

ORGANISATIONAL CHANGE AND WORKFORCE PERFORMANCE: A STUDY OF SELECTED REGISTERED MARITIME FIRMS

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ABSTRACT

This study looks at keeping up change trends and how it inter-relates on the performance of the marine workforce. The marine industry has significant challenges due to the intricacy and vagueness of the adjustments required for businesses to survive and thrive, even though the industry plays a crucial role in economic growth trading and investment. Using a cross-sectional survey of eleven organizations from list of some registered Nigerian shipping businesses. The study's population consists of 110 employees, with sample size of 86 respondents proportionately and purposefully chosen and determined by Slovin's formula. To test the hypotheses, Chi-square statistical was used. The research findings indicate that there is an interaction between the three variables of organizational change, as the hypotheses stating leadership style does not relate to the level of employee's commitment, technological innovation do not impact the rate of employees turnover and organizational culture not influencing attitude to work are all rejected as the null hypotheses while all alternative hypotheses are all accepted due to the decisional rule of calculated Chi-square value being higher than the tabulated value($Cal. X^2 > Tab. X^2$). According to the study, organization leadership should reward employees fairly when necessary in order to strengthen the organization and improve performance with devotion. Adopt cutting-edge technology that makes labour easier and smarter rather than harder in order to lower labour turnover and create a comfortable work atmosphere. Finally, align organizational culture to support initiatives of enhance working conditions and compensation that will make workers feel satisfied about their jobs. In spite of the study limitations, further researchers may need enlargement of the sample size representation and awareness generation to change the attitude and opinion of conducting research in the sector.

Keywords: Keeping-up, workforce, change trends, maritime, performance

INTRODUCTION

In recent times, the marine industry has significant challenges ranging from environmental regulations, geo-political tension threatening human life safety and security, global economic crisis, listing but

few as an indispensable intricacy and vagueness of the adjustments required for businesses to survive and thrive amidst uncertainty, even though the industry plays a vital role in economic growth, trading and

investment (United Nations Conference on Trade and Development, UNCTAD, 2023).

The maritime business being a sub-sector of the transport industry globally, has always been contributing to economy development from the angle of employment generation, revenue and social infrastructural development, thus making it a focus of attention by positive thinking government. However, the relevance of the sector has been militated with difficulties in managing the change trends across countries especially in the developing countries like Nigeria. During turbulences and uncertainty, managing change by leadership entails providing direction and identifying skills gap in order to equip and meet workforce requirement with crave to survive in the face of competitiveness through improved performance. The emergence of change is an unavoidable natural response to the disruptive business environment, and its management becomes the pillar of organizational performance, argued Ajani et al. (2022).

Organizational change management has garnered great importance in the recent years, due to its crucial role in meeting global demand for improved organizational effectiveness and/or growth (Balamurugan & Dhivya, 2020). Therefore, the Nigerian maritime administration and safety agency (Nimasa) among others is a “needy square peg in a square hole”. As a government establishment given its responsibilities in labour regulations and enforcement, safety administration, pollution prevention and control, registration, and workforce capacity development among other areas. Like in other sectors, the workforce is essential to the marine industry since it is a distinct factor of production with the knowledge and skills needed to be successful and efficient in assisting in the achievement of organizational goals in the pervasive changing environment

(Suman & Sfivastava, 2012; Furxhi & Dollija, 2021).

Employees can be shown what is in it, to aid the best methods to start and manage change. Based on the aforementioned, a rise in production leads to an organization’s ability to pay higher wages or provides better employee welfare services, necessitating expansion and the advancement of workers to new positions. Today’s worldwide presents management of organizations with a wide range of challenges, many of which are primarily caused by the rapidly evolving technical landscape. Other business complexity includes workforce diversity, leadership orientation, cultural and intense competitiveness. Organizations need to adapt to the demands of the environment in order to eliminate or lessen these problems. The process of continuously updating an organization’s direction and capabilities is captured by the management of change trend, which is backed by Lewin’s (1951), work, which crystallizes the renaming of the organization development transition.

Evidence from many research studies show that without the involvement and dedication of individuals, organizational change would be a disastrous attempt, hence any organizational transformation requires a change in the workforce environment. Similar to this, Holtzhausen and Fourie (2011), argue that, in order for management team to increase employee’s efficiency, they need to understand the factors influencing workforce performance through a dynamic change management. As such, there is a critical need to develop this understanding.

Moreover, several studies had identified that, the marine industry has not yet fully explored the potential that abound, to which suggest that, the quest to beaming intense search indicates the need for more research in this area. The study focus examined the effect of

changing trends in organisations and its relationship with maritime workforce performance, while the specific objectives are to: examine a relationship between leadership style and employee's commitment at work; ascertain technological innovation on rate of labour turnover; and determine the effect of organizational culture on employee attitude to work.

LITERATURE REVIEW

Organizational Change

An organizational transition from one state of affairs to another is describes as organizational change. A change in the workplace frequently necessitates changes inside the organization that operate within an environment. Changes in an organization's structure, strategy, policies, procedures, technology, and culture can all be considered kinds of organizational change. Management of decisions must be planned for in order to handle them (Balamurugan & Dhivya, 2020). An endeavor or series of steps leading to a change in course or development that has an impact on an organization's operation is referred to as an organizational change. Being different in the process of change is any initiative or set of actions resultant to a shift in direction or progression. Change may occur spontaneously and be uncontrollably brought about by outside forces, or it may be deliberate and planned by the organization's management. Karanja (2015), argues that change can affect the methods an organization's uses to carry out its mission, the implementation of those strategies, the duties and responsibilities carried out by its members and the interpersonal interaction among them. An intentional organizational transformation contributes to continual survival through number of benefits that

include enhance competitiveness; improve financial performance, and higher customer and employee satisfaction, observed Methode et al. (2019). According to Bai and Zhou (2014), the majority of change initiatives will fail except if organizations acknowledge that change may cause stress reactions in workers and, as a result, create internal organizational procedures and conditions that are required for effective coping to occur. Imberman (2009) asserts that organizational modifications or changes are necessary to make sure that organizational strategies continue to be workable. Workplaces are growing more and more accustomed to ongoing organizational changes, which guarantee chances for advancement.

Forces of Change

There are two basic forces of change in the workplace, these are external and internal.

External change factors

Political/government forces: issues involve, including modifications to laws, regulations and policies that confront the organization as a result of the swiftly evolving global political landscape and political upheavals.

Economic forces: these are forces such as shifting business cycles, general inflation or deflation rates, fluctuating interest rates, tax structures, import/export duties etc. It also includes opportunities and threats available in the environment such as economic uncertainties or growing competitive pressure.

Technological forces: technologically, organization revolutionized entails functioning by facilitating newer ways of working and added in newer range of products/services thus creating a need to

manage change in an efficient and proactive manner,

Competitive forces: increase in the global rivalry forces and the intense organizational changes of strategies for assuring global presence are major focus of concern in the Japanese majors production of Nissan, Toyota and Mitsubishi, which continuously have led to relocation in their manufacturing assembling operations to areas like south east Asian countries in order to enjoy competitive advantage in the form of reduced cost of labour and economies of scale.

Changes in customer's behavior/preference: changes in the needs of the customers are compelling to which the organizations must adapt to in their goods and services. This often becomes necessary due to the uniqueness of human behavior not fixated, thus desiring effort to meeting the dynamism of the customers.

Internal Organizational Change Factors

Systemic forces: subsystems of interaction within an organization are inter-connected and have effect on organizational behavior. Any modification to a sub system does necessarily have an effect on the total alignment and the current procedures.

Inadequate administrative processes: an organization must modify its rules and current administrative steps in accordance with an established set of procedures, rules and the regulations, otherwise, the administrative insufficiency may lead to organizational ineffectiveness.

Individual/group expectations: from the sociological perspective, a man is a social animal whose needs and wants vary with the time, leading to variations in both individual and group interests.

Structural alterations: these change modification gives the general layout and the

current organizational structure, thus culminating into adjustments that can be seen as a calculated strategic move by the organization to increase the level of gain and thus enjoys a competitive edge.

Technological changes: this occurs when in an organization the level of adjustment to work requires going through a procedures, machinery, automation level and work order.

- Risk involvement: risk in terms of (profit/loss) concerns stemming from a decline/progression, productivity or market shares necessary as a pivotal either as hindrance or propeller to the life of an organization.

Theoretical model

Lewin's (1951) three step model- This is a three phase model of change: unfreezing the status quo, movement to a desired end state, and refreezing the new change to make it permanent. 1. *Unfreezing:* before any change is implemented, the existing condition or state must be released. Resistances start to show at this point, making it difficult stage. If resistance is really high, managers may need to use a combination of decreasing resistance and making the alternative more alluring so as to really unfreeze. From this identify point, organization strive in effort to maintain internal order while simultaneously changing unwanted systems. Moreover, it is crucial for the involvement of employees and the concern groups to communicate their opinions as concern to the management for address and necessarily the removal as an option to the obstacles for a successful transformation program

Movement: the state of affairs has been unfrozen. The new operational level has been identified and it is time to implement the required adjustments. Everyone in the organization is urged to take part in the change initiative when new procedures, guidelines, and organizational structures are

implemented, notwithstanding whether the restraining or the driving factors change. “Change is necessary for organization effectiveness, as it enables ability to navigate the movement with regard to organization wellness and ensure everyone movement in the right direction and at the right pace,” Shin et al. (2012) (para.4) The new development ends in bigger things in the long run, as there has to be intensive communication and people involvement.

Refreezing: once the changes have been implemented they are refrozen in a new state of balance. If this is not done the balance will not be fixed and it will go back to its previous state. Refreezing implies that changes made become the new norms for that particular situation (Manzoor, 2010). When the change agents monitor the change in systems and structures and they are satisfied they then refreeze the new change. For this to work change has got to be reinforced.

Empirical Review

Wang and Kebede (2020).Examine employees’ reaction to organizational change using the following specific perceptions: perceived organizational support, perceived procedural justice, perceived fear of consequences of a change, perceived self-confidence for learning and development, perceived trust in management and perceived need for change. Three hundred and fifty – nine personnel of Mekelle Revenue and Custom Authority (MRCA) in seven branches were selected through the use of stratified sampling approach, and structured survey questionnaire were delivered to the employees as respondent, using random sampling for quantitative data collection, while SPSS was used for data analysis. The result of this study suggests that monitoring employees’ reaction is important for effective

organizational change and that more research is needed to address the issues.

Qëndrim (2020) investigates the relationship between motivation and organizational commitment. An online survey was conducted with 207 participants across Kosovo. Regression analysis shows that motivation significantly influences organizational commitment. The model summary shows that, 36% of the variation in organizational commitment is explained by work incentive. The work motivation coefficient shows that organizational commitment is significantly and favorably explained by job performance.

Lim et al. (2020). investigate the factors that affect employee commitment to change and to examine the moderating effect of organization culture in service organizations. A total of 190 responses were collected from the employees working in the service organizations in Malaysia. Data analysis was conducted using Smart PLS 3.0. Bootstrapping and path modeling were used to evaluate the study research model. The results show that the only three elements that were found to be significantly associated to employee commitment to change were the quality of the connection with the management, the fit of the change with the vision, and job motivation. Furthermore, no empirical evidence has been discovered in the results to support the moderating impact of organizational culture.

Ajani et al. (2022) examined “management of change practices as a catalyst on employee’s performance among licensed fast foods in Lagos State, Nigeria. The research utilized a qualitative survey. Using a random sampling technique (by balloting) among the five (5) fast foods, a Dephi multi stage approach was used. A convenience sampling method was used to choose twenty-five respondents. Information extracted from the conducted

interview was examined from a content viewpoint and analyzed using Generic qualitative frequency method (Nvivo 12). The study showed that appropriate evaluation of the themes and sub themes items of change management practices can lead to maximum job performance in fast foods industry in Lagos State. The study recommends that employee-focused change management strategies that aim to improve performance should have their indices improved upon to encourage and support the stakeholder's mental and emotional development.

Chiavoghi and Emerole (2017) examine the "effect of change management on employee commitment of deposit money banks". A cross-sectional research survey was employed. Accessible population consists of ten (10) banks using simple random sampling technique. A total of 122 staffs were surveyed. Sample size is 93 using Taro Yamane. Validity of the instrument was ascertained using face validity. Reliability of the instrument was determined using Cronbach alpha test. Spearman's Rank Order Correlation Coefficient (rho) was used to test the hypotheses with the aid of SPSS (20.0). Findings of the study revealed that change management significantly improves

employee commitment. The study concluded that emphasizes employee involvement and communication strengthens workers' loyalty to the organization. It advised bank managers to deploy use of good communication as a tactic to get over employees' opposition to change in the workplace. Secondly, supervision of different financial institutions ought to motivate staff in taking part in the change management process.

RESEARCH METHODOLOGY

Using a cross-sectional survey method from eleven registered shipping companies in Nigeria. Population of study is 110 staff, purposively and proportionally selected from the Tin Can Island Terminal, Lagos with sample size of 86 using solving's formula of determination. Majorly the participants are middle and top level management staffs, who were guaranteed of non-disclosure of identity and confidentiality before, during and in the study analysis. Questionnaire was administered for purpose of data generation, as Chi-square statistical tool was adopted to test the hypotheses. The Slovin's formula was adopted to determine the sample size.

RESULTS AND DISCUSSIONS

Hypothesis 1: There is no significant relationship between leadership style and employees commitment at work.

Table 1: Chi-square result on leadership style and employees commitment at work.

Respondents	Observation (o)	Expected values(e)	O –e	(o –e) ²	(o –e) ² / e
Strongly Agree	18	17.2	0.8	0.64	0.037
Agree	19	17.2	1.8	3.24	0.188
Somewhat Agree	10	17.2	-7.2	51.84	3.013
Somewhat Disagree	30	17.2	12.8	163.84	9.525

Strongly Disagree	9	17.2	-8.2	67.24	3.909
TOTAL	86				16.672

$$X^2 \text{Cal.} = (O - E)^2 / e = 16.672$$

Degree of freedom = K-1

$$= 4$$

Level of significance = 5%

$$= 0.05: 4$$

$$X^2 \text{Tab} = 9.49$$

$$X^2 \text{Cal.} = 16.672$$

Decision Criteria

If $x^2 \text{ cal.} < x^2 \text{ tab}$: Accept H_0 and Reject H_1 and vice versa

Decision

Following the derived results of the calculated Chi-square at 16.672, and table value of 9.49 @5% significance level the Null hypothesis (H_0) is rejected because $X^2 \text{Cal.} > X^2 \text{Tab}$. Thus, leadership styles have significant relationship on employees' commitment at work.

Hypothesis 2: Technological innovation does not impact on the rate of labour turnover.

Table 2: Chi-square result on Technological innovation and labour turnover

Respondents	Observation (o)	Expected values(e)	O –e	(o –e) ²	(o –e) ² / e
Strongly Agree	15	17.2	-2.2	4.84	0.281
Agree	16	17.2	-1.2	1.44	0.083
Somewhat Agree	9	17.2	-8.2	67.24	3.909
Somewhat Disagree	28	17.2	10.8	116.64	6.781
Strongly Disagree	18	17.2	0.8	0.64	0.037
TOTAL	86				11.091

$$X^2 \text{Cal.} = (O - E)^2 / e = 11.091$$

Degree of freedom = K-1

Level of significance =5%

= 0.05: 4

X^2 Tab = 9.49

X^2 Cal. = 11.091

Decision Criteria

If x^2 cal. < x^2 tab : Accept H_0 and Reject H_1 and vice versa

Decision

Following the derived results of the calculated Chi-square at 11.091, and table value of 9.49 @5% significance level the Null hypothesis (H_0) is rejected because X^2 Cal. > X^2 Tab. Thus, Technology innovation does impact on rate of employees' turnover.

Hypothesis 3: Organizational culture do not influence employees attitude to work compliance.

Table 3: Cho-square result on employees' attitude to work compliance

Respondents	Observation (o)	Expected values(e)	O –e	(o –e) ²	(o –e) ² / e
Strongly Agree	09	17.2	-8.2	67.24	3.909
Agree	06	17.2	-11.2	125.44	7.293
Somewhat Agree	15	17.2	-2.2	4.84	0.281
Somewhat Disagree	29	17.2	11.8	139.24	8.095
Strongly Disagree	27	17.2	9.8	96.04	5.583
TOTAL	86				25.161

X^2 Cal. = $(O - E)^2 / e$ =25.161

Degree of freedom = K-1

Level of significance =5%

= 0.05: 4

X^2 Tab = 9.49

X^2 cal. = 25.161

Decision Criteria

If x^2 cal. < x^2 Tab : Accept H_0 and Reject H_1 and vice versa

Decision

Following the derived results of the calculated Chi-square at 25.161, and table value of 9.49 @5% significance level the Null hypothesis (H_0) is rejected because $X^2_{Cal.} > X^2_{Tab.}$. Thus, Organizational culture does impact on employees' attitude to work compliance.

The hypotheses of this study were tested using Chi-square analysis and the findings revealed that there is significant relationship between leadership style and employees commitment at work. As calculated Chi-square value of 16.672 is greater than the table value of 9.49 and thus accepting the alternative hypothesis. This finding is supported by the study findings of (Chiavoghi & Emerole, 2017; Ling et al., 2018). The study second hypothesis also found that technological innovation influence rate of labour turnover to work, as $X^2_{Cal.}(11.091) > X^2_{Tab.}(9.49)$. Being same with the study conducted by (Robertson & Seneviratne, 1995; Rebeka & Indradevi, 2015; Lim et al. 2020). Finally, the third hypothesis in the study reveals that organizational culture have significance effect on employee attitude to work as $X^2_{Cal.}(25.161) > X^2_{Tab.}(9.49)$. This is supported by the findings of Mon et al., 2019). The hypothesis analysis returned a need to reject the null hypothesis and accept alternative hypothesis.

CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

The research findings indicate that there is an interaction between the three variables of organizational change, which are leadership style, technology innovation and organizational culture. For this reason, it was determined that, the hypotheses stating leadership style does not affect the level of

employee's commitment, technological innovation do not impact the rate of employee's turnover and organizational culture not influencing attitude to work are all rejected as the null hypotheses while all alternative hypotheses are all accepted due to the decisional rule of calculated Chi-square value being higher than the tabulated value ($Cal. X^2 > Tab. X^2$).

Organization leadership styles should be sharpened to influence a high degree of commitment by rewarding the workforce fairly, when necessary, in order to strengthen the organization and improve performance with devotion.

- i. Adopting technological innovation in a way that makes labour easier and smarter rather than harder. This will lower labour turnover and provide a comfortable work atmosphere.
- ii. In order to favourably influence employees' attitudes, management should align the organization culture to support efforts to enhance pay, working conditions, job security, job dissatisfaction and inadequate supervision to a specific standard that will make workers feel satisfied about their jobs.

The study focus being a sub-sector in the general transportation system is limited by two major. The vulnerability to large focus group limited the population size (sample size) as both time and economic variables become inevitable considerations. Secondly, the privacy and unwillingness to disclose germane information and cultural business orientation biasness manifested in the attitude of respondents to questions, which was thought to have been guided using a purposive technique of sampling in the questionnaire administration. Thus, further

researchers may need enlargement of the sample size representation and intense awareness generation to change the non-willingness attitude and opinion of conducting research in the sector.

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