



# **Organizational change and its effect on employee performance. A study at the Ghana Broadcasting Corporation**

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## **Abstract:**

The competitive nature of the 21st century business world has made it necessary for organizations to reconsider their approach in business operations likewise the structures with which they render their services. Hence, it has become a must for them to be flexible and adapt to changes in all their operations to enhance the performances of their employees with the ultimate goal to stay competitive as an organization. Using the Ghana Broadcasting Corporation as a case study, this study evaluates organizational change and its effect on employee performances. With convenience sampling, structured questionnaires were used to collect data from 278 respondents. Descriptive statistics and linear regression were used to analyze the data. The study showed that organizational changes done by the Ghana Broadcasting Corporation were primarily characterized by the establishment of new divisions that are capable of producing whatever the market require, peer-examination of the culture and habits of workers, and changing technology to suit business needs and technological advancements. Results also showed that together, structural change, strategic change and technological change contribute significantly to change in employee performance. However, findings made from examining the degree of these effects showed technological change as having the highest effect. This was followed by strategic change and structural changes accordingly.

## **Keywords:**

Employee performance; Organisational change; business strategy; media; public sector.

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## 1. Introduction

The dawn of the 21st century has seen organizations modifying and adapting their business processes and models so they can remain viable and compete in a fast-changing global economy. Organizational change is frequently a reaction to environmental changes (Hanelt et al., 2021). According to Burnes (2004), many companies are confronted with obstacles that push them to adapt or modify their operations regularly. Due to the fact that we live in a technology-driven world, firms, especially media houses, have to change procedures regularly, either in response to new development scenarios or as part of their expansion or reform activities (Ebrahimi et al., 2021). This is necessary to stay competitive, prevent the loss of employees to competitors, and achieve defined goals. Given this, the need for change in the management of a firm's human resources to support new drives and retain employees for better performance has become crucial. This has resulted in making the subject of organizational change a keen interest to a number of scholarly works, as highlighted by Hanelt et al. (2021) in a review of literature on the insights and implications for strategy and organizational change due to the advent of digital transformations.

Karanja (2015) conducted a study on the impact of organizational change on employee performance using the postal corporation of Kenya. The study found that organizational change had a positive influence on employee performance, with technology being the most significant factor. Karanja (2015) focused on four areas: structures, technology, roles and responsibilities of employees, and changes in management. In a similar study, Gurmeet (2016) explored the relationship between organizational change and employee productivity. The findings indicated a positive relationship between factors influencing organizational change and employee productivity. Gurmeet (2016) focused on changes in technology and management. More recently, Ansong (2022) examined how digital enterprises strategize to survive in the dynamic digital economy. These studies aimed to unravel the dynamics of change and how it has impacted organizations and their effectiveness, as well as the performance of their employees. However, despite these studies, there is still much knowledge to be uncovered in the area of organizational change and its effect on employee performance. This is because organizations are constantly changing, and literature needs to be updated regularly. Additionally, there is a dearth of knowledge concerning organizational change and its effect on performance, particularly within the Ghanaian state-owned media.

The study therefore seeks to complement literature by identifying the nature of organizational change at the Ghana Broadcasting Corporation and the extent to which they influence employee performance. Although the organization has offices throughout Ghana, the study only concentrates on the head office. Although this poses a limitation to the study, it is expected that the outcome will be beneficial to the organization and as well as increase the stock of knowledge on organizational change. The rest of the paper is organized into four main sections. Literature related to the topic is reviewed in the next section. This is followed by a discussion of the methodology of the study. The fourth section outlines the data analysis. The discussion of the findings is presented in the fifth section. The study concludes in the sixth section with recommendations and directions for further research.

## 2. Literature review

Literature related to organisational change and change management is discussed in this section. This discussion is intended to help outline all relevant concepts used in the study.

## 2.1 Concept of Organizational Change

The nature and environment of organizations give rise to the idea of organizational change, most especially in these times of environmental, political and economic uncertainties. Change is a term that refers to a series of events that help companies grow (Belyaeva, 2018). A change in an environment frequently necessitates a corresponding change in the organization that operates in that environment. Organizational change is therefore defined as rightsizing, new development and change in technologies, rescheduling operations and major partnerships amidst changing environment or situations; all geared towards making the organization robust, effective and efficient to deliver its mandate (McNamara, 2011). Organizational change is the transition of an organization from one condition of affairs to another state where it functions more effectively and efficiently (Faupel & Süß, 2019). It can be deduced from the definitions above that, organizational change is that adopted approach that keeps an organization resilient, responsive and adaptive to situational or environmental changes through effecting changes in areas deemed necessary based on their strategic analysis. The general aim of organizational change is an adaptation to the environment or an improvement in performance (Stringer, 2010).

The forms or types of organizational change have been looked at by several people from various angles. Kotter (1996) divided change management into three categories: business process re-engineering, technical change, and incremental change. Business process re-engineering is a business management method that focuses on the study and design of workflows and business processes inside a company (Elapatha & Jehan, 2020). In the course of re-engineering business processes, the old methods of doing things are completely turned down for a more meaningful change implementation (Kotter, 1996). Incremental change unlike business process re-engineering does not actually change the current structures but makes minute changes with the ultimate focus on the end result (Kotter, 1996). The idea is that this form of change is carried out in a step-by-step manner. However, its prime purpose is to enhance the overall efficiency of the organization. Under the technological change, organizations embrace new inventions in an intuitive manner while diffusing their processes for operational efficiency (Kotter, 1996).

Weiss (2015) enumerated these changes into three types' namely developmental change, transitional change, and transformational change. Developmental changes are those you make to improve present company practices. The essence is to fine tune business practices to yield efficient outcomes. Weiss (2015) viewed this as a prime step required of an organization to make adjustments in its operations to help them meet their expectations in the market place. Transitional change is those that are implemented to replace old procedures with new ones (Weiss, 2015). This sometimes might cause pain as in most cases people find it difficult letting go used-ways of doing things to embrace a new way (Weiss, 2015). Transformational changes are changes that radically restructures an organization's business strategy and operations, frequently resulting in a shift in its work culture (Weiss, 2015).

## 2.2 Factors influencing organizational change

Empirical research has revealed three major influencers of organizational change: leadership, focus, and commitment (Lawler & Worley, 2011). Organizations that do not transition from a controlling to a more nurturing body that motivates employees to outperform their performance; tend to have challenges with successful change processes (McFarlin, 2011). Organizational change processes become a big challenge when business decisions are not adequately aligned with the organization's goals; and management fails to demonstrate commitment to future changes in the change process (Sadler, 2005).

Nyaguthii (2016) investigated factors that are affecting organization change at the Kenya Trade Network Agency and did find out that training and compensation, goal planning, and employee empowerment impacted on the performances of organizational change processes. When employees are adequately trained and rewarded for their efforts, they work as a team to achieve the organizational change processes. In the absence of this,

management is not in a good position to harness employees' abilities to available resources, thereby impeding the change processes at the Kenya Trade Network Agency.

Rhodes et. al. (2008) examined the factors influencing organizational knowledge transfer and the study indicated that, the particular organizational factors considered as IT systems had the most significant impact on organizational knowledge transfer followed by a structured learning strategy, and an innovative organizational culture.

### 2.3 Effect of organizational change on employee performance

A number of research on organizational transformation and employee performance have been conducted. A study by Karanja (2015) on the impact of organizational change on employee performance at the Postal Corporation of Kenya found out that organizational change had a beneficial influence on employee performance with technology being the main influencer. This owed to the fact that it provided an internship programme for existing staff and motivated them to greater performance.

Khosa et. al. (2015) used descriptive statistics and correlation analysis methodologies in their study on the influence of organizational change on employee performance in Pakistan's banking industry. According to the findings of the study, organizational change has a favourable and significant influence on employee performance in Pakistan's banking industry. In addition, the strongest influential factor toward employee performance in banking industry is tolerance to change while the lowest influential factor affecting the employee performance in banking industry is procedural justice.

Khan and Jabbar (2013) did research on the factors that influence employee performance in the business sector in Pakistan. According to the study, working circumstances did not show a strong link with employee performance, however work-life conflict had a negative influence on employee performance. Leadership and remuneration, on the other hand, have a substantial and considerable impact on employee performance.

Tefera and Mutambara (2016) investigated the impact of organizational changes on employee engagement at a Kwazulu Natal country club. The study's major results revealed that management had not provided chances to engage employees as they were excluded from the decision-making process. This added to their dissatisfaction and aside the fact that communication was poorly handled in the organization. Despite employee perceptions that organizational change will aid in achieving organizational goals, they were unable to meet its financial aims.

Wanza and Nkuraru (2016) studied the impact of change management on employee performance in relation to technology developments, organizational leadership, structure, and culture. The study discovered that structural change and organizational leadership have a favourable impact on the performance of staff. The survey also indicated that technology changes have a significant influence on employee performance owing to the rapid technological developments occurring throughout the world, which serve to ease Labor and increase efficiency.

Kansal and Singh (2016) performed research at Maruti Suzuki on the influence of organizational transformation on employee performance. The study's findings demonstrated that organizational change had a significant impact on employee performance across gender, departments, and designations. The study indicated that cultivating a positive mindset and practice leads to enhanced organizational performance. According to the study, change has a higher impact on employee attitudes, which is supported by employee performance.

## 3. Methodology

This study adopts an approach to research that is quantitative, specifically descriptive and inferable in nature given the need to examine the relationship between the study variables. The study is also descriptive because it

allows researchers to get opinions on a topic of interest or concern based on the study that will be conducted (Siedlecki, 2020). The research focuses on examining the effects of organizational change on employee performance using the Ghana Broadcasting Corporation as a case study. Given this, the adopted research approach will make it possible to analyze collected views and help develop an in-depth understanding of the research problem, even though there exist the dangers of prying into the private issues of study participants, high chances of biases in the research findings and inability to identify the cause behind the described phenomenon (Sileyew, 2019; Bloomfield and Fisher, 2019).

### 3.1 Population and Sample

Thacker (2020) defined the term "population" as a complete set of people with specified characteristics. To this end, the targeted population for this study will be all employees working at the headquarters of Ghana Broadcasting Corporation in Accra. The participants in the study comprised of directors, senior staff and junior staff situated in the headquarters of Ghana Broadcasting Corporation in Accra. The study's total population is 995.

A sample size of 278 employees was chosen from a population of 995. This was determined using the table supplied by Krejcie and Morgan (1970), which reveals that a sample size of 278 is adequate for a population of 995. The sample size was obtained using Krejcie and Morgan's sample size formula below (Krejcie and Morgan, 1970).

$$S = \frac{X^2 NP(1 - P)}{d^2(N - 1) + X^2 P(1 - P)} \dots$$

Where:

$S$  = required sample size.

$X^2$  = the value of chi square for 1 degree of freedom at the desired confidence level (3.841).

$N$  = the population size.

$P$  = the population proportion (assume to be 0.50 since this would provide the maximum sample size).

$d$  = degree of accuracy expressed as a proportion (0.05).

$$S = \frac{3.841 * 995 * 0.50(1 - 0.50)}{0.05^2(995 - 1) + 3.841 * 0.50(1 - 0.50)}$$

$$S = 277.52$$

$$S = 278$$

Hence, the sample size for the study is 278.

The sample constitute about 28% of the population. The population was then stratified into three categories and based on the sample proportion, the number of people to be selected from each category was determined. Convenience sampling technique was used to select the respondents for the study. This choice is motivated by the fact that the study aimed to collect data from respondents who were readily available to respond to the research instrument given the tight job schedule of staff. According to Bhardwaj (2019), convenience sampling technique allows for the selection of members of a sample on the basis of their convenient accessibility notwithstanding the fact that it could suffer high vulnerability to selection bias and influences beyond the control of the researcher.

Table 1: Population and Sample

Category	No. of Employees (Population)	Sample
Directors	9	3
Senior Staff	86	24
Junior Staff	900	251
<b>Total</b>	<b>995</b>	<b>278</b>

Source: Authors' Construct, (2022)

### 3.2 Data Collection

Questionnaire was the primary collection instrument administered to gather data from respondents. The most cost-effective method to gather quantitative data is the questionnaire (Kazi and Khalid, 2012). It's scalable, can be easily analyzed, and guarantees respondent's anonymity (Kazi and Khalid, 2012). However, it is susceptible to dishonesty, unanswered question, and lack personalization (Kazi and Khalid, 2012). The questionnaire had three parts. Section A was used to gather information regarding respondents. Sections B and C focused on getting relevant data on organizational and employee performance. Section B uses a three-point Likert scale (1 = Yes, 2 = No and 3 = Not Sure) while Section C used a five-point Likert scale (1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree).

The administration was done in proportion to the sample size as shown in Table 1. The researcher was readily available to all study participants, provided further information were requested and assured them of their anonymity.

### 3.3 Data Analysis

Following the retrieval and analysis of the questionnaire, each response was calculated using IBM SPSS 20, a statistical tool that can be used to execute a wide range of statistical procedures. But prior to that the collected questionnaires were checked for any omissions in terms of the responses. This was followed by data coding by assigning a unique code for each item of the questionnaire or the variables to be used when entering the data into IBM SPSS system. Subsequently, the prepared data was then entered into the system. The entered data were again checked for missing values using IBM SPSS. Upon proving this, the analysis was carried out in the following manner: the frequency and percentage distributions were used to determine the respondent profile. Descriptive statistics such as mean and standard deviations were used to establish the various organizational changes implemented in Ghana Broadcasting Corporation.

Regression analysis was used to determine the effect of organizational change on employee performance. Using IBM SPSS, the variable value for the independent and dependent variables was computed. Multiple regression analysis was used to identify the predictors of employee performance by organizational change variables such as structural, strategic, and technological change at a confidence level of 95%. At the 0.05 level of significance, the hypothesis was tested. The decision rule was  $p = 0.05$ , so if  $p \leq 0.05$ , the null hypothesis was rejected; otherwise, it was accepted.

## 4. Data analysis

### 4.1 Changes implemented by the Ghana Broadcasting Corporation

The various types of changes implemented by the management of Ghana Broadcasting Corporation are analyzed in the following subsections.

#### 4.1.1 Structural Change

It was found that there had been some realignment of jobs to suit new business structures. This became necessary as there were changes in the environment which necessitated the adaptation of the structures. Some of these realignments necessitated the establishment of divisions (as mentioned by 78.1% of the respondents), development of new policies (supported by 80.6% of the respondents), and changes in business model to suit present needs (mentioned by 74.5% of the respondents). These changes made some positions obsolete and redundant and 78.8% indicated that such positions are mostly removed. However, the remaining respondents although attested to the fact that some redundant positions have been removed, they were of the view that there are a lot of redundant positions that need to be removed to enhance efficiency.

This affirms the work of Cahyani and Kriswibowo (2022) indicating the need for organizations to put in the greatest effort in changing the method of thinking and working processes of employees at all levels to enhance their performances.

#### 4.1.2 Strategic Change (SC)

The study found that there have been some strategic changes at the Ghana Broadcasting Corporation. Prime among them is the changes in fundamental business approach, strategy and tactics. This position was supported by 80.2%. Although 19.8% of the respondents had another opinion, it was clear that there have been major strategic changes with respect to the approach, strategy and tactics the Corporation uses. Another strategic change mentioned (by 78.8% of the respondents) concerned the culture and habits of the employees. Authors such as Marlon, Prasanna & Starts-Hopko (2021) have underscored the importance of work culture and therefore it is important to initiate cultural and attitudinal changes to make strategic changes worthwhile. Another strategic change initiated by the Ghana Broadcasting Corporation was changes in corporate vision and objectives as revealed by 74.4% of the respondents. A major component of the corporation's strategic plan is the vision and so to make strategic changes, it is not out of place to modify the mission and objectives. Another strategic change (according to 71.2% of the respondents) was the improvement of corporate services available to the customers to be able to stay competitive. However, after such changes in the culture as well as the vision and objectives are affected, there is the need to train the employees to better respond to these changes. According to the 75.5% of respondents, this was another strategic change implemented by the Ghana Broadcasting Corporation. These changes were necessary because according to Appelbaum et al. (2018), in order to achieve excellence and stay competitive, organizations must strategic in stimulating and growing knowledge and capacities among employees.

#### 4.1.3 Technological Change (TC)

The study found that the Ghana Broadcasting Corporation implemented some technological changes. Specifically, it was revealed that the organization made changes in its technology to suit business needs and also as a result of technological advancement. Over eighty percent (81.3%) asserted that in order for the Corporation to remain in business, there was the need to improve on the technology it uses. Also concerning the use of software in production as well as other activities, 82.7% of the respondents indicated the GBC customized most of its software to improve efficiency as well as the speed and productivity of the employees. According to 79.9% of the respondents, Ghana Broadcasting Corporation has also initiated some technological

changes aimed at optimizing workflow and internal processes. Also, to improve the quality of services, GHC introduced new enterprise technological advancement. This was supported by 78.4% of the respondents. However, concerning those did not agree to this some of them mentioned that there are far advanced technologies that the GBC can take advantage of and since the current technology has existed for some time, the expect management to change. Furthermore, about 69.8% of the respondents mentioned that the Corporation has also trained employees on these new technologies. However, a little over 30% also believe that the training they have had is inadequate of which most of them had to learn themselves while doing the job. They advocated for a more formal training for all the workers and not selected few. It is worth noting that Makridis and Han (2021) emphasized the indispensable nature of technology change in business operation as it is associated with positive effects on employee empowerment and life satisfaction. Therefore, every establishment that expects to remain competitive and stay in business need to make some modification in its technology with the passage of time.

Ultimately, the study found out that Ghana Broadcasting Corporation practices organizational changes structurally, strategically and technologically. This affirms that assertion by Nadim and Singh (2019) that organizations cannot exist; neither can it survive competition without practicing organizational change due to the positive outcomes it yields for all stakeholders.

#### 4.2 Relationship between organizational change and employee performance

The second objective of this study was to examine the relationship between organizational change and employee performance in Ghana Broadcasting Corporation.

Table 2. Correlation between organizational change and employee performance

		<b>Correlations</b>		
			<b>OC</b>	<b>EP</b>
<b>Spearman's correlation</b>	<b>OC</b>	Correlation Coefficient	1.000	.752
		Sig. (2-tailed)		.000
		N	278	278
	<b>EP</b>	Correlation Coefficient	.752	1.000
		Sig. (2-tailed)	.000	
		N	278	278

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

Spearman's correlation was computed to assess the relationship between organizational change and employee performance. Table 2 shows that 278 respondents provided the data for organizational change and employee performance. The relationship is statistically significant at 0.000 given the fact that it is below 0.05 and with a correlation coefficient of 1 for both variables, it can be concluded that there is a perfect positive correlation. As organizational change increases, employee performance also rises and from the result in Table 4.5, this is quite strong at 75.2% (0.752). Hence, the relationship between organizational changes and employee performance is strong, significant and positive. This affirms the finding of relationship results of Tarekegn (2020) which showed the existence of a positive relationship between the organizational change dimension and employee performance at Dashen bank.



4.2.1 Structural Change and Employee Performance

Table 3. Structural Change Model Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457a	.209	.206	3.94424

  

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1133.850	1	1133.850	72.883	.000b
	Residual	4293.747	276	15.557		
	Total	5427.597	277			

  

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.685	1.183		8.185	.000
	STC	1.584	.186	.457	8.537	.000

a. Predictors: (Constant), STC

b. Dependent Variable: EP

The results presented on Table 3 revealed that structural change significantly affects employee’s performance by causing a variance of 20.9% (R2=0.209, P=0.000). Furthermore, the study revealed that the regression model was the best fit for predicting the effect of structural change on employee performance (F=72.883, P=0.000). Similarly, the study revealed that every unit change in structural change will significantly affect the variance in employee performance by 45.7% (Beta = 0.457, P = 0.000). This shows that changes in structural change affect employee performance. It is therefore in line with Ahmed et. al. (2013) assertion that organizational structural change can inhibit or promote employee performance depending on how effective the supervisory relationships and workflow influences productivity.

4.2.2 Strategic Change and Employee Performance

Table 4. Strategic Change Model Output

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546a	.298	.295	3.71652

  

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1615.343	1	1615.343	116.948	.000b
	Residual	3812.254	276	13.813		
	Total	5427.597	277			

  

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.173	1.078		7.579	.000
	SC	1.801	.167	.546	10.814	.000

a. Predictors: (Constant), SC

b. Dependent Variable: EP

The results in Table 4 show that strategic change has a 29.8 percent variance in employee performance ( $R^2=0.298$ ,  $P=0.000$ ). Furthermore, the regression model ( $F=116.948$ ,  $P=0.000$ ) was found to be the best match for predicting the influence of strategic change on employee performance. Results in Table 4.7 also shows that for every unit change in strategic change, employee performance is affected by 54.6 percent ( $Beta = 0.546$ ,  $P = 0.000$ ). The results show that changes in strategic change affects employee performance. According to Thugi and Gathenya (2018), strategic change can either be harmful or helpful to employee performance. The successful implementation of it will improve the business while its failure will lead to catastrophic consequences including organizational decline (Thugi & Gathenya, 2018).

4.2.3 Technological Change and Employee Performance

Table 5. Technological Change Model Output

Mode		Adjusted R		Std. Error of the Estimate		
1	R	R Square	Square			
1	.732 <sup>a</sup>	.535	.533			3.02344
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2904.636	1	2904.636	317.753	.000 <sup>b</sup>
	Residual	2522.961	276	9.141		
	Total	5427.597	277			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.968	.785		7.602	.000
	TC	2.194	.123	.732	17.826	.000

a. Predictors: (Constant), TC

b. Dependent Variable: EP

The results presented on Table 5 revealed that technological change significantly affects employee’s performance by causing a variance of 53.5% ( $R^2=0.535$ ,  $P=0.000$ ). Furthermore, the study revealed that the regression model was the best fit for predicting the effect of technological change on employee performance ( $F=317.753$ ,  $P=0.000$ ). Similarly, the study revealed that every unit change in technological change will significantly cause a variance in employee performance by 73.2% ( $Beta = 0.732$ ,  $P = 0.000$ ). Hence, there is a correlation between technological change and employee performance. The state of technology in any organization has a significant influence on employee performance as reflected in the quality and quantity of production of its goods or services (Dauda & Akingbade, 2011).

### 4.3 Multiple Regression Output

The output of the multiple regression is shown in Table 6.

Table 6 Multiple Regression Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.774 <sup>a</sup>	.598	.594	2.82078		
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3247.435	3	1082.478	136.044	.000 <sup>b</sup>
	Residual	2180.162	274	7.957		
	Total	5427.597	277			
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.631	1.027		1.589	.113
	STC	.323	.154	.093	2.097	.037
	SC	.843	.143	.255	5.881	.000
	TC	1.708	.141	.569	12.088	.000

a. Dependent Variable: EP

b. Predictors: (Constant), TC, SC, STC

The results in Table 6 show that together the three independent variables (Structural, Strategic and Technological Change) have a 59.8% variance in employee performance ( $R^2=0.598$ ,  $P=0.000$ ). This implies that a combination of structural change, strategic change and technological change contribute significantly to the improvement of employee performance. Furthermore, the study revealed that every change in organizational change factors would significantly cause a variance of 77.4% on employee performance (Beta = 0.774,  $p=0.000$ ).

In addition, the results revealed that technological change is the highest predictor of employee performance, causing a variance of 56.9% (Beta =0.569,  $p=0.000$ ), followed by strategic change which causes a variance of 25.5% in employee performance (Beta = 0.255,  $p=0.000$ ), and lastly, structural change which causes a variance of 9.3% in employee performance (Beta = 0.093,  $p=0.037$ ). This implies that for a single unit change in technological change, there will be a significant variance of 56.9% in employee performance. This affirms the study results of Karanja (2015) which revealed that employee performance has been positively influenced by organizational change; and that technology as a considered variable affected this change the most and influenced employee performance positively. Wanza and Nkuraru (2016) also indicated that technology changes have a significant influence on employee performance owing to the rapid technological developments occurring throughout the world, which serve to ease Labor and increase efficiency. In addition, this study also shows that for every unit change in strategic change, there will be a significant variance of 25.5% variance in employee performance. Likewise, for every unit change in structural change, there will be a significant variance of 9.3% variance in employee performance. Although, the findings show structural change to be the least the change influencing employee performance, it reinforces the work of Wanza and Nkuraru (2016) on the place and contribution of structural change as a component of organizational change on employee performance.

## 5. Discussion

The study has revealed that there is positive correlation between organizational change and employee performance. It has also been shown the different forms of change correlated with, and affected performance differently. There have been studies that seek to affirm or refute some of the findings identified in the study.

Concerning the studies that affirm the findings, a study by Tarekegn (2020) for instance showed the existence of a positive relationship between the organizational change dimension and employee performance at Dashen bank. Also, a study by Halkos and Bousinakis (2012) found after interviewing 355 employees in both public and private sectors that there is a relation between change and productivity (performance). They found that although initially change may lead to increased stress, which may impact negatively on productivity, when it's (change's) necessity and utility is understood, it leads increased productivity. The study further reported that successfully navigated organizational change will have a greater impact on productivity. This finding is thus in line with the findings of this study that strategic change and organizational change are positively related to performance.

Another study by Ozececik (2010) also supported the findings of the current study that change results in increased performance. The study which identified 93 organizations that underwent Business Process Reengineering (BPR) projects and found that successfully implemented BPR led to improvement in the performance of the firms in terms of return on assets, return on equity and labour productivity.

Nevertheless, there are empirical research findings which do not corroborate the current research findings. There have been studies that have found a negative correlation between organizational change and performance. Mockus (2009) which sought to examine the effect of organizational change on productivity in more than 2000 software developers found that organizational change negatively affected productivity. Using the same sample, Mockus (2010) again found increasing coding defects among persons who are closer to the source of change. However, in concluding Mockus (2010) indicated that the time period after the change was relevant since shorter time periods after the change experience increasing defects. This shows that when change is properly understood and implemented, its negative impact is minimized. Also, a 1999 study by Mabile & Conti (1999) using data from 754 employees identified a decline in creativity after a downsizing initiative. They also found a decline in the number of invention disclosure submissions (an indicator of technological innovation rate) by 24 percent over the study period. They also found a partial decline in productivity.

It is therefore evident that the current research findings and existing literature show that organizational change may influence performance negatively or positively. However, it has been made evident that the direction of the effect depends much on the employees understanding and acceptance of the change, as well as the time lapse after the change has been implemented. A well understood and accepted change is more likely to an increase in performance while the opposite may affect performance negatively. Furthermore, the intensity of the impact of change on performance also depends on the type of change as is evidence in the current study where structural, strategic and technological changes have impacted performance differently. Literature sources such as Mabile & Conti (1999) and Ozececik (2010) also corroborate this.

The study therefore shows that to obtain the maximum benefits from organizational change, there is the need to ensure that change is well understood and accepted by those affected. Furthermore, the more comfortable persons are with organizational change, the greater will be the positive effect of such change (see Halkos and Bousinakis (2012).

## 6. Conclusions and recommendations

The study aimed at examining organizational changes and how it impacts the performances of employees. Key concentration was on how structural, strategic and technological change is influencing the job performances of employees. The findings revealed are consistent and adds to the results of numerous studies that have demonstrated that organizational change impacts employee performance. Given this, organizational change in terms of structural change, strategic change, and technological change have a significant impact on employee performance and should be prioritized.

### 6.1 Recommendations

Based on the study's findings that structural, strategic, and technological change have a significant impact on employee performance, the study recommends that Ghana Broadcasting Corporation's management should:

- Periodically change the way business is done in a way that timely responds to the ever-changing customer demands.
- Practice appropriate strategic changes that enable them to offer services that meet their customers' expectations.
- Continue to embrace technology alongside providing the necessary training for its employees to fully take advantage and exploit the opportunities it offers.

## Conflict of Interest Statement

The authors declare no conflicting interest in the conduct of the study.

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