher also stated the human resource implication of change, like downsizing and the aftermath of it like causing financial issues for the affected employees and employees that survive downsizing are called layoff survivors.

Change can come in different ways, for this research, focus will be given to merger and acquisition as the change implemented Staren and Eckes, (2013). The profits that comes as a result of companies adapting to change is enormous, but the change in itself is difficult, however it is still a very important aspect of the business world, as continuous innovation is happening, it has become more regular and widespread over the past few years and the pressure of change presently in organisations are daunting, the competitive landscape of companies are forever changing constantly Laine and Kuoppakangas, (2015). The need why organisations need to change their strategies can be caused by both internal and external factor ranging from economic needs, the labour market, technological advancement, business strategies, they all affect how business are conducted and managed. Davenport and Mattson, (2018) also spoke on the need for change in organisations, in the simulated destruction of the status quo by the stimulated increase of market transparency, labour mobility, flow of capital globally and direct communications. Undeniably, they pointed out that organisations are sometimes forced into making changes as a result of the new dynamic in the business environment, take for instance global competition, it has concentrated managements mind on something that in the past they could easily avoid Asquer, (2015). Such ongoing culture in the face of change is what is believed that organisations should adapt to get positive and effective change. Continuous adaptation to the business environment is key By *et al.*, (2018)and Franklin and Aguenza, (2016)

2.5 Change implementation in an organisation.

For change to be successful managers need to first measure the risks of failure and the potential of success for the proposed change. According to Herrero *et al.*, (2020), (Staren and Eckes, 2013) and Laine and Kuoppakangas, (2015) the base rate of success for change projects ranges between 50% and 55%, it is sometimes lower if the effort put into the change process is complicated or lengthy, managers then have to take into consideration. Studies have shown that even experts cannot forecast accurately the economic, social, political outcomes performance so why do we think we will be any different at predicting the odds of achieving organisational change?

Langer and Moldoveanu, (2000) showed that individuals often time overestimate how much of control they can actually exercise. Not long ago, researchers at Carnegie Mellon Diamantidis and Chatzoglou, (2019) found that individuals have a tendency to overemphasize their command in circumstances where they have little or no control over and sometimes, they also underestimate their control when in fact they command a good deal of it. Such findings imply that individuals do not entirely comprehend the level of control they have. For change to be considered successful it should be sustained over time and not short lived. Achieving a successful result will tell us if change management effort was successful or not Cordiner *et al.*, (2018). Implementation of change goes beyond just completing the stages of an action plan or following a blueprint of a change process, change efforts must show various improvement over a set period of time for organisations. Different outcomes are possible, one is that some change efforts won't achieve any result while another outcome is that results would be yielded but will not be the ultimate goal Levasseur, (2009). Nevertheless other change efforts achieve the desired outcomes but are short lived, to say implementation is a vital part of any change management strategy is doubtful. Van de Ven and Sun, (2011) and Cordiner *et al.*, (2018) emphasized the fact that, "implementation matters" and their conclusions evidently showed good implementers as organisations that stated top quartile scores for their implementation abilities and are 4.7 times more probable than the ones in the bottom quartile. The research also showed that the effective implementers scored 30% higher on different financial performance indexes. Coban *et al.*, (2019) in his research also discovered essential implementation capabilities, and fundamental systems that distinguish effective implementers from poor implementers. Organisations with good implementation abilities and skills have the chances of successful change.

2.6 Employees performance

Changes businesses make in an organisation have a direct impact to the performance of employees, therefore for businesses to survive in the ever-changing business environment, they need to find methods to re-create themselves to sustain competition Bankar and Gankar, (2013). Employees also needs to remain focused on their jobs/roles, thereby rendering good results that will guarantee survival of the organisation. The performance of the employee is dependent on motivation from the employer, the skills to perform the job and the opportunity to complete the task given. Mullins and Tullar, (1986) and Creasy *et al.*, (2009) argues that the statement that Employees performance is also often linked to the satisfaction derived from the job is not convincing. Employees need to know what they need to do, how they fit into the organisation, the role/ and how the outcome of their job fit into the organisation's collective objective/goal (Jehanzeb and Mohanty, (2018).

Kesselman *et al.*, (1974) stated that employees performance can be measured in three ways, first is the number of outputs, number of sales, and production of employees, second is the rating of the employee by another person/individual which is usually the supervisor or direct line manager, third is self-rating and self-appraisal Diamantidis and Chatzoglou, (2019). The third type is usually encouraged amongst employees because they play a role in setting their own goals, which is a good type of motivation. Linking that to change, when change occurs employees like to feel like they matter and their opinions are needed, so companies embarking on change can encourage employees by letting them know how they fit into the change process these will make them feel relevant and not confused or feel like outsiders Chia and Peters, (2010). Amabile, (1993), stated that motivation is the drive for performance alongside the skill to perform and opportunities. Hafeez and Akbar, (2015) In their research, they argued that motivation is derived from the employees goal, willingness, training, knowledge and skills, nevertheless an employee having all these won't make them work effectively, they also need to be presented with the opportunity to put his skills to work for the benefit of the company Bankar and Gankar, (2013).

Relating to organisational change, employees need to be presented with the opportunity to air their opinion and thoughts as regards to the change , and management should put employees in departments according to their skills so they can bring the best out from the change Oakland and Tanner, (2007). Organisations have come to realize that they need to have active dynamic characteristic that enables their competitive advantages to survive in the ever-changing business environment. Thus the need to focus on exploiting their human resource and

employees performance as a source of strategic advantage is important. It is important for organisations to be able to manage their employees capabilities in order to align them with the organisations business strategy Jones *et al.*, (2008). Coulson-Thomas, (1991) and Biron *et al.*, (2011) stated that management who are in charge of overseeing change should consider the implication it will have on employees and other stakeholders. A reduction in employees motivation can result in bad customer service and low performance thereby rendering the goal of the proposed change reductant.

2.7 Conceptual Framework

Conceptual framework for this research work will be based on various studies by Kang *et al.*, (2008) and Ahteela *et al.*, (2010) for the research objectives and will be used as the basis for this study. The research topic has been divided into two variables, dependent and independent, with dependent variable being Employees performance and independent variable being organisational change. From this, hypothesis will be developed to test the research objectives.

The independent variable which is employees performance will be measured by leadership and communication and employee-job fit as the mediating factor.

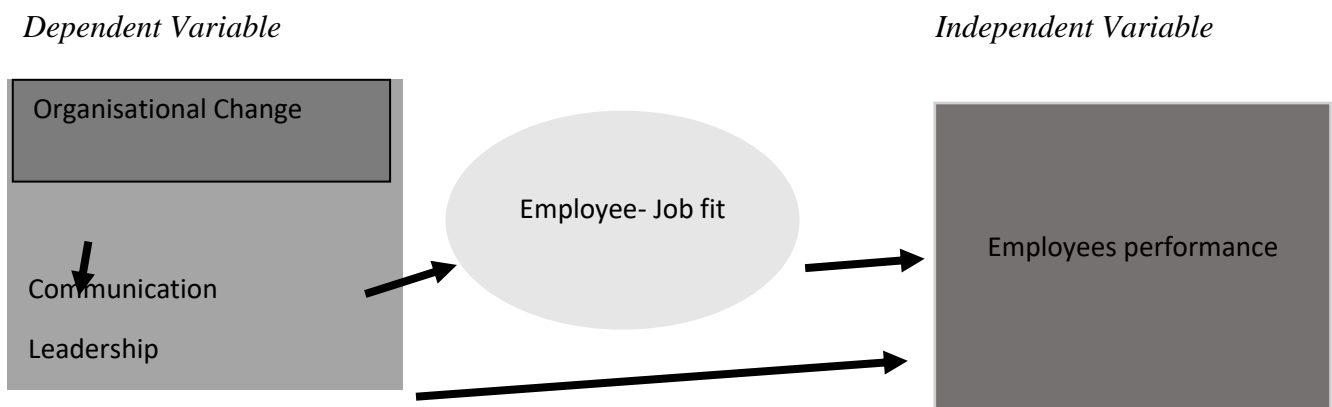


Figure 1: Conceptual Framework Model

2.7.1 Leadership in times of change

According to Gavin, (2018) for any change process to succeed the organisation’s leaders must lead from the front and sell the change to the employees. Managers have an important role when it comes to guiding their team members to understand and embrace the change. Managers should provide solutions and ways to help employees/team members deal with the change. Managers should not rely on technology when communicating the change (email, text

messages, chat) as useful as they might seem, human interaction as a means of communication is more effective. This makes the employee/stakeholders show their emotions and open up about their feelings about the change. Weber *et al.*, (2001) states that leaders need to study their employees' moods and feelings during the change process. A need to create a balance between how leaders communicate bad and good news is important. Also, the morale of the employee is important, an employee needs to understand his place in the change process and not feel worthless or ideal during change. A leader should communicate how an employee can contribute and also recognize the contribution made by the employee Moutousi and May, (2018). Leadership is a very important factor to improve an organisation's performance. A leader is an important force in the organisation, roles ranges from making decision to monitoring regulation and performance and distribute organisational resources. placement of organisational resources, the transformation of these resources into valued products and services, and the distribution of value to organisational stakeholders Davenport and Mattson, (2018).

For employee's performance to be positive, leadership in a firm needs to encourage innovation, motivate employees, and increase employee's individual performance. The role of leadership in an organisation is very important when handling organisational change Coban *et al.*, (2019).

Cordiner *et al.*, (2018) spoke about the concept of ethical leadership, their functions, effect of their role on employees and how management can build leaders both in action and character. Various literature recommended that leaders should make sure the organisations have a strong culture, employees driven by ethics should be employed and reward should be given to employees that follows ethical conduct and castigation for unethical behaviour. Another study by Abbas and Yaqoob, (2009) spoke about the effect of leadership on employees performance using Pakistan as a case study. Five characteristics of leadership performance were given, they include training, performance, participation, delegation, and coaching. The conclusion of the study stated that the addition of training, performance, delegation and coaching contributes 50% to employees performance while the other 50% include employees performance but with factors like commitment, motivation, trust, compensation, reward and bonus Abbas and Yaqoob, (2009).

2.7.2 Communication during change in an organisation

Four important key elements for managing resistance to change are communication, involvement, empathy, and support. Communicating about the proposed/coming change is very important in order to make employees adjust positively Gillis, (2004). Details about the change should be provided but also the reason of the change should be communicated. Employees want to understand why the change is needed and if there isn't any good reason for the change, they want to know why they should accept it? Giving correct and appropriate information regarding the change will help prevent groundless doubts and possibly disrupt rumours from spreading Chia and Peters, (2010).

Employers should not keep the change from their employees and should not handle information regarding the change in a secretive manner, it will only give room for the spread of rumour and false information Franklin and Aguenza, (2016). There should be open communication in order to build trust, which is an important element of a change process/implementation should be successful. Also change agents should inform the stakeholders about the possible costs of the change. If banks want employees to adjust to change, communicating beforehand, during and after is important Boniface,(2015). In-depth Details of the change should be given to employees, they would want to know how the company is embarking on change and if there is no reasonable explanation, they would want to know why they should still favour it Tavis and Steckler, (2014). Not just providing information to the employees is essential, the information has to be timed, so it will restrict rumours and fears from employees. When organisations delay information and are secretive it can add more fuel to the rumour amongst employees. Organisations can engage in open communication, which is the main drive in building a culture of trust amongst stakeholders and managements Chia and Peters, (2010). It is also important to communicate the potential benefits and loss of the change. Also educating employees on new work process will come in handy.

Policy makers working on change strategies are aware that implementing change can be challenging Shore and Kupferberg, (2014) . It has been seen repeatedly that management officials don't agree on strategy and organisations in the private sector can resist changes to their working environment while the employees may be cautious of any strategy, programmes and structures put in place that adds to their financial or social problem Hee *et al.*, (2019). Communication in an organisation is an action between at least two people, where messages are delivered, received, and reacted to among employees. It is one of the most important tools in managing a business and social life(Steven, (2013) and Friesen, (2016). Communication and

its significance has been discussed by many authors like Kotter and Schlesinger, during a change process. Kotter and Cohen, (2002) Kotter and Schlesinger, (2008) argued that one of the common methods to defeat resistance to change from employees is to tell the employees about the proposed change in advance.

Employees need to be notified on when the proposed change will take place, how it will be implemented, the role to play and how the change will affect their current jobs also how the organisation will support and motivate them to be more devoted to the proposed change Franklin and Aguenza, (2016). Employees have a need for assurance in their working environment from managers, supervisors, team leads. Cordiner *et al.*, (2018) argued that it is important for managers to predict the outcome of the change and ensure that employees has sufficient information of why, what, and how the change is put into action. Pessimism and uncertainty can be reduced by early communication, rumours can also be minimized before the spread across the whole organisation Florence, (2015). Change Communication is usually the fundamental of any successful change initiative. It is recommended by change management literature that communication is an important part to the success of change agendas Shore and Kupferberg, (2014).

According to Francis-Jennings and Lewis, (2014), organisational change and communication are activities that are connected together. Communication is an everyday tool used by employees. Buick *et al.*, (2018) in his work stated that communication is used by managers to coordinate activities, to motivate people, to update employees and discuss prospect or strategies. Communication integrates timing, message content and procedures. Effective communication should be used by managers during change because it is the key to change implementation, that is putting the proposed change to action Coban *et al.*, (2019).

Wylie *et al.*, (2014) disputes that the feeling and minds of employees will not be captured when there is lack of reliable communication. To operate efficiently, managers should take into consideration employees needs and worries, and this can be achieved if communication is handled effectively Hoell, (2004) Biron *et al.*, (2011). Managers finds out employees fear and address them, thereby making them not resistance to the proposed change Franklin and Aguenza, (2016). According to Beckman, good communication skills can aid managers, supervisors and team leads to discuss with employees about different concerns they might have policy makers Shore and Kupferberg, (2014) . Whereas the managers may not always act exactly as the employees would like, the employees can feel satisfied that planning take place when information flows freely. Barrett, (2018) Nevertheless, during an administrative

territorial reform it is vital to reduce resistance of employees with effective communication. If employees are informed of where and how they will be affected and what they are expected to do, they could help during the change process Diamantidis and Chatzoglou, (2018) Diamantidis and Chatzoglou, (2019).

Good communication would not only be beneficial for employees but also for managers with policies. Russ, (2009) argued that during change process, effective communication will be difficult, while Hoell, (2004) argued that rich, free and open communication, and management's willingness to respond to issues raised about any proposed change. Hafeez and Akbar, (2015) employees will want to know the role they play and what will happen next more than ever in an unstructured change project otherwise essential practices and phases may be overlooked and resources may be apportioned for completing actions that are not important Hechanova and Cementina-Olpoc, (2013). Hence, the importance of communicating to employees the kind of changes that will affect their job roles and working environment June and Mahmood, (2011).

In addition, Ahteela *et al.*, (2010) recommends trust is likely to build between employees and management, if the communication is more open and detailed. Furthermore, communication is an essential instrument used to construct the organisations common goals and direction by gathering feedback, opinions, and thoughts from the employees Lodorfos and Boateng, (2006). One of the goals of effective communication is to give vital information to employees while also answering the following questions: what the proposed change is about, the need for it, what it involves, what part of the organisations it will affect and what are its objectives and stages of implementation Biron *et al.*, (2011). Coban *et al.*, (2019) proposes that for the duration of change, lack of communication does not let loose the actual capability of setting objectives, predicting, and organizing. In addition, Kotter and Schlesinger, (2008) states that during change, the most effective way to communicate is by using different approaches and to repeat the message different times in every possible occasion, formal or informal.

According to Kotter and Schlesinger, (2008) He also stated that the main reason communication is not successful is because not sufficient effort is put into doing it. According to Tavis and Steckler, (2014) communication strategy should fit with the overall phases of the change process and the appropriate related information required. Staren and Eckes, (2013) taking into consideration Lewins change model, formed the objectives and communication needed for each stage of the change process, during the unfreezing stage, the key information to pass across is the objectives of the proposed change and getting the employees ready for the

change, managers should also note that resistance will increase at the same rate with the change, during the unfreezing stage Kotter and Schlesinger, (2008). The bigger the change, the bigger the resistance, notwithstanding resistance can be reduced if the communication strategy is constructed to account for the early resistance Franklin and Aguenza, (2016) he also suggested that the CEO (Chief executive officer) should be the first to communicate the reason and the need for the change, if a higher authority communicates the proposed change it will make the employees feel important Yılmaz and Kılıçoğlu, (2013).

2.7.3 Employee-job fit on employees performance.

Employee-job fit refers to the compatibility of an employee's individual characteristics with his or her job's demands Jehanzeb and Mohanty, (2018) and Erdogan and Bauer, (2005). Didsbury, (2014) Defined employee job-fit as the compatibility between employees and the task they perform at work. It measures how an employee's individual characteristics match the demands of the work environment Jones *et al.*, (2008) especially towards their job. Characteristics consist of knowledge, skills, and abilities Basit and Arshad, (2016) which are needed for meeting the demands of job. Based on Boon *et al.*, (2011) conceptualization, employee-job fit is the complimentary fit that signifies the rate of compatibility or similarity between an employee's knowledge, skills and abilities and job demand which is also called a person-job demand abilities. Employee-job fit is defined as the similarity of employees' Knowledge, skills, and abilities (KSA) with job demand with focus on successful job implementation Boukis *et al.*, (2014). The employee-job fit explains that an employee's needs to have specific KSAs that are needed for job implementation., an employee Having this KSA's will undertake their job efficiently Boukis *et al.*, (2014).

Ability-job fit has been generally defined as a comparison between an employee and the organisation. According to Maden and Kabasakal, (2014), employee-organisation fit can be seen as the compatibility between the employee and organisations that happens when one individual provides what the other needs, or they have common important characteristics, or both Zhang *et al.*, (2015). With this definition employees employee-job fit can be both supplementary and complementary fit Carless, (2005). Guan *et al.*, (2010) definition refers to complementary fit, and it was divided into two, which are demands abilities (DA) fit and needs-supplies (NS) fit. Employees-organisation demand abilities fit is the rate an individual's ability and the organisation requirements match.

(He *et al.*, (2019) defined the word abilities in demand abilities as having specific knowledge, skills and abilities that satisfy the obligation of work environment while person organisation fit is the rate to which an employee's psychological needs are fulfilled by the organisation Carlson, (1969) and Qaisar, (2016). In this complementary fit, it is a win-win scenario, because one entity will fulfil the other entities needs. The win-win situation comes about when employees complement the organisations demand by putting their abilities to work in relation to demand abilities fit Wilk and Sackett, (1996) Qaisar, (2016). On the other hand employees organisation needs supplies fit is the rate of which an employee psychological needs are fulfilled by the organisation International Communication Association, (2011) . Here, the win-win situation occurs when the employee match the organisations demand by utilizing their abilities in terms of demand fit and the organisation will in turn meet the employees needs by paying salaries and wages, bonuses, and other benefits Hecht and Allen, (2003).

There are limited studies conducted on the relationship between employee-job fit and change management e.g. Tomlinson and Winston, (2011). In explaining this relationship, the findings from Tomlinson and Winston, (2011) study on the effect of employee-job fit on employees performance, concept-job fit towards meaningful work was used. According to Gabriel *et al.*, (2014) in the individual-concept-job fit, employees tend to modify themselves to fit with the changes that comes with the job requirement, which can be related with perceived fit with the job requirement. During change employees need to have the sense of belonging when conducting their job Dawley *et al.*, (2010). During change implementation when employees perceived self-concept job fit, they tend to have a positive significant feeling towards the job Ramsey, (2013). As employees are extremely fit with their job, they may have the feeling that their effort, time, and energy in undertaking the job are valuable and worthwhile, this scenario will encourage positive feelings towards engaging in their jobs hence a successful job-change implementation Chuang *et al.*, (2016). It shows that an employee who fit with their job even during change has the tendency of increasing their level of work commitment through positive meaningful works Shore and Wayne, (1993) and Ross and Ali, (2017).

In Burnes, (2009) theory he proposed the interaction between an employee and its work environment will lead to certain type of work behaviour, he went further to state that the interaction between the person and its work environment will lead to certain behaviour. Burnes and Bargal, (2017) in their research based employees behaviour on their perception towards

their work environment, when employees perceive a positive work environment during change process, they tend to show positive behaviour, likewise when an employee perceived fit with their job and organisation, they also tend to perform his job effectively by engaging their role to fit collectively to the organisations missions and objectives Burnes and Bargal, (2017). When employees perceive their employee-job fit with their job and organisation demand, they tend to show high level of work engagement Maden, (2015). To sum up, the relationship between employee-job fit and job demand is endorsed by the Theory of Planned Behaviour (TPB) Ajzen, (2011) Persada *et al.*, (2020). In this theory employees who have specific knowledge, skill and ability will acquire a level of high control over implementing their job thereby influencing them to engage in in the job implementation (Levasseur, 2009). Employees who have at their disposal abilities that fit with the job and organisation's demands will perform their job effectively, they will be more suited with the job, thereby achieving successful job implementation Wilk and Sackett, (1996) Pustkowski *et al.*, (2014).

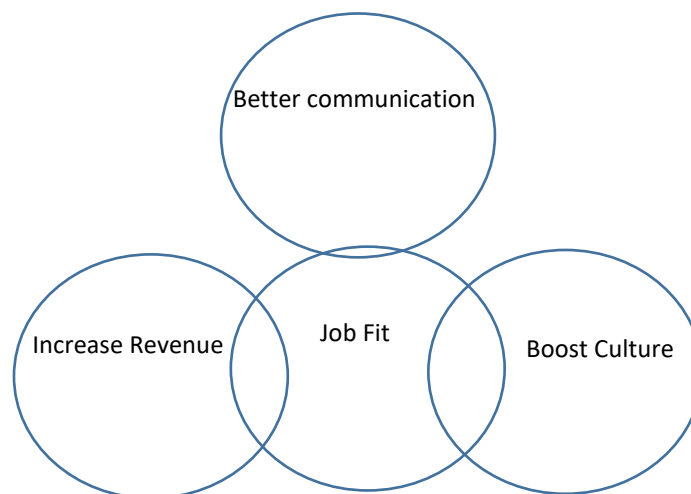
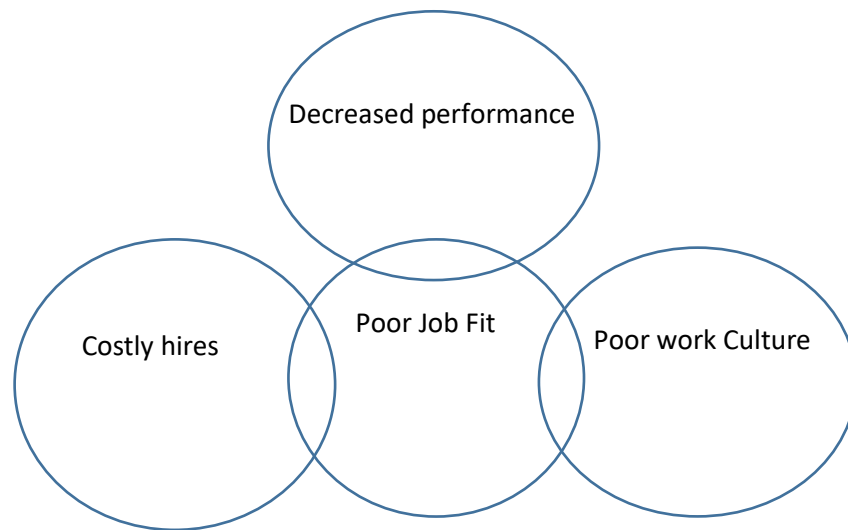


Figure 2. What happens when the individual matches the organisation? Didsbury, (2014)

From the figure above when employees job match with their Communication will be more efficient amongst managers and administrative staffs and the organisation will experience positive culture.

Figure 3. What happens when the individual doesn't match the organisation? Didsbury, (2014)



Unlike figure 2, the opposite is the case in the above diagram when employees are poorly fit with their task/job at the workplace. There would be poor work culture which would lead to decrease in employees performance and management will spend more on recruitment. Employees who aren't performing well cos of their lack of experience or skills for their task will be laid off and if they are not laid off, will need to be trained, this will lead to additional expense for management.

According to Ramsey, (2013) when an employee ability fit with his job requirements and job expectations, everyone wins. The employee feels he has his dream job and the organisation has an ideal find/fit. Employees who are the right match with their job enjoy maximum job satisfaction and feel empowered by being in sync with the organizations goals, objectives, and mission. Most importantly they perform well knowing they are doing what they are born to do. Employees will also perform better if their jobs correspond to their abilities and career path. From the figure above Better employee job fit will make employees more motivated to perform their task thereby increasing revenue.

2.8 Theoretical Framework

Emergent Approach to Organisational Change - Kotter's Model of Change (1995)

The emergent model of change was developed to reply critiques directed against the planned model of change Kotter and Cohen, (2002) and Lehmann, (2017). Different labels like continuous improvement or organisational learning has been given to this approach (Burnes, 2015) and Brown, (2002). The model viewed change implementation from a bottom-up approach. States that change is a continuous process of adaptation. It involves adapting to the changing conditions and situations of the work environment (Burnes, 2011).

The emergent model of change views change as a rapid and difficult process for change creators to efficiently detect, strategize and implement. Tichy *et al.*, (1976) and Horst and Järventie-Thesleff, (2016) therefore organisational change should be gradually decentralized and not perceived as series of linear events limited to a given period of time Burnes, (2015). The emergent approach to change model encourages managers, change implementers to have an in depth understanding of people, structure, culture, and their effect on employees, they can either be a source of disinterest from employees or on the other hand, to promote efficiency from them.

Notwithstanding, Burnes and Jackson, (2011) asserted that change success should not be reliant on comprehensive strategies and change programs but should be focused on understanding the difficulties surrounding the change and the different options available to combat the difficulties. In other words, what Burnes, (2011) was implying was that this approach to change should be concentrated more on the methods to facilitate the proposed change and not the pre-planned phase for the change initiative.

Tichy *et al.*, (1976) and Horst and Järventie-Thesleff, (2016), stated that the emergent approach to change is linked with learning processes for employees and managers and is not just a system of altering organisational structures and practices Zona and Hofer, (2015). This will make organisations learn and also influence the success of the change management programmes Heffes, (2009). Because there are no established guidelines for implementing, leading, and managing change, different advocates of the emergent model of change, like Bowhay and Mccracken, (2017) recommended series of activities, stages, and steps that organisations can implement.

Kotter and Schlesinger, (2008) states eight steps in the change process: creating a sense of urgency, establishing the guiding coalition, developing a vision and strategy, communicating the change vision, empowering employees for broad based action, generating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the culture Kotter, (2018). These steps are illustrated below.

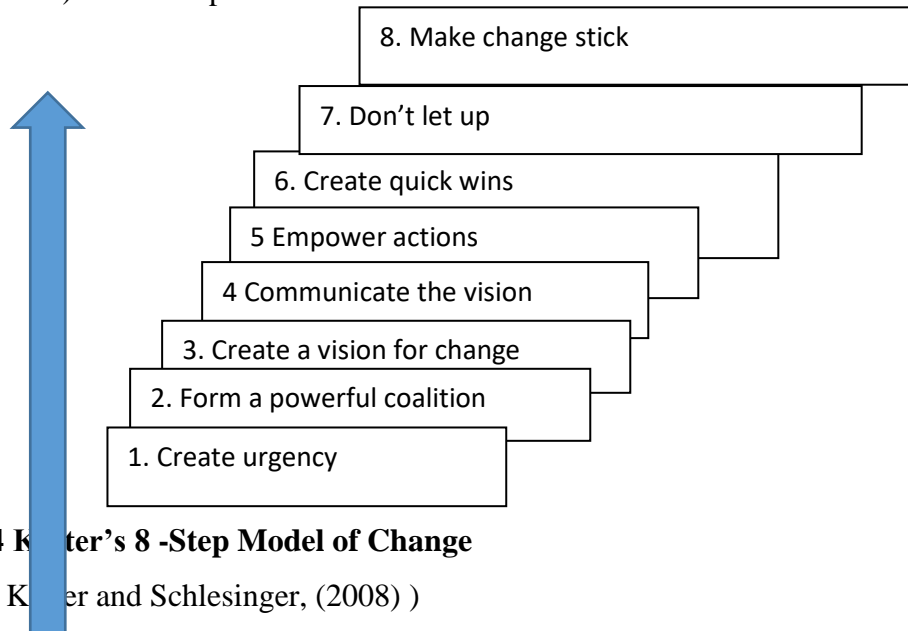


Figure 4 Kotter's 8-Step Model of Change

(Source: Kotter and Schlesinger, (2008))

2.9 CONCLUSION

To conclude, the issue of change management which has been reviewed from an employee's point of view remains a controversial topic for many years. This issue has been reviewed by various researchers and there has not been a direct factor that is said to yield a positive outcome of change implementation in an organisation. Different literature showed various factors like job training, effective communication, leadership, employees commitment and employees focus as factors organisation should consider during change process amongst other factors listed by other researchers. No research has made clear specific factors that organisation should just focus on for them to have a positive outcome from change implementation, however this research gave focus to communication, leadership and employee-job fit as factors that influence employees performance during organisation change. Organisational change is one of factors influencing job performance. Diamantidis and Chatzoglou, (2019) found that organisational change has a positive effect on employees performance. This means that to improve employee performance, managers should efficiently manage the organisational change. Efficient organisational change will enhance employee performance. In addition to organisational change, employees need to have the perception that they belong and are important to the

organisation. If employees feel that the working environment in the organisation is conducive and pleasant to work then employees will feel satisfied. Mento *et al.*, (2002) found that organisational change influences employee performance.

Organisation must induce a better communication and leadership structure to encourage employees participation during change and reduce resistance from them. Furthermore, Florence, (2015) examined the effect of communication and employee Performance and showed that organisational change and communication have a positive and significant effect on employee performance. Organisational change is the process an organisation goes through, to grow in a positive direction, therefore all organisations should manage efficiently the changes for a developed and profitable organisation in the future. Hee *et al.*, (2019) showed that organisational change with the support of leadership style and communication, consequently, has a positive impact on employee performance.

Generally, there is a strong view in the literature that organisational change with effective communication and leadership during change promotes employee performance. Additionally, Bright, (2007) showed that employee-job fit affects employee performance. Employees working with managers who are leaders and flow of information in their work will have enhanced higher performances.

3.1 RESEARCH METHODOLOGY AND RESEARCH DESIGN

OVERVIEW

In this chapter, the use of quantitative methodology will be examined. This research methodology seeks to examine the experience of a group of employees as it relates to change management on their performance. The questionnaires collected will be closed-ended questions, because it is easier and quicker for respondents to answer and the answer given by different respondents will be easier to compare, code and statistically analyse Reja *et al.*, (2003). Wide scope of information from primary and secondary source will be examined in this chapter to decide the best method to use, how the research design should be interpreted and why the case study should be examined.

3.2 RESEARCH METHODOLOGY

This section gives a brief comprehensive outline of the research methodology. Research methodology is important in a research work because the reliability and validity of the research majorly relies on the research method used Morse *et al.*, (2002). Research methods are the approaches, procedures or methods used in the collection of data for analysis to answer the research questions. Research method is a body of knowledge that allows researchers to evaluate and analyse methods. Research methodology can be referred to as research onion, (Saunders et al., 2012) proposed the research onion to illustrate different aspect of the research methodology.

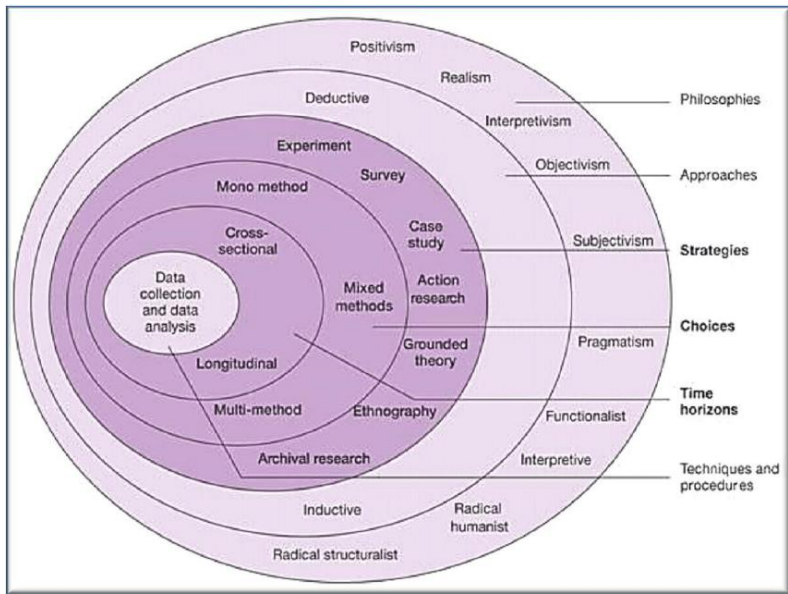


Figure 5: Research Onion Saunders et al., (2012)

3.3 RESEARCH PHILOSOPHY

This section deals with the gathering, translating, and measuring of data. A researcher's philosophy portrays his beliefs and the way he perceives the world. There are four categories of research philosophy in the research onion: Pragmatism, Interpretivism, Positivism and Realism.

Research Philosophy	Definitions
Pragmatism	They advocate that the entire research cannot be based on from just a perspective, different viewpoints must be considered in every research problem. This philosophy advocates for using mixed methods in research.
Interpretivism	This theory advocates that the research should be based only on what the interest of the researcher is. The principle relies on the researcher performing a particular role when undertaking the study.
Positivism*	The researcher based his research on the data collected and interprets it objectively. He also believes that only data gathered through observation is reliable.

Realism	It is centred on the notion of independence of reality from the human mind. The researcher portrays his research from the viewpoint of the world through his human senses.
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Table 1: Research philosophy & definition Saunders et al., (2012)

The core objective of this research work is to find the problems of implementing change management. Problems varies across organisations and is on objective word and it's a matter of the character's awareness and knowledge van Strie, (1978). Because of this bias, this study will be based using the positivism philosophy. The philosophy allows researchers to interpret elements of the study and fit in an individual's interest to the study Hay, (2011). This philosophy aligns itself with deductive logical reasoning, starting with hypothesis developed by the researcher.

Main shortcoming linked with positivism relates to the subjective nature of the approach and data can be inflexible. It also fails to address aspects like personal belief and experiences of the respondents. Primary data gathered cannot be generalized because the data is highly impacted by personal viewpoints and beliefs, thus reliability of the data is weakened to an extent Hayley, (2019). Notwithstanding adoption of positivism philosophy will enable the researcher to examine the relationship amongst the variables like communication, leadership, and employee job-fit. The philosophy enables control and precision. Primary data gathered via positivism studies will be combined with high level of validity because data in such research have a tendency to be truthful and sincere. A deductive approach will also be suitable for the research because a hypothesis was developed for the study.

3.4 RESEARCH APPROACH (Layer ii)

There are two major research approaches in the literature, the deductive and inductive approach. The deductive approach normally begins with a hypothesis drawn by the researcher while the inductive approach will make use of research questions to limit the scope of study. For this research work, the researcher will make use of the deductive approach. The difference between the deductive and inductive approach is that while one aims at testing a theory, the latter deals with creating a new theory that will emerge from the data Deborah, (2013). A deductive approach is associated with scientific investigations and is best for this study because the researcher will read work of other researcher and also study existing theories, and then tests the hypotheses that emerged from those theories.

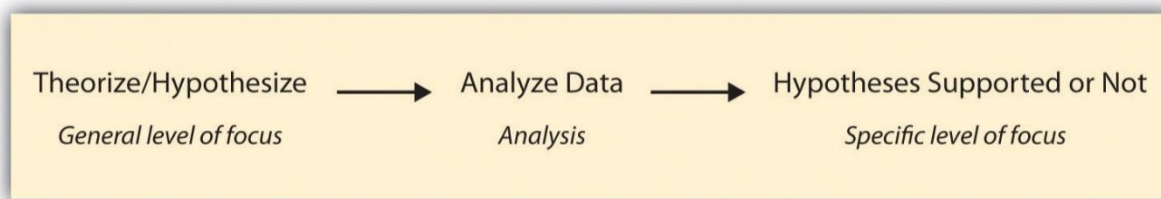


Figure 6: Deductive Research saylordotorg, (2020)

There are two types of research methods namely: quantitative and qualitative research method Thomas, (2006). The deductive research approach is commonly associated with the Quantitative method and also based on the nature of objectives and hypotheses of the study, the quantitative method is the research method to be used in this study. The quantitative approach to research follows the generation of data in order to test a theory put forward or investigate a subject matter of interest towards making an informed conclusion.

According to Sukamolson, (2020), the quantitative research approach is based on some form of data analysis in order to make some sort of prediction. It is best used to answer what and why questions and appropriate when the relationship between variables wants to be measured Zefeiti and Mohamad, (2015). Quantitative research can be limited in its search of solid statistical relationships, which can make the researcher overlook broader themes and relationship by focus giving to just numbers, and it can also limit the researcher to search for solid statistical relationship, notwithstanding, it is straightforward, the type of results will tell the researcher which statistical test is suitable for use.

In summary, the study makes use of the quantitative approach to investigate how employee-organisation fit influences organisational change and employee performance by gathering quantifiable data and performing statistical analysis. The quantitative research approach can be classified into inferential, experimental and simulation approaches. The inferential approach which is of interest to this study is likened to a deductive approach as it involves drawing information from a database in order to infer the dynamics of a phenomena of interest by a researcher. The research questions to be evaluated using the quantitative research approach are as follows:

6. Is there a significant positive effect of communication strategy on employee performance?
7. Is there a significant positive impact of leadership strategy on employee performance?

8. Is there a significant positive impact of communication strategy on employee-job fit of employees?
9. Is there a significant positive effect of leadership strategy on employee-job fit of employees?
10. Is there a significant effect of employee-job fit of employees on their performance?

3.5 RESEARCH STRATEGY (Layer iii)

This is the third layer in market research and there are seven types of research that are associated with reliability, validity and gathering of data to finalize the research.

Research Strategy	Definitions
Experiment Research	This is the production of a research project that investigates the projected impacts. It evaluates the relationship between variables and interpret them based on the outcomes projected.
Action Research	This tends to focus on a thoughtful method that is a systemic procedure that examines the practitioners' professional practice and experience.
Interviews	This is one of the popular method for data collection. Researchers allows information and perceptions from different channels to be gathered and analysed.
Case Study Research*	This enables the researcher to limit a wide research to a focus group or case study.
Grounded Theory	This type follows an inductive approach in which the research data is a necessity for the study.
Survey	This method is used, and quantitative data can be empirically analysed. Population sample will be needed for the research.
Ethnography	This type of study aims at understanding the importance in the study from the viewpoint of the participants being studied.

Table 2: Research Strategy & definitions Melnikovas, (2018)

This research will make use of the case study research theory. Notwithstanding the research design will comprise of positivism approach which is also a suitable quantitative method for this research topic Chun Tie *et al.*, (2019). Survey Research method will be used in the research. Surveys will be sent to respondents and the data collected will be statistically analysed to get a significant research conclusion. And this approach of research strategy gives room for the sample sizes to vary from small to large, thereby enabling the researcher achieve a deeper understanding and knowledge of the theory on the research topic Miller and Fredericks, (1999) Zefeiti and Mohamad, (2015).

3.6 RESEARCH CHOICES (Layer iv)

The fourth layer of the research onion talks about the choice of research, which are divided into three parts known as: Mono Method, Multi-Method and Mixed method.

- **Mono Method;** This type of method occurs when the researcher collects qualitative data or quantitative data founded on outcomes drawn during the course of the research, which is obvious and structures the basis for the development of this research Vass *et al.*, (2017). Hence the decision to use quantitative method for this research, that will focus on a particular problem affecting the participants. Few variables are involved as data relates to open ended questions which would lead to objectivity and accuracy, data collection will also be faster and easier. Respondents identity will not be revealed, and they can honestly answer the questions without fear of any consequence compared to using mixed method where there will be lack of anonymity.
- **Mixed-Method;** This happens when a researcher uses both quantitative and qualitative data for data collection and analysis. With this research choice quantitative data is balanced by qualitative data to reduce or limit the limitations that comes with using one method Bergman, (2010).
- **Multi-Method;** This method ensure that both quantitative and qualitative analysis are used, but only one perspective is used to analyse the data. Ayrton, (2020).

3.7 TIME HORIZON (Layer v)

The fifth layer of the research onion deals with the timeline of the research. Two choices are available for the timeline of the research namely:

- **Cross-Sectional** – This presents a one-time, viewpoint of a particular situation and limits collection of data as well as analysis to a reduced period Joseph, (2019).
- **Longitudinal** – This method explores happenings and patterns over a long timeline using little samples Joseph, (2019).

This research is for four months and will be using the cross-sectional. As such a longitudinal study will not be suited because it requires a sufficient time for the research to be properly conducted Philips *et al.*, (2008). With the chosen time horizon the researcher will not be able to analyse behaviour over a period of time and the timing of the snapshot is not certain to be representative, also researcher might face some challenges gathering the sample tool based on the respondents being researched.

3.8 RESEARCH DESIGN

This study will use descriptive study Labaree, (2020) Atmowardoyo, (2018). A case study was selected which will make the researcher explore and gain deep understanding of change management in an organisation. Also using a case study will also enable the researcher to find out the reason why change was difficult to implement. The exploratory side of the research will investigate the relationship between change management and employee's performance Tortorella *et al.*, (2015), focusing on activities during the change process using semi structured, closed ended questions which will be given to employees of Access bank Plc Shilo, (2015).

Only one case study will be considered because of time frame. Structured questionnaire will be used in this research work. Initially the researcher wanted to make use of online survey because of easy access, low cost, and design flexibility but when the human resource department were contacted, they went with the option of questionnaire. This is to discover if communication, leadership, and employee- job-fit are factors that will enhance employees performance. Companies should focus on the means to the ends (employees) and not just the ends (market share and profit).

The questionnaire will be structured to fit the understanding of the research topic Holt and Pamment, (2011), which will also be supported using secondary data, peer review articles and journals to further explain the variables dependent; communication and leadership, independent variable; Employees performance and the mediating variable; Employee- job fit as stated in the literature review. Due to the distance of the researcher from the case study country, the questionnaire will be disturbed to the target audience (employees), permission will

be taken from the Head of human resource department. The questionnaires will be mailed to the human resource department and after being filled it will be mailed back to the respondents.

3.9 COLLECTION OF PRIMARY DATA

The data to be used in this study is collected through the use of a survey, in particular, a structured questionnaire. The structured questionnaire provides the mechanism to appropriately develop the conceptualise the dependent and independent variables into constructs that will help to collect the data Formplus, (2020) .The questionnaire is divided into sections that captures each of the variables (communication, leadership, employees job-fit, employees performance and organisational change) that are of interest to the study. 160 questionnaires were distributed at the head office in lagos in July 2019. The questionnaires will be mailed to the human resource department and after being filled it will be mailed back to the respondents. The researchers first contacted the company's human resources manager to ask for their support with data collection. Following the consent of the HR manager, copies of the printed questionnaires were mailed to the office with a cover letter attached. Each employees after completing their questionnaire placed it in a sealed envelope and gave it to the HR manager. The HR manager mailed the sealed questionnaire back to the researcher. In total, questionnaires were returned, of which 150 were used for analyses after removing invalid questionnaires.

3.9.1 SAMPLING

For the purpose of this research simple random sampling technique is used. It is a method where the researcher selects a group of subjects (sample) for study from a larger group (population). This sampling method gives an unbiased representation of the target population in comparison to the non-probability sampling procedure Acharya *et al.*, (2013). The random sampling procedure criterion of selecting respondents is such that is, there is an equal chance for each member of the target population to be selected Acharya *et al.*, (2013). It is otherwise known as the random sampling technique. The branches of access bank are widely spread throughout Nigeria and accessing data from all the branches is not feasible as a result, the head office in lagos which is located at Victoria island was the focal point for data collection. The office has a total of 250 skilled employees. The skilled employees formed the unit of analysis and the target population for the study. A total of 160 questionnaires were sent to the head office, however 10 of the questionnaire were found to be not useable because of major errors made by respondents in their completion. The effective sample size of the research work stood at 150. Respondents form each departments were picked to have the questionnaires administered to them.

3.10 ETHICAL & ACCESS ISSUES

The researcher needs to carry out essential safety measures prior to the beginning of the research work because Issues relating to ethics can happen at any point in the research Machin and Shardlow, (2018). Because of the issue of sensitivity with this research work, it is essential to prevent the employees and organisation's integrity from being compromised Matteson and Lincoln, (2009). For this reason, the researcher has noted the disclaimer through the following steps. A cover letter was sent to the head office, to explain the research work, consent and how the data provided will be used. Data was gathered ethically and analysed responsibly when presenting the results, data collected was only used for this research work and held with utmost confidentiality Akaranga and Makau, (2016) McGee, (2005).

Informed consent is very important, it is a standard procedure in the assessment and examination of individuals during the gathering of data, which includes understanding of research studies on research goals, risks and consent for participation Rodham and Gavin, (2006), this was why a consent form was in form of a cover letter to participant before the questionnaire were distributed to respondents in the head office at Victoria island and collected. Data acquired during the course of this research was not abused or overstated. Identity and privacy of participants were not revealed at any stage during and after the study Kromrey, (1993). Finally, the original plan was to meet with the participants in person and distribute the questionnaire in Nigeria but because of distance, this could not happen.

3.11 APPROACH TO DATA ANALYSIS

The method of data analysis will be conducted using two approaches, a descriptive analysis, and a parametric analysis Tordeux, (2017) .The descriptive analysis will be conducted using the Statistical Package for Social Sciences (SPSS) SPSS Notes version23, (2017) Jason, (2018). The parametric analysis for the structural equation model will be analysed using Statistics and Data software (STATA) StataCorp LLC, (2016). The STATA software provides the tools to estimate a structural equation model and test the hypotheses of the study.

The structural equation modelling approach Crouch and Mason-Gamer, (2018) Shuaibu, (2017) is a parametric analysis in the form of a multivariate technique that is utilised towards understanding and analysing structural relationships between communication with employee-job fit and employees performance, leadership with employee performance and job-fit and

employee- job fit with employees performance. The approach is a combination of factor and multiple regression analysis as it enables a researcher to estimate and measure the structural relationship between measured variables and latent constructs Fan *et al.*, (2016). In the case of this study, the employee-organisation fit is the latent construct, while organisational change and employee performance are the measured variables and this approach will test the multivariate causal relationship amongst the variables. This model is different from other modelling approach because it will test the direct and indirect influence on pre-assumed relationships. It is also good for this study because of the different hypotheses and variables involved with this study Fan *et al.*, (2016) most especially the path analysis with mediation.

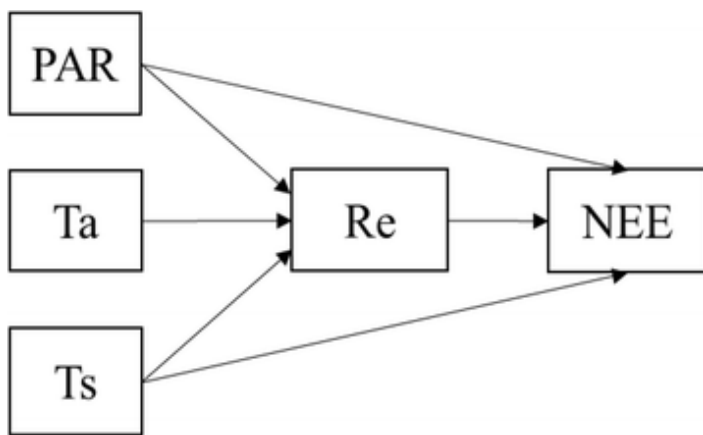
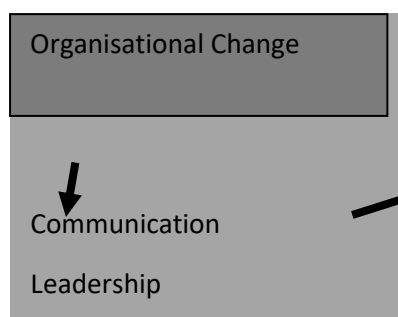


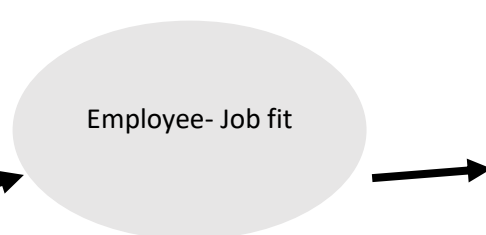
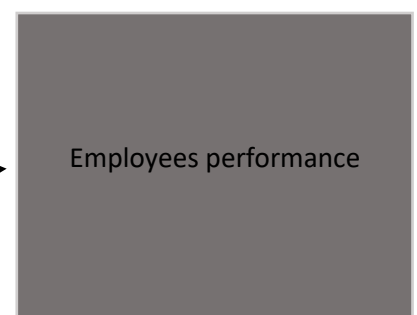
Figure 7: Fan *et al.*, (2016)

The above diagram shows Re as the mediator that intervenes with the causal relationships which is similar to the conceptual framework drawn for this study in chapter two, where employee- job fit is the mediator.

Dependent Variable



Independent Variable



3.12 CONCLUSION

Research methodology is very important, and the significance cannot be over-stressed, which is because it provides the groundwork for all the research examinations. This chapter gave a comprehensive description of the research approach, research design and methodology. This approach has led to quantitative approaches for data collection, closed-ended questionnaire and how the results of the questionnaires were explained for analysis. information from the questionnaire, and the entire distribution process was shared. It also defined the method of analysis and interpretations of the data collected using SPSS and STATA.

4.1 PRESENTATION AND ANALYSIS OF FINDINGS

Introduction

This chapter of the study documents the data analysis and findings obtained from the distribution of 150 questionnaires completed by staff of Access Bank. The questionnaire was structured into two major sections with 20 questions in total. The chapter begins by presenting the results of the descriptive analysis for the demographic profile for each respondent and went further to present the descriptive analysis for each research objective and concludes by testing the hypotheses of the study.

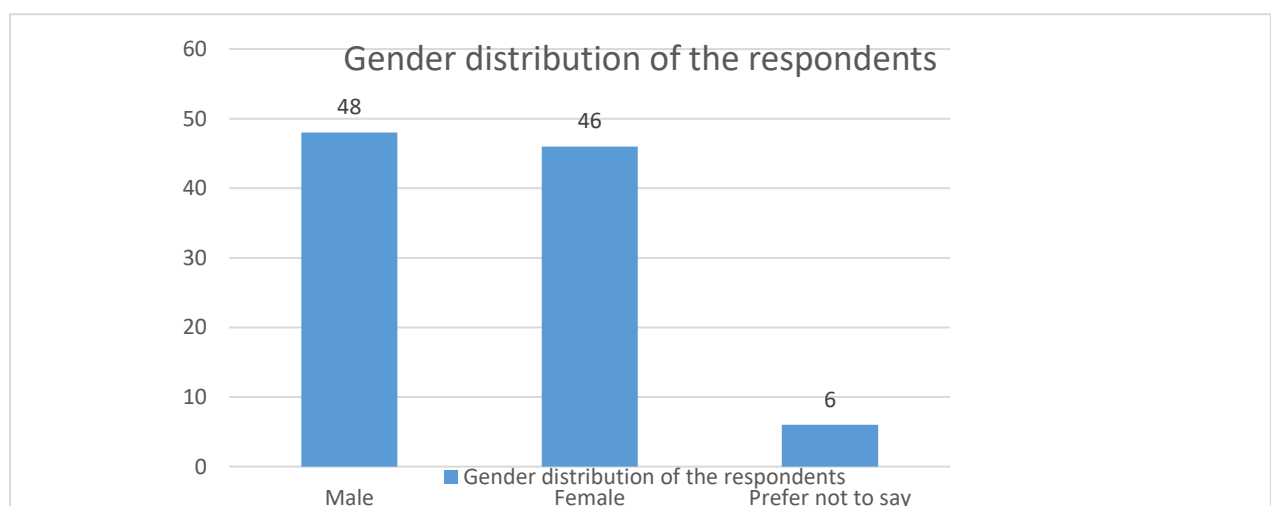
4.2 Section A: Demographic Profile

This section presents the descriptive analysis of the demographic profile of the respondents. The findings are presented with the aid of tables and are discussed below.

4.2.1 Gender

The gender of the respondents is segmented into three groups: male, female, and those who prefer not to say. From Table 4.1, the breakdown of the analysis reveals that about 72(48%) respondents were male while 69(46%) respondents were female and 9(6%) respondents preferred not to reveal their identity. This implies that majority of the respondents were male.

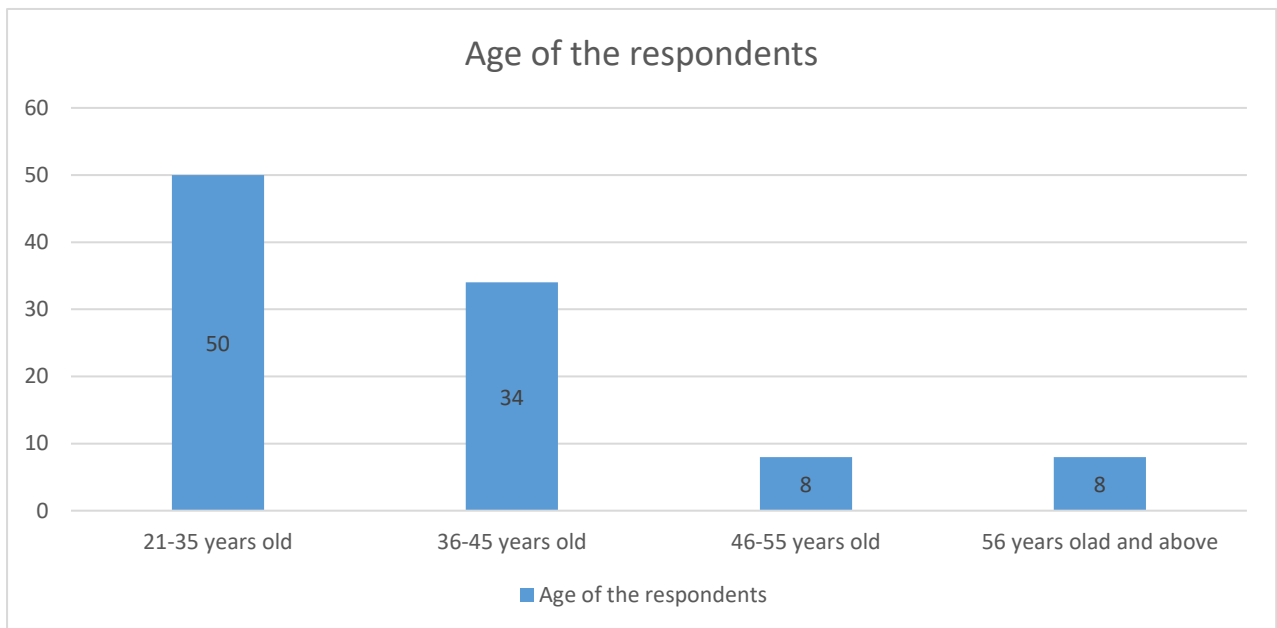
Table 4.1: Gender distribution of the respondents



4.2.2 Age

The breakdown of the age of the respondents are documented in Table 4.3. The results indicate that about 75(50%) respondents were within the age bracket of 21-35 years, while about 51(34%) respondents were within the age of 36-45 years. Also, about 12(8%) were within the age bracket of 46-55 years and 12(8%) respondents were within the age of 56 years old and above. Hence, this implies that most of the respondents were within the age of 21-35 years.

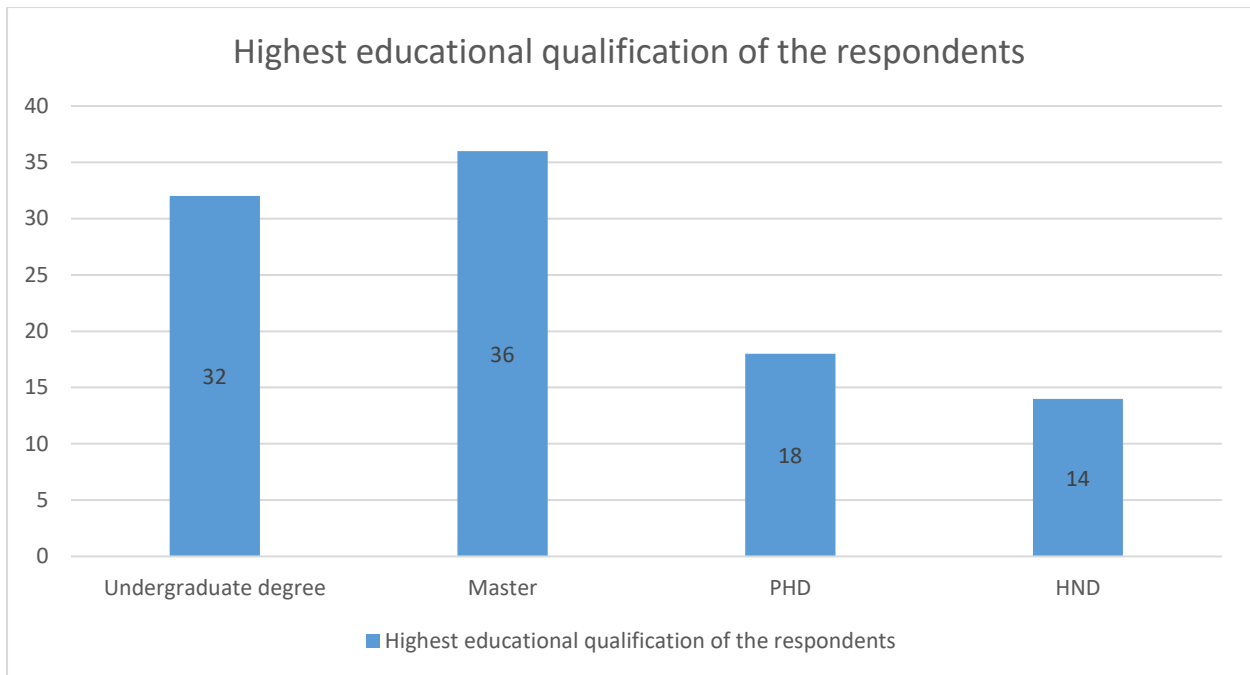
Table 4.2: Age of the respondents



4.2.3 Highest Educational Qualification

Examining the highest educational qualification of the respondents, Table 4.4 reveals that about 48(32%) respondents have an undergraduate degree, while about 54(36%) respondents have a masters' degree. The findings also indicate that about 27(18%) respondents have a PHD (Doctorate degree) and 21(14%) respondents have an HND (Higher National Diploma). Therefore, from the surveyed staff of Access Bank, we can conclude 50% of the respondents have a masters' degree as their highest educational qualification.

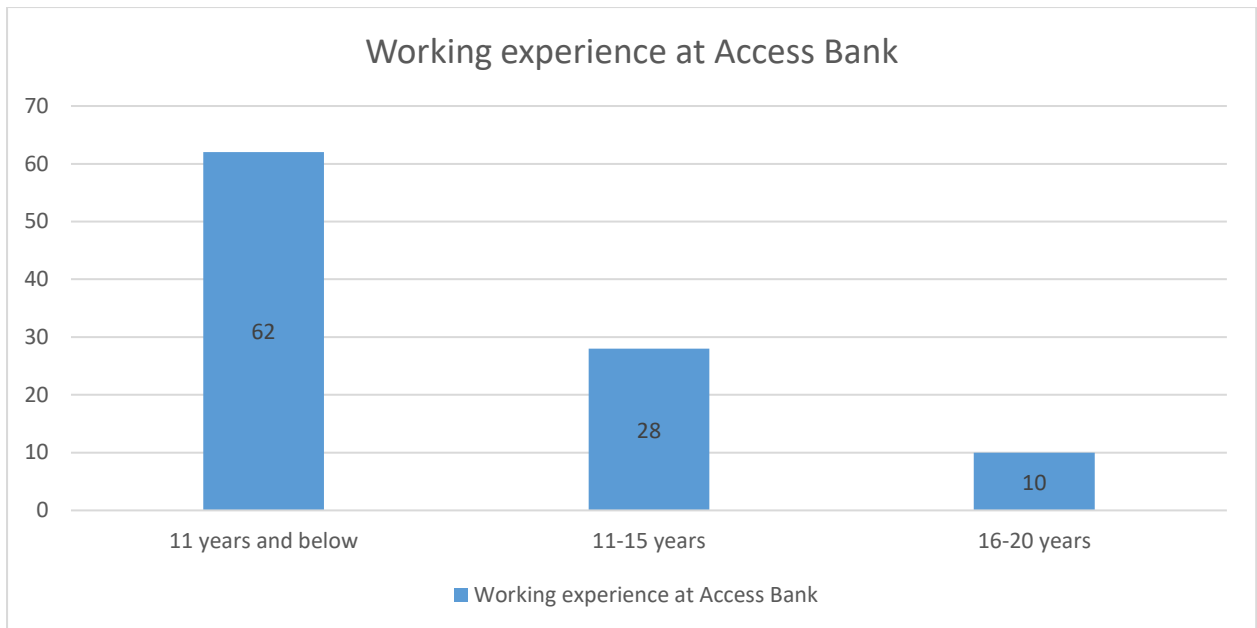
Table 4.3: Highest educational qualification of the respondents



4.2.4 Work Experience at Access Bank

Table 4.4 reveals the descriptive analysis for how long the respondents have been working at Access Bank. From the analysis conducted, the results indicate that about 93(62%) respondents has worked for the bank less than 11 years. In addition, about 42(28%) respondents noted that they have worked for the company between 11-15 years and about 15(10%) respondents revealed that they have worked for about 16-20 years. This indicates that 62% of the respondents have worked for the company for less than 11 years.

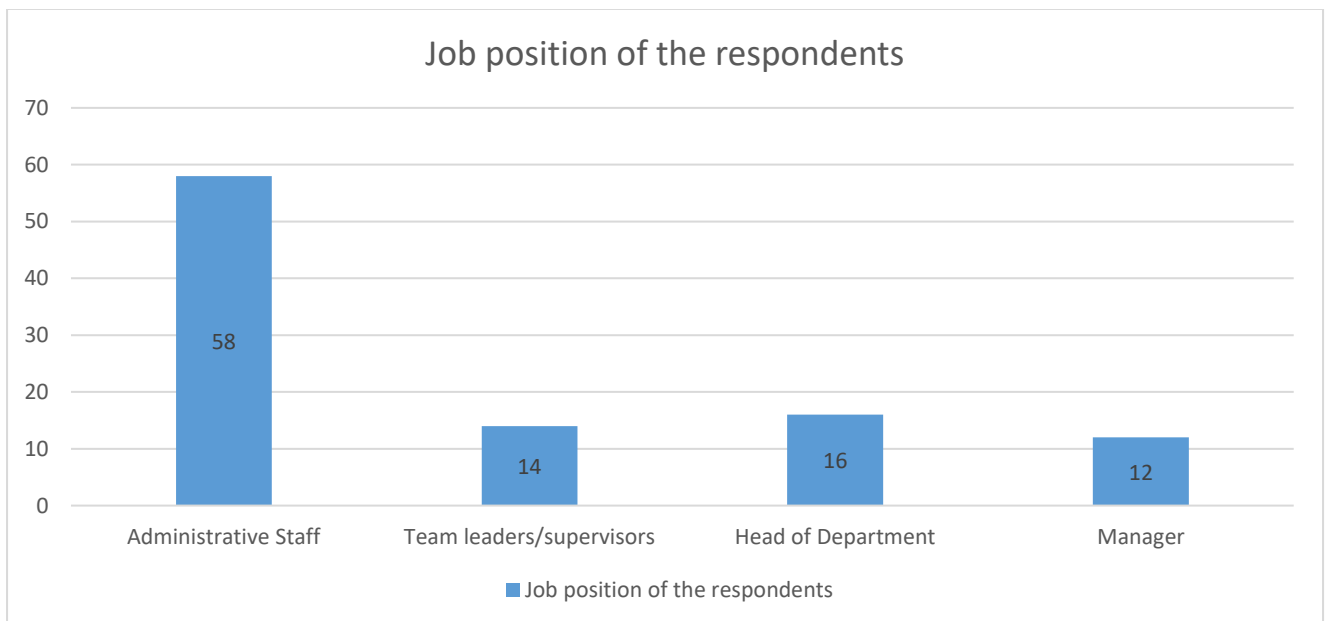
Table 4.4: Working experience at Access Bank



4.2.5 Job Position

The breakdown of the job position of the respondents are presented in Table 4.6 and the results show that about 87(58%) respondents are administrative staff while about 21(14%) respondents team leaders or supervisors. Also, about 24(16%) respondents indicated that they are head of departments and 18(12%) respondents revealed that they are managers. This indicates that 58% of the respondents are administrative staffs at Access Bank.

Table 4.5: Job position of the respondents



4.3 Section B Research Objectives

4.3.1 To assess whether communication strategy has a significant positive effect on employee performance and employee-job fit

The descriptive analysis of the first and third research objective is presented in this section. The aim of the section is to understand the perception of the employees of Access Bank to the change management strategies (communication) employed by the organisation.

Table 4.6 indicates that 6 respondents denoting about 4% indicated that they strongly disagree that their supervisor maintained essential information flows to them on a weekly basis during merger and 21 respondents representing 14% were neutral. On the other hand, 84 respondents, about 56% agree that their supervisor maintained essential information flows to them on a weekly basis during merger, and 39 respondents also strongly agree. This implies that 56% of the respondents agree that their supervisor maintained essential information flows to them on a weekly basis during merger.

Table 4.6: My superior maintained essential information flows to me on a weekly basis during the merger

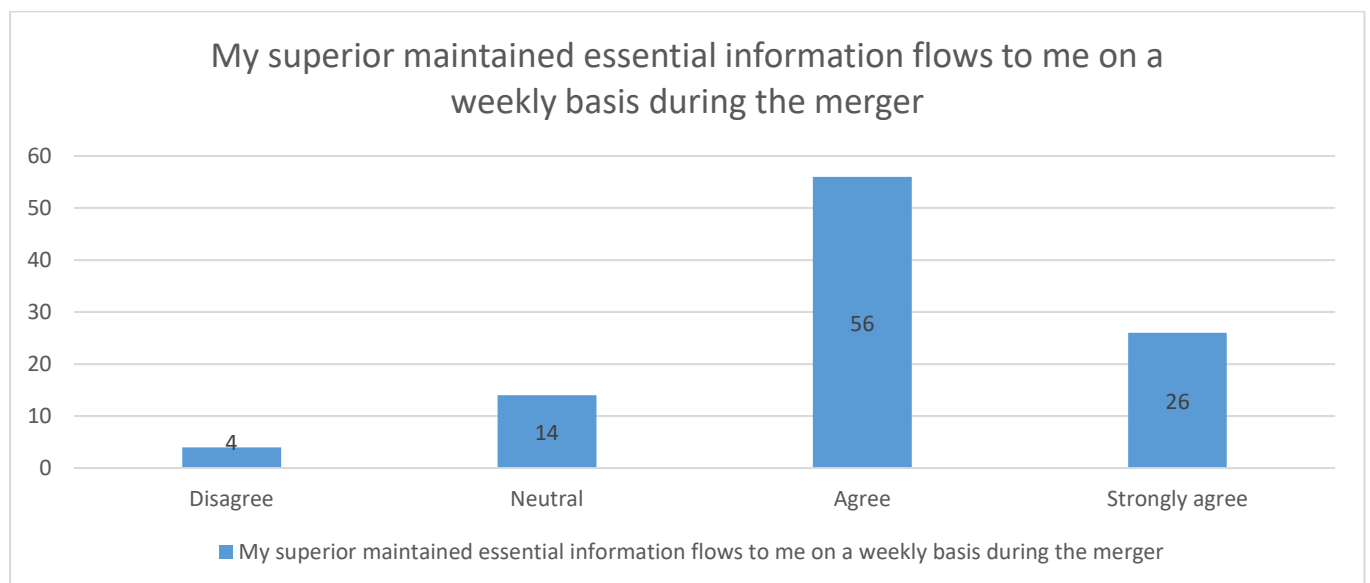


Table 4.7 indicates that 6 respondents indicating about 4% strongly disagree that their superior always spoke politely and it motivated them to not resist the proposed change. Also, about 9 respondents representing 6% disagreed, while about 9 respondents denoting about 6% were neutral. However, about 63 respondents representing about 42% agreed that their superior always spoke politely and it motivated them to not resist the proposed change and about 63 respondents denoting about 42% strongly agree. This implies that 82% of the respondents agree

that their superior always spoke politely and it motivated them to not resist the proposed change.

Table 4.7: My superior always spoke politely, and this motivated me to not opposed

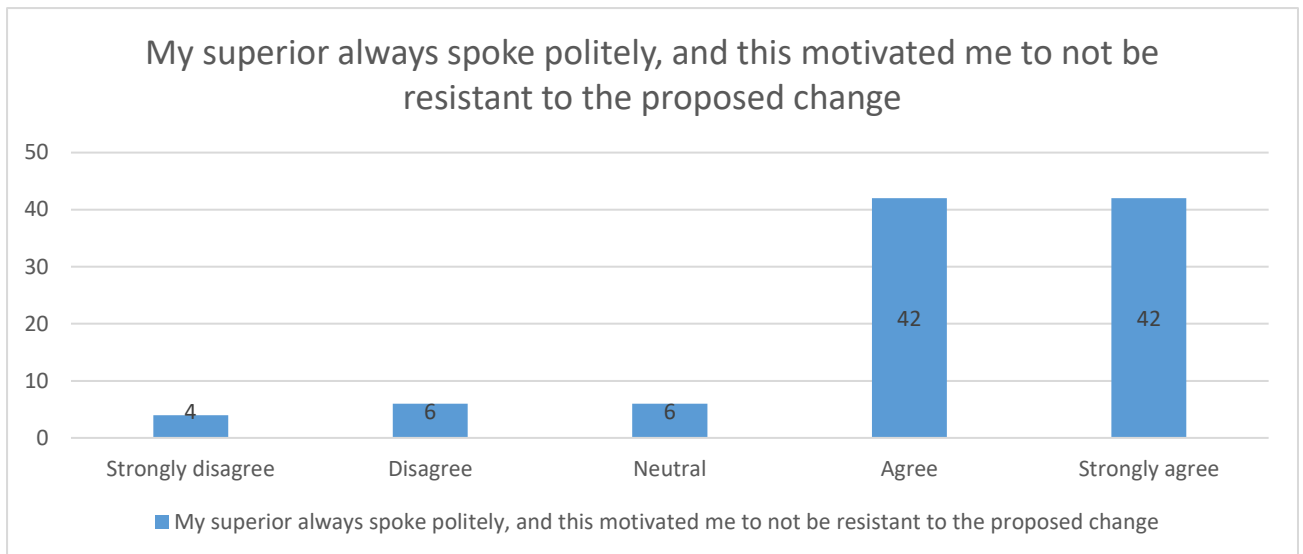
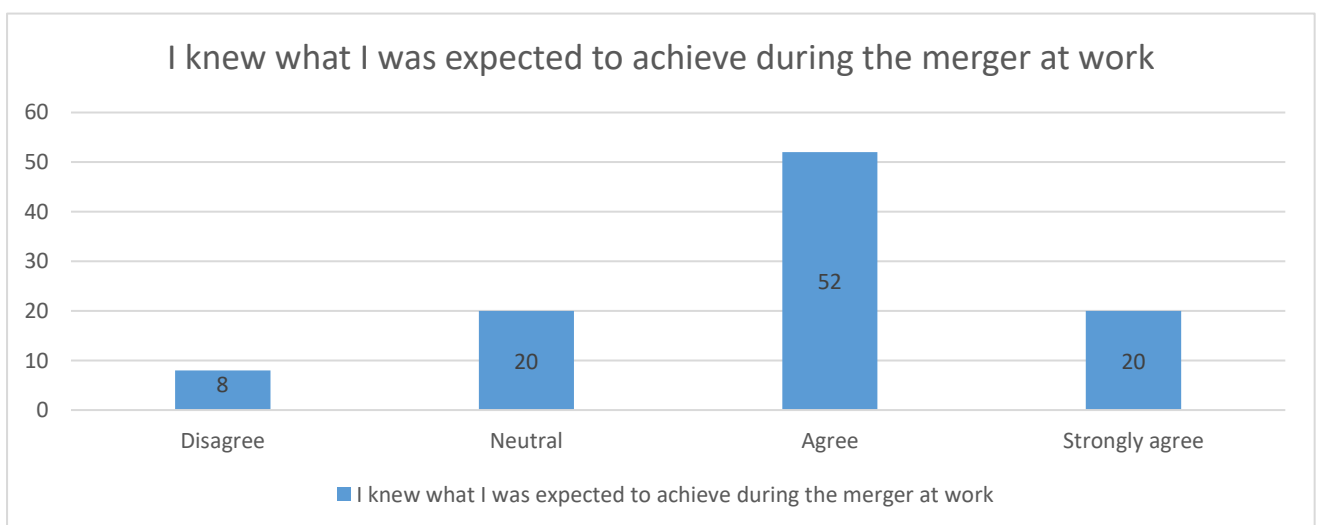


Table 4.8 indicates that about 12 respondents representing 8% disagree that they knew what they were expected to achieve during the merger at work and 30 respondents indicating 20% were neutral. On the other hand, about 78 respondents denoting about 52% agreed, and 30 respondents representing 20% strongly agree that they knew what they were expected to achieve during the merger at work. This implies that 52% of the respondents knew what they were expected to achieve during the merger at work.

Table 4.8: I knew what I was expected to achieve during the merger at work



4.3.2 To determine if leadership strategy has a significant positive effect on employee performance and employee-job fit

The descriptive analysis of the second and fourth research objective is presented in this section. The aim of the section is to understand the perception of the employees of Access Bank to the change management strategies (leadership) employed by the organisation.

Table 4.9 indicates that about 3 respondents reflecting 2% indicated that they were neutral that the leadership team was committed to the success of the merger. In contrast, about 87 respondents indicating 58% agreed, and 60 respondents representing 40% strongly agreed that the leadership team was committed to the success of the merger. This implies that 58% of the respondents agree that the leadership team was committed to the success of the merger.

Table 4.9: The leadership team was committed to the success of the merger



Table 4.10 indicates that 6 respondents representing 4% disagree that their supervisor helped them to understand how they could support and adapt to the changes implemented during the merger, while about 9 respondents indicating 6% were neutral. 81 respondents denoting about 54% agreed and 54 respondents reflecting 36% strongly agree that their supervisor helped them to understand how they could support and adapt to the changes implemented during the merger. This implies that 54% of the respondents agree that their supervisor helped them to understand how they could support and adapt to the changes implemented during the merger.

Table 4.10: My supervisor helped me to understand how I could support and adapt to the changes implemented during the merger

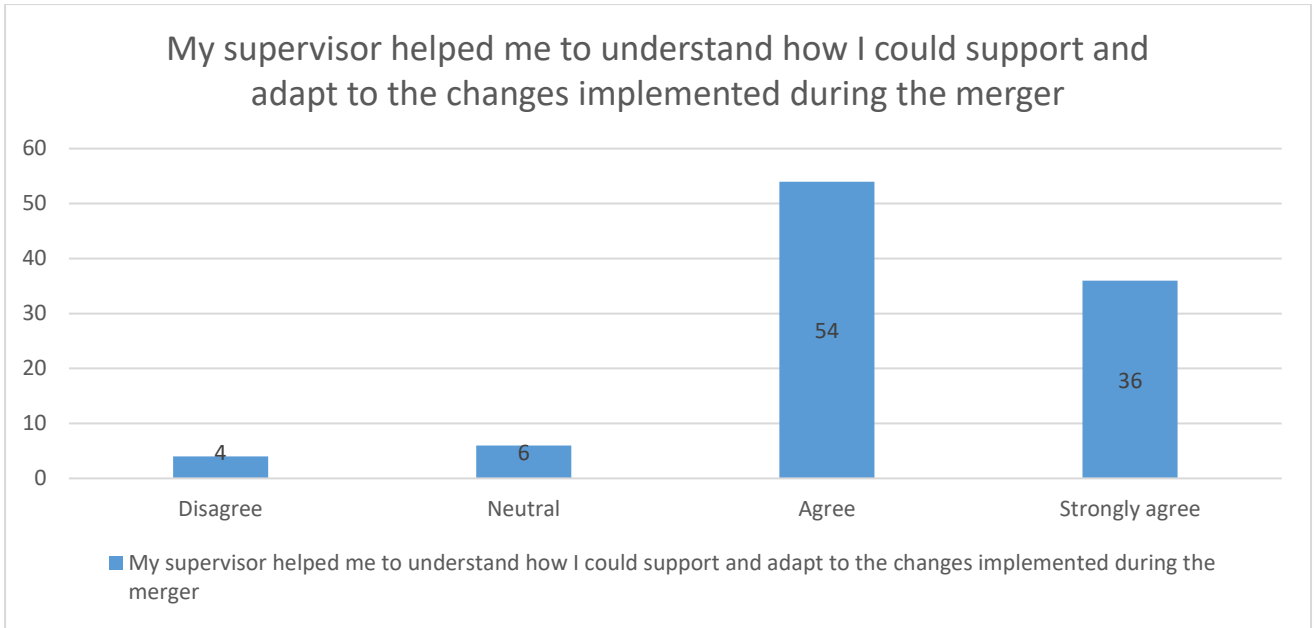
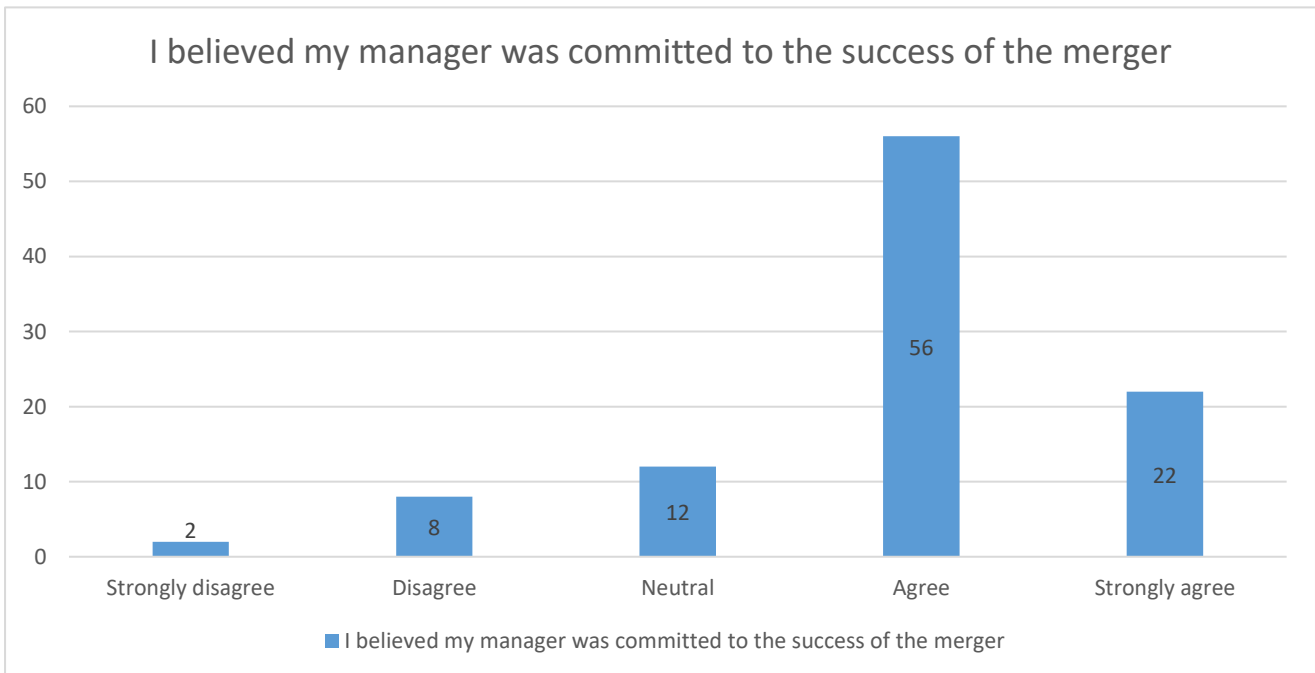


Table 4.11 indicates that 3 respondents with 2% disagree that their manager was committed to the success of the merger, 12 respondents with 8% disagreed, 18 respondents with 12% were neutral, 84 respondents with 56% agreed and 33 respondents strongly agree with 22%. This implies that 56% of the respondents agree that their managers were committed to the success of the change.

Table 4.11: I believed my manager was committed to the success of the merger



4.4 Section C: Employee-Job Fit and Employee Performance

This section provides the descriptive analysis of the fifth research objective which is to examine whether employee-job fit of employees has a significant effect on their performance, that is to test the mediating term, employee-job fit, and employee performance.

4.4.1 Employee-Job Fit

Table 4.12 shows that about 3 respondents indicating 2% strongly disagree that there is a good fit between their job and skills after the merger, while about 12 respondents denoting 8% disagreed and about 18 respondents reflecting 12% were neutral. However, about 90 and 27 respondents representing 60% and 18% agreed and strongly agreed, respectively. This implies that 60% of the respondents agree that there is a good fit between their job and skills after the merger.

Table 4.12: There is a good fit between my job and me after the merger

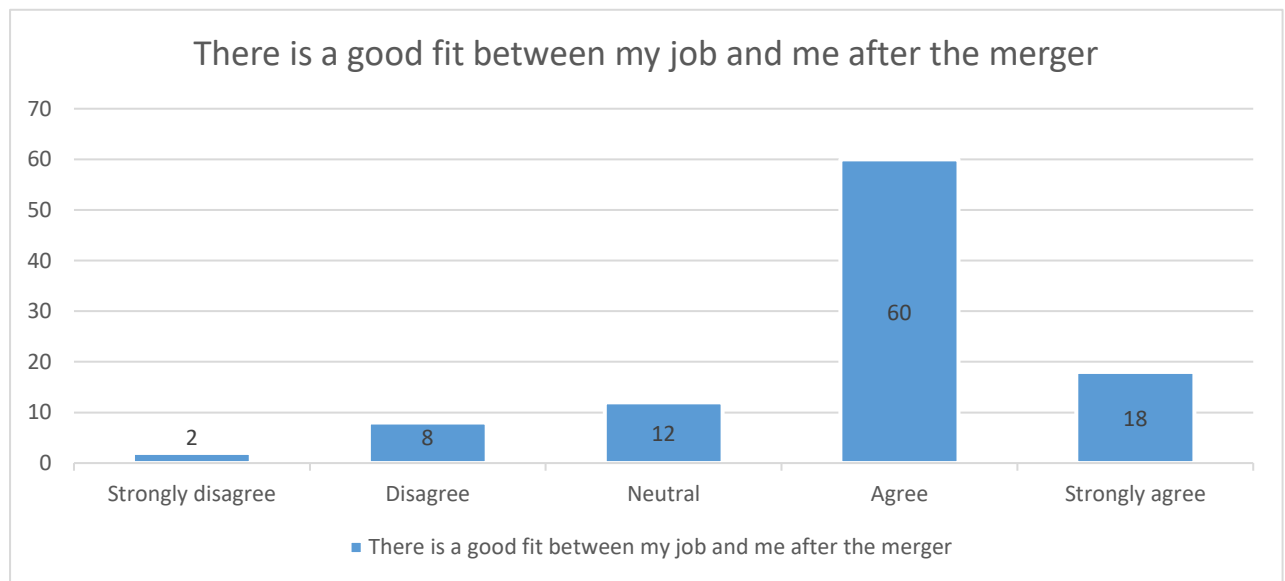


Table 4.13 reveals that 9 respondents indicating about 6% strongly disagree that their supervisor assigned them to new roles that fit with their skills and expertise after the merger, 12 respondents disagreed (about 8%) and another 12 respondents were neutral (about 8%). Although, about 69 and 48 respondents agreed and strongly agreed representing about 46% and 32%, respectively. This implies that 46% of the respondents agree and strongly agree that their supervisor assigned them to new roles that fit with their skills and expertise after the merger.

Table 4.13: My supervisor assigned me to new roles that fit with my skills and expertise after the merger

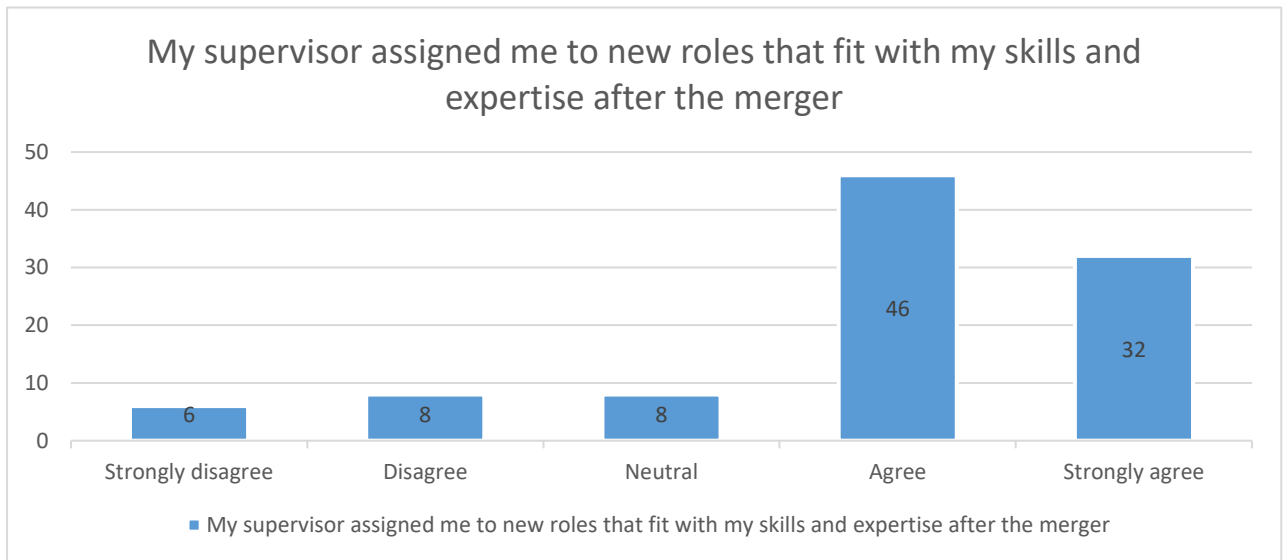
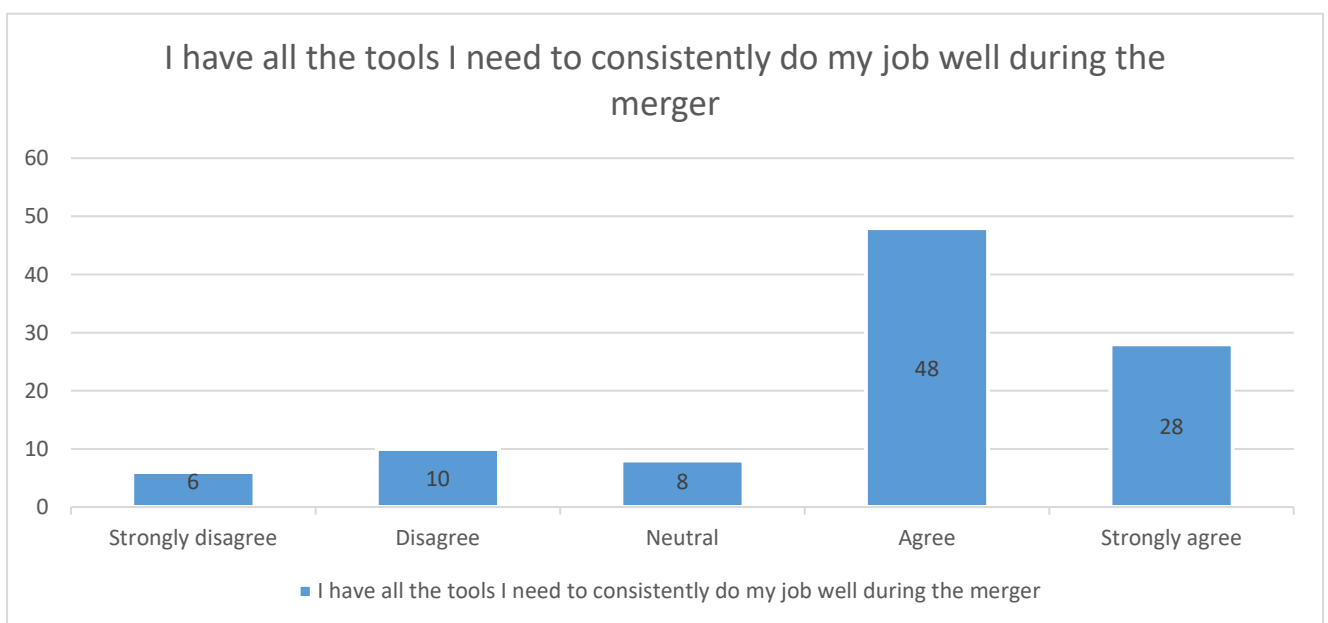


Table 4.14 shows that 9 respondents strongly disagree that they have all the tools they needed to consistently do their job well during the merger (about 6%), while 15 respondents disagreed (about 10%) and 12 respondents were neutral (about 8%). On the other hand, 72 respondents indicated that they agreed (about 48%) and 3 respondents strongly agree (about 28%). This implies 48% of the respondents agree they have all the tools they needed to consistently do their job well during the merger.

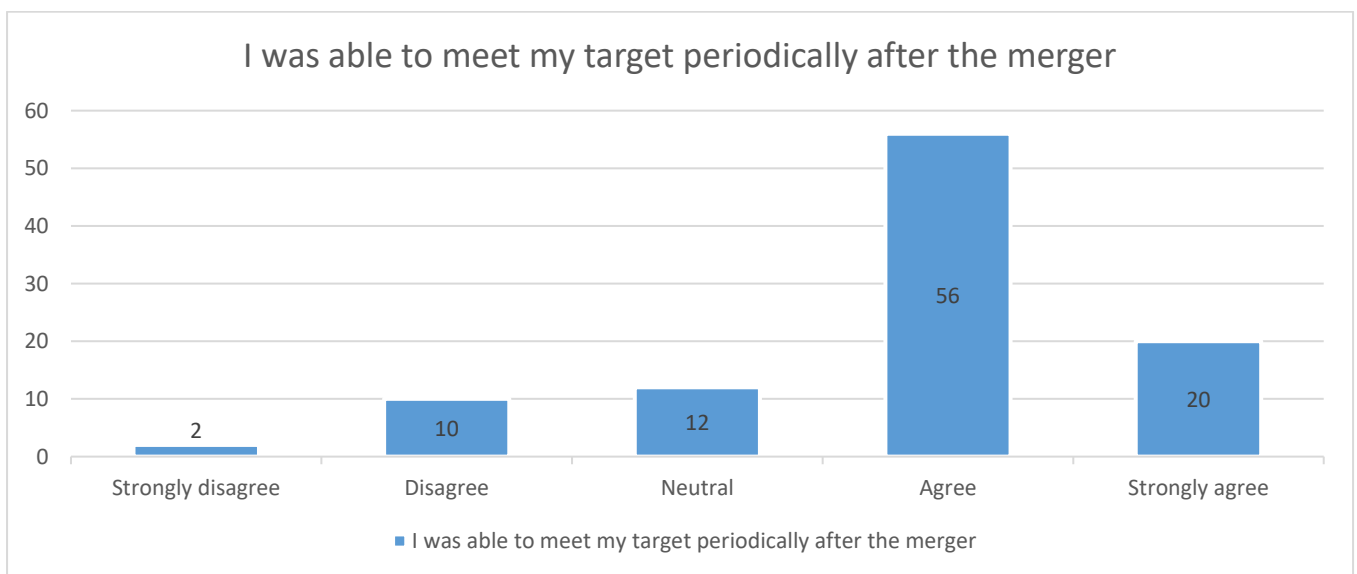
Table 4.14: I have all the tools I need to consistently do my job well during the merger



4.4.2 Employee Performance

The findings from Table 4.15 indicates that 3 respondents denoting about 2% strongly disagree that they were able to meet their target periodically after the merger. In addition, about 15 respondents representing about 10% disagreed and 18 respondents reflecting about 16% were neutral. On the other hand, 84 respondents indicating about 56% agreed and 30 respondents strongly agreed (20%). This implies that 56% of the respondents agree that they were able to meet their target periodically after the merger.

Table 4.15: I was able to meet my target periodically after the merger



The results presented in Table 4.16 shows that about 6 respondents representing 4% strongly disagree that their performance improved since the merger, 15 respondents denoting 10% disagreed and 15 reflecting 10% were neutral. Conversely, about 69 respondents representing 46% agreed and 45 respondents denoting about 30% strongly agreed. This implies that 46% of the respondents agree that their performance improved since the merger.

Table 4.16: My performance has improved since the merger

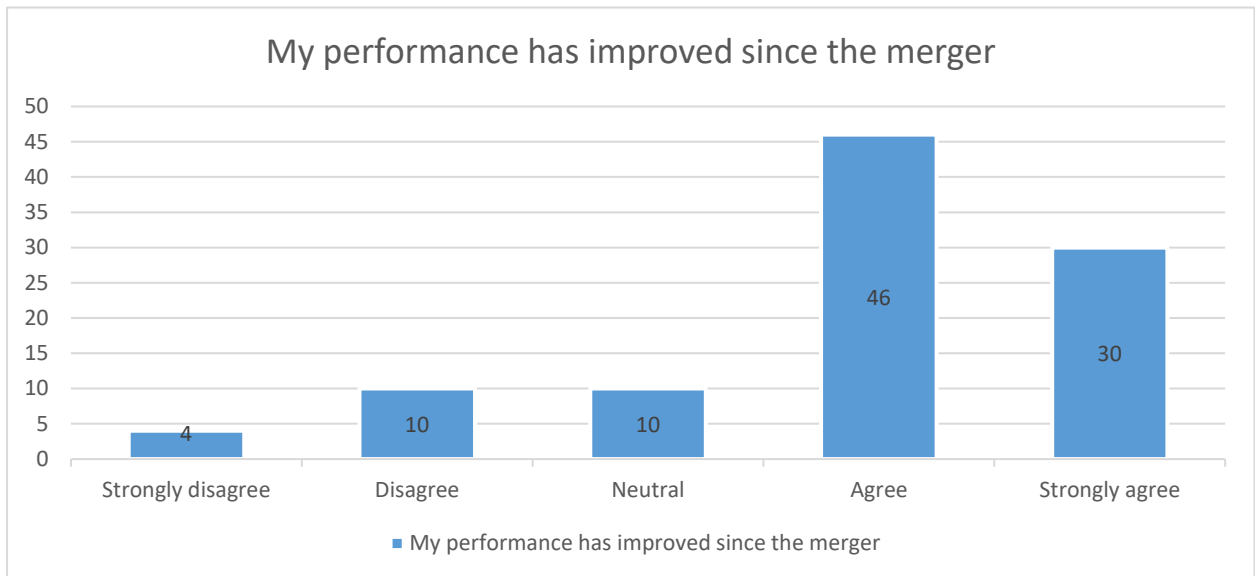
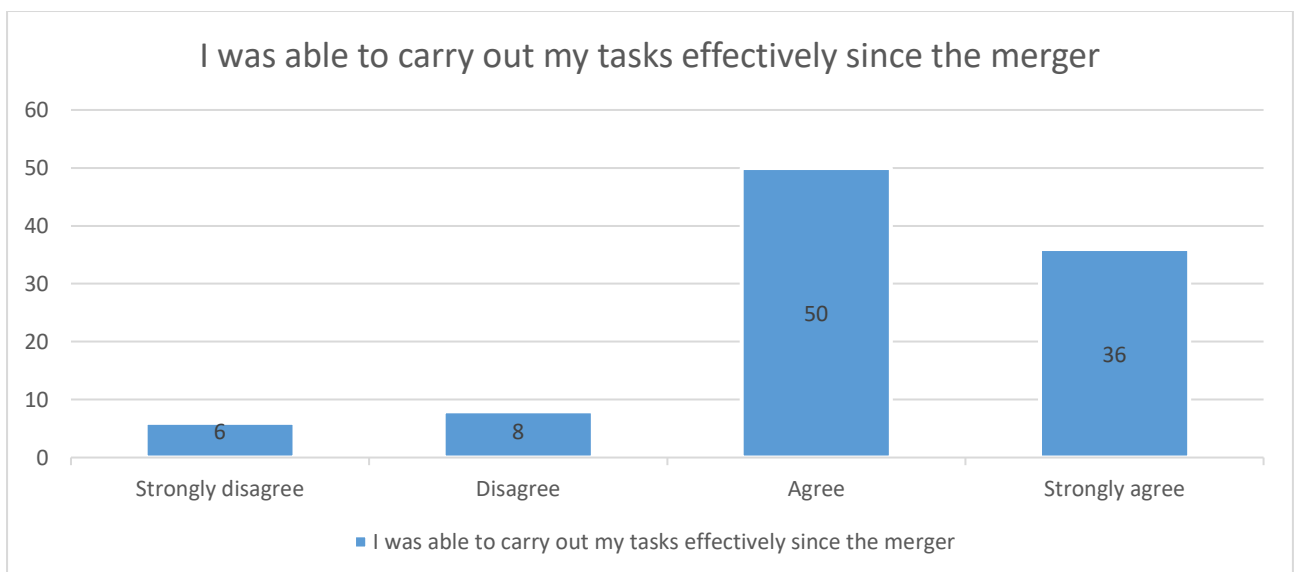


Table 4.17 indicates that 9 respondents indicating about 12% strongly disagree that they have been able to carry out their tasks effectively since the merger. Also, about 12 respondents representing 8% disagreed. On the other hand, about 75 and 54 respondents indicated that they agree and strongly agree, respectively that they have been able to carry out their tasks effectively since the merger. This implies that 50% of the respondents agree they that they have been able to carry out their tasks effectively since the merger.

Table 4.17: I was able to carry out my tasks effectively since the merger



4.5 Hypothesis Testing and Interpretation

There are five sets of hypotheses to be tested in order to achieve the stated objectives of the study: To assess whether communication strategy has a significant positive effect on employee performance.

- To determine if leadership strategy has a significant positive effect on employee performance.
- To investigate whether communication strategy has a significant positive effect on employee-job fit of employees.
- To determine if leadership strategy has a significant positive effect on employee-job fit of employees.
- To examine whether the employee-job fit of employees has a significant effect on their performance.

The study makes use of the structural equation modelling (SEM) approach to test the hypotheses and this was carried out using STATA version 12. The SEM approach is the most appropriate technique for the study as it is able to capture the dynamic relationship the mediating variable, employee-fit, has on both change management strategies and employee performance. The advantage of this method is that it is based on the multiple regression technique, hence providing the mechanism to capture all the hypotheses in a single model. This dynamic relationship is provided in Figure 4.1. The decision tool to test the hypothesis is the P-value as it shows whether a variable has a statistically significant relationship on another variable. The rule of thumb is such that the P-value should be less than 0.05 (which is at 95% confidence interval) or at most 0.10 (which is indicative of 90% confidence interval).

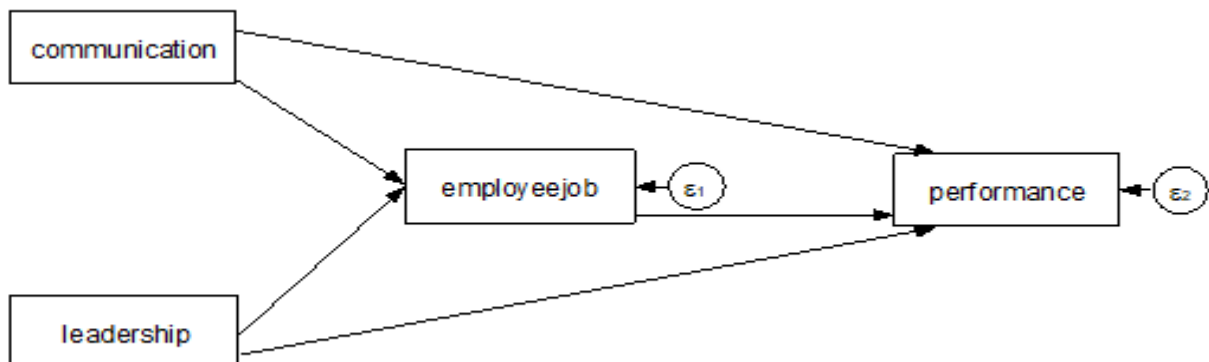


Figure 8: Path Analysis of the SEM Model

Source: SEM Builder, STATA 12

4.5.1 Results of the SEM Analysis

The results of the analysis of the SEM is presented in Table 4.19 on page 47. The path analysis between communication and employee performance for hypothesis one shows that there exists a positive and statistically significant relationship. This implies that higher levels of proper communication are associated with improvement in employee performance. The decision rule is based on the probability value of 0.100 indicating that the relationship is statistically significant at 10%.

Hypothesis two sought to find out whether leadership strategy has a significant positive effect on employee performance. From the path coefficient, the result is to be positive, but does not have a statistically significant effect. This result is based on the probability value greater 0.597 greater than the maximum value of 0.10. The third hypothesis focused on the relationship between communication strategy and the mediating term, employee-job fit. From the results presented in Table 4.19, the findings show that there is a positive and statistically significant relationship between communication and employee job fit as the probability value is 0.00 which is below the acceptable level of 0.05.

Likewise, the fourth hypothesis examined the link between leadership strategy and employee-job fit. The results shown in Table 4.19 indicates that leadership strategy has a positive and statistically significant relationship with employee-job fit. The decision rule is based on the probability value of 0.002 less than the acceptable level of 0.05. The path coefficient and probability value for hypothesis five reveals that employee-job fit has a positive and significant relationship with employee performance. The probability value is given as 0.000 which is less than the acceptable level of 0.05.

Table 4.19: Result of Hypotheses Testing

S/N	Hypothesis	Path coefficient	Standard error	T-Value	Probability Value
1	C → EP	0.162	0.098	1.64	0.100
2	L → EP	0.067	0.127	0.53	0.597
3	C → EJ	0.549	0.123	4.48	0.000
4	L → EJ	0.556	0.179	3.11	0.002
5	EJ → EP	0.371	0.061	6.04	0.000

Note: where C, L, EJ and EP denote communication, leadership, employee-job fit and employee performance, respectively.

4.6 Summary and Results of Findings

The main aim of this research was to examine the effect of change management on employees performance and analyse if leadership, communication, and employee job-fit have an effect on employees performance.

To answer the research questions, hypothesis was drawn, and questions formulated based on the hypothesis which guided the gathering and analysis of data. In conjunction with the research objectives, questions and the findings of this research work will be summarized below:

The hypothesis testing for the first objective which is to assess if communication strategy has a significant positive effect on employee performance revealed that there exists a positive and statistically significant relationship between communication strategy and employee performance. This implies that communication during the change process is important, it reduces resistance, as employees also know what they are expected to do during the change process, they also feel carried along as they know how their role during the change process. This is essential because when there is a lack of communication, employees become uncertain about their future in the organisation which could lead to a decline in performance. Gillis, (2004) obtained similar findings as the study was able to identify communication strategy as a significant driver of employee performance. Similarly, the findings from Laine and Kuoppakangas, (2015) also provided support to the results of the study concerning a positive relationship between communication and employee performance.

The second objective was to determine if leadership strategy has a significant positive effect on employee performance and the result indicated that leadership strategy has a positive effect on employee performance, however, the result was not statistically significant. The implication of this result could suggest that while strong or efficient leadership tends to build employee performance, it is not a significant driver. Hence indicating that other factors are major drivers of performance. An explanation for this result could stem from the kind of relationship the leadership team has with the employees. Lack of effective communication or mutual respect between a supervisor and the team might hinder performance levels.

The result of the third objective which was to investigate if communication strategy had a significant positive effect on employee-job fit indicated that there is a positive and statistically significant relationship between communication strategy and the mediating term, employee-job fit. This finding is expected as strong communication on the role of the employee during

and after the change process is likely to build confidence and allow the employees adapt to their new roles, thereby enhancing performance levels.

Analysis of the fourth objective, which is to determine if leadership strategy had a significant positive effect on employee-job fit of employees revealed that leadership has a significant and positive effect on employee-job fit. This result implies that in terms of improving how employees feel connected or are capable of the demands of the job, leadership is important and crucial for the Organisation during the change process.

For the fifth objective which was to examine whether the job-fit of employees had any significant effect on their performance showed that there is a significant effect of employee-job fit on their performance. The implication of this finding is that when employees skills match their job role their performance will be enhanced. The positive effect of employee-job fit on employee performance also reveals the mediating role of job-fit on performance. Therefore, managers need to improve the rate of fit between employees and their jobs pre-merger or post-merger. If the change process requires any alteration in an employee's job role, training and other proactive methods should be provided for the employees so as to have the necessary skills needed for the new role thereby enhancing performance.

Overall, the general findings are helpful for understanding the relationship between person-job fit and employees performance from change management perspective, while also providing recommendations for leadership and communication.

The result of this analysis supports the findings of Benson, (2020) MarketScreener, (2020) which stated that access bank recorded a high level of performance post-merger, the bank reported a profit of N40.9 billion for the first quarter in 2020. Zainab, (2019) reported that the integration of both organisation made it possible for the bank to record profit in their 2019 financial statement. Adenike *et al.*, (2013) in their study on investigating organisational change in the banking industry, formulated hypothesis to test the relationship between variables like commitment and communication, the findings of the study revealed that communication and commitment points to have a positive significant correlation during change in an Organisation. Their findings indicated that employees performance can be enhanced when employees are efficiently integrated into the change process thereby aiding successful change management. In addition, Olaoluwa, (2019) wrote an article that summarized the improved performance of access bank, which reflected the positive impact the merger had on the organisation. The bank recorded a growth in assets and recorded a growth of 44 per cent in profit after tax.

4.7 Conclusion

This chapter of the study provided the data analysis and interpretation of the results obtained from the questionnaire distributed. The findings from the hypothesis testing was also presented and the summary of the findings is presented in Table 4.20.

Table 4.20: Summary of Findings

Hypothesis (Null form)	Result
H ₀₁ : Communication strategy does not have a significant positive effect on employee performance.	Reject
H ₀₂ : Leadership strategy does not have a significant positive effect on employee performance.	Accept
H ₀₃ : Communication strategy does not have a significant positive effect on employee-job fit of employees.	Reject
H ₀₄ : Leadership strategy does not have a significant positive effect on employee-job fit of employees.	Reject
H ₀₅ : There is no significant effect of employee-job fit of employees on their performance.	Reject

5.1 CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH, ITS LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH OVERVIEW

This is the concluding chapter of this research study. It will consist of limitations of the research, and conclusions will be given for the research based on the findings. It will also highlight and discuss recommendations for practice. The chapter overall will discuss the conclusion and results in this study.

5.2 SUMMARY AND IMPLICATIONS OF FINDINGS FOR THE RESEARCH QUESTIONS

Considering the findings of this research which addresses the research objectives and hypothesis as stated in chapter one of this research work, it is important to focus on the implications it will have on organisations and not just employees.

This research expresses the experience of employees who are affected by the merger and also states the fact that the way change process is managed in an organisation will have a significant effect on the performance of employees. This will make different group of employees perceive the merger differently. Most organisations go through change to increase performance efficiency, reduce cost of operations, generate more revenue and most especially stay competitive in their industry, notwithstanding unless change is handled efficiently, the reverse can occur Eriksson and Sundgren, (2005). Different groups of employees may perceive the change process differently because of the individual perception of how leadership and communication was handled.

What this study presented was that managers responsible for driving the change process were equipped with the appropriate communication and leadership skills to manage the merger effectively, this in turn led to increase in performance from the employees. Because of the good leadership and communication skills exhibited by managers, employees were assigned roles that match with their skills and knowledge.

The findings of this research suggest that: (1) to select efficiently the process used to manage the merger and assign job roles that fit with the skills and knowledge of the employees following the merger;(2) to have different effective channels of communication that involves employees across the organisation and (3) for managers to lead efficiently during the change process thereby enhancing their performance.

5.3 CONTRIBUTIONS AND LIMITATIONS OF THE RESEARCH

Change is inevitable, but stakeholders, especially employees should be carried along during this process. The contributions and findings of this research study will help organisation to know the importance of employees during change process. This study will allow organisations to sustain a continuous state of innovation while allowing employees to remain motivated and productive during change process. Managing organisational change has an effect on all organisational members across all levels ranging from top management down to administrative employees Charlie Chi Cong Mai *et al*, (2014). The findings of this study highlighted the importance of planning and executing effective communication and leadership styles during change process.

The main challenge this research work faced was during the distribution and gathering of data, because of distance, the questionnaires had to be mailed instead of physically going to the office for distribution and collection, this made 10 out of the questionnaire invalid because of misplacement during transit. Because the research work was a duration of 3 months, only one branch could be used when it came to data analysis. Also, the cost of having the questionnaire sent by mail and also returned to me was an expense that wasn't accounted for when the researcher started this study.

5.4 RECOMMENDATIONS FOR PRACTICE

The banking industry is uncertain and vulnerable to changes, hence the need for continuous innovation to achieve predetermined performance Baum *et al*, (2018) Adeniji *et al*, (2013).

The recommendations of this study are as follows:

- The leadership team should learn to properly communicate change initiatives. There should be a plan of communication at all levels. Communication should be before change, during change and after the change has been implemented.
- Frequent meetings, e-mail, presentations, and newssheets should be made available to aid the organisation have a proper feedback mechanism and ensure that change proposals communicated have been accepted by the employees
- Employees should be involved during change process which will give management an opportunity to brainstorm ideas and difficult issues at hand Kotter and Schlesinger,

(2008). Employees irrespective of their status should be asked for feedback through dialogue, conferences and the setting up of planning teams. This is important because employees are the ones who are on the ground and their contribution would be worthwhile.

- Staff training is important during the transition state as it helps staffs to fit into their new job role and additional skills and work environment. Training should be given to all employees to enable them operate effectively in the new work environment. Didsbury, (2014) in his research states that sometimes employees might not require skills acquisition training but psychological training to help them find a balance in their new work environment. So training should be provided not just for physical fit but also emotional fit. There would be high degree of contentment which will lead to mental and physical well-being when there is a good fit between employees and the environment. Employees will perform better and will be more satisfied with jobs that correspond to their own skills and personality types.
- Employees should all be trained on the new systems and structures in the organisations to avoid the possibility of misuse.
- Middle managers can serve as sense givers during M&As. However, this study did not have a measure of communication from top management during the data analysis.

Recommendation from review of literatures: Bommaraju *et al*, (2018) whose study focused on sustaining change in an organisation is for organisations to have a universal language in order for them to communicate effectively during change process, Eriksson and Sundgren, (2005) suggested a blend of two change strategies during merger, he further went to state that the strategy chosen should depend on the level of complexity of the activities involved in the merger, from his finding he suggested two parallel strategy which was communication and leadership as key factors during change. Steven, (2013) Kavanagh and Ashkanasy, (2006) emphasizes the importance of managerial action to create comrade relationship because employees who are included in the decision process of an organisation exhibit higher performance.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

Recommendation for future study will be to use qualitative approach like in-depth interview. This will let participants share their view without bias and also draw more information. The researcher can also explore answers with the respondents.

Another recommendation would be, when using quantitative data the researcher should use a larger group for the study. If the researcher has a longer period of time to undertake the study, more case studies can be used which will give the researcher more accurate values and a smaller margin of error. Future studies can also address the research problem in a different context like if employees commitment to their organisation during change process will make them not resistant to change. Also very few studies has been undertaken in Access bank since the merger occurred, so a researcher can test the hypothesis in a different location to see if the findings of the analysis will be the same or explore the findings if it will be different.

Finally, additional research could also carry out surveys on this topic from the managers point of view, this survey focused more on the viewpoint of the employees. During data gathering only 6 managers were given questionnaires to fill and their opinion might have been biased.

5.6 FINAL CONCLUSION AND REFLECTIONS

The researcher found the study to be inspiring & insightful. The findings of the study helped the researchers develop knowledge into the understanding of change management and the influencing factors like leadership and communication to boost employees performance. This research study also answered some questions the researcher had on the importance of matching employees skills with their job.

During the literature review, the researcher gained deeper insights by studying data from previous authors on the conceptual framework. Most research on this topic were faced with inconclusive endings because of the constant variation in the work environment and different authors used different industries when reviewing the topic as the case study for their research work and this study summarized recommendations and conclusions from their research work which were recommended in the chapter 5 of this study .

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APPENDIX

Appendix A (Questionnaire)

Department of Business Management,

Graduate Business School,

Griffith College,

Dublin,

Ireland.

17th of July 2020.

Dear Respondent,

REQUEST TO COMPLETE QUESTIONNAIRE

I am conducting research on the effect of organizational change on employee's performance using the evidence of Access bank and diamond bank Merger.

I will be glad if you could respond to this study within a week. Rest assured that your responses will be treated with utmost confidentiality and used for the purpose of this study only. Respondents can withdraw their consent at any time.

Thanks for your cooperation.

Kind Regards,

Ayinla Kehinde Oreoluwa

Section A:

Demographic Profile (Please place a tick “√” or fill in the blank for each of the following)

1. What is your Gender:

Male Female prefer not to say

2. What is your Marital status

Single Married Divorced Separated

3. What is your Age:

21- 35 years old 36-45 years old 46-55 years old 56 years old and above

4. What is your highest degree obtained (please only one option should be ticked):

Undergraduate degree Master PHD (Doctor of Philosophy) HND (Higher National Diploma)

5. How long have you been working at Access Bank?

11 years and below 11-15 years 16-20 years 21-30 years 31- 40 years Above 4 years

6. What is your Job position:

Administrative staffs Team leaders/supervisors Head of departments (H.O.D)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7	My superior maintained essential information flows to me on a weekly basis during the merger.					
8	My superior always spoke politely and this motivated me to not opposed					
9	I knew what I was expected to achieve during the merger at work.					

Managers

Section B:

Please circle your answer to each statement using the Likert scale below:

Communication Strategy

Leadership Strategy

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	The leadership team was committed to the success of the merger					
11	My supervisor helped me to understand how I could support and adapt to the changes implemented during the merger					
12	I believed my manager was committed to the success of the merger					

Employee-job fit

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13	There is a good fit between my job and me after the merger					
14	My supervisor assigned me to new roles that fit with my skills and expertise after the merger					
15	I have all the tools I need to consistently do my job well during the merger					

Employee performance

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16	I was able to meet my target periodically after the merger					
17	My performance has improved since the merger					
18	I was able to carry out my tasks effectively since the merger					

Appendix B (Descriptive analysis result)

Gender distribution of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	72	48.0	48.0	48.0
Female	69	46.0	46.0	94.0
Prefer not to say	9	6.0	6.0	100.0
Total	150	100.0	100.0	

Marital status of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	72	48.0	48.0	48.0
Married	66	44.0	44.0	92.0
Divorced	6	4.0	4.0	96.0
Separated	6	4.0	4.0	100.0
Total	150	100.0	100.0	

Age of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
21- 35 years old	75	50.0	50.0	50.0
36-45 years old	51	34.0	34.0	84.0
46-55 years old	12	8.0	8.0	92.0
56 years old and above	12	8.0	8.0	100.0
Total	150	100.0	100.0	

Highest educational qualification of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Undergraduate degree	48	32.0	32.0	32.0
Master	54	36.0	36.0	68.0
PHD (Doctor of Philosophy)	27	18.0	18.0	86.0
HND (Higher National Diploma)	21	14.0	14.0	100.0
Total	150	100.0	100.0	

Working experience at Access Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
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11 years and below	93	62.0	62.0	62.0
11-15 years	42	28.0	28.0	90.0
16-20 years	15	10.0	10.0	100.0
Total	150	100.0	100.0	

Job position of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Administrative staff	87	58.0	58.0	58.0
Team leaders/supervisors	21	14.0	14.0	72.0
Head of departments (H.O.D)	24	16.0	16.0	88.0
Managers	18	12.0	12.0	100.0
Total	150	100.0	100.0	

My superior maintained essential information flows to me on a weekly basis during the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	4.0	4.0	4.0
Neutral	21	14.0	14.0	18.0
Agree	84	56.0	56.0	74.0
Strongly agree	39	26.0	26.0	100.0
Total	150	100.0	100.0	

My superior always spoke politely and this motivated me to not opposed

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	4.0	4.0	4.0
Disagree	9	6.0	6.0	10.0
Neutral	9	6.0	6.0	16.0
Agree	63	42.0	42.0	58.0
Strongly agree	63	42.0	42.0	100.0
Total	150	100.0	100.0	

I knew what I was expected to achieve during the merger at work

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	12	8.0	8.0	8.0
Neutral	30	20.0	20.0	28.0
Agree	78	52.0	52.0	80.0

Strongly agree	30	20.0	20.0	100.0
Total	150	100.0	100.0	

The leadership team was committed to the success of the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	3	2.0	2.0	2.0
Agree	87	58.0	58.0	60.0
Strongly agree	60	40.0	40.0	100.0
Total	150	100.0	100.0	

My supervisor helped me to understand how I could support and adapt to the changes implemented during the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	4.0	4.0	4.0
Neutral	9	6.0	6.0	10.0
Agree	81	54.0	54.0	64.0
Strongly agree	54	36.0	36.0	100.0
Total	150	100.0	100.0	

I believed my manager was committed to the success of the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	2.0	2.0	2.0
Disagree	12	8.0	8.0	10.0
Neutral	18	12.0	12.0	22.0
Agree	84	56.0	56.0	78.0
Strongly agree	33	22.0	22.0	100.0
Total	150	100.0	100.0	

There is a good fit between my job and me after the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	2.0	2.0	2.0
Disagree	12	8.0	8.0	10.0
Neutral	18	12.0	12.0	22.0
Agree	90	60.0	60.0	82.0
Strongly agree	27	18.0	18.0	100.0

Total	150	100.0	100.0	
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My supervisor assigned me to new roles that fit with my skills and expertise after the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	6.0	6.0	6.0
Disagree	12	8.0	8.0	14.0
Neutral	12	8.0	8.0	22.0
Agree	69	46.0	46.0	68.0
Strongly agree	48	32.0	32.0	100.0
Total	150	100.0	100.0	

I have all the tools I need to consistently do my job well during the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	6.0	6.0	6.0
Disagree	15	10.0	10.0	16.0
Neutral	12	8.0	8.0	24.0
Agree	72	48.0	48.0	72.0
Strongly agree	42	28.0	28.0	100.0
Total	150	100.0	100.0	

I was able to meet my target periodically after the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	2.0	2.0	2.0
Disagree	15	10.0	10.0	12.0
Neutral	18	12.0	12.0	24.0
Agree	84	56.0	56.0	80.0
Strongly agree	30	20.0	20.0	100.0
Total	150	100.0	100.0	

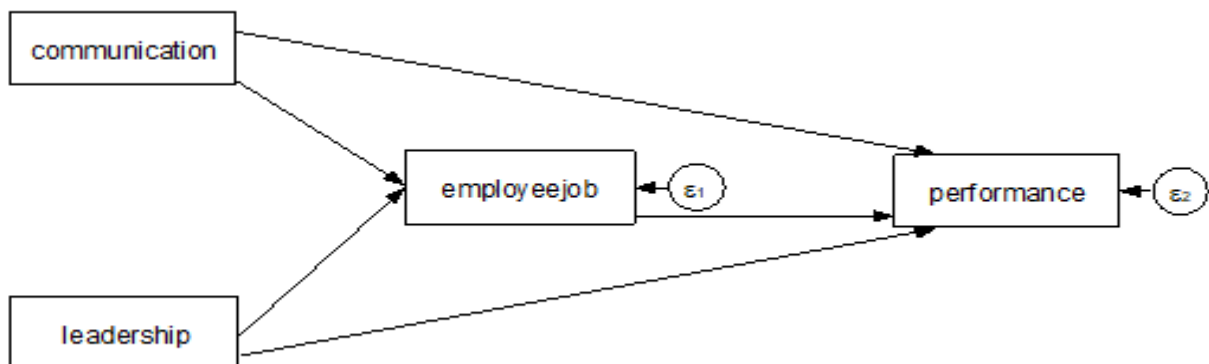
My performance has improved since the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	4.0	4.0	4.0
Disagree	15	10.0	10.0	14.0
Neutral	15	10.0	10.0	24.0
Agree	69	46.0	46.0	70.0

Strongly agree	45	30.0	30.0	100.0
Total	150	100.0	100.0	

I was able to carry out my tasks effectively since the merger

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	6.0	6.0	6.0
Disagree	12	8.0	8.0	14.0
Valid Agree	75	50.0	50.0	64.0
Strongly agree	54	36.0	36.0	100.0
Total	150	100.0	100.0	



Path Analysis of the SEM Model

Result of Hypotheses Testing

S/N	Hypothesis	Path coefficient	Standard error	T-Value	Probability Value
1	C → EP	0.162	0.098	1.64	0.100
2	L → EP	0.067	0.127	0.53	0.597
3	C → EJ	0.549	0.123	4.48	0.000
4	L → EJ	0.556	0.179	3.11	0.002
5	EJ → EP	0.371	0.061	6.04	0.000

Endogenous variables

Observed: employeejob employeepperf

Exogenous variables

Observed: communication leadership

Fitting target model:

Iteration 0: log likelihood = -608.87166

Iteration 1: log likelihood = -608.87166

Structural equation model Number of obs = 150

Estimation method = ml

Log likelihood = -608.87166

```
-----
      |           OIM
      |   Coef.  Std. Err.   z   P>|z|   [95% Conf. Interval]
-----+-----
Structural   |
employeejob <- |
  communication |   .549   .123   4.48  0.000   .1173195   .8608853
  leadership   |   .556   .179   3.11  0.002   .1742942   .6753482
  _cons        |  1.276   .707   1.80  0.071  -1.107725  2.663607
-----+-----
employeeperf <- |
  employeejob |   .371   .061   6.04  0.000   .0892426   .3681052
  communication |   .162   .098   1.64  0.100   .3886644   .1099021
  leadership   |   .067   .127   0.53  0.010   .1448834   .4255738
  _cons        |  1.622   .623   2.60  0.009   .4010182   2.844346
-----+-----
Variance      |
  e.employeejob |   .9170707   .1058942                   .731332  1.149982
  e.employeeperf |   .696175   .0803874                   .5551753   .8729848
-----+-----
LR test of model vs. saturated: chi2(0) = 0.00, Prob > chi2 =
```

