

Effects of Organizational Change and Development on Employee Performance

¹Okonkwo Nwakwushue I. Justina & ³Chiedu Christian O.

Department Of Business Administration

Department Of Accountancy

Delta State Polytechnic

Ogwashi-Uku, Delta State, Nigeria

ABSTRACT

This study is on the effects of organizational change and development on employee performance a study of Delta State Polytechnic Ogwashi-Uku. Organisational change is the adoption of a new idea, strategy, structure, behavior or the improvement on the present standard by an organization. It basically brings about alterations in structure, policies and procedures of an organization. One of the objectives of the study is to determine how the introduction of a new appraisal system can improve employee interpersonal relationship. The research questions and hypothesis are in line with the objectives of the study. Several literatures relating to the subject were reviewed. Questionnaire and oral interview were used to elicit data. Sample size was determined with Taro Yamane statistical method. The data collected were presented in a frequency distribution table, while the hypotheses were tested using regression analysis. At the end of the study, it was revealed that the introduction of a new company policy does not enhance employee performance. That the introduction of a new appraisal system improves employee interpersonal relationship and that job rotation enhances employee skill.

Keywords: Transformation, Development, Mergers, Acquisition and Management.

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1. INTRODUCTION

Globally, there are remarkable rapid changes in organizational strategies and culture towards capturing increased market opportunities. Organisational change is a process in which an organization optimizes performance as it works towards its perfect state, it is a form of transformation, it occurs as a response to variable business environment, a response to a current disaster situation, or produced by an organizer. Triumphant organizational change is not just a process of adjustment, but also requires satisfactory managing ability. Change in the organisation is triggered by a progressive manager. Additionally, organizational change is particularly apparent when the organization has just undergone a transfer of managerial power Haveman, Russo and Meyer, (2001). Organisational change triggers employees' feeling of nervousness, stress and lack of self-confidence when there are cases of downsizing, restructuring as well as merging to mention a few. Although there is acknowledgement that change is just a progress and there is a need to work towards it. Nevertheless it is still hard for people to accept change and so it is widely believed that most people resist change.

1.1 Statement of the Problem

In recent times we notice that companies are becoming more market oriented and customer focused in their pursuit for excellence. Thus they are becoming more proactive in redesigning their human resources, strategies and structures in the present environment of growing competition. Several studies have proven the fact that the dominant reason for redesigning in both the public and private sectors is the urgency caused by the introduction of the new economic policy. Each sector in the business scene has its own set of opportunities and threats. Every market leader in a particular sector is in that position because of its competitive edge over the other players in the market. Besides each market leader has its core competences which has been instrumental to its being on top. For a competitive edge to be converted into core competences it is paramount that the organization be proactive in carrying out their activities.

Some of the reasons for reorganization and redesigning include the following: decline in market share, privatization and liberalization, decline in profitability, and liberalization decline in decision making, delay in introducing new products in the market, management not being responsive to the needs of stakeholders especially its employees and customers.

All the above challenges will trigger organizational change. It is against this backdrop that the researchers sort to find out how these changes affect employee performance.

1.2 Objective of the study

This study sort;

1. To find out if the introduction of a new company policy can demoralize an employee.
2. To determine how the introduction of new appraisal system can improve employee interpersonal relationship.
3. To find out if job rotation enhances employee skill

1.3 Research Questions

This study will be guided by the following research questions.

1. To what extent does the introduction of a new company policy demoralize employees?
2. How can the introduction of a new appraisal system improve employee interpersonal relationship?
3. How does job rotation enhance employee skill

1.4 Research Hypotheses

1. The introduction of a new company policy does not significantly demoralize employees.
2. The introduction of a new appraisal system cannot improve employee interpersonal relationship
3. Job rotation does not significantly enhance employee skill

2. CONCEPTUAL FRAMEWORK

Organizational change may be defined as the adoption of a new idea or a behaviour by an organization Daft (1995), it is a way of altering an existing organization to increase effectiveness to accomplish its objectives.

2.1 Forces For Change

Forces for change are of two types internal and external.

Internal forces: This includes change in the size of the organization. Change in the organization's size leads to change in the internal structure and complexity of the operations in the organization

Performance gaps: When a gap between set targets and actual results is identified, organizations face the forces to change and reduce the gap.

Employee needs and values: With changing needs and values of the employees, organizations can adjust the existing policies. For example, attractive financial growth opportunities and autonomy at work may be provided in an organization to attract and retain its effective employees.

Change in the top management: Change in the top management and consequent change in the ideas to run the organization also lead to change in the systems, structures and processes

External Forces of change;

Technology: Handy (1980), states that the rate of technological change is greater today than any time in the past. Technological changes are responsible for changing the nature of the job performed at all levels in organization.

Business Terrain: Due to rapid changes, the business scene with increasing global competition in the economy, increased needs and demands of suppliers and other stakeholders. Organizations are therefore, forced to change their operational methods to meet the demands of the stakeholders.

2.2 Types Of Organisational Change

As organizations are operating in a volatile environment, it may not always be able to direct changes in planned fashion. Thus changes may occur spontaneously or randomly in an organization. Some of the features of planned change are described as follows:

1. It is deliberate, systematic and well thought of.
2. Velocity of change depend on the degree or level of significance
3. Status quo is challenged
4. Reaction can be both positive and negative
5. Focus on long term change

Resistance To Change

Resistance to change may be of two types: individual and organizational. Individuals resistance to change due to fear of losing jobs, social relationship etc. The organization may also resist change due to resources, crunch, difficulty in effecting the change in the set operational method and sometimes simply due to fear of the unknown.

Responses To Change

The responses to change depend upon the employees' perception about the change. Different individuals differ in their attitudes and hence, the perceptions towards change. Therefore, one important task of the management of an organization is to understand and create a positive attitude among employees regarding change.

Reactions To Change

Once a change is announced, usually the first reaction of people have to meet the change with the sense of shock. Three major reactions which may follow are

- **Anger:** After employees have pass over the shock of the new situation, most people who view the change as having a negative impact on their personal situation, become very agitated.
- **Denial:** This phase is little harder to define. Many people depending on their basic values and beliefs, more from anger to acceptance. However, there are significant number of people who go through a denial phase.
- **Acceptance:** Only after a person get through the first phase, he can truly begin to accept the change that is taking place.

Factors Determining Change

Three factors that determine the need to make transitions to more complex structure include increasing vertical differentiation for an organization to be in tune with what is going on internally, it needs to control in a vertical direction. This involve

- i. Increasing the number of levels in the hierarchy
- ii. Deciding how much decision – making authority to centralized at the top of the organization
- iii. Deciding how much to use rules and norms to standardize behaviour.

Company Policy As A Process Of Change

Creating policies can help a company run smoothly and save hours of management time. Written policies set guild line for ethics, safety, privacy, hiring, work place issues and customer service, among others. Growth of the company and changes in organizational structure are just two reasons that polices may need to change. The best way to make changes to companies polices is a clear and concise presentation of facts:

- i. Create a team to support you in the effort- Assemble a team, such as the human resource managers who are possibly the business attorney, to participate in putting together the new company policy
- ii. Gather the necessary information- do research within the company to determine the level of the need for the change. Essentially stating the purpose for the new policy.
- iii. Write the new policy- the policy should be written as simply as possible, easy to follow and understand. The policy should be written to support the company's objectives.

Training and development as change instruments

Employee training and development is a broad term covering multiple kinds of employee learning. Training is a program that helps employees learn specific knowledge or skills to improve performance on their current roles. As companies grow and the war for talent intensifies, it is increasingly important that training and development programs are not only competitive, but also support the organization on its defined strategic path. Successful employee development cum organizational development can help organizations and people to adapt to change.

2.3. Concept Of Organization Change

It is actually a process in which an organization optimizes performance as it works towards its ideal state. Organizational change occurs as a reaction to every changing environment or as a response to current crisis situation or been triggered by a leader (Jones, 2004). Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capability. In today's dynamic environment, organizational change is indispensable for every changing business environment. Isern & Pung, point of view, was that the goals of organizational change are multi- faceted, however the major ones are improving the organization emergence crisis intervention and to overcome day to day hauling competition

2.3.1 Employee Performance

Employee performance has to do with job related activities expected of a worker and how well those activities were executed in many businesses, Human Resource Managers; directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. Employee performance is vital for the success of every organization and profitability in this dynamic environment Chien, (2004).

In the present melenium organizations require such type of employees who contribute more than their job scope from goals expectation. Grumna & Saks (2011) pointed out that most of the organizations coping with contemporary challenges lay more emphasis on employee performance.

Moreover service firms like banking sector and educational institutions invest more on the work force in order to maintain long term relationship with them through motivation so as to increase their performance and enhance their job satisfaction. Karatepe, udagi, menevis, Hadzimemedagic, Badda, (2006), downsizing, mergers, innovation and restructuring of the organizations usually seemingly decrease employee performance. In addition, task quality, changing location and time constraints radically affect that work life of employees.

In recent times many companies are facing current challenges and need to put more concentration on increasing employees' performance. Hence, to connect in valuable performance, managers need to let employee to have more power to design their jobs and roles thus employee's needs, skills and organizational culture.

2.4. Leadership

A leader is one whose behavior guilds people towards their goal achievement. Leadership influences managers, employees of the organization and organizational performance with goal achievement. Different styles of leader play a vital role towards enhancing employee's performance in order to achieve their goal (Wang, Fan, Hsiueh and Menefee 2009). According to Appelbaum, Hebeit Lerou A, (1999), two classical leadership style emerge. "one is characterized by a more directive, authoritarian style of management that focuses on the task and initiating structure. The other is characterized by sharing of delegation and joint decision making of information. Participation, consideration and consideration" (Vecchio & Appelbaum 1995).

An employee's autonomy and self-responsibility could be reduced by close control from their leader if an employee feel to be competent and has will power but managerial behaviours that can restrict their freedom such as observing than all the time or keep on checking their work performance could draw out psychological problems that could affect the performance of the employees and such reaction could bring poor job attitudes. Minimum level of efforts by the employee or both (Brehem, 1972). Wesley (1996), states that the success of organizational change and employee performance depend mainly on leadership commitment and roles. The key to the success of these leaders depends on vision rather than analysis. On learning rather than knowing because a leader has a strong communication of the vision because this is more important in today's leaders. A leader has the ability to influence their employees so that they can work efficiently. And get the things done in order to achieve organizational goals.

The performance of the organization will increase if employee's share their ideas and values with each other. (Webb, 2007) point out that a leader is one who can give rewards to employees, motivate their employees towards task achievement, give incentives, give moral effort to their work.

2.5. Communication

Communication is a process through which information, ideas and knowledge can be exchanged. There are many ways through which communication process can be delivered as in writing, printing and electric media. And through speech, it is a tool by which people can communicate with each other. With effective communication ideas and information can be conveyed Wanguri (1995) organizational communication can be defined as the method by which language is used as a tool to make different kinds of societal structures, such as team, relationship and networks.

Organizational communication takes place in many forms which include: supervisor communication, communication climate, horizontal communication, media quality or organizational integration, organizational perspective, personal feedback, subordinate communication as well as top management communication Wangun (1995).

Communication with workforce is essential in order to lessen the employees' negative effect. When changes are made in the organization, Management needs this strategy to win the trust of the employees through effective communication to enhance employee performance and employee perception about management new styles and trustworthiness Nikandron, papaixandris & Bourantas, (2000).

When management changes organizational structure those employees who are career oriented put their efforts to groom themselves and make extra commitment to maintain organizational change efforts. Rasid & Zhao (2010). Through effective communication managers of the organization can build strong relationship with peers and subordinates Oahlberg, (2007), asserts that those organizations that have open policy system, encourage their employees to give inputs, share ideas so that organizational performance should be improved. Communication is more effective to influence the lower level employees because they are directly related to production in the organization and shows positive linkage between communication and productivity.

2.6. Employee Development

The process of employment development plays a vital role in developing their employees through training and organizational development with the purpose of increasing their performance. The basic purpose of employees' development is to achieve those units which are human modes with the intention of achieving human potential with the purpose of attaining organizational objectives and those skilled personnel are advocated of groups. Organizational credibility and work procedure Hassan (2007). Employee development is necessary for every organization when these activities are performed it indicates that organization wants to improve the performance of their employees. In this millennium, organizations are investing much on employee development programs. The employees utilize their full skills, work hard and want to achieve organizational goals. This indicates that employee development programs indicate those employee who are willing to learn and when they show willingness to learn they show interest in the development activities, as a result they are satisfied with the job which will ultimately lead to increased employee performance.

When organizations invest on employee development sessions this will improve employees' skills, they have better career growth and in this way culture, economic growth will be enhanced on the society level Champathes, (2006). Organizations such as banks, healthcare sectors find that sales personnel training is necessary for the performance of a sales person. In the end, the sum of benefits of training must be greater than the sum of costs, Atta, Honey Cutt & Attia, (2002).

2.7 Procedural Justice

Procedural justice means that all employees should be treated on equal footing. There should be no discrimination in job distribution procedures and employees perception how fairly they will be treated on their jobs skills and performance. Procedural justice is related to the organization outcome which can be associated with employee performance, job satisfaction and organizational commitment Hon & Lu, (2010).

In this way, employees are satisfied that their leaders are able to assist and guide them in their work efforts and assess them in fair manner. On the other hand procedural justice will lead to the employees in cross functional teams to bring positive effect on their performance and improve team quality.

2.8 Tolerance For Change

When organizational change process starts, those employees who are not in favor of change can express their anxiety of adopting new ways of skills and knowledge. Those employees who feel no significance in new organizational settings result in decrease in organizational as well as employee performance.

The drawback of tolerance to change is that those employees who have low tolerance to change assume that it would not benefit them and therefore they resist as they have perception that it would increase their burden and anxiety by doing their jobs in new ways which are not acceptable by them.

Employees regarding banking sector have different tolerance level to change for innovation, this is because they do less investment on internal training for their employees Hamid, Amin and Lada (2007) banks have different legal entities in different countries and have different country requirements. They require different cultural norms and languages to operate, so it is very difficult to rotate the staff or do cross training Watkins and wiley, (2009).

Tolerance to change is that those managers whose inability creates obstacles for organizational growth is their attitude and behavior. Sometimes they intellectually understand that organization needs to be changed but sometimes they are unable to make changes because they know employees limited tolerance to change as they resist a change despite of knowing that change is good for them kotter and schwesinger, (2008).

Researchers states that in tolerance to change, individuals who are creative and who have ability to change are unlikely to be risk taking and are successful in their organizations. Research conducted by Kofter and Schlesinger, 2008 indicates that those employees with high level of tolerance for change will be flexible, creative and handle complex situations in a very effective manner.

2.9 Theories of Organisational Change

Lwein's process model of planned change:

In the area of organization change, Kurt Lewin has a major contribution. Kurt Lewin developed a change model which is composed of three steps: unfreezing, changing and refreezing. The model represents practical model to recognize the change process. For Lewin, the process of change involves creating the

perception that a change is needed, then moving toward the new, desired level of behaviour and finally, adopting the new behaviour as the norm. The model is still extensively used and serves as the basis for many modern change models.

2.10 Empirical Review

In a study carried out by Zeehan Ahmed, et al on the Impact of organizational change on employee performance in the banking sector of Pakistan. The objective of the study was to analyse the impact of organizational change towards employee performance in the banking industry of Pakistan where they adopted the descriptive statistics and correlation analysis technique to analyse in the scientific package for social sciences software. It was found that organizational change has a positive significant impact on employee performance in the banking sector of Pakistan. Consequently it was suggested that further research should be conducted in various sectors.

In a similar study conducted by Dr. Olajide Olubayo Thomas Department of Business Administration Faculty of Management Sciences, Lagos State University, Nigeria on Change Management and its effects on Organizational Performance of Nigerian Telecoms Industries: Empirical Insight from Airtel Nigeria.

This study examined empirically change management and its effects on organizational performance of Nigerian telecoms industries. In conducting this study, a total of 300 staff of Airtel were randomly selected from a staff population of 1000. Three hypotheses were advanced to guide the study and data collected for the study were analyzed using One-way Analysis of Variance. The result revealed that changes in technology have a significant effect on performance and that changes in customer taste equally have a significant effect on customer's patronage. The result also showed that changes in management via leadership have a significant effect on employee's performance. Based on the findings of the study, recommendations were made that telecoms industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes. The study therefore concluded that nothing is static in the world of business as change is perpetually constant. Change managers should therefore successfully manage the human side of change in order to avoid resistance to change using the appropriate change strategies, thus, enhancing overall performance of the industry.

3. RESEARCH METHODOLOGY

The study adopted the descriptive survey design. The population of study was made up of the staff of Delta State Polytechnic, Ogwashi-uku. A random sample of 100 was drawn using Taro Yamane's statistical formula at 5% error tolerance. Primary and Secondary sources of data collection were used. The primary data were collected through the administration of questionnaire supported with personal interview. Secondary data were collected from textbooks, journals and internet. The questionnaire was structured and designed in a likert scale format

The instrument was subjected to face and content validity. Test-retest method was used to make the questionnaire reliable. The data collected from the field were presented and analysed with descriptive statistics and the corresponding hypotheses were tested with regression analysis

4. RESULT PRESENTATION

A total of eighty (80) copies of the questionnaire was administered to the staff of the institution. All administered questionnaire were collected and used for the result presented in this study.

Test of Hypotheses

The three hypotheses postulated in section one were tested with various test statistics aided by the computer through the application of Statistical Package for Social Sciences (SPSS 20 version) of Microsoft environment.

Hypothesis One

The Introduction of a new company policy does not significantly affect employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.681	.680	.63571

a. Predictors: (Constant), New Company Policy

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224.641	1	224.641	555.867	.000 ^b
	Residual	105.073	260	.404		
	Total	329.714	261			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), New Company Policy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.354	.072		18.824	.000
	New Company Policy	.652	.028	.825	23.577	.000

a. Dependent Variable: Employee Performance

Interpretation:

A regression analysis was conducted to examine the influence of a new company policy introduction on employee performance. The result showed that there is a strong positive relationship between new company policy introduction and employee performance as the R, the correlation coefficient have the value .825^a. The R square, the coefficient of determination, shows that 68.1% of the variation in employee performance can be explained by company policy introduction.

With the linear regression model, the error of estimate is low, with a value of about .63571. The regression sum of squares (224.641) is greater than the residual sum of squares (105.073), which indicates that more of

the variation in the dependent variable is explained by the model, hence variation explained that the model is not due to chance. The significance value of (0.000) is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternate hypothesis is therefore accepted.

Hypothesis II

The introduction of a new appraisal system cannot improve employee interpersonal relationship

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.680	.678	.63749

a. Predictors: (Constant), Introduction Of A New Appraisal System

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	224.050	1	224.050	551.304	.000 ^b
	Residual	105.664	260	.406		
	Total	329.714	261			

a. Dependent Variable: Employee Interpersonal Relationship

b. Predictors: (Constant), Introduction Of A New Appraisal System

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.361	.110		3.283	.001
	Introduction of a New Appraisal System	.675	.029	.824	23.480	.000

a. Dependent Variable: Employee Interpersonal Relationship

Interpretation:

A regression analysis was conducted to determine if new appraisal system improves employee interpersonal relationship. The result showed that there is a strong positive relationship between new appraisal system and employee interpersonal relationship as the R, the correlation coefficient have the value .824^a. The R square, the coefficient of determination, shows that 68.0% of the variation in employee interpersonal relationship can be explained by employee interpersonal relationship. With the linear regression model, the error of estimate is low, with a value of about .63571. The regression sum of squares (224.050) is greater than the residual sum of squares (105.664), which indicates that more of the variation in the dependent variable is explained by the model, hence variation explained that the model is not due to chance. The significance value of (0.000) is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternate hypothesis is therefore accepted.

Hypothesis III

Job rotation does not significantly enhance employee skill

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.700	.61586

a. Predictors: (Constant), Job rotation

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	231.099	1	231.099	609.301	.000 ^b
	Residual	98.614	260	.379		
	Total	329.714	261			

a. Dependent Variable: Employee Skill

b. Predictors: (Constant), Job rotation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.090	.078		13.951	.000
	Job rotation	.652	.026	.837	24.684	.000

a. Dependent Variable: Employee Skill

Interpretation:

A regression analysis was conducted to determine the influence of job rotation on employee skills. The result shows that there is a strong positive relationship between job rotation and employee skill as the R, the correlation coefficient have the value .837^a. The R square, the coefficient of determination, shows that 70.1% of the variation in employee skill can be explained by job rotation. With the linear regression model, the error of estimate is low, with a value of about .61586. The regression sum of squares (231.099) is greater than the residual sum of squares (98.614), which indicates that more of the variation in the dependent variable is explained by the model, hence variation explained that the model is not due to chance. The significance value of (0.000) is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternate hypothesis is therefore accepted.

5. CONCLUSION

Based on the findings of the study, it was concluded that organizational change have a great influence on the performance of employees. The imperative place of organizational change is vital among business organizations as such change could foster development and better employee performance. However, organizational change in terms of introduction of new company policy is not without hiccups as employees tend to battle such a policy. Management of establishment could achieve higher employee performance through organizational change by actively engaging in communication among the staff. Communication with workforce is essential in order to lessen the employees' negative impact when changes is made in the organization. Management needs this strategy to win the trust of the employees through effective communication to enhance employee performance and employee perception about management new styles and trustworthiness

6. RECOMMENDATIONS

Based on the findings of the study, the followings were recommended

- The management should engage in active communication within the staff to enhance their interpersonal relationship
- There is a need on the part of the management to from time to time change the appraisal system as this will challenge the employees to outperform their previous achievement
- The staff should see organizational change as a process for better productivity rather than a call for reactions

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