



Assessing The Effect Of Organisational Change On Performance (Sierra Leone Commercial Bank)

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ABSTRACT: This study aimed to evaluate the impact of organizational change on performance in the banking industry, specifically in Sierra Leone Commercial Bank (SLCB). The bank has been undergoing significant organizational changes due to the Covid-19 pandemic, competition, continuous value addition, and emphasis on customer satisfaction and profitability. The study found that the bank's current trends reflect a sense of urgency to revitalize its system to meet customer needs effectively. Employees are now expected to adapt their thinking and practices to meet the changing needs and expectations of customers, especially in the face of increased competition. The study aimed to understand employees' understandings of change management initiatives, their effectiveness, and their impact on the bank as a whole. Data was gathered from 50 randomly selected employees using questionnaires and interviews, and the data was processed using the Statistical Package for Social Sciences (SPSS). The findings revealed a significant positive relationship between organizational change and performance, with change having a positive relationship with employee performance, leading to improved organizational performance. The study also found that change management programs are effective. Employees' understandings of change and management are more apparent during times of change, helping them accept, facilitate, and support the change, making it lasting and improving employee and organizational performance.

KEYWORDS: Change Management, Organizational Performance, Banking Industry, Employee

INTRODUCTION

The business world is becoming increasingly competitive due to the rise of modern technologies and new methods of providing better products or services. Customer satisfaction is crucial for businesses, as satisfied customers can become loyal and increase profit margins. Change is essential for organizations to remain competitive and successful. The rise of modern technologies and competition from customers' competitors push organizations to adapt and meet evolving customer needs and expectations. As customers' needs and expectations evolve, businesses must find better ways to meet their needs.

An organization's success can most often be attributed to internal and external parameters each playing varying roles and contributing in significant proportions to the overall success. For an organization to be able to achieve a competitive advantage, more emphasis must be played on the employees in the organization as this constitute the real assets of every organization that has a great and immense role to play for the achievement of an overall organizational success. (Scott E.Harrington, 2003) said for an organization to achieve successful results and have a very productive workforce, they have no choice but to employ talented employees. An organization can be described as the commonly called survival model. In this case, the main objective of the organization is to keep a keen eye on its existence and continuity.



Most of the organizations operating under this model are based on multi-operative arrangements and most of them are communal. (Harisalo, 2008).

The financial industry in Sierra Leone has experienced a boom due to the emergence of new financial institutions offering services to customers. To stand out, financial institutions must serve customers effectively and efficiently, using resources like high-speed internet connections and top-speed computers. Change is crucial for organizations to compete and achieve company goals, making it a popular topic in research. This study focuses on change management and performance management from an organizational perspective, considering factors such as changing environments, employee performance, and industry competitiveness. After implementing changes, it is essential to assess the impact of these changes.

The Sierra Leone Commercial Bank Limited (SLCB) was founded in 1973 with the goal of offering top-notch services to individual account holders, small and medium-sized businesses, and major organizations alike. With its headquarters located in Freetown and thirteen locations across the country, SLCB is the first entirely indigenous bank in Sierra Leone and functions similarly to a private company. The bank's vision is to lead the financial services market, and its objective is to be a premier provider of financial services, adding value to all stakeholders. The bank still upholds its basic ideals, which include a strong work ethic, honesty, promoting customer success, demanding excellence, fostering an environment of transparency and trust, and personal values.

Problem Statement

Banking institutions are operating in a very dynamic environment today and this requires the ability to choose the right change opportunities and respond adequately in meeting the ever-changing needs of the environment. According to (Barbaroux, 2011) the success of commercial banks strategic initiatives and ultimate superior organizational performance is pegged on the ability to manage change in the operating environment. (Bringselius, 2014) Stated that management viewed obstacles to organizational change as being an issue of employee resistance, rendering the change ineffective. (A Lawer, 2010) Suggested that a change management model might provide a reduction in employees' resistance to change. The Sierra Leone Commercial bank is left with no choice but to adopt change management practices in order to remain profitable and competitive. Managing change at business organizations require diagnostic approaches performed by organizations and also being able to respond to the changes and making sure that the changes becomes sustainable. The general business problem in this study is that employees are usually not a part of the process in any new or upgraded system implementation that directly affects their job. When handling organizational change, management usually decides how a change will take place and what method would be used to incorporate the change, without involving the employees. If change is initiated at the management level without translating the content to a simple language or meaning to the low-level operational employees on the hierarchy, the change may eventually fail. Like many other parts of the world, Banks in Sierra Leone also initiate change programs and they are facing looming challenges in effectuating change programs successfully.

This study would further offer framework for decision making by managers when embarking change programs. The study is intended to fill identified gaps in knowledge by seeking answers to the research questions.

Aims of the study

The overall aim of this study is to access the effect of Organizational change on performance at Sierra Leone Commercial Bank.



Research Objectives

- i. To identify the factors influencing effective Organizational change at SLCB.
- ii. To assess the impact of change management on the performance of SLCB

Research Questions

- i. What are the factors influencing effective Organizational change at SLCB?
- ii. What is the impact of change management on the performance of SLCB?

LITERATURE REVIEW

Theoretical Framework

This chapter discusses the past studies on organizational change. The specific areas covered are performance, organizational change, and types of organizational change, resistance to change and the role of change leadership in change management, theoretical orientation, empirical review and conceptual framework.

Organizational change

According to (Leavitt, 2003), Organizational change is any initiative or set of actions resultant to a shift in direction or progression that affects the way an organization operates. Change is the process of becoming different. It can be on purpose and intended by the management within the organization, or change can originate external to the organization and beyond its control. (Chiang, 2010) Asserts that change is a fact of organizational existence. Therefore, he argues that an organization that does not change cannot survive in the contemporary business

environment. Many factors can make organizational change necessary, including evolving competition in the market or new customer demands. According to (Sonja J. Vermeulen, 2012) when organizational change is well deliberate it helps assure the organization's continued survival. It can produce several benefits, including enhanced competitiveness, improved financial performance, and higher customer and employee satisfaction. Organizational change is all about optimizing the performance standards of an organization and this may sometimes occur as either due to the ability of the organizations managerial staff to be proactive or reaction to environmental changes or the presence of a crisis. Whatever the case maybe, the organization will always require a well talented and very capable managerial staff to trigger any change and for it to be successful. According to Lewin (1951) in the process of bringing about effective change, noted that individual experience has two major obstacles to change. Firstly, they are unwilling to change long established attitudes and behaviors. The second major obstacle noted by Lewin (1951) was that change frequently last only for a brief time. After a brief period of trying to do things differently individuals often return to their traditional pattern of behavior, this also occurs with most microfinance institutions. Almost everybody is nervous about change, many will resist it continuously and sub continuously. Change will have a negative impact on those who are afraid in many cases. However, the targeted population for change will come to realized that the change was for the better.

Organizational change looks both at the process in which a company or any organization changes its operational methods, technologies, organizational structure, whole structure, or strategies, as well as what effects these changes have on it. Organizational change usually happens in response to or because of external or internal pressures. It is all about reviewing and modifying structures specifically management structures and business processes. Small commercial enterprises need to adapt to survive against larger competitors they also need to learn to thrive in that environment. Large rivals need to adapt rapidly when a smaller, innovative competitor comes onto the scene. To avoid falling behind, or to remain a step ahead of its rivals, a business must seek out ways to operate more efficiently and cost effectively.

Types of Organizational Change

A number of different forms of change have been identified in several studies. (Anderson & Anderson, 2001) Summarized the vast literature about this subject in three archetypes of organizational change which include developmental, transitional and transformational changes.

Transitional change is more complex. It is the required response to more significant shifts in environmental forces or marketplace requirements for success. Rather than simply improve what is available, transitional change replacing it with something entirely different. The organization must dismantle and let go the old way of operating and move through a transition while the new state is being put into practice. In transformational change human and cultural issues are normally the key drivers. Transformational change is the radical shift from one state of being to another, so significant that it requires a shift of culture, behavior and mind set to be implemented successfully and sustain over time. In other words, transformation demands a shift in human awareness that completely alters the way the organization and its people see the world, their customers, their works and themselves (Anderson & Anderson, Beyond Change Management, 2001) Developmental change represents basically the improvement of an existing situation and is in terms of metaphors normally „within the box“ of what is already known or practiced. The key focus is to strengthen or correct what already exists in an organization, thus ensuring improved performance, continuity and greater satisfaction. In sum developmental change is basically improving current operations, while transitional change is replacing current operations with new ones. Transformational change however, requires the discovery of a new state which must replace current operations. The first two change processes are characterized by a process with some degree of control and order, while transformational change is normally a much more chaotic affair, which cannot be controlled and planned so easily. None of the types of change is in principle more valuable, feasible and/or viable than the other, but that each approach serves a different purpose and has a different logic in terms of approaches, methods and tools.

i. Planned change: This is where organizational change is planned and corporate planning is provided for the changes expected. In this approach organizational change is seen as a process of moving from one state to another as a series of pre-planned steps. Planning is based on the assumption that the organization is operating in a stable and hence predictable environment. The main emphasis is on a pre-planned, rational, central and a systematic change process. The Main criticism for this particular approach is that, nowadays, it is hard to assume that the organizational environment is stable due to its dynamic nature (J. Teece, 2012)

ii. Emergent change: The popularity of emergent theory of change increased with the criticism of planned approach towards change. The emergent approach towards change is more recent and seen as practical over the incremental approach. In this perspective the change is seen a continuous, unpredictable and constant process that any organization could be faced with. Emergent change is implemented as a bottom up approach where employees are facilitated by divisional managers. All employees are kept ready to face change, trained with necessary skills and competencies in a dynamic environment. Emergent change relies on effective communication, high cooperation and collaboration between management and employees (Brown, 2005)

iii. Incremental change: This could be stated as an advanced version of planned change. However, the difference is that planning is done logically and changes are done incrementally. This has often comprised changes in relation to the external environment. Generally speaking, in this approach managers try to match the organizational performance and services offering after analyzing environmental needs. A gap analysis is conducted and proper corrective actions are taken. When compared with other models this is not seen as a “blinded” method. (Quinn,1978) In his theory ‘Logical incrementalism’ states a similar concept when it comes to developing strategies in a changing environment. Again the main criticism for this model is the



inability of coping up with drastic organizational changes (Brown R., 2005); (Bock, Opsahl, George, & Gann, 2011) However, the particular strengths of this type of change are continuous progression rather than a “frame breaking burst” approach, only affecting one organizational section rather than transforming the entire organization, maintains existing equilibrium rather than reaching a new equilibrium, effects through the normal structure rather than creating new one and it involves improved technology, rather than breakthrough technological advancements (Lau, 2010)).

iv. Stepped change: This is possible when a trend line of a particular factor stops becoming smooth and there is a significant jump in direction upwards or downwards. Step change is not possible with every organization as the structure does not allow stepped change unless otherwise taken specifically. Also it is difficult to spot in advance, as strategic planning has moved from trend analysis towards scenario planning. (Randall, 2004)

v. Transformational change:(Smith, 2010) argue that given the intricacies and the highly competitive nature of the external environment, every organization should be able to handle radical drastic changes. They further state that radical change is involved and the organization acts in a manner that is currently outside of its existing paradigm. This clearly involves drastic cultural shift in order to succeed – and this in itself is one of the main criticisms of this type of change. Given the high nature of involvement in this type of change.

vi. Radical Change: This type of change involves radically changing an "accepted" or "taken for granted" situation in a large scale, such as changing the state of economy, or social structure. This type of change rarely makes its mark in an organization, as this may be a strong factor for resistance. On the other hand, Authenticity Consulting (2005), from a practitioner’s point of view have re- classified and operationalized the various types of change into four specific categories. These are: Organization-wide Versus Subsystem Change. Examples of organization-wide change might be a major restructuring, collaboration or “rightsizing.” Usually, organizations must undertake organization-wide change to evolve to a different level in their life cycle, for example, going from a highly reactive, entrepreneurial organization to one that has a more stable and planned development.

Organizational Change Drivers

According to (Murthy, 2007) an organization’s change drivers include the following:

i. Economic forces: If there is a recession, a company may have to lay off workers, this requires restructuring. A merger or takeover also means total reorganization and changes in corporate culture.

ii. Changing customer needs and preference: People’s lifestyles and how they shop, work and spend their leisure times are forever changing. Since the advent of the Internet, these changes have been occurring at significantly faster rates.

iii. Technological forces: New hi-tech systems and devices have completely changed how commercial enterprises do business and interact with other entities in the marketplace. New business models such as virtual collaboration and outsourcing are only possible today thanks to the Internet and ultra-high- speed communications. Without technological change, our business leaders would still be dictating correspondence to human beings, who would then type them out and arrange for them to be distributed to the relevant people wasting an incredible amount of time and resources.

iv. Increased global competition: If a new rival comes onto the scene with completely different commercial behaviors, the other players may have to adapt, especially if that competitor is successful in gaining market share.



v. **Rules and regulations (government forces):** When companies are faced with new legislation or rules imposed by the relevant regulatory authorities, they need to do two things; Comply with them and secondly, adapt so that they may continue to thrive

Reasons for Change

The discussion on reasons for change is important in this research because one of the major areas of inquiry were directly related to this aspect of change and change management. Do employees within SLCB know why the organization engages in change? What are the underlining principles that determine the direction change should take? The literature review presented in this discussion on the reasons for change. Why change?

According to McMillan (2004, p. 1), 'too many current approaches to organizational change are drawn from a world view that is no longer consonant with the early twenty-first century'. Whilst conventional definitions of organizations and the manner of managing them suited stable conditions, the same cannot be said for current times. Presently, most organizations are faced with uncertainties that are synonymous with the modern world brought about by globalization and modern technology. Tetenbaum (cited in McMillan 2004, p. 1) described six

factors that are responsible for the changes occurring in the modern world and organizations alike, namely:

i. New technologies that have transformed communications, electronics, consumer markets and speeded up industries;

ii. Globalization, which has resulted in a world that is evermore connected and interdependent as information, money and goods move around the planet;

iii. Globalization and new technologies, which together have sharpened competition and precipitated the rise and fall of market leaders;

iv. New change processes and practices, which are now happening faster than ever before in our known history;

v. Speed – an incredible increase in technological speed is matched in business (product life cycles are measured in months not years) and in people's lives (most of us feel we are running as fast as we can merely to stay in place); and

vi. Complexity and paradox which are increasing as a result of all these changes and are making more and more difficult demands on managers used to seeking certainties and 'either/or' type solutions in order to bring about the ideals of stability and order. Stemming from the factors outlined by Tetenbaum above, it must be noted that change can occur as a result of either external or internal forces or a combination of both (Nadler & Tushman, 1988)(Harris, 2007) argued that external forces may still be influenced by political factors existent in the past and present at the current time. For example, the government in power might adopt new policies that will impact upon the types of change chosen. To elaborate, in the South Australian context, the former Premier, Mike Rann, stated that the public sector will only improve if it 'remains creative and innovative; works closely with business, industry and the community; accepts change as a constant; looks outward; and if it's bold and positive' (O'Flynn, 2007). His views are in keeping with prevailing changes characterizing current public sector reform.

The economic environment also has a key influence on the type and nature of change. Here, 'economic rationalism', a regulated market economy, privatization and private sector competition have a profound influence on change. To this end, the South Australian government has 'regained a "triple-A" credit rating through disciplined budgeting, not privatization; the economy has been growing at above the national rate; and the level of unemployment fell to a record low of 4.9 per cent' (Institute of Public Administration 2005, p.7)



RESEARCH METHODOLOGY

Area of Study

Everything about this research work was carried out at the Head office of Sierra Leone Commercial Bank in Freetown.

Research Design

The research will be largely descriptive, drawing its data through the primary method, using stratified and simple random sampling techniques wherein a stratum of members of staff of Sierra Leone Commercial Bank will be used and different departments of the organization will be selected and a random sampling method will be adopted.

Sample Size and Procedures

The entire management members of Sierra Leone Commercial Bank will be.

Sample Size

The research has covered a total number of (50) fifty respondents and this sample of (50) fifty respondents were taken to cover the research. Among these workers at operational middle level, and from top level of management. Top management level were selected because they have all details of the mission, vision, and objective of the organization, hence they were able to give the strengths and weakness concerning daily running of the organization. Preference to the sample is considered so by a researcher due to the reason that, the area of the study is faced by the constant of infrastructure, together with the in adequate of time and finance.

Sampling Framework

This would be done in order to get the sample population to be involved in data collection. Sampling procedures followed after obtaining a number of reasonable numbers of respondents according to the age, status and being gender balanced. Sampling is a procedure a researcher uses to gather people, places, or things to a study.

RESEARCH INSTRUMENTATION

Instruments used in the collection of data in this research was personal (oral) interviews, review of literatures and administering questionnaires

Primary Data

Primary sources include data collected from the use of questionnaires, focus group discussion, and direct observation of the system at work, personal (oral) interview, with workers operating the system and desk research.

Secondary Data

This involves internal sources and external sources as well. Secondary sources of data included extracts from the internet, textbooks, journals and manuals of Sierra Leone Commercial Bank.

METHODS OF DATA COLLECTION

As mentioned in the introduction, the methods of data collection depend on the type of data and the nature the institution under study. As such, data relating to the role of management in improving and managing systems of internal control were collected:

- i. Research interviews
- ii. Questionnaires



METHODS OF ANALYSIS AND DATA PRESENTATION

Data Analysis Techniques

Qualitative and quantitative methods were used. Data collection will be analyzed using statistical package for social science SPSS version twenty-two (22) and Microsoft excel package. These software applications will be used to generate charts, frequency tables, descriptive etc. to answer the research questions.

Data Presentation

The tools to be employed to present and analyses the data included the use of the following:

- i. Tables
- ii. Analyzing the tables and chart to bring outcomes in either was yet affirming or negating the postulated assertions. These tools will be used because of their simplicity so that a better understanding of study can be achieved.

DATA PRESENTATION, AND ANALYSIS AND INTERPRETATION

This section presents information on primary data collected from respondents on a critical review on assessing the effect of organizational change on performance at Sierra Leone Commercial Bank. The data were processed and presented in tables, graphs and other statistical representations using SPSS and excel.

RESPONDENTS BIO DATA

Table 4.1 Employees Response Rate

	Frequency	Percent
QUESTIONNAIRES ADMINISTERED	50	100%
QUESTIONNAIRES RECEIVED	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, fifty (50) questionnaires were administered and fifty (50) questionnaires were returned, which means the survey had a one hundred percent (100%) response rate. Hence, the response rate is very good and it is presented in the chart below:

Figure 4.1

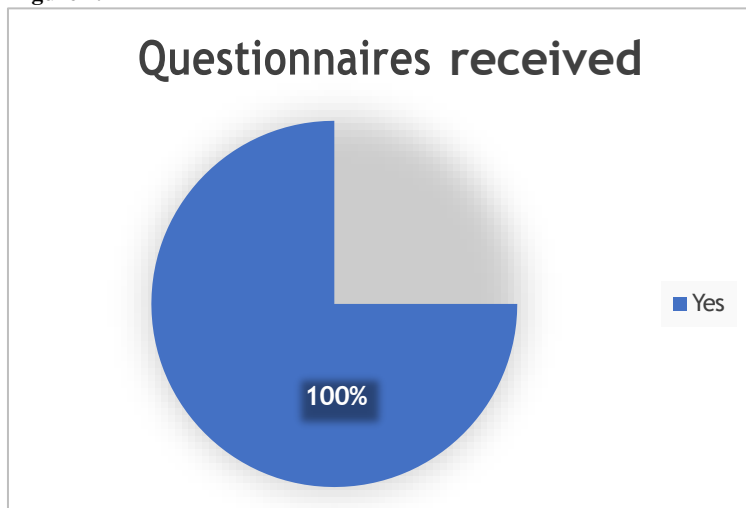


Table4.2 Gender

	requency	Percent
MALE	22	44%
FEMALE	28	56%
TOTAL	50	100%

Source: Researcher’s field survey 2020

Based on the data from the table above, twenty-two (22) respondents which constitute forty four percent (44%) were male and twenty-eight (28) respondents which constitute fifty-six percent (56%) were female. Even though Female dominated as compared to Male, the survey method shown that both genders were well represented. It is represented in the chart below:

Figure 4.2

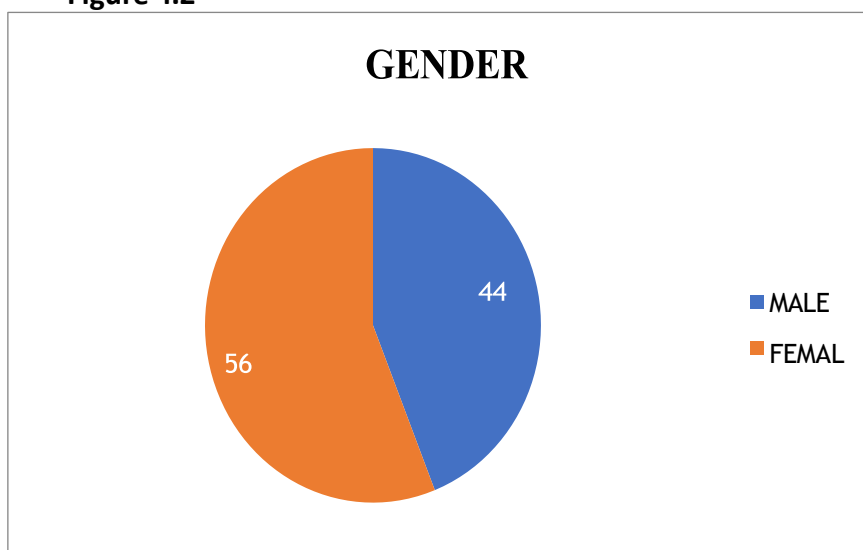


Table 4.3 Age groups

	Frequency	Percent
20-30	19	38%
31-40	20	40%
41-50	9	18%
51-60	2	4%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, nineteen (19) respondents which constitute thirty eight (38%) fall between the ages of 20-30 years, twenty (20) respondents which constitute fifty percent (40%) fall between the ages of 31-40 years, nine (9) respondents which constitute eighteen percent (18%) fall between the ages of 41-50 years, two (2) respondents which constitute four percent (4%) also fall between the ages of 51-60 years. Thus, respondents that fall between the ages of 31-40 years dominated as compared to other age groups. It is represented in the chart below:

Figure 4.3

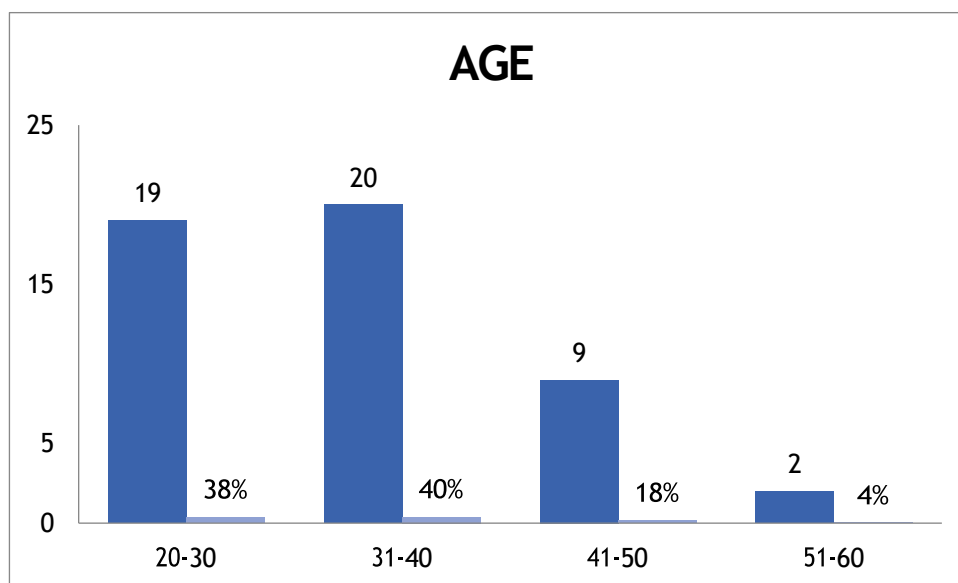
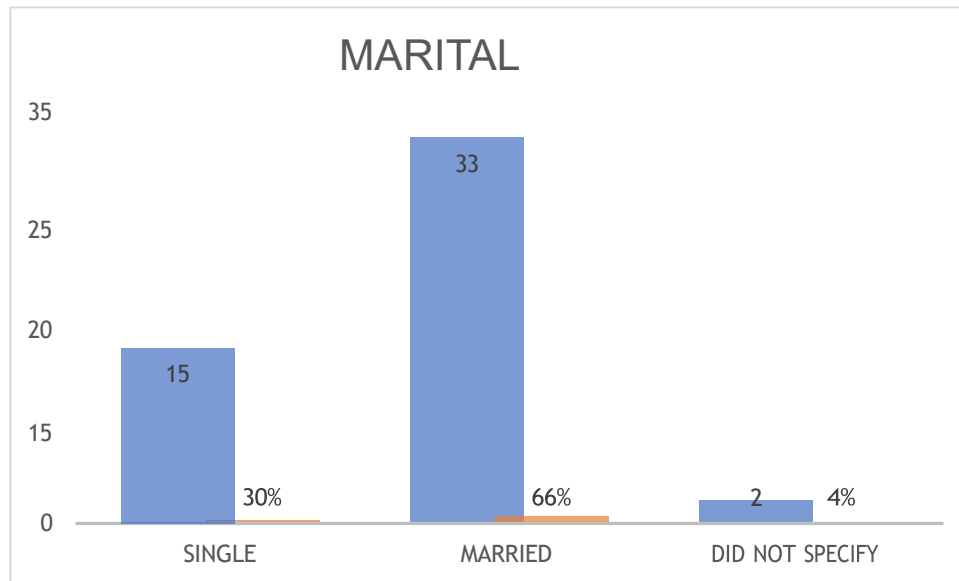


Table 4.4 Marital Status

	Frequency	Percent
SINGLE	15	30%
MARRIED	33	66%
DID NOT SPECIFY	2	4%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, fifteen (15) respondents which constitute thirty percent (30%) were single, thirty-three (33) respondents which constitute sixty-six percent (66%) were married and two (2) respondents which constitute four percent (4%) did not specify their relationship status. It is presented in the chart below.



	Frequency	Percent
MASTERS DEGREE	18	36%
FIRST DEGREE	25	50%
DIPLOMA	4	8%
CERTIFICATE	1	2%
DID NOT SPECIFY	2	4%
TOTAL	50	100%

Based on the data from the table above, eighteen (18) respondents which constitute thirty-six percent (36%) had acquired Master’s Degree, twenty-five (25) respondents which constitute fifty percent (50%) had acquired First Degree, four (4) respondents which constitutes eight percent (8%) had acquired Diploma, one (1) respondent which constitute two percent (2%) had acquired Certificate and two (2) respondents which constitutes four percent (4%) did not specify their educational background. Even though those with First Degree dominated, followed by respondents with master’s degree, but the survey showed that respondents have a good educational background. It is presented in the chart below:

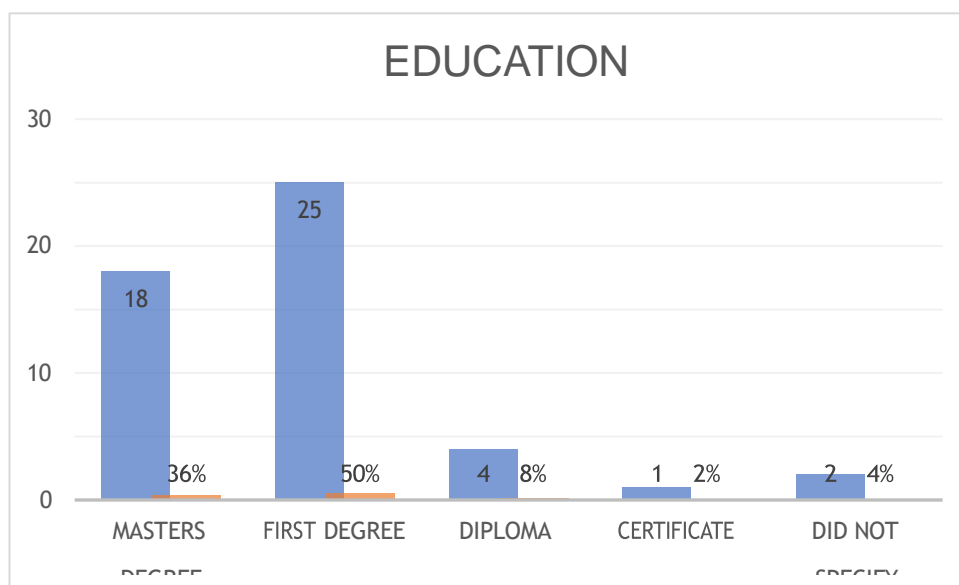
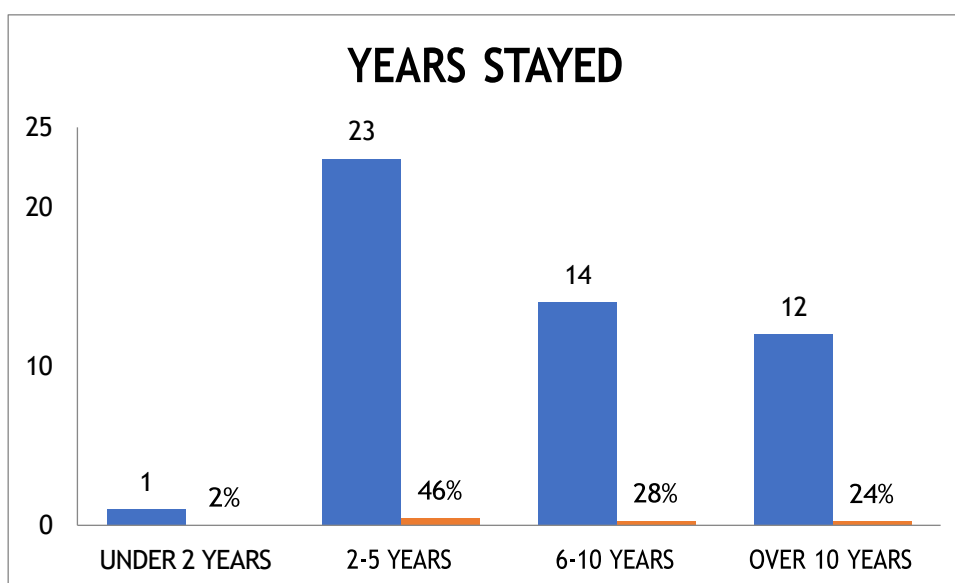


Table 4.6 WORKING EXPERIENCE

	Frequency	Percent
UNDER 2 YEARS	1	2%
2-5 YEARS	23	46%
6-10 YEARS	14	28%
OVER 10 YEARS	12	24%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, one (1) respondent which constitute two percent (2%) had worked for less than 2 years, twenty-three (23) respondents which constitute forty-six percent (46%) had worked for 2-5 years, fourteen (14) respondents which constitutes twenty-eight percent (28%) had worked for 6-10 years and twelve (12) respondents which constitute twenty-four percent (24%) had worked for over 10 years. Even though those who are 2-5 years dominated and followed by had worked for 6-10 years but the survey showed that respondents have a rich working experience with the institution. It is presented in the chart below:



CHANGE MANAGEMENT PRACTICES

Table 4.7 Has your bank implemented any change programs?

	Frequency	Percent
YES	47	94%
NO	3	6%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, forty-seven (47) respondents which constitute ninety-four percent (94%) said yes, the bank implemented change programs and three (3) respondents which constitute six percent (6%) said the bank has not implemented any change programs. It is presented in the chart below:

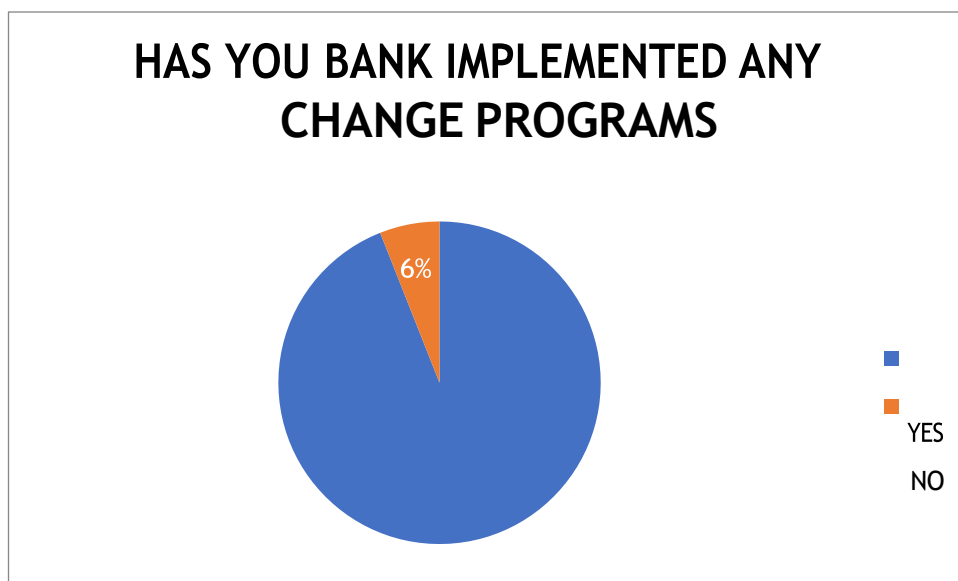


Table 4.8 When was the last time your bank implemented a change program?

	Frequency	Percent
SIX MONTHS AGO	6	12%
A YEAR AGO	15	30%
TWO YEARS AGO	15	30%
THREE YEARS AGO	11	22%
NO RESPONSE	3	6%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, six (6) respondents which constitute twelve percent (12%) said the bank implemented a change program six months ago, fifteen (15) respondents which constitutes thirty percent (30%) said the bank implemented a change program a year ago, fifteen (15) respondents which constitute thirty percent (30%) said the bank implemented a change program two years ago, eleven (11) respondents which constitute twenty-two percent (22%) said the bank implemented a change program three years ago and three (3) respondents which constitute six (6%) did not respond. It is presented in the chart below:

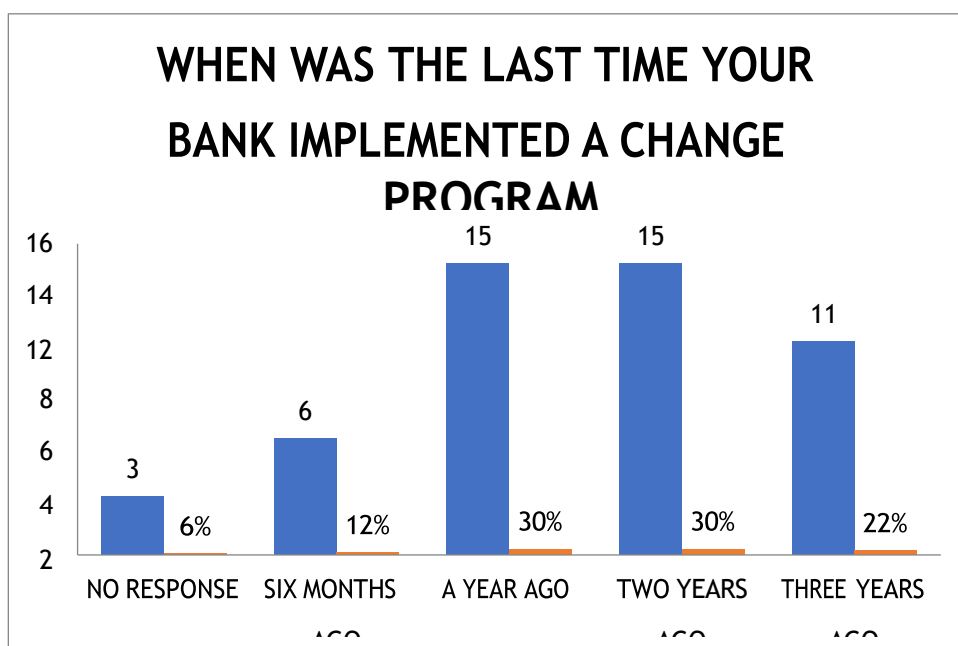


Table 4.9 Change management policy

	Frequency	Percent
VERY GREAT EXTENT	8	16%
GREAT EXTENT	23	46%
MODERATE EXTENT	17	34%
LITTLE EXTENT	1	2%
NOT AT ALL	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, eight (8) respondents which constitute sixteen percent (16%) said to a very great extent the bank has a Change management policy, twenty-three (23) respondents which constitute forty-six percent (46%) said to a great extent the bank has a Change management policy, seventeen (17) respondents which constitutes thirty-four percent (34%) said to a moderate extent, the bank has a Change management policy, one (1) respondent which constitute two percent (2%) said to a little extent, the bank has a Change management policy and one (1) respondent which constitute two percent (2%) said the bank does not have a change management policy. It is presented in the chart below:

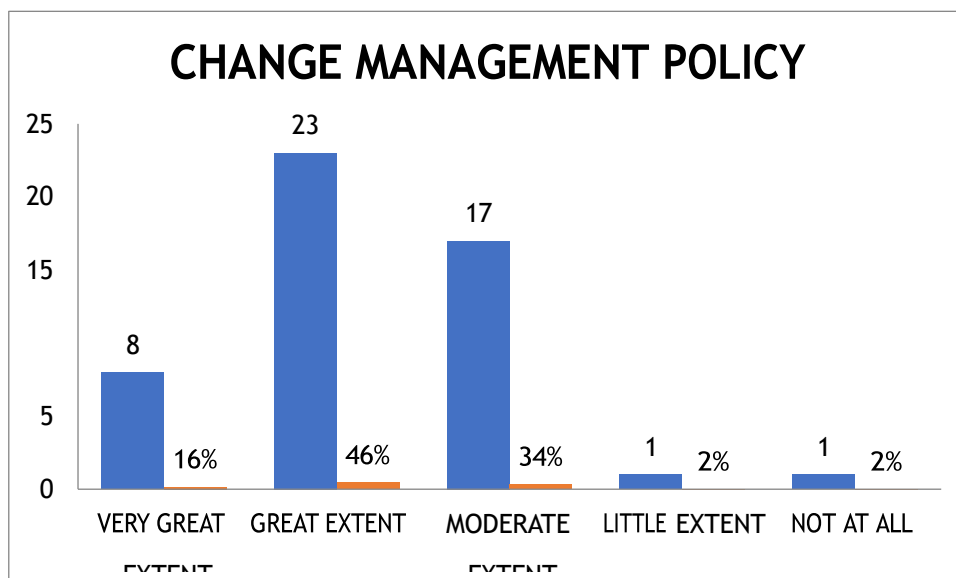


Table 4.10 Recruit qualified staff

	Frequency	Percent
VERY GREAT EXTENT	11	22%
GREAT EXTENT	20	40%
MODERATE EXTENT	17	34%
LITTLE EXTENT	2	4%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, eleven (11) respondents which constitute twenty-two percent (22%) believed to a very great extent the bank Recruits qualified staff, twenty (20) respondents which constitute forty percent (40%) believed to a great extent the bank Recruits qualified staff, seventeen (17) respondents which constitutes thirty-four percent (34%) believed to a moderate extent the bank Recruits qualified staff and two (2) respondent which constitute four percent (4%) believed to a little extent the bank Recruits qualified staff. It is presented in the chart below:

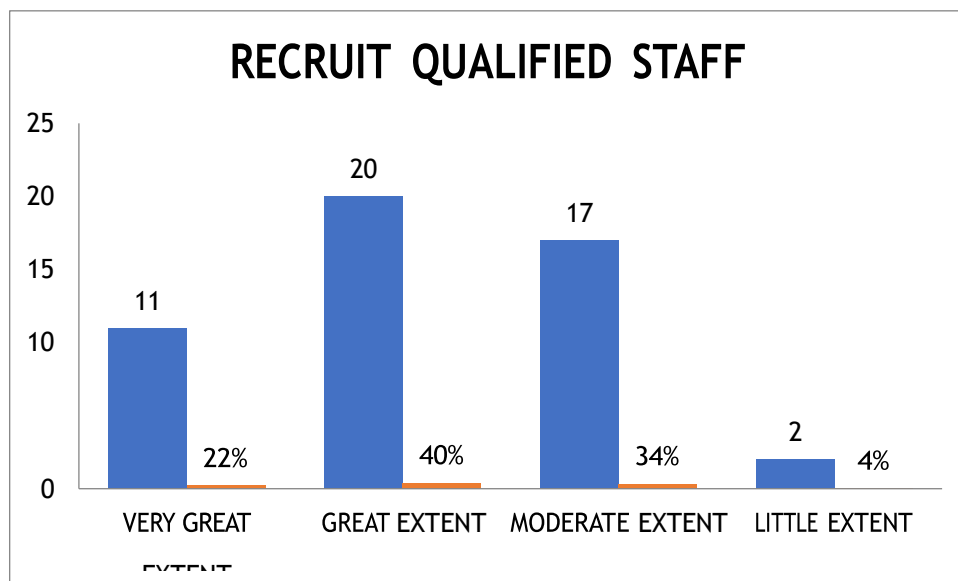


Table 4.11 Top level executive support to the change

	Frequency	Percent
VERY GREAT EXTENT	3	6%
GREAT EXTENT	21	42%
MODERATE EXTENT	18	36%
LITTLE EXTENT	7	14%
NOT AT ALL	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, three(3) respondents which constitute six percent (6%) believed to a very great extent that Top level executive supports change, twenty-one (21) respondents which constitute forty-two percent (42%) believed to a great extent Top level executive supports change, eighteen (18) respondents which constitutes thirty-six percent (36%) believed to a moderate extent Top level executive supports change, seven (7) respondent which constitute fourteen percent (14%) believed to a little extent Top level executive supports change and one (1) respondent which constitute two percent (2%) believed Top level executive does not support change. It is presented in the chart below:

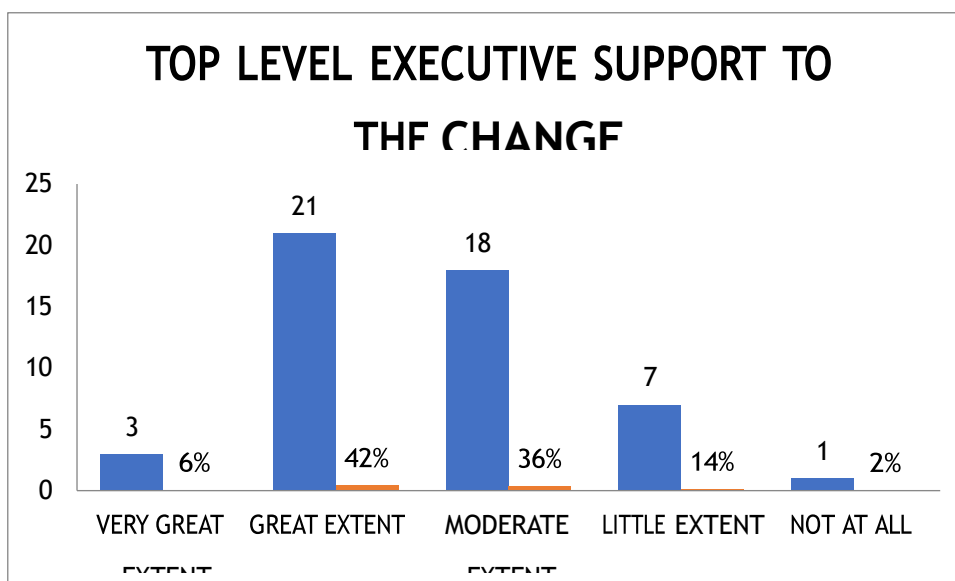


Table 4.12 Creation of awareness

	Frequency	Percent
VERY GREAT EXTENT	6	12%
GREAT EXTENT	18	36%
MODERATE EXTENT	15	30%
LITTLE EXTENT	11	22%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, six(6) respondents which constitute twelve percent (12%) believed to a very great extent the bank creates awareness when initiating change initiatives, eighteen (18) respondents which constitute thirty-six percent (36%) believed to a great extent the bank creates awareness when initiating change initiatives, fifteen (15) respondents which constitutes thirty percent (30%) believed to a moderate extent the bank creates awareness when initiating change initiatives and eleven (11) respondent which constitute twenty-two percent (22%) believed to a little extent the bank creates awareness when initiating change initiatives. It is presented in the chart below:

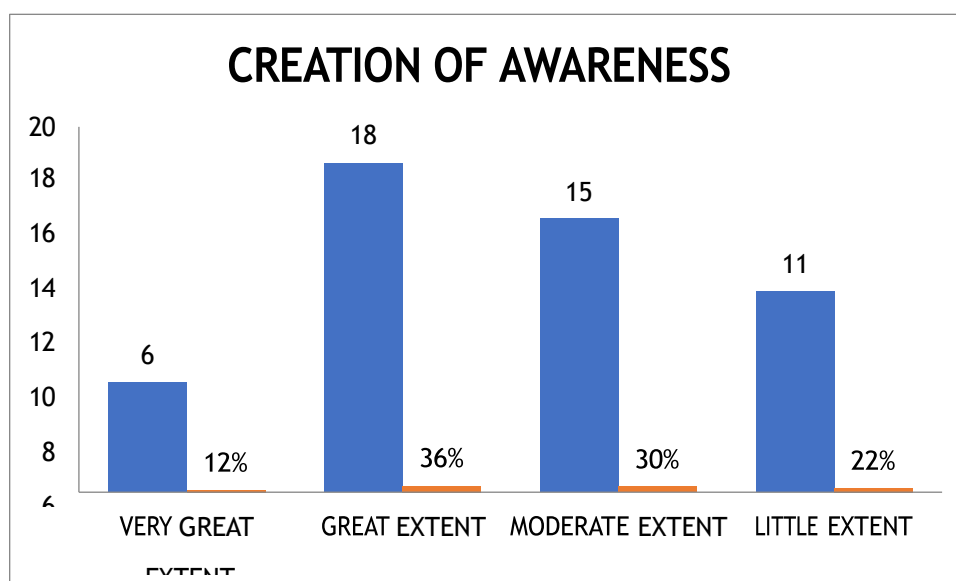
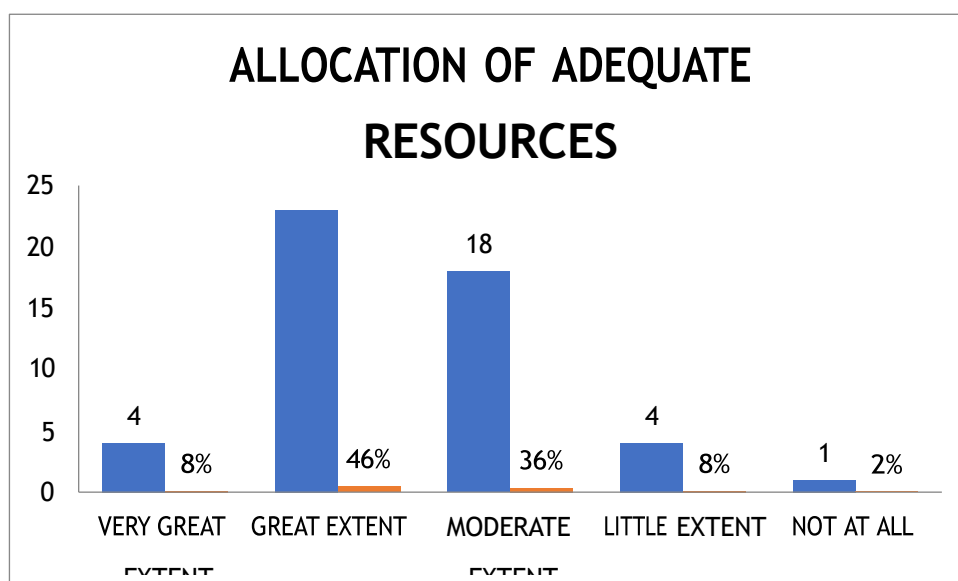


Table 4.13 Allocation of adequate resources

	Frequency	Percent
VERY GREAT EXTENT	4	8%
GREAT EXTENT	23	46%
MODERATE EXTENT	18	36%
LITTLE EXTENT	4	8%
NOT AT ALL	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, four(4) respondents which constitute eight percent (8%) believed to a very great extent there is adequate allocation of resources, twenty-three (23) respondents which constitute forty-six percent (46%) believed to a great extent there is adequate allocation of resources, eighteen (18) respondents which constitutes thirty-six percent (36%) believed to a moderate extent there is adequate allocation of resources, four (4) respondents which constitute eight percent (8%) believed to a little extent there is adequate allocation of resources and one (1) respondent which constitute two percent (2%) believed there is inadequate allocation of resources for change initiatives, It is presented in the chart below.



FACTORS INFLUCING EFFECTIVE ORGANISATIONAL CHANGE

Table 4.14 Does management inform employees about the change?

	Frequency	Percent
VERY GREAT EXTENT	6	12%
GREAT EXTENT	27	54%
MODERATE EXTENT	10	20%
LITTLE EXTENT	5	10%
NOT AT ALL	2	4%
TOTAL	50	100%

Source: Researcher’s field survey 2020

Based on the data from the table above, six(6) respondents which constitute twelve percent (12%) believed to a very great extent management inform employees about change, twenty- seven (27) respondents which constitute fifty-four percent (54%) believed to a great extent management inform employees about change, ten (10) respondents which constitutes twenty percent (20%) believed to a moderate extent management inform employees about change, five(5) respondents which constitute ten percent (10%) believed to a little extent management inform employees about change and two (2) respondents which constitute four percent (4%) believed management does not inform employees about change. It is presented in the chart below:

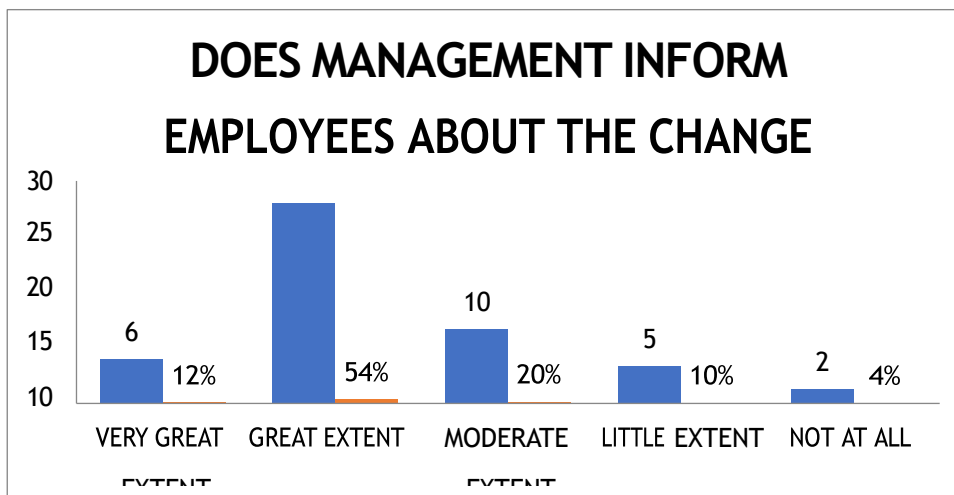


Table 4.15 Does management offer training to employees?

	Frequency	Percent
NO RESPONSE	1	2%
VERY GREAT EXTENT	9	18%
GREAT EXTENT	24	48%
MODERATE EXTENT	14	28%
LITTLE EXTENT	2	4%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, one (1) respondent which constitute two percent (2%) have no response, nine(9) respondents which constitute eighteen percent (18%) to a very great extent believed management offers training to employees, twenty-four (24) respondents which constitute forty-eight percent (48%) believed to a great extent believed management offers training to employees, fourteen (14) respondents which constitutes twenty-eight percent (28%) believed to a moderate extent believed management offers training to employees and two (2) respondent which constitute four percent (4%) believed to a little extent believed management offers training to employees. It is presented in the chart below:

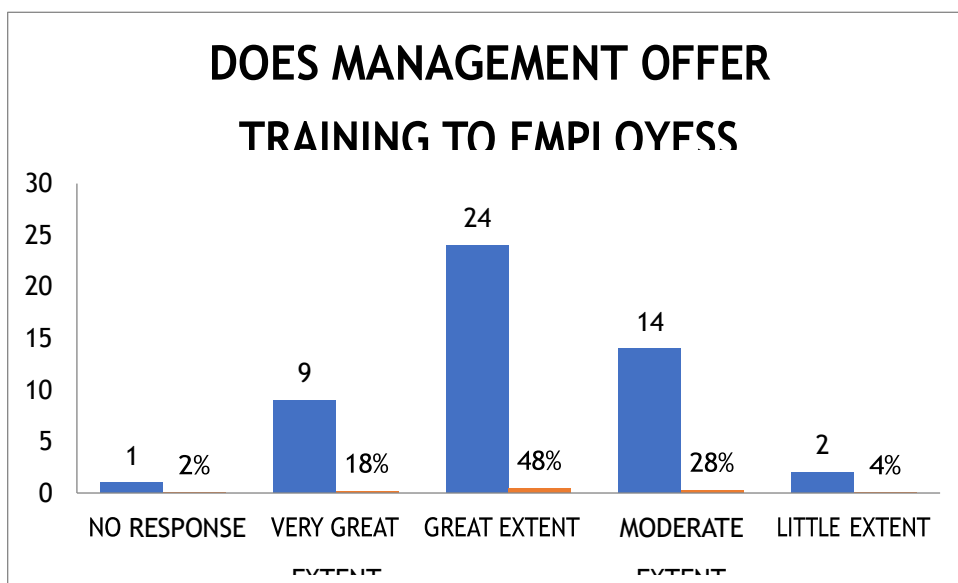


Table 4.16 Does management consult with employees to give input about the change?

	Frequency	Percent
VERY GREAT EXTENT	3	6%
GREAT EXTENT	19	38%
MODERATE EXTENT	22	44%
LITTLE EXTENT	5	10%
NO RESPONSE	1	2%
TOTAL	50	100%

Source: Researcher’s field survey 2020

Based on the data from the table above, three (3) respondents which constitute six percent (6%) said to a very great extent management consult with them to give input about the change, nineteen (19) respondents which constitute thirty-eight percent (38%) said to a great extent management consult with them to give input about the change, twenty-two (22) respondents which constitutes forty-four percent (44%) said to a moderate extent management consult with them to give input about the change, five (5) respondent which constitute ten percent (10%) said to a little extent management consult with them to give input about the change and one (1) respondent which constitute two percent (2%) did not respond,. It is presented in the chart below:

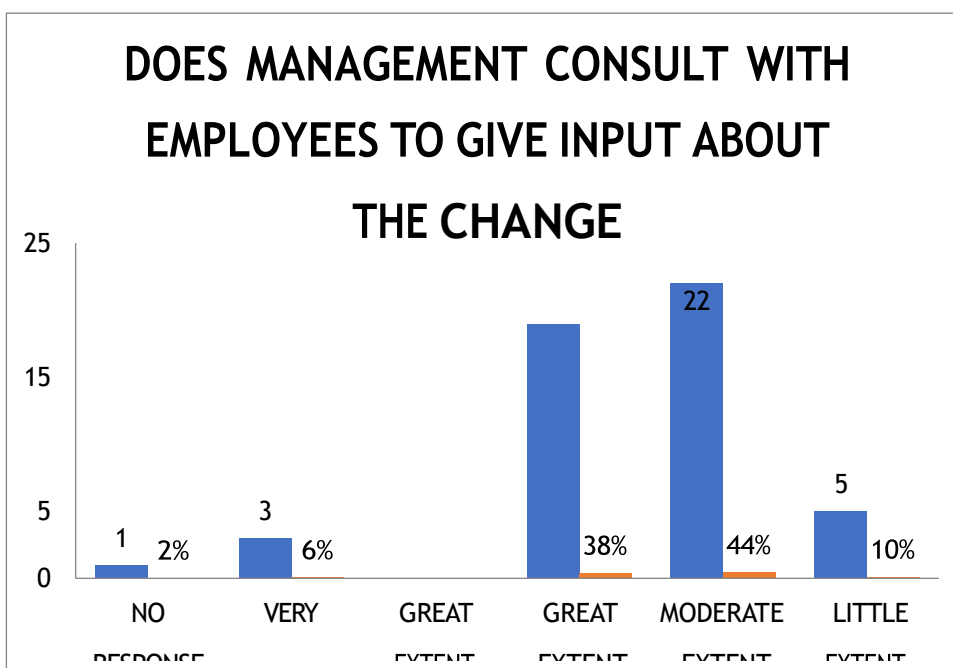


Table 4.17 Does management offer incentives to employees?

	Frequency	Percent
VERY GREAT EXTENT	4	8%
GREAT EXTENT	10	20%
MODERATE EXTENT	22	44%
LITTLE EXTENT	10	20%
NOT AT ALL	3	6%
NO RESPONSE	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, four(4) respondents which constitute eight percent (8%)believed to a very great extent management offer incentives to employees, ten (10) respondents which constitute twenty percent (20%) great extent management offer incentives to employees, twenty-two (22) respondents which constitutes forty-four percent (44%) believed to a moderate extent management offer incentives to employees, ten (10) respondents which constitute twenty percent (20%) believed to a little extent management offer incentives to employees, three (3) respondents which constitute six percent (6%) believed management does not offer incentives to employees and one (1) respondent which constitute two percent (2%) have no response. It is presented in the chart below:

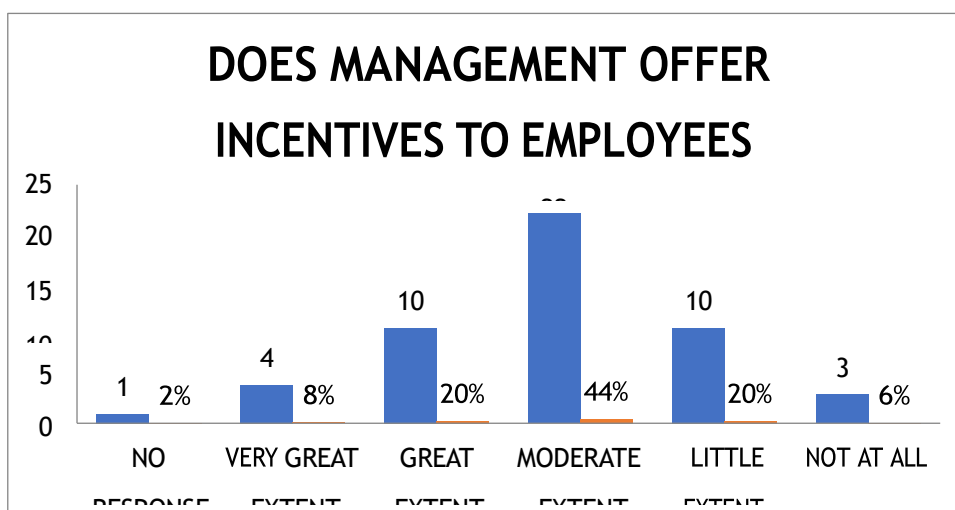
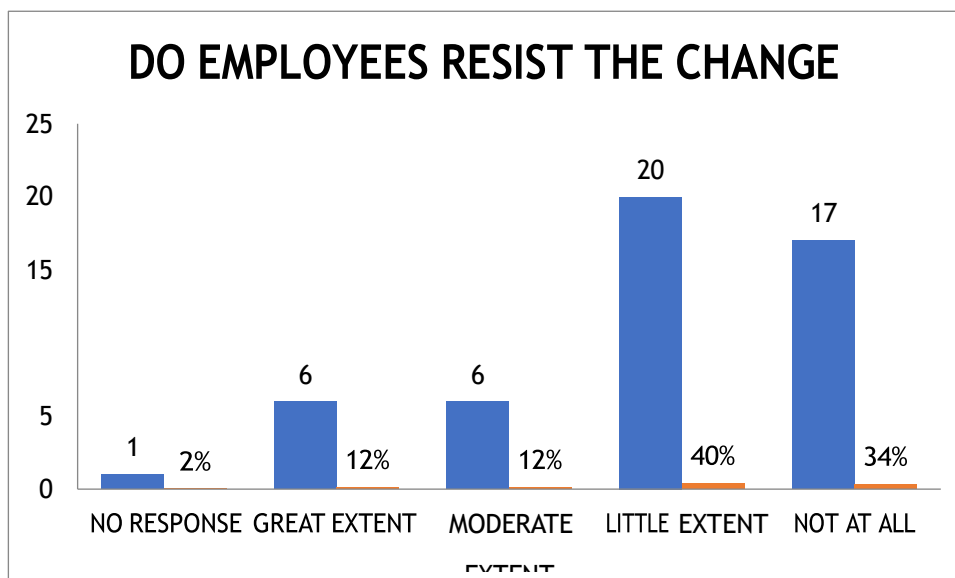


Table 4.18 Do employees resist the change?

	Frequency	Percent
GREAT EXTENT	6	12%
MODERATE EXTENT	6	12%
LITTLE EXTENT	20	40%
NOT AT ALL	17	34%
NO RESPONSE	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, six (6) respondents which constitute twelve percent (12%) believed to a great extent employees resist the change, six (6) respondents which constitute twelve percent (12%) believed to a moderate extent employees resist the change, twenty (20) respondents which constitutes forty percent (40%) believed to a little extent employees resist the change, seventeen (17) respondents which constitute thirty-four percent (34%) believed employees do not resist the change and one (1) respondent which constitute two percent (2%) did not respond. It is presented in the chart below:



**ASSESSING THE IMPACT OF CHANGE MANAGEMENT ON THE
PERFORMANCE OF SLCB**

Table 4.19 Do customers appreciate the service?

	Frequency	Percent
VERY GREAT EXTENT	11	22%
GREAT EXTENT	21	42%
MODERATE EXTENT	17	34%
LITTLE EXTENT	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, eleven(11) respondents which constitute twenty-two percent (22%) said to a very great extent customers appreciate the service, twenty-one (21) respondents which constitute forty-two percent (42%) said to a great extent customers appreciate the service, seventeen (17) respondents which constitutes thirty-four percent (34%) said to a moderate extent customers appreciate the service and one(1) respondent which constitute two percent (2%) said to a little extent customers appreciate the service. It is presented in the chart below:

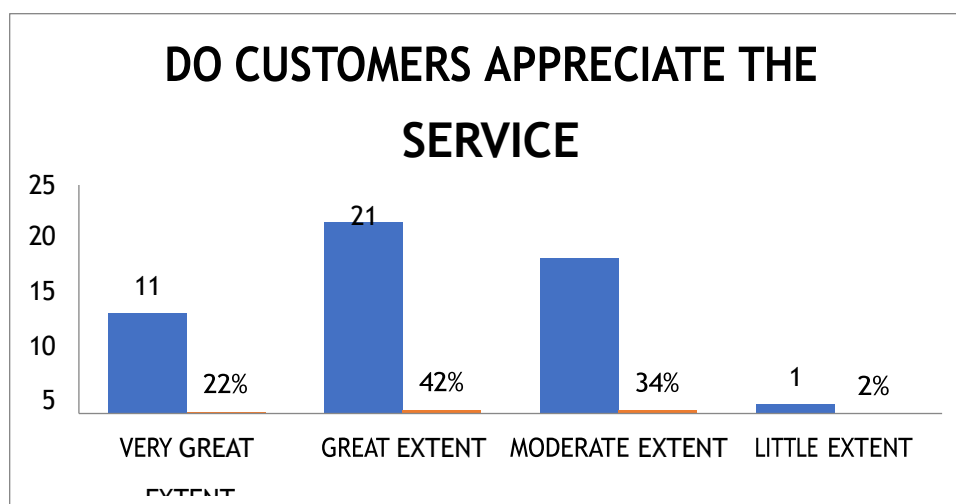


Table 4.20 Has the number of customers increase?

	Frequency	Percent
VERY GREAT EXTENT	13	26%
GREAT EXTENT	31	62%
MODERATE EXTENT	5	10%
LITTLE EXTENT	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, thirteen(13) respondents which constitute twenty-six percent (26%) believed to a very great extent the number of customers has increased, thirty-one (31) respondents which constitute sixty-two percent (62%) believed to a great extent the number of customers has increased, five (5) respondents which constitutes ten percent (10%) believed to a moderate extent the number of customers has increased and one (1) respondent which constitute two percent (2%) believed to a little extent the number of customers has increased. It is presented in the chart below:

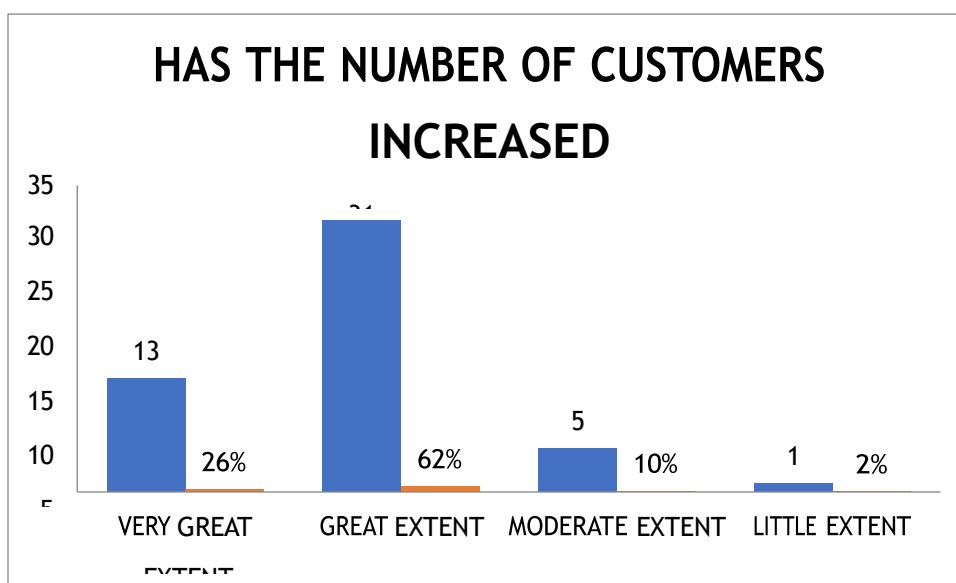


Table 4.21 Is there any increase in the profit margin?

	Frequency	Percent
VERY GREAT EXTENT	23	46%
GREAT EXTENT	24	48%
MODERATE EXTENT	2	4%
LITTLE EXTENT	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, twenty-three(23) respondents which constitute forty-six percent (46%) believed to a very great extent there is increase in the profit margin, twenty-four(24) respondents which constitute forty-eight percent (48%) believed to a great extent there is increase in the profit margin, two (2) respondents which constitutes four percent (4%) believed to a moderate extent there is increase in the profit margin, and one (1) respondent which constitute two percent (2%) believed to a little extent there is increase in the profit margin. It is presented in the chart below:

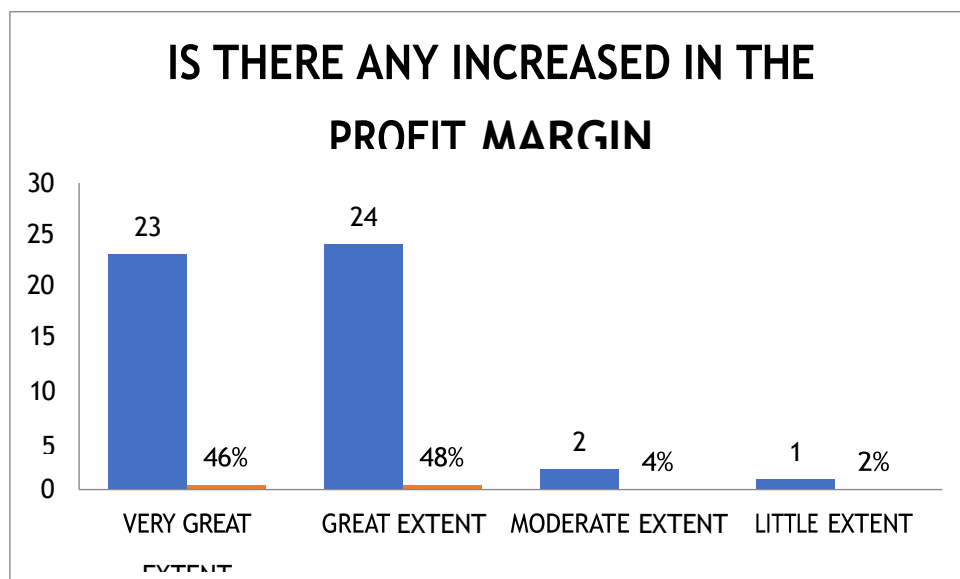


Table 4.22 Is there any improvement in market share?

	Frequency	Percent
VERY GREAT EXTENT	18	36%
GREAT EXTENT	27	54%
MODERATE EXTENT	4	8%
LITTLE EXTENT	1	2%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, eighteen(18) respondents which constitute thirty-six percent (36%) believed to a very great extent there is improvement in market share, twenty-seven (27) respondents which constitute fifty-four percent (54%) believed to a great extent there is improvement in market share, four (4) respondents which constitutes eight percent (8%) believed to a moderate extent there is improvement in market share and one (1) respondent which constitute two percent (2%) believed to a little extent there is improvement in market share. It is presented in the chart below:

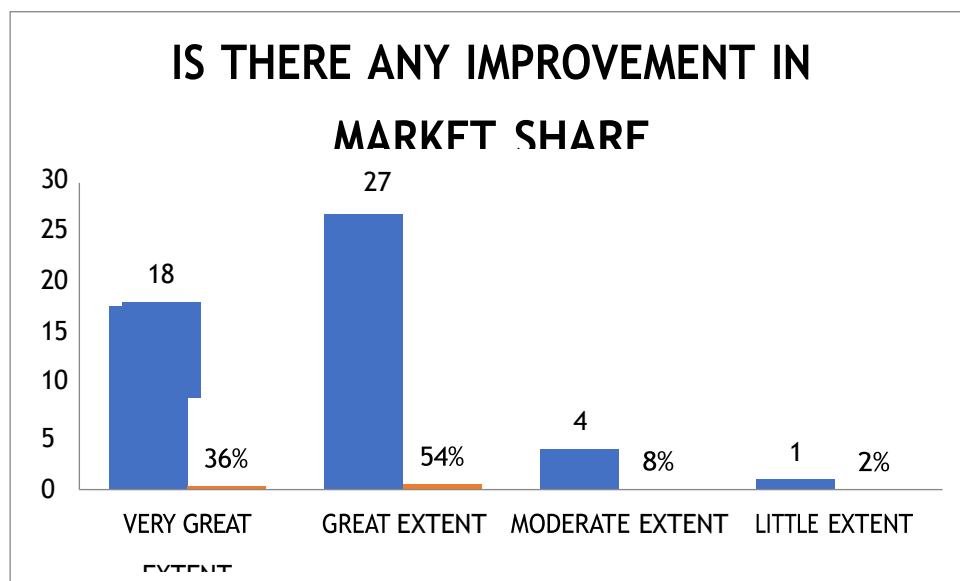


Table 4.23 Were you satisfied with the remuneration?

	Frequency	Percent
VERY GREAT EXTENT	6	12%
GREAT EXTENT	16	32%
MODERATE EXTENT	16	32%
LITTLE EXTENT	12	24%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, six (6) respondents which constitute twelve percent (12%) believed to a very great extent they were satisfied with the remuneration, sixteen (16) respondents which constitute thirty-two percent (32%) believed to a great extent they were satisfied with the remuneration, sixteen (16) respondents which constitutes thirty-two percent (32%) believed to a moderate extent they were satisfied with the remuneration and twelve (12) respondents which constitute twenty four percent (24%) believed to a little extent they were satisfied with the remuneration. It is presented in the chart below:

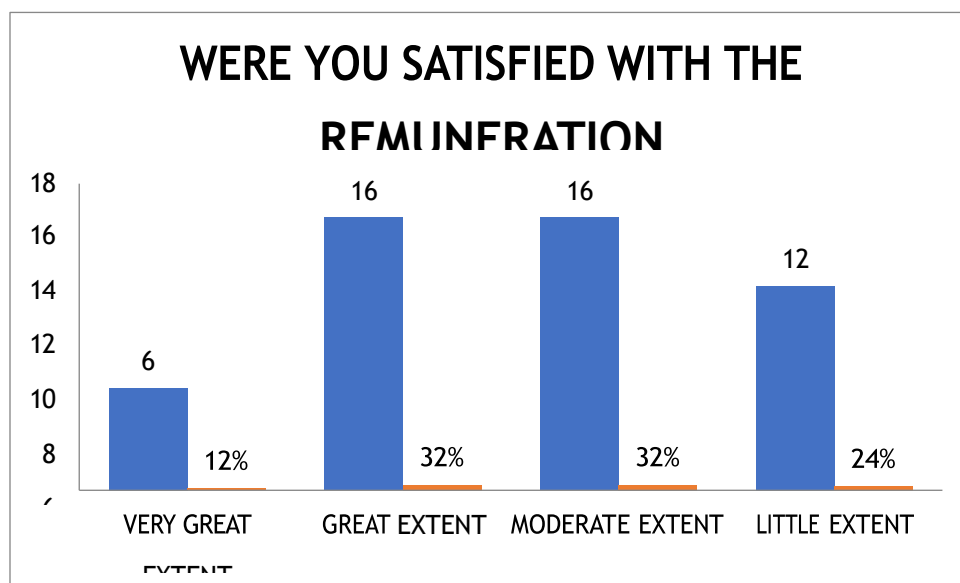


Table 4.24 Are there any form of resistance to change?

	Frequency	Percent
YES	9	18%
NO	39	78%
NO RESPONSE	2	4%
TOTAL	50	100%

Source: Researcher's field survey 2020

Based on the data from the table above, nine (9) respondents which constitute eighteen percent (18%) said there are forms of resistance to change and thirty-nine (39) respondents which constitute seventy-eight percent (78%) said there are no forms of resistance to change and two (2) respondents which constitute four percent (4%) did not respond. It is presented in the chart below:

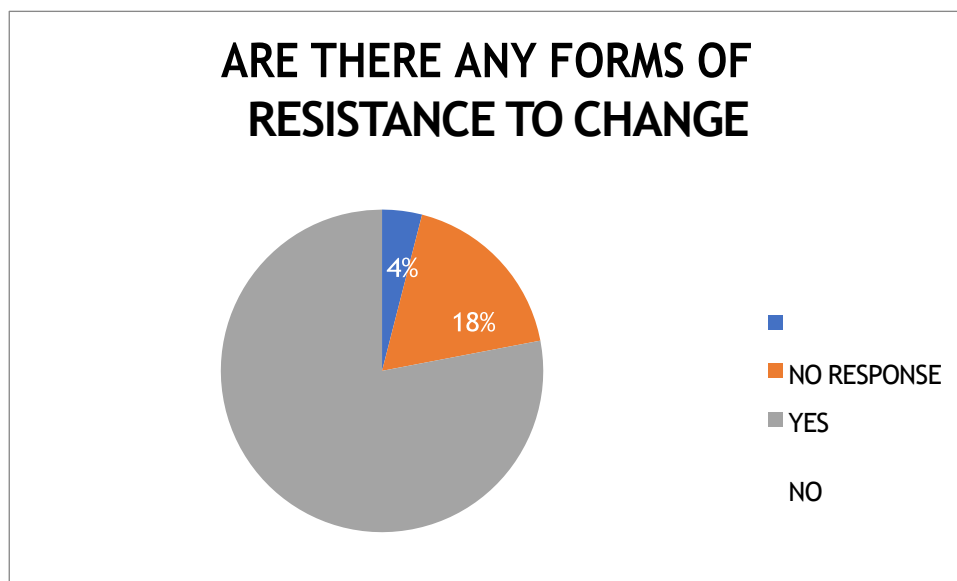
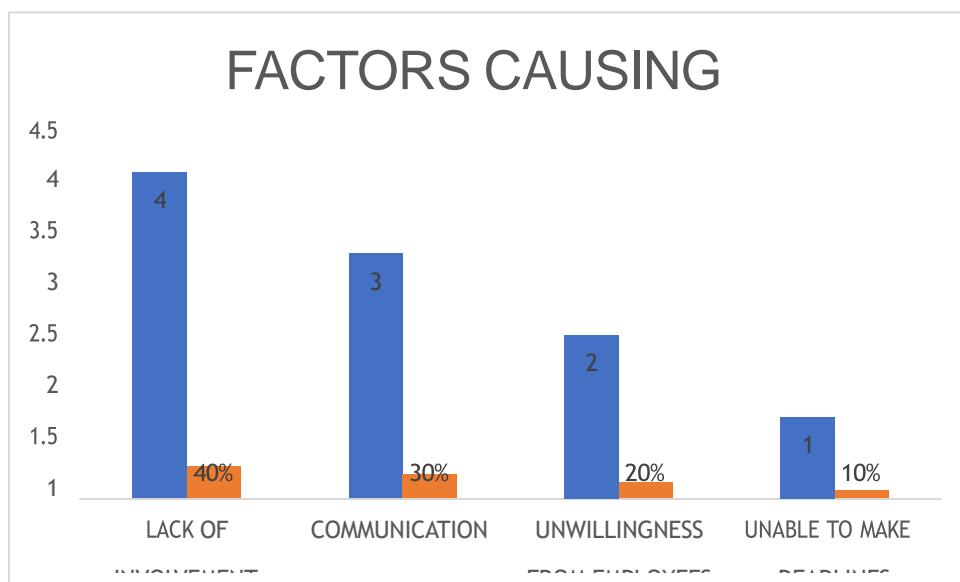


Table 4.25 Factors Causing Resistance

	Frequency	Percent
LACK OF INVOLVEMENT	4	40%
COMMUNICATION	3	30%
UNWILLINGNESS FROM EMPLOYEES	2	20%
UNABLE TO MAKE DEADLINES	1	10%
TOTAL	9	100%

Source: Researcher's field survey 2020

Based on the data from the table above, four (4) respondents which constitute forty percent (40%) said employees were not involved in the change process, three (3) respondents which constitute thirty percent (30%) said there was lack of communication which seriously affect change initiatives, two (2) respondents which constitute twenty percent (20%) said there was unwillingness from employees which affected the overall effectiveness of change initiatives and one (1) respondent which constitute ten percent (10) said due to unwillingness, employees were unable to make deadlines. It is represented in the chart below:





RESPONSES FROM FOCUS GROUP DISCUSSIONS AND INTERVIEWS

The responses from the focus group discussions and interviews are discussed below:

A question was asked about the effect of Organizational change on performance at Sierra Leone Commercial Bank and top level executives responded that there are changes adopted by the bank, it was ascertained that the bank last implemented a change program about a year ago, top level executives strongly believed that the bank has a strategic change management policy that allows the introduction of change programs as and when necessary.

Furthermore, the managers affirmed that they were directly and actively involved in change initiatives adopted by the bank and develops a relationship that facilitates effectiveness of a change effort and emphasized that they demonstrate their support for change by staying actively involved in the entire change process.

However, a critical question was posed to top-level executives if there were any forms of resistances to change. They responded that there was some form of resistance to the change, amongst them include; lack of adequate communication flow, there was not enough incentives offered to employee for the change management process and non-involvement of staff in the initiative process.

In addition, people generally see change as a threat to their normal ways of doing things and will try to undermine as much as possible, not because the change has a negative effect on them but because of the preconceived views they already hold.

SUMMARY OF FINDINGS

The main objective of the study was to assess the effect of organizational change on performance at Sierra Leone Commercial Bank. Based on series of analysis conducted on the data collected, it was shown that organizational change has a strong effect on performance if crafted and executed carefully. The specific findings are expounded below.

Change management initiatives

In this research, it was found that the Bank has implemented change management initiatives which shows the bank's receptiveness to embracing change programs and the researcher also found out that the bank in the resent past has successfully implemented change initiatives and hence remain agile in other to perform and compete effectively and efficiently.

Strategic change management policy

In this research, it was found that the Bank has a Strategic change management policy which guides the operations of the bank as to how, when and what type of change management programs to adopt in other to perform and compete effectively and efficiently.



Top-level executives demonstrate their support of a change

In this research, it was found that the Top-level executives demonstrate their strong support of a change by actively involved in the change process. Proper education and sensitization, effective communication, Incentives, training and other forms of support are provided by them in other to make sure the change is understood and accepted by employees thereby reducing the possible bottlenecks of resisting change.

The effect of Change initiatives on Employee Performance

The study also showed that change initiatives has a positive relationship with employee performance. In the study, a greater percentage shows that there is positive relationship with employee performance taking into consideration employees input, support and receptiveness.

The effect of Change initiatives on Organizational Performance

The study also showed that change initiatives has greatly improved the bank's overall performance. However, it was deduced that the bank's performance has improved significantly in the area of service delivery, number of new customers, profit margin, and market share.

CONCLUSION

Doing things, the same way does not achieve different results neither puts you in a better position. Change is difficult to adopt in every banking institution, however when it is embraced and supported, there is a changes of better organizational performance, market share and eventually improvement in profit.

Change management in organizations always comes with the purpose to improve performance in the long run. Change initiatives influences employee performance and organizational performance for the present and the future which makes the business sustainable. Business sustainability provides a bank with a lot of long term benefits as it influences employee and organizational performance directly or indirectly. Therefore, change programs should be seen as key driver of employee performance and hence business sustainability. This is empirically tested in the study. Within the study, it was found that other Proper education and sensitization, effective communication, Incentives, training and other forms of support can be an effective way of tackling resistance to change as these are factors that make employees embrace the change. Again, the results and analysis confirm findings on existing literature shows that for a change to be sustainable, it has to be incentivize, well communicated, design and provide adequate training programs that complements the change, adopt policies that deter employees or prevent employees from going back to the old ways of doing things and finally, recognition and appreciation is a key intangible reward that also complements change and hence make it sustainable as success must be celebrated and the people actively involved must be appreciated.



RECOMMENDATIONS

Upon major findings coming from the research, it is therefore recommended that the following are adhered to: Managers should clearly define the vision of change, set the right scope and incorporate it into the objectives. They should have strong team and guiding principle for change projects and adopt flexible change project management methodology. When it comes to planning change, managers should involve hands-on and skilled team.

When implementing change initiatives, managers must take into account the following:

- i. Be flexible in implementing strategy and plan.
- ii. Create and communicate a shared vision
- iii. Evaluate impact on everyone and define changes at the micro level
- iv. Involve employees and stakeholders and devolve decision making authority
- v. Communicate continuously, honestly and simply
- vi. Expect and plan to manage resistance
- vii. Plan for contingencies – both the possible and the unlikely
- viii. Reward and celebrate new behaviors
- ix. Reinforce and institutionalize the change

Another important activity that is usually skipped by managers is reviewing and learning. There should be a period and room to review and reflect on the outcome of change project. Confirmation and monitoring processes for further improvement should be put in place. Managers should institutionalize the learning and knowledge. Managers play a major role in making a change sustainable. Training and development plans should be functional at every level in the organization and it should be considered as an important strategic function and hence, to have a balanced workforce and transfer knowledge among employees, experienced employees should be included in teams and given the chance to explore. Lastly, experienced employees must be made to lead change projects.

RECOMMENDATION FOR FURTHER STUDIES

This research work was on the impact of organizational change on performance and SLCB had been used as a case study. There had been lots of research findings and necessary recommendations made to tackle the challenges associated with effective change initiatives. The work is not definitely closed; other researchers can expand on this work or add more information where necessary with either the same topic or of similar nature.



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