

**EMPLOYEE ATTITUDE TOWARDS ATTRIBUTES OF
TECHNOLOGICAL CHANGE AS A DETERMINANT OF
ORGANIZATIONAL PERFORMANCE IN NIGERIAN
COMMERCIAL BANKS**

BY

**AGBOOLA, GBENGA MAYOWA
(CU021030011)**

MAY, 2014

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**BEING A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY DEGREE
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MANAGEMENT, SCHOOL OF BUSINESS, COLLEGE OF DEVELOPMENT
STUDIES, COVENANT UNIVERSITY, OTA, OGUN STATE, NIGERIA.**

SUPERVISOR: Prof. J. A. Bello

CO-SUPERVISOR: Dr. O. S. Ibidunni

MAY, 2014

CERTIFICATION

It is hereby certified that this Thesis, written by **AGBOOLA, Gbenga Mayowa** was supervised by me and submitted to the Department of Business Management, School of Business, College of Development Studies, Covenant University, Ota and has not been submitted in any other institution of higher learning.

Supervisor

Signature and Date

Co-Supervisor

Signature and Date

Head of Department

Signature and Date

DECLARATION

It is hereby declared that this thesis was undertaken by **AGBOOLA, Gbenga Mayowa**. This research report is based on his original study, in the Department of Business Management, School of Business, College of Development Studies, Covenant University, under the supervision of Prof. Bello, J. A. Ideas and views of this thesis are products of the original research undertaken by Agboola, G. M. and the views of other researchers have been duly expressed and acknowledged.

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External Examiner

Signature and Date

DEDICATION

This thesis is dedicated to none other than the Almighty God who has given me the gift of life, strength, determination and inspiration to write this thesis.

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ABSTRACT

This study aimed at measuring employee attitude towards technological change as a determinant of organizational performance in Nigerian Commercial Banks. The study utilized descriptive survey design and was based on the Technology Acceptance Model 2. A simple random sampling method was used to select three hundred and sixty six participants from seventeen commercial banks in Lagos State, Nigeria. Five hypotheses were posed to guide the study and a structured questionnaire was employed to collect data. Demographic data were presented using frequency tables, and cross-tabulations while the five hypotheses were analyzed using inter-item correlations, Pearson moment correlation, partial correlation, standard multiple regression, hierarchical multiple regression and one-way ANOVA. Major findings showed that attributes of Technological Change (Technical Complexity – TC and Systemic Shift – SS) significantly contributed to Subjective Norms (SN) surrounding bank employees' use of new IT and two measures of employees' Attitude Determinants (Perceived Usefulness – PC and Perceived Ease of Use – PEU). In addition, Subjective Norms (SN) of employees and two measures of employees' Attitude Determinants (Perceived Usefulness – PU and Perceived Ease of Use – PEU) significantly contributed to Employees' Behaviour (EB) to use new IT. Finally, employee behaviour to use new IT significantly contributed to the prediction of four measures of Organizational Performance (Innovative Performance, Market Performance, Service Rendering Performance, and Financial Performance). The result of this study implies that the independent variables that have been found to have significant contributions should be taken into consideration when commercial banks management team desire to improve organizational performance of the banks. On the premise of these findings, it is therefore, recommended that management team in commercial banks in Nigeria should ensure that employees' are involved in the procurement and adoption of new IT in banks and also provide enabling environment for employees to have positive attitude towards the attributes of technological change which will culminate into employees' positive behaviour and excellent performance of commercial banks in Nigeria.

Keywords: Employee Attitude, Attributes of Technological Change, Organizational Performance, Subjective Norms, Attitude determinants, Employee Behaviour,