

Effect of Organisational Change on Employee Performance in Light Manufacturing Firms: A Study of Tannery in Kano State, Nigeria

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Abstract

It is vital for organisations to know the performance rate of their employees in order to know what changes can be introduced. Deficient employee performance is mostly the reason for organisations to start the process of change. Thus, there is poor employee performance among tannery firms in Kano State which over the years have affected several tanneries performance in the State. This work investigated what effect changes in organisation have on the performance of employees in the Kano State tanneries. Using a total population of 1009 employees of the tannery firms under study, a sample size of 285 was drawn using Krejcie and Morgan scientific table. However, only 259 questionnaires dully filled by the employees were used for the analysis of the study. The data collected from the respondents was analysed using correlation and multiple regression model on the SPSS statistical package, version 22. The study result shows that strategic change, technological change and attitude toward change were significant in predicting employee performance while structural change was insignificant in explaining the employee performance of tannery firms in Kano State. This study generally recommends that tannery firms in Kano state should implement strategic change, technological change and attitude toward change because they were found to be positively and significantly related with the performance of employee.

Keywords: Employee performance, Organisational change, Tanneries

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Introduction:

Hides and skins are the major constituents of the raw material input in leather production. They are the bye-products of the wool, meat and dairy

industries. This means that the supply of hides and skins depends on the production of meat, wool and milk. When the output of any of these products increases will lead to high rise in the production of hides and skins and vice versa. According to the

United Nations Industrial Development Organisation (2011) the leather products industries play an outstanding role in the world's economy with an estimated global trade value of approximately US\$100 billion each and every year. Countries classified as developing were responsible for the export of 74% of leather while developed countries exported only 26%. China, Italy, Brazil, India, Pakistan, Hong Kong, France and Germany are the leading producers of leather and leather products. Asia accounts for about 57% of heavy leather production and 44% of light leather production. Europe accounts for 17% and 24% of global heavy leather and light leather production respectively while Africa contributes the least accounting for 1% of heavy leather and 4% of light leather production.

The study of the Nigerian Economic Summit Group Research (2017) revealed that Nigeria has the largest resource of goat skin and kidskin with about 61 million units in Africa representing 46% and 18% of the total in West Africa and Africa respectively. Being a dominant producer in Africa, the country also contributes about 60% to the West African production of goat skin and kidskin. The industry represents the second major earner of foreign exchange in Nigeria after oil with the total export of tanned skins amounting to about \$240 million in 2015. In addition, over 85% of tanneries in Nigeria are found in Kano State (Nigerian Tanners Council, 2009). As of 1980s, Nigeria has over 40 fully operational tanneries but as of 1990s, it fell sharply to only 4 functional tanneries due to several constraints and non-indigenously owned (Amakom, 1995).

In this changing environment, employee performance is vital for profitability and success of every organisation (Chien, 2004). As such, understanding employee performance is paramount to the tannery industry. Employee performance is seen as what people do and their

action that contribute to the goal of the organisation (Campbell & Wiernik, 2015). It can best be understood by how well an organisation is using its human resources to achieve its goals and objectives. In this present day, the performance of employees is given an emphasis by most organisations experiencing challenges (Gruman & Saks, 2011). Like in Nigeria, innovation in the leather industry is very limited, marketing strategies for finished leather products are poor, and manufacturers are unable to identify international trends and to meet the demands/requirements of fashion brands (National Leather and Leather Products Policy, 2018). This means that the tanning sector is lagging behind in modify its strategies in response to environmental changes that negatively affect the performance of its employees. To Yacob (2013), Nigeria tanning industry relies heavily on imported inputs such as dyestuff, chrome, machinery and so on which reduce the smooth running of the industry as order-lead-times are often delayed due to import procedures. Yacob added that insufficient and poor infrastructure such as poor road networks and the railway system for the movement of goods and services, and insufficient electricity supply hamper the efforts of the employees, which generally underperformed the industry.

In a statement by the National Leather and Leather Products Policy (2018), the leather industry is faced with an unskilled and unreliable workforce and a poor administrative framework. This implies that the structure of the tanning industry is ineffective, which has discouraged the performance of workers in the industry. As a result of poor structure of the tanning industry, it has leads to inefficiency, delays in job delivery and consistent mistakes of employees. However, employees serve as the actors implementing the organisations new policies. Some workers attitudes are negative towards change, while others may have a positive attitude towards change,

which can have a disruptive or easygoing effect on employee performance (Singh & Gupta, 2016). In general, the performance of the tanning industry in Africa is below average compared to other tanning industries in the world (United Nation Industrial Development Organisation, 2011).

These factors therefore raised the questions of: to what extent does structural change affect employee performance in the tannery firms in Kano State? What is the relationship between strategic change and the performance of employee in the tannery firms in Kano State? Is there an effect on technological change toward employee performance of tannery firms in Kano State? Do attitude towards change affect employee performance in the tannery firms in Kano State?. Therefore, this article helps to understand the suitability aspects of organisational change practices that the Nigerian tannery industry could adopt to enhance its employee performance and to be ahead of their counterparts in Africa.

Literature Review

Rizqina et al. (2017) sees performance of workers as an amount leading to the level of task performance in a given time. In Iqbal et al. (2015), the performance of employee is the process to perform job tasks in line with the prescribed job description. Some organisations measure their performance in relation to the effectiveness in achieving their mission, purpose or goals or efficiency in deploying resources (Katherine & Udoka, 2017). While others in terms of quality, customer satisfaction, timeliness and achievement of objectives (Njanjajae et al., 2013).

Change is an ongoing reorganization that occurs in one or more areas of an organisation, such as technology, structure, and/or human resources (Sofat et al., 2015). To Ochuko and Ayo-Balogun (2020) organisations are under tremendous internal

and external pressure that can affect the organisation's sustainability to pursue changes in organisational purposely to survive in an environment of increasing change and turbulence.

Organisational structure is the hierarchical arrangement of lines of authority, communications, rights and duties of a firm. This means a formal way of task and reporting relationships that control, coordinates and motivates employees in order to cooperate and work together to achieve organisational goals and objectives (Richard cited in Okafor et al., 2017).

Strategic change means changes in decisions about products and markets in response to dramatic environmental shifts (Wang & Wang, 2017). This implies a way of changing the objectives and vision of a company with the intention to obtain greater success.

According to Gozi and Felicia (2019) technological change means knowledge development for practical purposes and their commercialization through research and development, the continual improvement of technologies to become less expensive and the spread of technologies throughout industry or society which sometimes involves disruption and convergence.

According to Hettiararchchi and Jayarathna (2014) employee's attitude toward change is the reflection of their broad values and beliefs which lead to the improvement of individual assessments and preferences and contributing emphatically to how they make decisions in their daily work routine which may have ripple effects on the overall productivity of the organisation. Zeeshan et al. (2015) evaluate what impact do changes in an organisation have on the performance of employee in the Pakistani banking sector. Data from the study was analysed using descriptive statistics and

correlation analysis techniques. The variables of the study were: leadership, communication, tolerance to change, staff development and procedural justice. They were found to strongly influence employee performance. In the Kingdom of Bahrain, however, Babu (2017) carried out a research on the influence associated with organisational change on workers performance in the retail industry. The work looked at communication, leadership, employee development and acceptance to change as independent variables to find their relationship towards employee performance. It found that leadership and development of employees to strongly and statistically affect the performance of retail employee while communication and tolerance to change have negatively effect on their performance. Daniel (2019) carried out a literature review about organisational change impact on job performance of employees in Nigerian organisations. He disclosed that organisations must consider its employees as vital agents in carrying out change process and that sustainable long-term success and performance of the organisation depends on employees. However, the study lacks empirical evidence to support these arguments.

Nwinyokpugi (2018) relate change in organisational management and productivity of employee among the Nigeria banking sector using some banks in Rivers State. The findings of the study variables which include communication change, employee involvement, change identification, change implementation and motivation. A study by Rozanna et al. (2019) by the Office of Public Works and Local Planning in Indonesia seek to investigate if satisfaction in job mediates organisational change and organisational culture of employee performance. The study findings indicated that job satisfaction positively mediate and influences organisational change and organisational culture of the staff performance.

In the study of Ochuko and Ayo-Balogun (2020) aimed at investigating organisational change impact on employees' performance of union bank Plc. in Lagos State branch, Nigeria. The study conceptualised organisational change in term of technological change, structural change and leadership change to influence employee performance. Their study found structural change to significantly influence employee performance while technological change and leadership change are insignificant on employee performance. Arokiasamy and PengLok (2015) studied what impact do changes in an organisation have towards its employee performance of the banking sector of Penang and Perak, Malaysia. The study used communication, procedural justice, staff development, leadership and resistance to change as the independent variables to measure the performance of the banks employee. Findings of the study show that communication, procedural justice, development of staff and tolerance to change to have a positively and significantly relationship with the bank employee performance. On the contrary, leadership relationship was negative significant to performance of staff. Karanja (2015) also investigates organisational change effect on staff performance of postal corporation, Kenya. This research used technological change, structure change, changing roles and responsibilities and management change as the main contributory factors towards employee performance of the postal corporation. The work showed organisational changes to strongly influenced employee performance. Technology was the variable found to change the most and influenced employee performance positively because it provided an internship programme, which, as a result, provided more job opportunities.

Research Gap

From the reports and the literature reviewed, the studies were conducted in retail, service and

banking industries. Also, most of the studies were carried out in foreign countries with a few found to be in Nigeria other than Kano State. In fact, none of the studies so far reviewed dwells at organisational changes in view of structural change, strategic change, technological change and attitude toward change; or employee performance as utilizing the available resources to successfully complete a task within a target period as given by an employer. This therefore presents a conceptual gap that the current study intended to fill. Additionally, none of the above studies have been conducted among tannery firms in Kano State, Nigeria, hence presenting a contextual gap that the current study intended to cover. Furthermore, the variability of research designs, sampling designs and data analysis methods resulted to inconsistencies in research results thus methodological gaps to be filled or addressed by this study.

Research Objectives

This paper objectives are to find out what effects do structural change have on the performance of tannery firms employee in Kano State; to evaluate strategic change effects on employee performance of the tannery firms in Kano State; to examine technological change relationship with the performance of employees in the tannery firms in Kano State; and to assess the effects of attitude toward change through the tannery firms employee performance in Kano State.

Research Hypothesis

Ho1. No positive relationship between structural change and tannery firms employee performance in Kano State.

Ho2. No significant effect between strategic change and employee performance of tannery firms in Kano State.

Ho3. There is no significant effect between technological change and staff performance in the tannery firms in Kano State.

Ho4. Attitude towards change is not significantly related with employee performance of tannery firms in Kano State.

Research Methodology

The study adopted cross-sectional survey design because it provides for the examination of the co-relationship between the studied variables (Amin, 2005). The study population comprised of 1009 employees: supervisors (57) and operational staff (952) of the tannery firms under study. They are Mamuda Industries, Multi Tan, Kano Tan, Loquat Tannery Ltd and GB Tannery. Sample size of 285 out of the population was drawn using Krejcie and Morgan (1970) scientific approach.

Convenience sampling was used to select five (5) out of the eight (8) tannery firms because they were the only fully functional tanneries at the time of the research. Stratified random sampling method was used to group the employees into supervisors and operational staff as it is applicable if a population from which a sample is to be drawn does not constitute a homogeneous group (Mugenda & Mugenda, 2003). From the sample, individual participants were selected by the use of simple random sampling from the two strata to avoid biases (Bryman & Bell, 2007).

The study used descriptive statistics, correlation and multiple regression techniques to analyse data. The questionnaires of structural change, strategic change and technological change were adapted from the work of Methode (2018), attitude toward change from Nafei (2014) while employee performance from Broni (2016).

Analysis and Discussion

Table 4.1: Target population and sample size

Tannery Firm	Target Population and Calculation of Sample Size		Sample Size	
	Supervisors	Operational Staff	Supervisors	Operational Staff
Mamuda Industries	$18 \frac{18}{1009} \times 285$	$269 \frac{269}{1009} \times 285$	5	76
Multi Tan	$13 \frac{13}{1009} \times 285$	$198 \frac{198}{1009} \times 285$	4	56
Kano Tan	$10 \frac{10}{1009} \times 285$	$228 \frac{228}{1009} \times 285$	3	64
Loquat Tannery Ltd	$5 \frac{5}{1009} \times 285$	$37 \frac{37}{1009} \times 285$	2	10
GB Tannery	$11 \frac{11}{1009} \times 285$	$220 \frac{220}{1009} \times 285$	3	62
Subtotal	57	952	17	268
Grand Total	1009		285	

Source: Field survey (2020)

Table 4.2: Response Rate

Response	Frequency/Rate	Percentage (%)
No. of distributed questionnaires	285	100.0
Returned questionnaires	271	95.1
Returned and usable questionnaires	259	90.9

Source: Field survey (2020)

Table 4.3: Descriptive Statistics of the Key Variables

Variable	N	Mean	Std. Deviation	Description
Structural Change	259	3.7552	0.64279	Agree
Strategic Change	259	3.9429	0.59074	Agree
Technological Change	259	3.9259	0.67450	Agree
Attitude toward Change	259	3.5025	0.55003	Agree
Employee's Performance	259	4.3236	0.45769	Strongly agree

Source: Field survey (2020)

The results in Table 4.4 indicate that the correlation coefficient for structural change is 0.164, which represents a weak effect in relationship to employee performance but statistically significant as p-value is 0.008. Strategic change revealed a 0.322 correlation coefficient which represents a

moderate effect in relation to staff performance and statistically significant as p-value is 0.000. In addition, technological change has a weak effect in relation to performance of staff with the correlation coefficient of 0.260. It shows the relationship is weak and statistically significant as p-value is

0.000. Furthermore, attitude toward change has the correlation coefficient of 0.333 or 33.3%, which represents a moderate effect in relation to

employee performance but statistically significant as p-value is 0.000. The above is based on Cohen (1988) guidelines.

Table 4.4 Correlation Matrix Table

Variable	STC	SC	TC	AC	EP
STC	1				
Pearson Correlation					
Sig. (2-tailed) N	259				
SC	.512**	1			
Pearson Correlation	.000				
Sig. (2-tailed) N	259	259			
TC	.473**	.431**	1		
Pearson Correlation	.000	.000			
Sig. (2-tailed) N	259	259	259		
AC	.233**	.245**	.160**	1	
Pearson Correlation	.000	.000	.010		
Sig. (2-tailed) N	259	259	259	259	
EP	.164**	.322**	.260**	.333**	1
Pearson Correlation	.008	.000	.000	.000	
Sig. (2-tailed) N	259	259	259	259	259

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

Source: Field survey (2020)

Multiple regression results and discussion

The model summary below indicates a coefficient correlation R^2 of 0.438 or 44%, signifying the presence of moderate positive correlation among

the variables of the study. This shows that the dimensions can explain the variation in the dependent variable by 44% and the predictive power of the model is moderate.

Table 4.5 Model Summary

Model	R Square	Durbin-Watson
1	.438	2.065

Source: Field survey (2020)

The ANOVA findings of the processed data at the 5% level of significance indicate an F value of 15.080. The p value for the model is $p=0.000$ and

this implies that it is statistically significant as it is lower than the significance level of 0.05.

Table 4.6 ANOVA Table

Model	Sum of Squares	df.	Mean Square	F	Sig.
Regression	10.372	4	2.593	15.080	.000b
Residual	43.674	254	.172		
Total	54.046	258			

Source: Field survey (2020)

Table 4.7 presented the results of the hypotheses. Structural change was found to be negative (Beta value = -0.068, t-value = -1.358 & p value = 0.176) connected with employee performance, while the strategic change positively connect with employee performance having (Beta value = 0.181 t-value = 3.419 & p value = 0.001). The table further

disclosed that technological change has a positive significant effect on employee performance (Beta value = 0.109 t-value = 2.431 & p value = 0.016), and attitude towards change was also found to be not neutral in relationship with the employee performance (Beta value = 0.226 t-value = 4.629 & p value = 0.000).

Table 4.7 Results of Regression Analysis

Hypotheses	Variables	Standardized Coefficient		t-value	p-value	Decision
		Beta	Std. Error			
H01	Structural Change	-0.068	0.050	-1.358	0.176	Accepted
H02	Strategic Change	0.181	0.053	3.419	0.001	Rejected
H03	Technological Change	0.109	0.045	2.431	0.016	Rejected
H04	Attitude towards Change	0.226	0.049	4.629	0.000	Rejected
F Value	15.080					
F Sign.	0.000					
R	0.438					

Source: Field survey (2020)

Research Findings

The first study objective was to find out what effects does structural change have on employee performance in the tannery firms in Kano State. The findings of the study displayed that structural change is insignificant in predicting employee performance. Null hypothesis which states that there is no significant relationship between structural change and employee performance was accepted and the alternative hypothesis was rejected. This is not in line with the previous studies of Tamika (2018) and Shabbir (2017) who found the relationship between structural change and employee performance to be positively related.

The second objective of the study translates as to evaluate strategic change effects on employee performance in the tannery firms in Kano State. The result revealed the strategic change to significantly affect employee performance. The hypothesis which is null states that strategic change is not to be significantly affecting employee performance was rejected and the alternative hypothesis was upheld. This is in line with the findings of Wanyama and Rotich (2018) and Thugi and Gathenya (2018) whose works found strategic change to significantly and positively affect the employee performance.

The third objective of the study states to examine if

technological change affect employee performance in the tannery firms in Kano State. It was revealed by the study that technological change significantly affects employee performance. Therefore null hypothesis of no significant effect between technological change and employee performance was rejected and the alternative hypothesis was upheld. Several previous studies that focus on technological change show that there is a positive relationship between technological change and employee performance (Gozi & Felicia, 2019; Basmawi & Usop, 2016).

Lastly, the fourth study objective was to assess the outcome of attitude towards change on employee performance in the tannery firms in Kano State. The result revealed that attitude toward change significantly affects employee performance. The null hypothesis that attitude towards change has no significant relationship on employee performance was rejected and the alternative hypothesis upheld. This goes along with the works of Blessing et al. (2020) and Inuwa et al. (2017) which findings the relationship between attitude toward change to be significant and positive in relation to the performance of employee.

Conclusion

Conclusively, employee performance of tannery firms in Kano State is controlled by the practices of strategic change, technological change and changing attitude while structural change is insignificant. This was affirmed by the hypothesized results of regression analysis that strategic change, technological change and attitude toward change significantly influenced employee performance while structural change is insignificant in predicting employee performance of the sampled tannery firms during the studied time.

Recommendations

The management of tannery firms in Kano State is recommended to implement strategic change, technological change and attitude toward change because they improve employee performance.

Scope for Future Research

Future research needs to be done in other states in Nigeria, where tannery firms operate (Sokoto state, Katsina state, Kebbi state) in order to make generalisation of the results. Also, a comparative assessment should be carried out to include the public sector to decisively determine the extent of influence of organisational change on both private and public sectors in Nigeria. In addition, the researchers consider organisational change and its dimensions as the primary drivers of employee performance where structural change was found to be insignificant in influencing employee performance. Future research should identify other mediating factor(s) of structural change to influence employee performance.

Limitations

The study has a number of limitations. First, the research work was carried out in Kano State without considering other tanneries in certain states of Nigeria as a whole. Secondly, the researcher had no control over respondent's honesty and personal biases. Lastly, the work of the research was limited by unresponsive respondents and those who withdrew after the study process had kick-started.

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