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Organizational Change And Employee Performance In Selected Hospitals In Awka, Anambra State, Nigeria

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ABSTRACT

This work examined organizational change and employee performance in hotels in Awka, Anambra State, Nigeria. The study aimed to determine the effect of leadership change, structure change and policy change on employee performance in hotels in Awka, Anambra State, Nigeria. Relevant conceptual, theoretical and empirical literature were reviewed. The study was anchored on stakeholder theory and resource-based theory. The study adopted Survey research design. This study was carried out in Awka Anambra State. The population of the study consisted of 600 employees of hotels in Awka, Anambra State Nigeria. The sample size consists of 600. The data generated were analyzed using descriptive statistics and Pearson correlation analysis. The hypotheses formulated were tested using multiple regression analysis. The result of the hypotheses tested revealed that: Leadership change had a significant effect on the employees' performance. Structure change had a significant positive influence on employees' performance. Policy change has a significant positive effect on employee performance in hotels in Awka, Anambra State, Nigeria**.** The study concludes that organizational change had a significant positive effect on employee performance in hotels in Awka, Anambra State. The study recommends that leadership change leader's mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalyses' employees to want to participate, to choose to contribute, rather than force them to do so. To ensure the success of the change program, it is appropriate to focus on organizational structure should be balance between these aspects to improve the performance of employees and this in turn reflects the quality of productivity reducing obstacles to implement the change that need to be addressed organizational structures and management systems can be created or realigned without hesitation. Organizational policies should provide frameworks within which consistent decisions are made and promote equity in the way in which employee are treated. Organizational policies should also be very effective at supporting and building the desired organizational performance through its employees.

Keywords: Leadership Change, Structure Change And Policy Change On Employee Performance

INTRODUCTION

Organizations are faced with the need to change quickly and dramatically in order to survive in the changing business environment. The need for change in an organization to enhance its development has become an inevitable feature for organizations (Safo-Adu, 2019). Modern organizations need to continuously adapt to new situations or changes if they are to survive. It is certain in modern organizations that they will face change and need to change accordingly. Organizational change results in the adoption of a new idea or behavior by an organization. Organizations have various interactions with the environment where they are situated daily resulting in necessity for deliberately planned change. We

normally say that nothing is more constant than change in life. Kassim, Tahajuddin, Shahzad, Isa, and Mat, (2018) state that organizational change occur even in natural phenomena and biological world, a good example is development of human personality Human body undergo changes from conception to birth, birth to death and even beyond death in the grave. Change management is an aspect of management focusing on ensuring that the firm responds to the environment in which they operate.Change does not happen easily as there are often resistances to it. However, there is a need for organizations to identify such resistance and address them. Also organizations have to learn to anticipate and facilitate change to enable them keep pace with the rapid changes, and further enhance their development. Often, organizations and individuals are unwilling to change unless they perceive a problem or a crisis. The failure to change, to adapt and go with changes in today's business environment leaves an organization vulnerable, static and uncompetitive (Beer & Nohria, 2017). Such organizations may be left with little or no business at all to do as they may be rendered inefficient and ineffective. Therefore, the failure to change implies that an organization will be lagging behind in terms of development as well (Safo-Adu 2019). Nowadays, there are rapid changes in organizations which have increased the markets and opportunities in terms of gaining growth and revenues. The increased pace of change over the past ten years has been dramatic. Competition has heated up across the board. To succeed, the organization of the future must serve customers better, create new advantages and survive in bitterly contested markets (Friedman, 2015). To stay competitive, companies must do away with work and processes that do not add value. This hyper competition has invalidated the basic assumptions of sustainable markets. There are few companies that have escaped this shift in competitiveness. Entry barriers once exerted a stabilizing force on competition. There are research sayings that organizational change means organization transformation (Kotter & Schlesinger, 2018). Organizations around the world are putting tremendous energy into the process of change so that they are in a better position to compete in a global economy. Burtonshaw-Gunn and Salameh (2018) note that change has now become a regular feature of business life as part of the desire for continual increased business performance and the ever important need to demonstrate increased stakeholder value. However, successful management of resistance to change is the critical factor to achieve any degree of long-term and lasting success. Organizations are social systems in which two or more persons work in a co-ordinate manner to attain common goals (Norlin, 2019). Organizations are open systems essentially, although the degree of interaction with their environment may vary.

Appelbaum (2018) note that there are times when the employee experiencing the organizational change at the personal level will have the feelings of threat and fear. This is when the employee starts to have low confidence as he feels that he is having a lack of organizational commitment to the vision of the company. Those employees who have the confidence, skill and experience of facing the ambiguity and uncertainty might look for other career opportunities. When changes occur within the organization, people tend to blame organization or the top management as normally top management implements the force of changes such as stiffer competition, shifts in the new market place or new technology (Vakola, Tsaousis & Nikolaou 2017). There is another research which also states that communication is also one of the important elements for organizational change. It can affect employee performance as well (Dulger, 2019). The communication network will become critical when the environment is dynamically changed. White (2016) note that most of the people do not like to change the way they do their work especially when they do not have any idea of the goal and who will gain the benefit from the changes.

The organizational change will affect employees 'performance in different views. There are some people who might accept it and some might not, depending on the perception of employees and how well the changes go. Therefore, this study examined the effect of organizational change on employee performance in hotels in Anambra State, Nigeria.

Statement of the Problem

Ideally, employee performance has been on the rise as a result of improvement and adoption of change management by most organization. This is because the change in management influences greatly on employees and therefore if proper change is adopted and implemented, it results in increased performance of employees. This is simply because in every change proposal, there are always forces for and forces

against change. Changes may cause decrease of employee productivity and morale. It subsequently brings a negative effect on employee performance. Employee performance has been on the rise as a result of improvement and adoption of organizational change by most organization. This is because the organizational change influences greatly on employees and therefore if proper change is adopted and implemented, it results in increased performance of employees. This is simply because in every change proposal, there are always forces for change and forces against change. Past empirical studies have mixed results on the effect of organizational change on employee performance. As a result of these organizational changes, problems were created in the areas of leadership, structure, technology, and cultural perspectives. Changes in organizations occurred in area of structural change, leadership changes, technological changes, policy change, climate change, religion, political, economic and culture. Changes are the major problem that affect the performance of employees in organizations. Hospital have gone through a process of transition as a result, these changes were instituted in the areas of leadership, structure, technology; policy and cultural perspectives. This study sought to investigate how organization structure, leadership changes, technological changes, policy change and culture changes have affected the performance of employees in hotels in Awka, Anambra State.

Objectives of the Study

The main objective of this study is to examine the effect of organizational change on employee performance in hotels in Awka, Anambra State, Nigeria: While Specific objectives include to:

1. Determine the effect of leadership change on employee performance in hotels in Awka, Anambra State, Nigeria.
2. Examine the influence of structure change on employees' performance in hotels in Awka, Anambra State, Nigeria
3. Find out the effect of policy change on employee performance in hotels in Awka,, Anambra State, Nigeria

Research Questions

The following research questions were formulated in line with the objectives of the study to guide this study:

1. To what extent does leadership change affect employee performance in hotels in Awka, Anambra State, Nigeria?
2. To what degree does structure change influence employees' performance in hotels in Awka, Anambra State, Nigeria?
3. To what extent does policy change affect employee performance in hotels in Awka, Anambra State, Nigeria?

Hypotheses

The following hypotheses were formulated to guide this study. The hypotheses are presented in null form.

Ho_1: Leadership change has no significant positive effect on employees' performance in hotels in Awka, Anambra State, Nigeria.

Ho_2: Structure change has no significant positive influence on employees' performance in hotels in Awka, Anambra State, Nigeria.

Ho_3: Policy change affect has no significant positive effect on employee performance in hotels in Awka, Anambra State, Nigeria

REVIEW OF RELATED LITERATURE

Conceptual Framework

Organizational Change

The concept of the organizational change comes from the nature and environment of the organizations. Change basically means series of events which supports the process of development in organizations. Kassim, Tahajuddin, Shahzad, Isa, and Mat, (2010) posit that organizational change generally means rightsizing, new development and change in technologies, rescheduling operations and major partnerships. McNamara, (2011) ascertain that organizational change includes Mission changes, Strategic

changes, Operational changes (including structural change), Technological changes, Changing the attitudes and behaviors of personnels, Counter resistance from different employees of companies and align them to strategic directions of the organization. Change management is the process, tools and techniques to manage the employee side of a change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transactions resulting in the adoption and realization of change. Georges (2016) defines organizational change as the adoption of innovative ideas or behaviour of an organization due to external and internal pressures.

Kotler and Schlesinger (2018) clearly states that organizational change means organizational transformation. Rapid changes however do occur in many organizations because of very tense competitive environments where organizations have to operate and lead to increased competition, sales, revenue and organizational expansion. From a global perspective, the concept of organizational change can be an organizational wide transformation, which may include aspects like change in the organizations missions, culture, modus operandi, partnership agreements, merger decisions, and much more. David and Rachid (2013) made very significant contributions through research and pointed out that to a very high degree, employee obligation and commitment are required if the organization aims to achieve its growth and prosperity objectives.

According to Burnes (2014), there is no one widely accepted, clear and practical approach to organizational change management that explains entirely what changes organizations need to make and how best to implement them with optimal organizational performance. Mowat, (2012) argued that a successful change project must involve the three steps of unfreezing the present level, moving to the new level and re- freezing this new level. Due to criticism leveled against planned approach to organizational change the emergent approach gained ground. Change is seen as driven from the bottom upwards (Burnes, 2004).Nicolaidis (2007) defined organizational change as the introduction of new patterns of actions, beliefs and attitudes among substantial segments of a population because of problems and opportunities that emerge from the internal and the external environment. Change is important to modern business organization because it helps to sustain with evolving market demands and to stay competitive (Ye, Marinova, & Singh, 2007).

Employee Performance

Employee performance in the organization is very important to determine company's success and profitability. According to Chien (2004) found that a successful organization require employees who are willing to do more than their usual job scope and contribute performance that is beyond goal's expectations. Employee's performance is also important in undertaking of the flexible performance to be critical to organizational effectiveness in an increasingly competitive environment (Aryee, Chen & Budhwar, 2004). Nowadays, most of the companies will facing contemporary challenges and require put more attention on enhancing employees' performance (Gruman & Saks, 2010). Therefore, company need to concern on recent trends in the organizational in order can create workers knowledge to facilitate in the desired advanced economies. Hence, to engage in effective performance, management needs to allow employees to have more authority to design their job and roles. Thus, at the end, employees will discover their job more fit between employees' skills, needs and values. Furthermore, organizational policies and daily practices need to interact well to builds prior standard in employees' performance (Gruman & Saks, 2010). Some authors suggest that successful service firms such as banking will invest resources or maintaining the long term relationships in the programs in order to increase job satisfaction and employees' performance (Karatepe, Uludag, Menevis, Hadzimehmedagic & Baddar, 2006). Besides, nowadays front line employees also play a critical role in the organization change, because they are the people who interact more frequent with the customers. Moreover, self-efficiency, trait competitiveness and effort are used to predict front line employee performance. Meanwhile, self-efficiency can influence the motivational land emotional reactions of the employees; therefore this will increase their confident and make them more enjoy in their job.

This rapid change will indirectly affect performance of the employees and give stressful feelings among the employees and managers from the condition of changing environment (Tavakolia, 2010). These problems can lead to various behavioral and health issues were resulted in the organizational change (Tavakolia, 2010). In the recent year, many company start to reduced or eliminated raises of the bonuses because need to make changes to cope with the economic downturn (Krattenmaker, 2009). Tavakolia (2010) states that employees 'performance will decrease due to the reason of downsizing, innovations, restructuring and mergers in the organization. In addition, changing of the location, time, quality and quantity of the task and responsibilities might radically affected work life of the employees (Tavakolia, 2010). Furthermore, Levay (2010) suggests that creation of organization change will challenge the interests and values of the existing employees and buildup crisis on the opposition to change.

Ramlall (2004) found that low motivation will lead to reduction of employees' performance and other behaviours within organizations. Moreover, 86% of employers were experiencing difficulty to attract quality employees and 58% of the organizations are experiencing difficulty to retain high performance employees. Furthermore, organization change will decrease employees 'performance by low pay, nature of the work, long working hours and contribute to high turnover (Chiang & Jang, 2008). Other than that, organizational changes such as acquisition of the company will create variety of communication problems threatened not only employees' performance. Styhre (2009) shows that more recent form of the digital media or electronic systems such as computerized system and new machine system may require new forms of communication and well control in organization, in order to have a good adoption can good adoption of organizational change and link to increase employees 'performance. To overcome these problems, well communication about employees 'appraisal system should implement to provide employees better understanding about their performance. Besides, it is also a great opportunity to alert the gap between the actual and desired performance in the organizational goals. Hence, when the performance appraisals are done correctly, company may weigh the costs versus benefits of the employees 'performance. Thus, if measure correctly and consistently the benefits can be well worth the efforts (Krattenmaker, 2009).

Aryee, Chen and Pawan (2004) states that while employee received rewards are perceived to be fairly allocated. Employees will be more willing to contribute their inputs (performance) because perceived they will receive fairly allocation of output rewards allocation processes are perceptions of organizational justice, procedural justice can positively associated with organizational outcomes such as organizational commitment, job satisfaction and task performance. Hence, these all factors will increase employees 'performance more effectively (Hon & Lu, 2010). Employee development can enhance self-monitoring and lead to improve of employees 'performance while driven by the problems of downsizing, merger and re-organization activities (Blau, Andersson, Davis, Daymont, Hochner, Koziara, Portwood & Holladay, 2008).

Theoretical Framework

This study was anchored on stakeholder theory. Freeman (1984) founded this theory. In one of his latest definitions Freeman (2004)defines stakeholders as "those groups who are vital to the survival and success of the corporation" Stakeholder theory is an instrument to identify critical stakeholders in the environment of the change management practices in order to define developments for strategy. Moreover, in the contexts of business ethic and corporate social responsibility, stakeholder analysis has been used to identify important areas of concern. Using a range of influencing mechanisms, organizations in public sector may be able to take advantage of their position as high-saliency stakeholders to influence corporate managers and investment funds. They can develop power, urgency, and legitimacy. Stakeholder theory considers economics and ethics issues that make companies take social responsibilities and present fairness to everyone involved in business, with the result that directors will run corporations for benefiting all stakeholders. Thus, the theory can be considered as a good combination between economy and ethics that enables the corporations to grow and promote service. Stakeholder theory has been criticized on both theoretical and empirical grounds. Williamson (1993), the father of transaction cost economics, has

argued that the direct principal-agent relationship between owners and managers is distorted with the addition of other stakeholders to the equation. Lewis (1958) suggests that stakeholder theory is intrinsically incompatible with all legitimate business objectives and undermines basic property rights and corporate responsiveness. Nonetheless, stakeholder the theory provides important insights into the ways in which firms and their managers interact with, governments, and other actors.

Structure Change and Employee Performance

Organizational structure enables an organization to have common views and mission. Well-functioning organizational structure is important for an organization going through change, because if there are flaws in the structure it will affect communication flow. With unclear roles conflicts and misunderstandings occur that lowers motivation and work morale. It can also drift different departments apart from common organizational goal, where decision making processes becomes slow and employee effectiveness disappears. According to McLagan (2002), there are three types of changes in the organization structure. They are transitional, transitional and transformational. Transactional changes only need minor interventions, for example, training or changing the incentive system, switching software. Transitional change is more complex and require change in roles/responsibilities, power bases and systems. Example of this kind of change could be opening a new plant in another location, where more detailed planning and expertise is needed. Transformational change requires redesigning the entire organization, especially the fundamental beliefs and norms, in order to adapt to global business demand. According to Duggan (n.d) organizational structure can inhibit or promote performance, and this may depend on how effectively the supervisory relationships and workflow influence productivity. He further elaborates that organizational structure affects how performance is measured and managed in an organization. A study by Csaszar (2008) developed and tested a model ofhow organizational structure influence organizational performance. Organizational structure was conceptualized as the decision-making structure among a group of individuals. The empirical setting was over 150,000 stock-picking decisions made by609 mutual funds. The findings suggested that organizational structure has relevant and predictable effects on a wide range of organization performance. In their study Hao, Kasper and Muehlbacher (2012) investigated the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results are tested by bootstrap methods. The findings reinforce the important infrastructure position of organizational structure on performance. Organizational structure had more effects on organizational learning than on innovation, organizational learning has an indirect effect on performance through innovation, except the direct effect of structure on performance no matter how big or small change is in organization it affects workers either positively or negatively. Impact of change on employees depends on whether they were well informed about change or not.

Edwards and Walton (2000) noted that greater understanding helps reduce uncertainty which inevitably accompanies change. But since change initiative doesn't concern everyone at the same level it is important to choose target groups and try to identify means of communication, whether it is trying to get workers to know change, understand it, agree upon it or get involved. Communication should not stop once everyone is involved in change, but rather adapted in each step. For example during early stages of change it is crucial to explain why change is important and how it is going to be enacted, during the implementation phase making sure that people know their efforts have not been in vain, after implementation phase praising and rewarding employees contribution to change.

Leadership change and Employee Performance

Employees are the most important assets in organizations, which without, the goals and objectives may not be attained (Bello, 2012). Leadership is one of the key driving forces for improving firm performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of valu to organizational stakeholders. Thus, they are potent sources of managerial rents and

hence sustained competitive advantage (Adler, 2001). Hurduzeu (2015) is of the view in his paper that effective leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, he emphasizes that organizations record increased employee satisfaction that positively influences the productivity and profitability. In order to increase the employee performance, leadership in universities need to have ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and to improve their individual performance. Scholars and researchers also agree on the point that role of a leadership/leader is very important while managing organizations or addressing the issue of organizational change (Asghar, 2010). Numerous studies have reported positive relationships between organizational leadership and outcomes at the individual level and firm levels. Most recently, many empirical studies have reported that organizational leadership has a positive impacton follower performance and firm outcomes. A number of comparative studies have also reported that transformational leadership behaviors are more positively related to subordinate effectiveness in a variety of organizational settings than are transactional behaviors (Brockhaus, 200l leader and its impact on employee job performance and how organizations can develop leaders that are not only sound in character but sound in action. From various empirical literature, the paper recommended that corporate leaders must ensure a strong culture within the workplace, organizations should strive to hire ethical people and corporate leaders should reward ethical conduct and discipline unethical conduct.

The causal relationship between leadership change and employee performance and found that the employees performance have been affected by the leadership change, this was examined by Walumbwaetal. (2008). The researchers found out that leaders who manage well risks would have direct effect of improvement of the employee's performance because the leader can manage well and lead his employees to overcome the problem effectively and efficiently. The long run relationship between leadership change and employee performance, Co integration results show that leaders who want the best result should not only rely on a single leadership style Polities, (2006). In other words, no leadership styles are preferred in any situation in an organization. Hence, a combination or mix leadership style can improve and maintain an organizations process and increases employee's commitment and increases in the job performance. Different leadership style and behavior may affect the employee performance towards the tasks accomplishment and job performance (Vigoda, 2007). Therefore, leadership style adopted by a leader is strongly related to employees job performance. Transformational leadership, the leader's ability to gather the employees, encourages and supports them to achieve the organization's goals. The relationship between leadership change and employee performance state that employees with high quality relationship with their leader will practice a better job performance and satisfaction than those with low quality relationship (Davis and Holland 2002). Hence, the supervisor support in the workplace is importance for the supervisor-employee relationship. It means that, if it has a high quality relationship, the employees will contribute to organizational effectiveness through the effect of those high-quality relationships.

Policy Change and Employee Performance

Organizational policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people (Michael 2001). They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of organizational policies such as recruitment, promotion, compensation, training, selections (Pravin 2010). They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce. A good organizational policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. A procedure spells out precisely what action should be taken in line with the policies (Michael 2001). Each organization has a different set of circumstances and so develops an individual set of human resource policies (O'Dea, 2017). The location an organization operates in will also dictate the content of their policies. The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity,

ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, among other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements (McConnell 2005). The establishment of an organizational Policy which sets out obligations, standards of behavior, and documents disciplinary procedures, is now the standard approach to meeting these obligations. Organizational policies provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated (Aquinas 2009).

Organizational policies can also be very effective at supporting and building the desired organizational culture (Anderson 2014). For example, recruitment and retention policies might outline the way the organization values a flexible workforce, compensation policies might support this by offering a 48/52 pay option where employees can take an extra four weeks holidays per year and pay less across the year. In actuality, policies and procedures serve a number of purposes: (Sharma 2009). Krishnendu, Parth and Prosenjit (2013) examined the impact of organizational Policies on Employee's Performance organizational Policies work is not only concerned with old traditional activities of recruitment and selection, training and development but its activities have been spread up to very far end corners of many new and distinguished areas. Organizations having qualified and experienced manpower give competitive edge and it is said to be most sustainable source of competitive advantage. The result of this study can provide human resource professionals with useful and valuable information to decide what human resource practices should be effectively implemented in their organizations. The study will further testify the relationship among them, and provide valuable information for future hotel management needs. For the management level, it helps to formulate strategies and identify the factors to guide administrators in policy making, and also provide employees a path that maximizes their service performance. Therefore, it is very crucial to work out in more detail on relationship between organizational Policies of the hotel industry and their employee performance

Ahmed, (2009) examined the effects of organisational policies and practices on job satisfaction among employees in international nongovernmental organizations. The questions addressed in this research focus on how employees perceive their jobs and the performance of INGOs in executing corporate missions, application of principles and values, working relations between headquarters and field locations and HRM policies and practices . Data collection involved 35 in-depth interviews with employees in various INGOs in the UK and Africa. The secondary method for data collection is questionnaire administration. Findings from this research contribute to what is currently known about job satisfaction in the INGO sector. Interpreting accounts of work experiences through dialectical mechanisms represents a unique and dynamic approach to the study of job satisfaction. Furthermore, the finding that effective application of corporate principles and values remains a critical factor as far as job satisfaction among INGO employees is concerned challenges the thinking that 'corporatization' and 'professionalization' have robbed the sector of its values.

Empirical Review

Okenda, Thuo and Kithinji (2017) examined the effects of change on organizational performance. The study was guided by four objectives which include: to determine the effect of change of informational systems on organizational performance; find out the effect of change of organizational structure on organizational performance; establish the influence of organizational size on organizational performance and ; determine the effect leadership on organizational performance. This study adopted a case study design to achieve these t objectives. The study population was1035 staff members of the ministry of environment, water and natural resources who has experienced various forms of organizational change. Stratified random sampling was used to choose 104 respondents. Primary data was used where a questionnaire was employed to collect primary data. Descriptive and inferential statistics was conducted to analyze the data. The data was presented through frequency tables and bar graphs. From the findings it was concluded that change in information systems, change in organization structure, change in

organization size and change in leadership affected performance. Therefore the findings of the study recommended that the ministry of environment, water and natural resources should update information systems continuously whereby top management should support the role of MIS in improving organizational performance; engaging employee in the analysis, design, construction and development of information system; and training of employees on how to use information system to improve their performance; The Ministry of Environment, Water and Natural Resources should continue to review her organization structure from time to time in order to benefit from the ever changing information technology. Secondly, with the recent gains in Information Technology, it is recommended that the Ministry of Environment, Water and Natural Resources design an Organization Structure that will fully integrate IT and ministry in a holistic way by embracing modern IT with reduced human intervention.

Kendra (2017) examined the impact of change management on employee behavior in a University administrative office. Kotters research on change management models, the research questions examined the attitudes and behaviors of employees involved with the business process project. Data collection was through purposeful sampling and face-to-face interviews with 11 employees. Data were analyzed through pattern-matching technique. The findings were that employees initially felt positive about being a part of the business process project. During the project, employees actually experienced lack of training, which employees advised to management was very important to a new process; no definitive assistance and a lack of communication for individual concerns; management's increased job duties and responsibilities without increased income and feeling unvalued in employee meetings. The implications for social change include the \potential for positive employee behavior in colleges and universities when management is considering a change model or process involving employees in a system implementation during organizational change

Kend (2016) evaluated the effects of change management on employee performance in Co-operative Bank of Kenya limited. The study used case study research design. The main reasons for case study based research are that allowed the researcher to answer "how" and "why" issues in order to understand the nature and complexity of the processes taking place in change management in banks. In-depth interviews were conducted with interviewees who are head of key departments in Head office charged with change implementation. Key departments were; IT, Operations, Human resource, Finance and Marketing. The presentation of findings was of qualitative form. Qualitative implies an emphasis on the qualities of entities, processes and meanings that are not experimentally examined or measured in terms of quantity, amount, intensity, or frequency. The study found that the way in which a manager makes decisions, delegates‟ responsibility and interacts with employees could affect the entire organization. The study also found that embrace on technology had improved the organizations operations by offering a technology platform, which significantly improved employee performance. The study concluded that the kind of leadership style incorporated at Co-operative bank is autocracy, which has a touch of democracy as well, as senior management at times consults the employees in decision-making but makes the final decision itself. In addition, changes in organizational structures promote employee performance, due to effective supervisory relationships and workflow, which consequently influence productivity.

Orthodox and Mutambara (2016) examined the effect of organizational changes on employees' motivation at a Country Club in Kwazulu Natal evaluated the strategic change management implementation at a country club in Kwazulu Natal; the employees' participation in the process and its impact on employees' motivation. The quantitative research method with descriptive analysis was administered on a sample of eighty country club employees. The key findings of the study reveal that the management had not created opportunities for employees to participate. Employees felt that they could have made contribution if they were consulted. Employees felt demotivated because of poor communication. Even though the employees felt that the organizational change would help the club to achieve its goals, the club was not able to achieve its financial targets. Employees felt more emotional after the organizational change and the challenge for the management is to ensure that the employees are kept motivated.

Njuguna and Muathe.(2016) carried out a critical review on employees performance. The paper reviews the origin of change management concept on employees performance from academic and management perspective, factors influencing the growth and adoption of the change management on employees' performance concept, theoretical framework of change management on employees performance and the empirical studies on change management on employees performance. The paper also identifies the research gaps identified in the concept. It also captures on recommendations of the study and the conclusions reached. It carries with it a proposed conceptual framework in a study to be carried on the concept with independent variables highlighted as participatory leadership, motivational commitment, training and communication. The dependent variable was identified as change management on employees performance. All indications pointed that independent variables (participatory leadership, motivational commitment , training and communication are positively and significantly correlated to the dependent variable (change management on employees performance).

Wanza and Nkuraru, (2016) examined the effects change management on the performance of employees in relation to technological changes, organizational leadership, structure ad culture. The study adopted a case study research design. The target population was 403 employees. A sample size of 121 employees was selected using simple random sampling technique. Primary data was collected using questionnaires and interview schedules. Analysis was done using descriptive statistics and presented using graphs and tables. The study found that structural changes and organizational leadership influenced university employees' performance positively. The study further revealed that technological changes have a great impact on employees' performance due to the rapid technological changes that the world is rapidly adjusting that eases employee's workload and to increase efficiency and effectiveness at work place. A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. The study concluded that structural changes, leadership, technology and organizational culture influence the performance of employees positively.

Khosa, Rehman, Asad, Bilal and Hussain, (2015) analyzed the impact of organizational change towards employee performance in the banking sector of Pakistan. Questionnaires were used for primary data collection. The study used descriptive statistics and correlation analysis technique for the analysis of data. The results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan. The study suggested that further research should be conducted in various sectors and also by increasing factors of organizational change in order to observe the overall impact of organizational change towards employee performance.

METHODOLOGY

Survey research design was adopted this study. Survey research design approach is a research method that studies people or objects, their attitudes, belief system, opinions and other behavioral manifestations. This study was carried out in Awka, Anambra State. Population of study comprises 600. The population of study consists of all the employees of all the hotels in Awka, Anambra State. Due to the manageable size of the population the researcher decide to use the entire population as the sample size for the study. Therefore, the sample is 600. With respect to this research work, the researcher made use of primary. Primary sources of data include the questionnaire and personal interview. The major instrument used in this research work was questionnaire. The researcher used face and content validity in this research work. Test re-test method was carried out to achieve reliability. Th Cronbach Alpha was used to determine the reliability of the instrument by using Statistic Package for Social Sciences (SPSS). The Cronbach Alpa value respectively for organizational change and employee performance shown that leadership change 0.87, Structure Change 0.80, Policy Change 0.79 and Employee Performance 0.82 respectively. The tools that were used in analyzing the data collected include simple percentages, descriptive statistics and correlation analysis. The study also employed Multiple Regression Analysis (MRA) method to determine the effect of organizational change on employee performance.

DATA PRESENTATION AND ANALYSIS

In this section, the data generated from the employee of the two teaching hotels in Anambra State Nigeria were presented, analyzed and interpreted. A total of six hundred questionnaires were distributed to the respondents, out of which four hundred were properly filled and found relevant to the study. 150 of the questionnaires were not properly filled and 50 copies get missing. Therefore, the analysis in this section was based on the four hundred and relevant copies.

4.3 Analysis of Data Relevant to Research Questions

4. **Table 4.6: Respondents' Opinion on what extent does leadership change affect employee performance in hotels in Awka, Anambra State**

	Frequency	Percent	Valid Percent
Strongly Disagree	30	7.5	7.5
Disagree	40	10.0	10.0
Undecided	20	4.0	4.0
Agree	170	42.5	42.5
Strongly Agree	140	35.0	35.0
Total	400	100.0	100.0

Source: Field Survey, 2022/SPSS

Greater percentages 42.5% of respondents agree that leadership change affect employee performance in hotels in Awka, Anambra State, 35% strongly agree, 4 % are undecided, 10% disagree while 7.5% of respondents strongly disagree.

Table 2: Respondents' View on the degree does structure change influence employees' performance in Awka, Anambra State

	Frequency	Percent	Valid Percent
Strongly agree	109	27.2	27.2
Agree	195	48.7	48.7
Undecided	19	4.8	4.8
Disagree	48	12.0	12.0
Strongly Disagree	33	8.3	8.3
Total	400	100.0	100.0

Source: Field Survey, 2022/SPSS

Table 2 shows that 27.2% of the respondents strongly agree that structure change influence employees' performance in hotels in Awka, Anambra State, 48.7% agree, 4.8% are undecided, 12.0% disagree while 8.3% of respondents strongly disagree.

Table 3: Respondents' View on Opinion of what extent does policy change affect employee performance in hotels in Awka, Anambra State

	Frequency	Percent	Valid Percent
Strongly agree	116	29.0	29.0
Agree	200	50.0	50.0
Neutral	26	6.5	19.2
Disagree	14	3.5	3.5
Strongly Disagree	44	11.0	11.0
Total	400	100.0	100.0

Source: Field Survey, 2022/SPSS

Table 3 shows that 29 % of the respondents strongly agree that policy change affect employee performance in hotels in Awka, Anambra State, Nigeria, 50% agree, 6.5% are neutral, 3.5% disagree while 11.0% of respondents strongly disagree.

Test of Hypotheses

Here, the three hypotheses formulated in this study were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4: T-Statistics and Probability Value from the Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.916	1.918		9.863	.000
Leadership change	.123	.043	.158	2.870	.004
Structure change	.085	.044	.202	2.923	.005
Policy change	.028	.044	.204	3.632	.000

a. Dependent Variable: EP

b. Predictors: (Constant), LC, SC, PL

Source: SPSS 21.0

Test of Hypothesis One

Ho: Leadership change has no significant positive effect on employees' performance in hotels in Awka, Anambra State

H_1: Leadership change has a significant positive effect on employees' performance in hotels in Awka, Anambra State

In testing this hypothesis, the t-statistics and probability value in table 4.6 is used. Leadership change had a t-statistics of 2.870 and a probability value of 0.004 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Leadership change had a significant effect on the employees' performance in hotels in Awka, Anambra State

Test of Hypothesis Two

Ho: Structure change has no significant positive influence on employees' performance in hotels in Awka, Anambra State, Nigeria.

H_1: Structure change has a significant positive influence on employees' performance in hotels in Awka, Anambra State

Structure change had a t-statistics of 2.923 and a probability value of 0.005 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that structure change had a significant positive influence on employees' performance in hotels in Awka, Anambra State

Test of Hypothesis Three

Ho: Policy change affect has no significant positive effect on employee performance in hotels in Awka, Anambra State

H_1: Policy change affect has a significant positive effect on employee performance in hotels in Awka, Anambra State

Policy change has a t-statistics of 3.632 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that policy change affect has a significant positive effect on employee performance in hotels in Awka, Anambra State

Summary of Findings

The result of the hypotheses tested revealed that:

1. Leadership change had a significant effect on the employees' performance in hotels in Awka, Anambra State, Nigeria. Leadership change had a t-statistics of 2.870 and a probability value of 0.004 which is statistically significant.
2. Structure change had a significant positive influence on employees' performance in hotels in Awka, Anambra State. Structure change had a t-statistics of 2.923 and a probability value of 0.005 which is statistically significant.
3. Policy change affect has a significant positive effect on employee performance in hotels in Awka, Anambra State**.** Policy change has a t-statistics of 3.632 and a probability value of 0.000 which is statistically significant.

CONCLUSION

This study investigates the effect of organizational Change on employee performance in hotels in Awka, Anambra State Nigeria. Primary data were sourced from the employees of the selected hotels using leadership change, structure change and policy change. The result of the hypotheses tested revealed that leadership change, structure change and policy change had a significant positive effect on employee performance in hotels in Awka, Anambra State, while culture change has a significant negative effect on employee performance in hotels in Awka, Anambra State. Therefore the study concludes that organizational Change had a significant positive effect on employee performance in hotels in Awka, Anambra State.

RECOMMENDATIONS

1. Organizations should strive to hire ethical people and corporate leaders should reward ethical conduct and discipline unethical conduct. Leadership change leader's mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalyses' employees to want to participate, to choose to contribute, rather than force them to do so.
2. To ensure the success of the change program, it is appropriate to focus on organizational structure must be balance between these aspects to improve the performance of employees and this in turn reflects the quality of productivity reducing obstacles to implement the change that need to be addressed organizational structures and management systems can be created or realigned without hesitation.
3. Organizational policies should provide frameworks within which consistent decisions are made and promote equity in the way in which employee are treated. Organizational policies should also be very effective at supporting and building the desired organizational performance through its employees.

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