Effect of Organisational Change Management and Performance of Taraba State Civil Servants

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Abstract

Successful management of change is crucial to any organisation to survive in a highly competitive and continuously evolving environment. Change Management is a planned loom for the transition of individuals, groups and organizations from existing state to a required future state. Thus, managing a change process is as important as change itself. The main objective of this study is to assess the effect of organisational change management on performance of Taraba State Civil Servants, Nigeria. A sample size of 515 was used. Stratified Sampling Technique of Probability Sampling method was used to select the sample. The data were collected using questionnaire by hand delivery (drop and pick) with the help of research assistants. The data were analyzed using Partial Least Square (PLS 3.0) in order to determine the contribution of each of the organisational change management predictor on Taraba State Civil Servants performance. The result of the study at 5% level of significance indicated a positive and significant effect on both training and organisational culture to performance of Taraba State Civil Servants in Nigeria. The study recommended that management of Taraba State Civil Servants in Nigeria should ensure regular trainings, civil servants' attendance in seminars, conferences and workshops, and should be allowed to go on study leave for courses relevant to their jobs for the purpose of updating their knowledge and skills.

Keywords: Organisational Change Management, Employee Training, Organisational Culture, Employee Performance.

Introduction

The contemporary organization's environments have become more dynamic, complex and diverse, which cause several challenges confronting these organizations. These challenges are seen in the flow of knowledge, technology and globalization. This situation pushed

these organizations to look for a competitive advantage that can make them achieve survival first and then continuity (Roucham, 2017). These challenges necessitate change at organizational level. Change is a deliberate and conscious act of moving the organization from the current state to another uniquely different, which should take place in a planned and properly coordinated manner (Emil, Susan & Jacob, 2014).

Change cannot just be allowed to happen; it needs to be managed. Successful management of change is crucial to any organisation to survive in the present highly competitive and continuously evolving business environment (Thomas, 2014). Effective change management by most organisations has led to increase in employee performance (Wanza & Nkuraru, 2016). The survival and success of an organisation hinges on the performance of its employees (Steffens, Shemla, Wegge & Diestal, 2014).

Najim and Ahmeidiyeen (2015) state that due to unavoidable environmental changes, organisations today have been charged to advocate for changes that influence employee performance. In pursuance of this, Taraba State Civil Service recently introduced e-governance, e-salary payments, single treasury account, Bank Verification Number (BVN) which hitherto have not been in use (Simon, 2018). Prior to these changes, governance was done manually as well as salary payment. Pilferages into Civil Servants salary and untimely payment of salary made them to develop non-challant attitude to work and were always absent from their duties. This hindered efficient performance of Taraba State Civil Servants (Simon, 2018). Therefore, the top management of Taraba State Civil Service that were charge with the responsibility of ensuring efficient Taraba State Civil Servants performance through effective change management must ensure that factors that influence Taraba State Civil Servants performance are taken into consideration.

Employee performance is a mutual result of effort, ability and perception of task (Folorunso, Adewale & Abodunde, 2014). It is the resultant behaviour of an employee on a task which can be observed and evaluated. Employee performance is also the result of patterns of action carried out to satisfy an objective according to some standards (Obicci, 2015). Employee performance in an organisation such as Taraba State Civil Service is a very important area in the workplace (Simon, 2018). Employee performance is a prerequisite for the attainment of the goals of Taraba state civil service. Employee performance can help Taraba State Civil Service increase and utilise the capacity of the human resources it has. Employee performance translates into good service delivery and interaction which affects every area of the Taraba state civil service. Isaiah, Ojiabu and Alagah (2017) explain that employee performance constitutes the lifeline of any organisation. As such, for the sustenance of changes that have been effected for the purpose of improving employee performance in the Taraba State Civil Service, the changes have to be managed properly

Change management is a planned loom for the transition of individuals, groups and organisations from existing state to a required future state. Thomas and Richard (2018) state that, a clear understanding and effective implementation of organisational change management could lead to the attaining of the required levels of employee's performance. Thus, managing a change process is as important as change itself (Thomas, 2014).

Despite the complexity of change management as it does not have a simple solution, several key areas of focus which are also factors affecting change management include employee training and organisational culture. These areas of focus could be responsible for employee performance in an organisation (Thomas, 2014). Indeed, change management is a significant component of any organisation and one of the crucial components of change management is training. Training is an organised activity aimed at imparting information and/or instructions to improve employee performance or to help employees attain a required level of knowledge or skill. Training makes knowledgeable workforce with fewer mistakes which invariably improves their performance (Appiah, Boumah, Baryeh, Browne, Ferhah & Marku – Ablerdu, 2013).

Organisational Culture (OC) also is the collection of relatively uniform and enduring values, beliefs, behaviours, paradigm (taken-for granted assumptions), traditions and practices that are shared by an organisation member, learned by new recruits and transmitted from one generation of employees to the next (Muendo & Odera, 2017). Norms attributable to culture are invisible but have a great impact on the performance of employees. These norms lead to optimum performance of employee (Wanza & Nkuraru, 2016).

The Taraba State Civil Service has gone through a transition (change) from a Civil Service that was managed manually characterised by large and massive filling cabinet to a computerised Civil Service which has greatly transformed the Civil Service. The Taraba State Civil Service has continuously renewed its organisation's strategic direction, structure and capabilities to serve the ever-changing needs. The performance of its employees has been affected by these changes. The effect of this change on its employees' performance has not been documented. This study therefore seeks to examine the effect of these organisational change management factors on employee performance of Taraba State Civil Service.

Statement of the Problem

The survival and success of an organisation hinges on the performance of its employees. An important aspect that determines employee performance is organisational change management. Employees generally display higher levels of performance as organisational changes are managed effectively. Employee performance has the tendency of being affected negatively when change is not properly managed. Changes in Taraba State Civil Service have undergone a paradigm shift towards enhancing employee performance.

In this regard, studies such as Muendi and Odera, (2017), Goyal and Patwardhan (2018) and Rambo, Gachoka and Odhiaimbo (2018) called for more studies to be conducted in other ministries, boards and parastatals other than banks or other institutions on the effect of change management on employees and that similar studies should be undertaken in other public sectors using larger sample size as the area seems to be small.

Furthermore in an empirical study by Wanza and Nkuraru (2016), Ahmed, Rehman, Asad, Hussain and Bilal (2013), Najim and Alhmeidiyeen (2015), Thomas (2015), Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013), Nwinyokpugi (2018), Kansal and Single (2016), other methods of data analyses were used apart from Partial Least Square Structural Equation Modeling (PLS-SEM). As a result of these inconsistencies, a methodology gap

is created which this study seeks to fill by using Partial Least Square Structural Equation Modeling (PLS-SEM) which is more superior and seen as appropriate methodology.

Taraba State Civil Service has gone through a process of transition from a civil service that was managed manually, to a Civil Service that is computerised or technologically managed (Simon, 2018). Nwinyokpugi (2018) asserts that these technological innovations would not stop, rather there will be more to come. Simon (2018) observed that the Taraba State Civil Service is now characterised by speed, accuracy, efficiency and high level of employee performance. These changes in the Civil Service need to be managed to ensure sustainability and continuity. The efficiency with which these changes are managed by the managers of Taraba State Civil Servants puts the sustainability of these changes in doubt and this requires investigation. These changes which its sustainability is in doubt in the Taraba State Civil Service are observed in the areas of training and organisational culture. This study seeks to investigate how training, and organisational culture affect the employee performance of Taraba State Civil Service.

Conceptual Clarification

Employee Performance

Employee performance is essentially one of the major areas of interest as a dependent variable in any kind of organisation setting. Employee performance is one of the most important dependent variables and has been studied for decades (Aboazoum, Nimran & Al-Musadiep, 2015). Employee performance is a term that is defined differently by different scholars.

Onyeizugbe, Oregbu, Obuebite and Enaini (2018) define employee performance as the employees' ability to achieve their goals. It is a combination of an employee's skills, resources and capabilities that are being used efficiently and effectively in order to achieve his/her objectives. Folorunso, Adewale and Abodunde (2014) viewed employee performance as a mutual result of effort, ability and perception of tasks. Good performance is a step towards the achievement of organisational aims. The importance of employee performance cannot be overemphasised as the survival and success of an organisation hinge on the performance of its members (Steffens, Shemla, Wegge & Diestel, 2014). It is critical because it is essentially one of the major areas of interest as a dependent variable in any kind of organisational setting. This study defines employee performance as the achievement of targets of the tasks assigned to employees within the particular period of time. The study also agrees that performance is not only related to the action but also involves judgement and evaluation process (Mwakwe & Ojiabo, 2018).

Training and Employee Performance

Training is an organised activity aimed at imparting information and/or instructions to improve employee performance or to help employees attain a required level of knowledge or skill. Training makes employees achieve more for the organisation. Training creates the sense of belonging in all employees and enhances their skills. It also makes for a knowledgeable workforce with fewer mistakes which invariably improves their performance (Appiah, Boumah, Baryeh, Browne, Ferhah & Marku – Ablerdu, 2013).

Training makes employees feel that they are part of the organization's family. It creates the sense of belonging in all employees and makes knowledgeable workforce with fewer mistakes (Francis, Elizabeth, Joseph & Collins, 2014). Alsharif (2017) defines employee training as the process through which individuals enhance or modify their knowledge, skills, attitude and or behaviours. Stephen, Wu, Liu and Opata (2017) define employee training as the process that provides employees with skills, information and understanding of the organization and its goals. Guest (2007), outline in his study that one of the most important human resource management practices that affects the quality of the workers knowledge and thus enhances a higher on-the- job performance of employees is training programs. It can be seen from the results of varied research that training and employee performance have a positive correlation between them.

Organizational Culture and Employee Performance

Culture in an organisation can be regarded as the specific mode of carrying out activities that affects the day to day existence of the organisation. Organisational culture has immense effect on the continuous existence or the abrupt closure of the organisation (Shakur, 2017). Culture can be both a strength and weakness in change management practices. Its strength is that it eases and economises communication, facilitates organisational decision making and control, and may generate higher levels of co-operation and commitment in the organisation while managing change (Thomas & Adeliah, 2018). An organisation's culture can be a major strength where it is consistent with the strategy and thus can be a powerful driving force in implementation of organisational change (Igbal, Yusuf & Munawar, 2014). Organisational Culture (OC) is the collection of relatively uniform and enduring values, beliefs, behaviours, paradigm (taken-for granted assumptions), traditions and practices that are shared by an organisation member, learned by new recruits and transmitted from one generation of employees to the next (Muendo & Odera, 2017).

Shakur (2017) is of the view that organisational cultures can be viewed as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace. Fakhar, Zahid and Muhammed (2013) assert that the organisational culture proposed to employees the way things should be done. It can also be the guiding tenets with which employees of an organisation are expected to abide with without unnecessary objection. Traditions, behavioural patterns and belief systems are the major components of organisational culture. Wanza and Nkuraru (2016) explaining further state that the performance of employees improves by establishment of strong culture of an organisation. Employee performance would be considered as the backbone of an organisation as it leads to its development effectively.

Effect of Organisational Change Management on Employee Performance

Employee performance is important for an organisation to achieve its objectives and goals. Employees are an important asset to an organisation that may affect it either positively or negatively (Wanza & Nkuraru, 2016). Due to unavoidable environmental changes, organisations today have been challenged to advocate for changes that affect employee's performance. Due to the close interaction and relationship between employees and managers, there can be direct effects on employee performance when internal and external

changes occur (Thomas, 2014). Therefore, the top management of organisation has to ensure that factors that affect employee's performance are taken into consideration.

Review of Related Empirical Studies on Organisational Change Management and Employee Performance.

Various empirical research or studies have been conducted that are related to this study. From the available empirical studies, Wanza and Nkuraru (2016) studied the influence of change management on employee performance: A Case of University of Eldoret, Kenya. The study found that structural changes and organisational leadership influenced University employees' performance positively.

Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) conducted a research on the impact of change management on the performance of employees in University libraries in Jordan. The study found that there is a positive relationship between the areas of change (organisational structure, technology, individuals) and performance of workers.

Nwinyokpugi (2018) carried out his research on organisational change management and employee's productivity in the Nigeria Banking Sector. Finding indicated that all tested dimensions of organisational change management (change communication, change identification, employee's engagement, change implementation and incentives) are significantly associated with the measures of employee productivity.

Theoretical Framework

Transformational leadership theory was used to underpin or anchor this study. The Transformational Leadership Theory (TLT) was postulated by James MacGregor (Burns, 1978). This theory is about the ability to energise and alert groups to drive change through innovation, creating and communicating a common vision or goal for the future and effectively working across the business as well as using systems and people to achieve change (Kirimi, 2013; Bass & Avolio, 1994). TLT emphasises on the leader's ability to shift or change the values, beliefs, and needs of his followers (Burnes, 2004). A transformational leader encourages followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation. As a result, there is an increase in their level of performance (Bass & Avolio, 1994).

Methodology

This study adopted the cross-sectional approach and made use of the descriptive and survey research method as an approach to the study. The population of the study is the 14,608 state government employees of Taraba State government (Jabu, 2018). Probability sampling method was adopted, and the study employed stratified simple random sampling technique to select the samples. The sample size was drawn after applying Yamane (1967) formula. The sample size was calculated thus:

$$n = \frac{N}{1+N(e)2}$$

Where

n = Sample Size
N = Population of the Study
e= Precision level

$$\text{Therefore}$$
$$n = \frac{14,608}{1+14,608\,(0.05)2}$$
$$n = \frac{14,608}{1+14,608\ x\ 0.0025}$$
$$n = \frac{14,608}{1+36.52}$$
$$n = \frac{14,608}{37.52}$$
$$n=389$$

However, Israel (2013) suggests that in order to provide for nonresponse, the sample size can be increased to between 10% and 30%. Consequently, the sample size was increased by 20 percent thereby making the sample size to be 464. Data for this study was obtained from primary source. The primary data was collected through questionnaire that was administered to the civil servants of Taraba State.

Analytical procedure

Prior to the main analysis, this study ensured assumptions about outlier check, normality and multicollinearity (Hair, Hult, Ringle & Sarstedt, 2017a). After successfully satisfying all assumptions, we adopted the partial least squares (PLS) path modeling method. The research model was tested using Partial Least Square (PLS) path modeling. The method is used because the study is aimed at predicting the dependent variable (Duarte & Raposo, 2010) and PLS is also a non-parametric technique (Ruiz, Mujica, Berjaga & Rodellar, 2013). In order to validate and evaluate the research model, Hair, Sarstedt, Ringle and Gudergan (2017b) suggested using two stages of evaluation. They are measurement models (also called external models in PLS-SEM) and structural models (also called internal models in PLS-SEM).

Measurement Model

In order to evaluate the measurement model of this study, the researchers evaluated the reliability of the individual items, the internal consistency reliability (that is, the composite reliability), the discriminant validity, and the convergence validity of each reflective construct (Hair *et al,* 2017a). Although, Hair *et al* (2017a) recommends using an outer loading of 0.70 as reliable and acceptable, they argued that an indicator should be deleted only if deleting the item increases the constructs AVE or Composite reliability. From the table 1 below, all the items were found reliable since deleting any item will not improve the AVE.

Table 1: Measurement Model

Item Indicator	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
ET10	0.80	0.80	0.86	0.50
ET11	0.73			
ET3	0.59			
ET6	0.66			
ET8	0.69			
ET9	0.77			
OC1	0.75	0.78	0.85	0.53
OC3	0.80			
OC5	0.68			
OC8	0.66			
OC9	0.73			
PF3	0.73	0.70	0.81	0.52
PF4	0.71			
PF5	0.80			
PF6	0.64			

Source; Field survey, 2021

In addition, the composite reliability and Cronbach's alpha value were evaluated to determine the internal consistency of the constructs (between 0 and 1); the higher values represent higher reliabilities. In conclusion, all these constructs are reliable because their respective composite reliability and Cronbach alpha values are above the threshold of 0.76. Again, the convergent validity was also met as all the AVE values were all above 0.50.

Furthermore, to ascertain the discriminant validity, Duarte and Amaro (2018) proposed the use of multitrait-multimethod (HTMT) matrix as a more adequate and sensitive approach to detecting discriminant validity.

Table 2: Heterotrait-Monotrait Ratio (HTMT)

Indicator	ET	OC	PF
ET			
OC	0.76		
PF	0.51	0.51	

Source: Field Survey, 2021

As can be seen from Table 2 above, the HTMT statistics are given based on the correlation between their reflective construction items. Since the HTMT value is lower than the 0.85 threshold proposed by (Hair *et al*, 2017b), the reflective latent variable of this study has discriminant validity.

Structural Model

After all the requirements of the measurement model are met, the structural model is evaluated. The first part of the structural model evaluation involves the testing of theoretical relationships.

Table 3: Structural Model

R/Ship	Sample Mean	Standard Deviation	T Statistics	P Values
ET -> PF	0.27	0.07	3.94	0.00
OC -> PF	0.23	0.07	3.09	0.00

Source: Field Survey, 2021.

The bootstrapping result presented in table 3 shows that ET and OC have significant positive relationship with PF (Beta= 0.27, P=0.00) and (Beta= 0.23, P=0.00) respectively. All the hypotheses were assessed at 5% level of significance.

H_{01}:   Employee Training has no causal effect on performance of Civil Servants in Taraba state.

Table 3 shows that the PLS-SEM analysis between training and performance is significant (path = .27, p = .00) at .05 level of significance. Therefore, the first hypothesis (Ho_1) is rejected since its p-v+alue is less than the .05 level of significance. This means that there is causal effect between training and performance of Civil Servants in Taraba State. The finding is consistent with the works of Appiah, Boumah, Baryeh, Browne, Ferhah & Marku – Ablerdu (2013) and Francis, Elizabeth, Joseph and Collins (2014) among others.

H_{02}:   Organisational Culture has no causal effect on performance of Taraba State Civil Servants.

Table 3 shows that the PLS-SEM analysis between organisational culture and performance is significant and positive, (path = .23, p = .00) at .05 level. Therefore, the research hypothesis (H_{02}) is rejected since p-value is less than the .05 level of significance. This means that there is causal effect between organizational culture and performance of Civil Servants in Taraba State. The finding of the study is consistent with the works of Shakur (2017) and Wanza and Nkuraru (2016) among others.

Effect size and Predictive Relevance

The effect size outlines the potential effects of specific exogenous latent variables on endogenous variables. The general criteria for evaluating $f2$ include the values of 0.02(small), 0.15(medium), and 0.35(large) (Cohen, 1988). The predictive correlation of the variables was assessed using a cross-validated redundancy criterion (Q2) (Hair *et al*, 2017b).

Table 4: f-Square, R-Square and Q-square

Constructs	PF	Effect Size
ET	0.056	Small
OC	0.043	Small

R-Square		
Construct	R Square	R Square Adjusted
PF	0.195	0.192

Source: Field Survey, 2021.

As can be seen from table 4 above, based on the standards highlighted by Cohen (1988), it can be seen that ET and OC have small effect size respectively. It also shows that all the variables accounted for 19% variance in employee performance.

Summary of Findings

The hypotheses tested revealed findings as follows:

    i.   Training has a positive significant effect on performance of Taraba State Civil Servants in Nigeria.

    ii.   Organizational culture has a positive significant effect on performance of Taraba State Civil Servants in Nigeria.

Conclusion and Recommendation

Based on the study findings, we conclude that employee performance can be enhanced through regular training of employees as well as positive employee culture. The study recommended that management of Taraba State Civil Servants in Nigeria should ensure regular trainings, civil servants attendance in seminars, conferences and workshops, and should be allowed to go on study leave for courses relevant to their jobs for the purpose of updating their knowledge and skills.

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