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ADAPTABILITY OF FIRMS TO CHANGE AND CORPORATE PERFORMANCE IN NIGERIA SOCIETY

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Abstract

This research study was conducted to find out if there is a positive relationship between firms' adaptability to change (effective change management) and corporate performance. Data were collected through questionnaire from thirteen banks in Nigeria. The Pearsons' product-moment correlation coefficient (r) was used for data analysis. The results show among others, that there is a positive relationship between a well-managed change programme and corporate performance. Therefore, management should initiate change with the involvement of staff either from a reactive or proactive posture against environmental dynamism. This helps adapt the entire business processes to the change in order to enhance corporate performance as failure to do this could mean the death of the organization.

Introduction

The turbulent business environment in which most organizations operate means that not only is change becoming more complex but also that the nature of change may be increasingly complex and more extensive. Change is a continuous process that can be gradual or radical. For an organization, change may be planned or unplanned, sustaining innovation or disruptive innovation, evolutionary or revolutionary and there will always be response which may be positive or negative. According to Christensen (1997), successful companies, no matter the source of their capabilities, are pretty good at responding to evolutionary changes in the markets, which is referred to as sustaining innovation. Where they run into trouble is in handling or initiating revolutionary changes' in their markets, or dealing with disruptive change.

From the foregoing, that organization will continuously experience change is no longer the issue but rather their adaptability to such change. According to Krause (1995) adaptation means not clinging to fixed methods, but changing appropriately according to events, acting as is suitable. This is a function of management ability to manage change. Change management is such a complex yet simple discourse that looks at change from the level of self to affecting the change in the whole organization which inadvertently affects the whole wider society.

According to Corner (1992) there are a multitude of concepts on change management and it is very difficult to have a general definition of it. But it could simply be defined as the process, tool and techniques to manage and make adaptable the resources that are, people, money, material and technology in a change process, to achieve the desired result and to realize the change effectively. It can also be viewed from the following perspectives: the task of managing change; an area of professional practices; and a body of knowledge. The Hallmark of any good management is excellent performance in terms of profitability or productivity through high quality products or services, customer satisfaction and employee motivation. Performance is planned taking into consideration expected changes in the environment. Most organizations introduced planned changes either in reaction to, or anticipation of changes in the external environment; they must obtain information from their environment to maintain and increase effectiveness. This is because organizations that can not or do not adapt to changes in their environment will eventually die (Ogunbameru, 2004).

According to Oni (2005) experts have recognized four variables as the key elements to managing change namely, people, task (business), technology and structure. Also, Overdorf and Clayton (2000) opines that, when addressing either sustaining innovation or disruptive innovation, when an organization needs new processes and values – because it needs new capabilities – managers must create a new organizational space where those capabilities can be developed. This can be achieved in three possible ways: creating new capabilities internally; capabilities through a spinout organization, and capabilities through acquisition.

Business organizations operate in a pluralistic and complex environment. It affects and it is also affected by the variables in the environment. Therefore, adapting to the ever changing present is essential for success in the unpredictable future (Heller and Hindle, 1998). In an era marked by unprecedented competitive intensity and accelerating change, the real difference between success and failure in a corporation can very often be traced to the question of how well the organization brings out the great energies and talents of its people.

Following from the above, the objective of this study is to evaluate the effect of a well-managed change programme on corporate performance. To achieve this objective, the remainder of this paper is structured as follows. Review of prior literature and development of hypothesis on firms' adaptability to change was presented in Section 2. In Section 3, the research design was described. The primary results are presented in Section 4, while Section 5 concludes and considers some recommendations.

Corporate performance planning and management is concerned with continuous improvement of performance now and for the future. It thrives on regular review of the delivery of agreed tasks of teams and individuals, with a view to taking remedial measures to address any performance inadequacy. It focuses on the development of the individual as a vehicle for effecting improvement in organizational performance (Kazmi, 1998).

According to Kazmi (1998) the major activities involved in corporate performance planning and management are; establishment of strategic intent, role definition which entails agreeing Key Results Areas (KRA_S); development of performance contract which defines the organizational performance objectives; measurement standards by Key Performance Indicators (KPI_S), performance expectations and resources requirements; the personal or actual performance in form of tasks denoted in units of time, costs, quantity, quality or other measures; performance appraisal or review which is an evaluation of actual results; and effective management of post-appraisal outcomes.

The process outlined above should recognize the core values of the organization incorporating the company's quality statement, customer service, team work, employee empowerment and development standards. However, there are things that must go right in order for the firm to be successful in its industry – Critical Success Factors (CSFs). These will vary form industry to industry. CSFs drive the long term shareholder value created by the firm. This is its return on employed capital. They can be identified by answering four questions: what factors drive cost in the industry? What factors influence the revenues the firm can generate? What drives assets investment? And what poses risk for the firm? (Hill and Jones, 1995).

Furthermore, to achieve successful corporate performance planning and management, there is need for strategic positioning. The key questions to be asked include the following: how is the firm or its products positioned in the market? Does the firm have a strategy for developing? What is it? How well is the firm doing relative to its competitors? What are the firm's strength and weaknesses? What opportunities and threats confront it? And what events or factors pose high risks for the firms? A reputable model for tackling the above is known as Strength Weaknesses, Opportunities and Threat (SWOT) analysis (Winn, 1968).

According to Heller and Hindle (1998:708) "if managers do not know where they are going, they cannot change to get there. If they do not know where they are, they cannot start on the right road". Therefore, the first step to change management should be planning the change. The following procedures according to Heller and Hindle (1998) should be used for effective planning. (i) Focus on goals i.e. the company's objectives. (ii) Identify the demand for change - unhappy customers and / or unhappy employees will inadvertently protest with their feet. (iii) Select key change areas - identify the few significant priority areas in which change will have most impact and focus on these. (iv)Evaluate its complexity - to plan manage change effectively, we need to make a realistic estimate of its complexity and whom it will affect directly and indirectly. We then need to break down, quantify and organize the various components clearly and efficiently. (v) Involve people - those affected by change will vary in their attitudes and needs. These generate the first hypothesis in this study:

H_1: A change programme (planning) with support of efficient and effective management is positively associated with good corporate performance.

Implementing Change (Management Support) and Corporate Performance

Therefore, change needs to be understood and managed in a way that people can cope effectively with it. Change can be unsettling, so the manager logically needs to be a settling influence (Kotter, 2002).For the manager to achieve this, he needs to increase urgency, build the guiding team, get the vision right, empower action by removing obstacles, and create short - team wins, that is, set aims that are easy to achieve.

According to Hersey and Blanchard (1977) implementing a change programme can either be of two extreme approaches; that is; you either start loud announcing radical changes and making them in quick succession or you start soft, gradually changing the organization. But, whichever strategy you decide to opt for, and whichever name you call it, key factors that we should not do without in implementing change are communication, delegation / responsibility and culture. This generates the third hypothesis:

H_2: There is a positive relationship between a well implemented change programme (management support) and corporate performance.

According to Davidson (1995), "corporate performance focuses on what individuals and teams contribute to shareholder value-creation in organizations, both in financial and non-financial terms". It is the end product of the contribution of individuals and groups on a sustained basis for competitive advantage. The modern view to corporate performance has gone beyond the confines of historical financial reports to embrace such intangible process as capabilities, employee skills, customer loyalty, and product quality. However, these non-financial values are difficult to quantify and represent in the balance sheet, nevertheless they contribute immensely to the bottom-line. In the light of this the concept of Balanced Scorecard (BSC) has been developed.

According to Kaplan and Norton (1996) BSC is a performance measure that strikes a balance between operating and financial measure. It links performance with reward. It expressly gives recognition to the diversity in an organization. BSC captures all the events of corporate performance in four perspective namely, financial strength, customer satisfaction, internal business process (business process improvement) and organization learning (Learning and growth).

Change Management

Change management can take many forms and include many change environments. The most common usage to the term refers to organizational change management. Organizational change management is the process of developing a planned approach to change in an organization typically the objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure of implementing the change. The discipline of change management deals primarily with the human aspect of change, and is therefore related to pure and industrial psychology (Hussey, 2000).

Kanter (1983) opines that change management can be either 'reactive', in which case management is responding to changes in the macro environment (that is, the source of the change is external), or proactive, in which case management is initiating the change in order to achieve a desired goal (that is, the source of the change is internal). Managing the kinds of change encountered by and instituted within organizations requires an unusually broad and finely hones set of skills, chief among which are the following: (i) Political Skills - organizations are first and foremost social systems. Without people there can be no organization. Lose sight of this fact and any would-be changed agent will likely lose his or her head. Organizations are hotly and intensely political. Change agents dare not join in this game but they had better understand it.

This is one area where you must make your own judgments and keep your own counsel; no one can do it for you. (a) Analytical Skills - two particular sets of skills are very important here: (b) Workflow operations or systems analysis, and (ii) financial analysis. Change agents must learn to take apart and reassemble operations and systems in novel ways, and then determine the financial and political impacts of what they have done. (iii) People skills - the skills most needed in this area are those that typically fall under the heading of communication or interpersonal skills. To be effective, we must be able to listen and listen actively, to restate, to reflect, top clarity without interrogating, to draw out the speaker, to lead or channel a discussion, to plant ideas, and to develop them (Lippith, 1985).

All these and more are needed. (iv) System skills - there are two sets of system skill to be mastered. Many people associate the first set with computers and it is exemplified by "systems analysis". This set of skills, by the way, actually predates the digital computer and is known elsewhere (particularly in the United States Air Force and the aerospace industry) as "systems engineering." For the most apart, the kind of system with which this skill set concerns itself is a "closed" system which, for now, we can say is simply a mechanistic or contrived system with no purpose of its own and incapable of altering its own structure. In other words, it cannot learn and it cannot change of its own volition. The second set of system skills associated with a body of knowledge generally referred to as General System Theory (GST) and it deals with people, organizations, industries, economic, and even nations as socio-technical systems – as "open" purposive systems, carrying out transactions with other systems and bent on survival, continuance, prosperity, dominance, plus a host of other goals and objectives. (v) Business skills - simply put, you'd better understand how a business works. In particular, you'd better understand how the business in which and on which you're working works. This entails an understanding of money – where it comes from, where it goes, how to get it, and how to keep it. It also calls into play knowledge of markets and marketing, products and product development, customers, sales, selling, buying, hiring, firing, EEO, AAP, and just about anything else you might think of (Carter, 1999).

There are basically four change management strategies in literature viz; (i) Empirical -rational -people are rational and will follow their self-interest – once it is revealed to them. Change is based on the communication of information and the proffering of incentives. (ii) Normative-reductive -people are social beings and will adhere to cultural norms and values. Change is based ion redefining and reinterpreting existing norms and values, and developing commitments to new ones. (iii) Power-coercive - people are basically compliant and will generally do what they are told or can be made to do. Change is based on the exercise of authority and the imposition of sanctions. (iv) Environmental-adaptive - people oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people form the old one to the new one. It is expected that the key element in change management are the people, task, technology and structure. This expectation generates the second hypothesis:

H_3: Change management involving efficient and effective people, task, technology and structure is positively related to good corporate performance.

Method

The population of this study comprises all the 24 banks in Nigeria. Thirteen banks are chosen as the study sample. This represents about 58% of the study population. The research design adopted in this study is the cross-sectional survey design, whereby questionnaires were used to elicit information at a particular point in time. The simple random sampling technique was used. This was achieved by writing the name of each of the banks on a piece of paper folded separately and kept in a basket, from which the thirteen sampled banks were randomly picked. The data used in this study are from primary source, through the administration of questionnaires on staff and clients of the thirteen sampled banks.

The simple percentage tables and Pearson's product – moment correlation coefficient or simply, sample correlation coefficient (r)

$$\left(r = \frac{\Sigma (X - \bar{X})(Y - \bar{Y})}{\sqrt{\Sigma (X - \bar{X})^2 \Sigma (Y - \bar{Y})^2}} \right)$$

r^2 % x 100 = [Square of sample coefficient x 100]

were used in analyzing the data. The simple percentage tables were used because they help to express visually the personal preferences of respondents, while the sample correlation coefficient (r) test was used to measure the strength of the linear relationship between the variables. This is justified by the words of Oiakhena and Udegbunam (2004:191) that "the strength of the linear relationship between two variables x and y is estimated by the sample correlation coefficient, denoted by r". r^2 % x 100 shows the percentage of the total variations in y (the dependent variable) that is explained by variation (i.e. changes) in x (assumed rank (value) of the independent variable. r may assume any value from –1 to 1 (i.e. $-1 \leq r \leq 1$), depending on the direction of the strength of the relationship. Positive values of r indicate positive relationship while negative values of r indicate negative relationship. If r = 0, then there is no linear relationship. The closer r is to 1 or –1, the stronger the relationship while the closer r is to 0, the weaker the relationship.

The Model

$Y = f\ (X)$

Where: X = the independent variable (Adaptability to change); which is subdivided into:
X_1 = a well – managed change programme
X_2 = management support
X_3 = change management's key elements
Y = corporate performance.

Therefore, the model can be expressed as:

$$Y = f\ (X_1, X_2, X_3)$$

Since our data are qualitative and univariate, Y is assigned the standard likert ranking of 5,4,3,2,1 as representative of Strongly Agree (SA), Agree (A), Not Decided (ND), Disagree (D), and Strongly Disagree (SD) in hypotheses testing.

Data Analysis and Result

A total of seventy eight (78) questionnaires were administered to branches of the thirteen (13) sampled banks in Nigeria. A total of six (6) were not returned; two (2) were wrongly filled, while a total of seventy (70) questionnaires (forms) were correctly returned. Fifty one (51) questionnaires out of those returned were filled by the banks' staff while nineteen (19) were filled by their clients. Statistically, this means that about ninety-two (92%) percent of the forms were returned while ninety (90%) were available for analysis (see appendix 1, for the presentation of data gathered).

Hypothesis 1

Ho_1: The presence of a change programme (planning) with support of efficient and effective management is not positively associated with good corporate performance.

H_{A1}: The presence of a change programme (planning) with support of efficient and effective management is positively associated with good corporate performance.

Response	X	Y	$(X-\overline{X})$	$(Y-\overline{Y})$	$(X-\overline{X})(Y-\overline{Y})$	$(X-\overline{X})^2$	$(Y-\overline{Y})^2$
SA	5	30	2	19.8	39.6	4	392.04
A	4	9	1	-1.2	-1.2	1	1.44
ND	3	2	0	-8.2	0	0	67.24
D	2	5	-1	-5.2	5.2	1	27.04
SD	1	5	-2	-5.2	10.4	4	27.04
Total	15	51	0	0	54	10	514.80

$$\overline{X} = \frac{\Sigma X}{n} = \frac{15}{5} = 3 \qquad \overline{Y} = \frac{\Sigma Y}{n} = \frac{51}{5} = 10.2$$

$$r = \frac{\Sigma (X-\overline{X})(Y-\overline{Y})}{\sqrt{\Sigma (X-\overline{X})^2 \, \Sigma(Y-\overline{Y})^2}}$$

$$\frac{54}{\sqrt{10 \text{ X } 514.80}}$$

$r = 0.753$
r^2 % X 100 = 0.753^2 X 100 = 56.7%

Decision: The calculated r = 0.753 while r^2 % x 100 = 56.70%. r of 0.753 indicates a strong positive relationship between a well-managed change programme and corporate performance. We can then say that 56.7%. (r^2% x 100) of the variations (changes) in corporate performance is accounted for by variations in change management. Therefore, we reject the null hypothesis and accept the alternative that: The presence of a change programme (planning) with support of efficient and effective management is positively associated with good corporate performance.

Hypothesis 2

Ho_2: There is a no positive relationship between a well implemented change programme (management support) and corporate performance.

H_{A2}: There is a positive relationship between a well implemented change programme (management support) and corporate performance.

Response	**X**	**Y**	**$(X-\overline{X})$**	**$(Y-\overline{Y})$**	**$(X-\overline{X})(Y-\overline{Y})$**	**$(X-\overline{X})^2$**	**$(Y-\overline{Y})^2$**
SA	5	31	2	20.8	41.6	4	432.64
A	4	10	1	-0.2	-0.2	1	0.04
ND	3	4	0	-6.2	0	0	38.44
D	2	4	-1	-6.2	6.2	1	38.34
SD	1	2	-2	-8.2	16.4	4	67.24
Total	15	51	0	0	64	10	576.80

$$\overline{X} = \frac{\Sigma X}{n} = \frac{15}{5} = 3$$

$$\overline{Y} = \frac{\Sigma Y}{n} = \frac{51}{5} = 10.2$$

$$r = \frac{\Sigma (X-\overline{X})(Y-\overline{Y})}{\sqrt{\Sigma (X-\overline{X})^2 \, \Sigma(Y-\overline{Y})^2}} \qquad \frac{64}{\sqrt{10 \text{ X } 576.80}}$$

$r = 0.843$
r^2 % X 100 = 0.843^2 X 100
r^2 % X 100 = 71.1%.

The calculated r = 0.843 while the r^2 % X 100 = 71.1%. 'r' of 0.843 indicates a strong positive relationship between successful change programme and management support. We can say that 71.1% of the variations in the success of a change programme is due to variations in the level of well implemented change programme arising from management support. Therefore, we reject the null hypothesis and accept the alternative which states that: There is a positive relationship between a well implemented change programme (management support) and corporate performance.

Hypothesis 3

Ho_3: Change management involving efficient and effective people, task, technology and structure is not positively related to good corporate performance.

H_{A3}: Change management involving efficient and effective people, task, technology and structure is positively related to good corporate performance.

Response	X	Y	$(X-\overline{X})$	$(Y-\overline{Y})$	$(X-\overline{X})(Y-\overline{Y})$	$(X-\overline{X})^2$	$(Y-\overline{Y})^2$
SA	5	27	2	16.8	33.6	4	282.24
A	4	13	1	2.8	2.8	1	7.84
ND	3	4	0	-6.2	0	0	38.44
D	2	5	-1	-5.2	5.2	1	27.04
SD	1	2	-2	-8.2	16.4	4	67.24
Total	15	51	0	0	58	10	422.8

$$\overline{X} = \frac{\Sigma X}{n} = \frac{15}{5} = 3$$

$$\overline{Y} = \frac{\Sigma Y}{n} = \frac{51}{5} = 10.2$$

$$r = \frac{\Sigma (X-\overline{X})(Y-\overline{Y})}{\sqrt{\Sigma (X-\overline{X})^2 \Sigma (Y-\overline{Y})^2}} \qquad \frac{58}{\sqrt{10 \text{ X } 422.8}}$$

= 0.892

r^2 % X 100 = 0.892^2 X 100

= 79.57

Decision - the calculated r = 0.892 while the r^2 % X 100 = 79.57%. 'r' of 0.892 indicates a strong positive relationship between good corporate performance and the people, task, technology and structure available in an organization. We can say that 79.57% of the variations in good corporate performance is accounted for by variations in the available people, task, technology and structure in the organization. Therefore, we reject the null hypothesis and accept the alternative that: change management involving efficient and effective people, task, technology and structure is positively related to good corporate performance.

Conclusion

Based on the findings from the questionnaires retrieved, analysed and hypothesis tested, it could be concluded that; there is a strong positive relationship between change management and corporate performance. Since business organization is the melting pot for individual, society and government, change should be planned and implemented on a continuous basis in order to respond well to the dynamism in the environment. Therefore, it is not just change that is important in the life of an organization but proper management and implementation of this change is imperative. Only organizations that can adapt their human capital (people), task (business), technology (process) and existing structure that can get the best possible positive outcomes not only financially but in all qualitative parameters such as customer satisfaction, employee motivation, effective and efficient operations.

Recommendations

Following from the above, it is hereby recommended that, an organization in which the management has its progress in mind should constantly embrace change. Management should on a continuous basis initiate and support the planning and implementation of the change either from a reactive or proactive posture. Change should evolve around a clear vision and mission with the strategies for its planning and implementation focused on its key elements that are people, task, technology and existing structure. And change management should involve both management and staff in co-operative manner. This would help to adapt the entire business process to the change to enhance better performance as failure to do this would mean the death of such an organization.

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Appendix 1

Section A: Bio Data of Staff

Question 1: Sex of Respondents

Sex	Numbers	Percentage %
Male	28	55
Female	23	45
Total	51	100

From the table, the ratio of male to female in percentage (%) is 55:45

This shows that there is an even distribution of male and female in the organizations as there is close correlation between the ratio of male to female in the organizations.

Question 2: Age Distribution of Respondents

Age (yrs)	Numbers	Percentage (%)
Below 25	8	16
25-35	28	55
36-45	13	25
Above 45	2	4
Total	51	100

From the above table, it can be seen that majority of the respondents fell within the age group 25-35 (55%) this was followed by the age group 36-45 years (25%) while the others formed a combined (16% + 4%) 20% which is a minor group. This shows that most of the respondents (80%) are still in their prime.

Question 3: Educational Qualification of Respondents.

Qualification	Numbers	Percentage (%)
School certificate	1	2
HSC/OND/NCE	11	22
B.SC./HND/M.SC	26	51
Prof. Qualification	13	25
	51	100

From the table, it can be seen that about fifty - one (51%) of the respondents have a degree as minimum qualifications. From the rest about half are professionals in their field.

Status	Numbers	Percentage (%)
Snr/Exec. Mgt	4	8
Middle mgt	22	43
Junior Mgt	16	31
Others	9	18
Total	51	100

From the above table, it can be seen that middle management staff formed the highest number of respondents (43%) followed by junior management staff (31%).

Section B (1):

Data on Relevant Variables Relating to Staff

Question 1: Are you familiar with the words "organizational change" or "change management"?

Response	Numbers	Percentage %
Yes	50	98
No	1	2
Total	51	100

From the above table it can be seen that virtually all the respondents (98%) are not new to organizational change or change management.

Question 2: Do you know if your organization has embarked on any organizational change programs in the last few years?

Response	Numbers	Percentage %
Yes	50	98
No	1	2
Total	51	100

From the above table, it can be seen that virtually all the respondents (98%) attested to the fact that the sampled banks have embarked on change programs in the last few years, which shows that organizational change is not new but a continuous process in the organizations.

Question 3: who would you say initiate a change program or idea in your organization?

Response	Numbers	Percentage (%)
Top Mgt	48	94
Middle mgt	-	-
Junior mgt	-	-
Govt/Economic force	3	6
Total	51	100

From the table above it can be seen that almost all the respondents (94%) believe that top management initiates change programme. It is also interesting to note that as much as 6% of the respondents see government / economic forces as reason for organizational change.

Question 4: Do you think that you need to be involved in your organization's change initiatives?

Response	Numbers	Percentage %
Yes	46	90
No	5	10
Total	51	100

It can be seen from the table above that only 10% felt that their involvement will not aid the achievement of the organizations change initiatives while 90% believe that all hand must be on deck for a change programme to be successful.

Question 5: if your organization's change programme were a failure, who do you think should be held responsible for this?

Response	Numbers	Percentage (%)
Management	17	33
Employees	1	2
Both mgt and Employees	33	65
Total	51	100

The table above shows that only a small percentage (2%) of respondents see the employees as solely responsible for the failure of an organization's change programme while most of the respondents (probably over 65%) see the failure (and probably success) of a change programme to be the responsibility of both management and employees. This means that all is accountable for the success of or otherwise of their organization's change programme and therefore the involvement of all staff is required in its implementation.

Question 6; when do you think that change programme should be embarked upon in your organization's lifetime?

Response	Numbers	Percentage (%)
0-5 years	18	35
After 5-10 years	13	25
After 10-25 years	-	-
Throughout the organization's life time	20	40
Total	51	100

From the table above, it can be seen that more people (35%) believe that change management should start from the day the organization is birthed. This is corroborated by those (40%) who also agree with the phrase that change management is throughout the organization's lifetime. These two groups form the majority of the respondents (75%) which goes to say that change management should be a continuous process from birth and all through the life of an organization to respond to the dynamism of life.

Question 7: The success of your organization entails the support of management?

Response	Numbers	Percentage (%)
SA	31	61
A	10	19
ND	4	8
D	4	8
SD	2	4
Total	51	100

From the table, it can be seen that 80% (61% + 19%) as against 12% (4% + 8%) of the respondents believe that the success of an organization's charge programme entails the support of management while about 8% of the respondents are not tilted to any side of the opinions.

Question 8: Organizational change focuses on the people, task technology and structure.

Response	Numbers	Percentage (%)
SA	27	53
A	13	25
ND	4	8
D	5	10
SD	2	4
Total	51	100

From the above, it can be seen that majority of the respondent, (53% + 25%) agreed with the opinion that organizational change focuses on the people, task, technology and structure, only a small proportion of the respondents (14%) disagree. This means that the key elements of an effective change programme are the people, task, technology and structure.

Question 9: change management is impacting positively on the banks corporate performance

Response	Numbers	Percentage (%)
SA	30	59
A	9	19
ND	2	4
D	5	10
SD	5	10
Total	51	100

From the above table, it can be seen that 76% (59% + 17%) as against 20% (10% + 10%) of the respondents agrees that change management is impacting positively on bank's corporate performance. Only four percent (4%) hold neutral view about this. This shows a strong positive correlation between change management and corporate performance.

Question 10: Your organization now places a higher premium on staff training and development due to change management.

Response	Numbers	Percentage (%)
SA	14	27
A	22	43
ND	4	8
D	6	12
SD	5	10
Total	51	100

From the table above, Seventy percent (70%) as against twenty two percent (22%) of the respondents at least agree with the statement "your organization now places a higher premium on staff training and development due to change management". This shows that an effective change programme must focus on the people (staff) as one of its elements.

Question 11: There has been an increased rate of product development and innovation in your organization due to its change programmes.

Response	Numbers	Percentage (%)
SA	8	15
A	27	53
ND	5	10
D	6	12
SD	5	10
Total	51	100

From the table above, it can be seen that majority of the respondents (68%) as against twenty two percent (22%) agree with the statement that "there has been increased rate of product development and innovation in your organization due to its change programmes". This means that majority of the respondents see the "task" of the organization as also one of its key elements of its change management.

Question 12: Information processing skills and facilities can be said to have improved due to its change programmes.

Response	Numbers	Percentage (%)
SA	15	29
A	24	47
ND	4	8
D	5	10
SD	3	6
Total	51	100

From the table, it can be seen that seventy six percent (76%) as against sixteen percent (16%) agree that information processing skills and facilities have improved while about eight percent (8%) held neutral opinion. This shows that technology is one of the key elements of change management.

Section B2
Banks Customers Related Data
Question 1: Present sex of respondents

Sex	Numbers	Percentage %
Male	12	63
Female	7	37
Total	19	100

From the above table, it can be seen that the percentage of male (63%) is higher than that of female (37%). This could be due to the fact that more male were willing to fill the questionnaire than female.

Question 2: Marital status of respondents

Marital status	Numbers	Percentage %
Single	10	53
Married	9	47
Total	19	100

From the above table, it can be seen that there is an even distribution of single and married clients of the banks.

Question 3: Length of relationship with bank

Length of relationship	**Numbers**	**Percentage (%)**
2-5 years	13	68
6-9 years	6	32
10 years and above	0	0
Total	19	100

From the above table, it can be seen that the majority of the banks clients (68%) have had at least two-years relationship with the banks while about 32% have had at least six years relationship with the banks, but non has had ten year relationship with the banks. This might be due to the fact that about 53% of the respondents are single (youth).

Question 4: Clients account type

Account Type	Numbers	Percentage (%)
Savings	13	65
Current	6	30
Fixed	1	5
Total	20	100

From the above table, it can be seen that the major account run by clients is the savings account (65%) followed by the current account (30%) while fixed deposit account is (5%).

Data on Relevant Variables Relating to Bank Customers

Question 5: customer relationship can be said to have become cordial due to the bank constant (continuous) change programme.

Response	Numbers	Percentage (%)
SA	4	21
A	13	69
ND	1	5
D	1	5
SD	-	-
Total	19	100

From the table, it can be seen that about ninety percent (90%) of the respondents agree with the statement customer relationship can be said to have become cordial due to the bank constant change programme". This is a corroborative finding which supports the fact that the people (staff and chants) that deal with an organization should be one of its key elements or focus of its change management.

Question 6: The Bank handles customers' complaints with greater speed and sincerity.

Response	Numbers	Percentage (%)
SA	5	26
A	10	53
ND	3	16
D	1	5
SD	-	-
Total	19	100

From the above table, it can be seen that majority of the respondents (79%) as against few respondents (5%) agree that the banks handle customers' complaints with greater speed and sincerity. This also justifies the fact that "task'' should be a key focus in an organizational change.

Question 7: Bank service delivery speed is faster and increasing

Response	Numbers	Percentage (%)
SA	6	32
A	9	47
ND	3	16
D	1	5
SD	-	-
Total	19	100

From the analytical table, seventy-nine percent (79%) of the respondents agree with the statement "Bank service delivery speed is faster and increasing while five percent (5%) of the respondents disagree. But, about sixteen percent (16%) of the respondent do not bear their mind on this statement.

Question 8: you are enjoying increasing satisfaction from the bank performance due to its change programmes

Response	Numbers	Percentage (%)
SA	2	11
A	8	42
ND	5	26
D	4	21
SD	-	-
Total	19	100

From the table above majority of the respondents (42% +11%) as against few respondents (21%) agree with the statement "You are enjoying increasing satisfaction from the bank performance due to its change programmes" while about twenty six percent (26%) do enjoy fixed satisfaction from the bank improved performance. This means that customer satisfaction bears a positive relationship with improved performance arising from organizational change management.