

**ORGANISATIONAL CHANGE AND BUSINESS PERRFORMANCE OF THE  
BANKING INDUSTRY: A STUDY OF ZENITH BANK HEADQUARTERS, LAGOS,  
NIGERIA**

**USENDIAH, EDU JOSEPH  
19PAB01886**

**SEPTEMBER, 2021**

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NIGERIA**

**BY**

**USENDIAH, EDU JOSEPH  
(19PAB01886)**

**B.Sc Business Administration (Accounting Option), Central University, Accra.**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES  
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COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY,  
OGUN STATE, NIGERIA.**

**SEPTEMBER, 2021**

## ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of Masters of Business Administration (MBA) Degree in Business Administration in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

**Mr. John A. Philip**  
(Secretary, School of Postgraduate Studies)

.....  
Signature and Date

**Professor Akan B. Williams**  
(Dean, School of Postgraduate Studies)

.....  
Signature and Date

## **DECLARATION**

I, **USENDIAH, EDU JOSEPH**, hereby declare that this dissertation was undertaken by me and submitted to the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of Prof. Rowland E. Worlu. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of scholarly information used in this research have been duly expressed, and acknowledged.

**USENDIAH, EDU JOSEPH**

.....  
**Signature and Date**

## **CERTIFICATION**

This is to certify that **USENDIAH, EDU JOSEPH** with Matric Number **19PAB01886** carried out this dissertation titled **“ORGANISATIONAL CHANGE AND BUSINESS PERFORMANCE OF THE BANKING INDUSTRY: A STUDY OF ZENITH BANK HEADQUARTERS, LAGOS, NIGERIA”** under the supervision of Prof. Rowland E.K. Worlu and submitted to the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State. This work has been found acceptable as part of the requirement for the award of the Degree of Master of Business Administration (MBA) in Business Administration.

**Prof. Rowland E. Worlu**  
(Supervisor)

.....  
**Signature and Date**

**Prof. Anthonia A. Adeniji**  
(Head, Department of Business Management)

.....  
**Signature and Date**

**Professor Adedoyin O. Ologunde**  
(External Examiner)

.....  
**Signature and Date**

**Professor Akan B. Williams**  
(Dean, School of Postgraduate Studies)

.....  
**Signature and Date**

## **DEDICATION**

I dedicate this dissertation to God Almighty for His wisdom, knowledge, grace, strength and favour to start and conclude this research work. He took me through and showed Himself faithful at all times.

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## ABSTRACT

Business organisations are experiencing organisational change from time to time and these change processes affects employees' overall performance at work. The employees, managers and other supervisors that are engaged in constant and frequent running of the organisation have to be able to adapt to organisational changes as they occur. In Nigeria, there are various ways in which organisations inspire their employees to achieve optimal bank's performance. As a result, this research focused deeply on the effect of organisational change on business performance of Zenith Bank, Lagos Headquarters, Nigeria. Two (Kurt Lewins Change Theory and John Kotters 8 Step Change Theory) theories were used to explain the issues raised. The sample frame includes the permanent staff and contact staff of Zenith bank, headquarters Lagos. The data used for this study is obtained from primary (structured questionnaire) and secondary sources (online web pages, journals and articles). Data was analysed using regression method to predict the impact of organisational change on bank's performance. A total number of two hundred and eighty-one (281) copies of questionnaire were administered during the study with 87% response rate. The results derived from this study shows that strategic change significantly affects market share; technological change affects customers' satisfaction; structural change affects profitability; and process-oriented change affects the service quality of the selected bank. The study concludes that change management has an impact on organisational performance of the selected bank. The study recommends that banks adopt the latest technology and ensure clear and transparent communication of change policies to employees. Also, managers should keep making their employees to be conversant with the organisational change dimensions so as to have an enhanced bank's performance.

**Keywords:** Change, Market share, Performance, Process-oriented change, Service quality, Strategic change, Structural change, Technological change