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Impact of Strategic Change on Employee Performance: The Moderating Role of Organizational Learning

[1]Baliratu Abubakar; [2]Kurotimi Diseye Tolofari; [3] Hauwa Lamino Abubakar (Ph.D); [3] [4]Nasamu Gambo (Ph.D)

[1,2,3,4]Department of Business Administration, Nile University of Nigeria Abuja

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ABSTRACT: *Organizations around the world are face with series of challenges in recent times and are forced to take on phases of strategic actions to change into flexible organizations that will be able to deliver quality service at low cost. Owning to inconclusive results of prior studies on the relationship between strategic change and employee performance in the context of Nigeria banking industry. It is this gap that this study aimed to achieve by investigating the impact of strategic change on employee performance in deposit money banks, Abuja, Nigeria. . The study adopted a quantitative cross-sectional survey research design using closed-ended questionnaire of 5-point Likert scale, collecting data from three levels of staff, the corporate managers, business unit managers and the frontline employees. The data collected yielded a 56.4% response rate. SPSS version 27 was utilized to analyze the data collected for descriptive statistics and multiple linear regression analysis was employed to test hypotheses for this study. The results from the testing of the hypotheses led to the rejection of all null hypotheses with p-value of 0.003 (Technology innovation), 0.007 (Organizational culture) and 0.019 (Organizational Learning) based on the significance level of 5% (0.05). Thus, it indicates that the impact of strategic change on employee performance is statistically significant. The result also revealed that organizational learning has a strong influence, as 99% changes in employee performance (adaptive performance) is caused by organizational learning. It is, therefore, recommended that future focus strategic changes should be discussed by professional bodies at every forum so the banks are proactively ready for any change in their business environment. Lastly, the management of deposit money banks should create a generative learning culture that will improve the adaptive capacity of employees to withstand the pervasiveness of the dynamic environment, improve performance and reduce the probability of strategic transformation failure.*

KEYWORDS: Strategic change, Employee performance, Technology innovation, Organizational learning, Adaptive performance.

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INTRODUCTION

In recent past, performance of many banks remained sustainable and relevant for years without modification or any adjustment to business models built and applied. However, same cannot be said for businesses in today's world. It has thus become imperative for organizations to fully imbibe the change culture in order to create an improved organizational structure able to demonstrate continued value and relevance to its customers, to improve performance, achieve and maintain competitive advantage and most critical, successfully adapt to uncertainty in the environment for their long term survival.

The Banking Industry plays an important role in a nation's economy, a healthy Banking Industry is considered to be a key component of the nation economy. In Nigeria, the banking sector and other financial institutions are responsible for 34.2% of the entire equities market capitalization of the Nigeria Stock Exchange and contributes 27.8% to the country's GDP in the third quarter of 2023 (Tunji, 2023). However, the Nigerian banking industry is yet to reach stability (Nwagwu, 2020), despite their significant importance to the nation's economy. The Banking sector is not spared those forces that threaten their performance, for instance, the emergence of the COVID-19 pandemic and the lockdown that was introduced afterwards to curtail its spread has accelerated the future of banking, bringing it much sooner than expected (Marcu, 2021), forcing banks to realize the importance of fully digitizing their business as much as possible, making it is essential that banks create plans for effectively serving their consumers outside of the banking hall (Alatailat et al., 2019).

Central to this study is the concept of Technology innovation a key dimension of strategic change. It is characterized by new or an enhance process employed to support the function of strategic changes in organizations which in turn enables them to adapt to the fast pace at which the business environment changes (Haarhaus & liening, 2020). Gitari (2020) emphasized the strong correlation between strategic change and attributes such as technology innovations, suggesting its potential as a strategic tool that influences the adaptive performance of employees of deposit money banks. Another dimension under scrutiny is organizational culture, which encapsulates the shared values and belief with which individuals or entities strive to outperform their competitors. Also fundamental to this study is the concept of organizational learning a key moderator of strategic change. Da Silva and Larentis (2022) argued that not only do organizations learn from their own experience, they also learn from the experience of others. Research has shown that organizations that are proficient at knowledge transfer are more successful than their less adept counterparts (Abubakar & Ibrahim, 2021; Mohammad, 2019).

In these present times, effecting strategic change is a challenge which most banks and businesses are not successful in handling and while others are not able to maintain it after the acquisition and with the passage of time due to excessive focus on growth and success and forgetting the need for change (Amini & Rahmani, 2023).Many researchers and scholars are now drawn to the construct of strategic change, however, it effects on employee's performance in Nigeria is yet to get a consonant attention or a clear juncture, hence, Nigeria remains a conspicuous gap (Mendy, 2022). Conversely, organizational learning, representing the zeal to outmaneuver competitors, is posited as another potential influencer of strategic change intentions in deposit money banks in Nigeria. Hence, demands more rigorous investigation.

This research seeks to connect the existing knowledge gap by examining the effect of strategic change on the performance of employees while investigating influence of organizational learning on strategic change – performance of employees in commercial banks in Nigeria. Given the documented disparities in industry types, this study's emphasis on the banking sector to offer an exclusive view through which the relationship of these factors can be understood in a specific cultural and academic context. By elucidating the moderating role of organizational learning on strategic change – performance relationship, this study aims to augment the extant literature and provide actionable insights for stakeholders, including policymakers and educators. The outcomes of this research can pave the way for targeted interventions, improving overall performance of deposit money banks in Nigeria. The broad aim of this study is to investigate the impact of strategic change on the adaptive performance of employees in deposit money banks, Nigeria and investigating the moderating role of organizational learning on strategic change – employee performance relationship. Specifically, the study aims to:

i. evaluate the impact of Technology Innovation on Employee Performance in Deposit Money Banks in Abuja, Nigeria.
ii. examine the effect of Organizational Culture Change on Employee Performance in Deposit Money Banks in Abuja, Nigeria.
iii. investigate the effect of Organizational Learning on Strategic Change – Employee Performance Relationship.

In line with the objectives, the following null hypotheses of this study posit that there is:

H_{01}: no significant effect of Technological Innovation on employee performance in Deposit Money Banks in Abuja, Nigeria.

H_{02}: no significant impact of Organizational Culture Change on Employee performance in Deposit Money Banks in Abuja, Nigeria.

H_{03}: no fundamental consequence of Organizational Learning on Strategic change – Employee Performance relationship.

LITERATURE REVIEW

Conceptual Review

Concept of Strategic Change: Strategic change can be define as putting in place new strategies which may disrupt the normal routines of the organization with the aim of moving the organization from where it is presently to a more desirable position (Zhang, 2021). For many companies operating in a dynamic environment, adapting to the environment and making changes at time span between sequential changes is crucial to maintaining effectiveness and competitiveness (Argenti et al., 2021). Al-Hamdani and Kadhim (2020) conceptualized strategic change with an emphasis on three aspects: organizational culture, renewal and modernization, and restructuring. Gitari (2020) conceptualized strategic change focusing on four dimensions of strategic change which are; organizational structure change, Technology change, organizational leadership change and organizational structure change. Furthermore, Asser (2020) also conceptualized strategic change using four dimensions namely; technology adoption intervention, dynamic environmental scan intervention, participatory stakeholder involvement intervention and adaptive organizational. Consequently, this study is concentrating on two aspects of strategic change, namely; technology innovation and organizational culture change as adopted from Al-Hamdani and Kadhim. (2020).

Technology Innovation: Technology innovation is a distinctive dimension of strategic change, emphasizes a process that deals with the renewal of resources and capabilities for the main purpose of enhancing the organization's efficiency, react to alterations in the environment, gain competitive advantage and for survival and development of the firm. But more often than not, the fundamental issue is that innovation is seen as a goal in itself rather than the first step toward change (Lopes, 2021). One of the biggest concerns of digital work places today is keeping up with the exponential rate at which technology evolves, it moves faster than the workers have capacity to learn and keep up with. So, using technology to drive organizational change comes with its own challenge, the fact that technology can advance much more quickly than people can (Hill, et al., 2020). However, by observing behaviors and anticipating actions that must be taken, machine learning and artificial intelligence provide enterprises the chance to adapt to employee demands and alleviate the load of daily activities (Hill et al., 2020).

Organizational Culture Change: Organizational culture change integral to strategic change, is often viewed as a vital source of an organization’s identity and hence, the organization’s competitive advantage. Controlling, influencing, motivating, and coordinating personnel to support organizational plans in order to achieve strategic goals and obtain a competitive edge in the market they operate in (Ondiso, 2018). It can be challenging to modify an organization's deeply ingrained values and beliefs, which makes up its culture. Since firms can't afford to maintain an established cultural pattern while the business environment evolves, resistance to change might constitute a threat to the effectiveness of the transition process (Al-Hamdani & Kadhim, 2020). Therefore, for the change process to be successful, a few prerequisites must be established.

Organizational Learning: Organizations are thought to be a learning organization by encrypting logical thinking from history into procedures that direct activity (Chao, 2018), which in turn suggest organizational learning is a mundane process, relies on past events and focuses on target. Hence, organizations that have built a strong "learning culture" are good at creating, retrieving, transferring knowledge and establishing ways of modifying narrative information (Qadri et al., 2021). In line with this school of thought, this study defines organizational learning as a firm's ability to unlearn obsolete ways of carrying out its business by developing, transferring and retaining knowledge within the organization that are sure to create and maintain competitive advantage (Becker, 2018).

Employee Performance: The power that propels a corporation ahead is its workforce, as a result, their daily performance greatly influences the success or failure of a business. Successful organizations are key economic and social component for any nation. In turn, a consistent upward performance remains the key focus of every firm because through positive performance, firms can find growth (Murimi, 2020). Organizations demand higher performance from their employees to meet the organizational goals and objectives and gain competitive advantage over competitors (Yan et al., 2020). Yan et al., (2020) described performance as "output arising from a certain activity or task done during a specified period of time". Placing a focus on employee performance can sway an organization towards achieving positive impact on morale and the quality of work they produce. This, not only help employees reach their full potential but also improving the overall performance of the organization (Pradhan & Jena, 2017).

Adaptive Performance: Today's workplace is anything but stable, employees, teams and organizations are expected to respond to the variability of their work environment. Adaptive performance refers to a worker's capacity to adjust and offer the assistance required by the job function in a changing workplace environment (Pradhan & Jena, 2017). Employees must be able to adjust to changing work conditions in an effective manner (Greco et al., 2019), for instance, employees must be able to onboard technology transformation, possible changes in primary job description, organization restructuring and organization culture intervention. Employees must engage in new learning and become effectively adaptive to changes in order to successfully implement a strategic change, such as technological innovation (Yan et al., 2020).

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Conceptual Framework

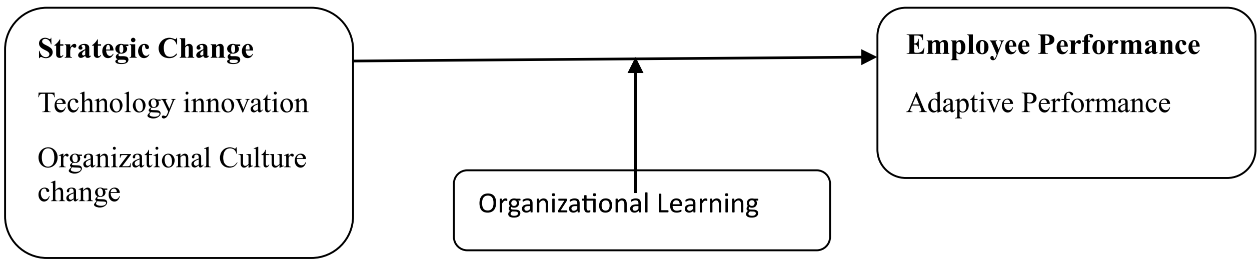

Figure 2.1: Study's Conceptual Framework: Researcher (2023)

Theoretical Review

The theory defines dynamic capability as the ability to put together and create external and internal expertise to stand up to the fast pace of the changing environment (Lawrence & Kung'u, 2022). The Dynamic Capability Theory argues that a firm must build up on three dynamic capabilities to be able to withstand unexpected variability of its operational environment. These arguments include: i) In the turbulence and fast growing market, employees must be able to learn quickly the right way to manipulate strategies that aligns with the changing environment and to create strategic asset that can match up to the dynamic market, ii) the strategic assets developed must align with the firm's operation and iii) the firm must be able to innovate on assets that have lost some of their value and re-use. Where a firm can successfully accomplish these three dynamic capabilities, it is simply referred to as corporate agility (Samsudin & Ismail, 2019).

The dimension of technology innovation in the context of this study aligns with the third objective of the dynamic capability theory. Technology innovation, as highlighted in the theory, embodies the renewal of an organizations resources and capability to gain competitive advantage. This anticipatory action can be a significant dimension of the adaptive performance of employees in the banking sector that fosters foresight and innovation to keep up with the pace of dynamism of the environment it operates in (Lawrence & Kung'u, 2022, Hunsaker & Knowles, 2020).Research has shown that technology innovation is positively related to employees performance (Adeniji et al. ,2018; Gitari ,2020 ; Asser , 2020).This suggests that organizations who are technologically innovative are more likely to enhance efficiency, react better to alterations in the environment and gain competitive advantage over their competitors.

In the perspective of the current study, the performance of employees can be influenced by organizational learning. A learning organization can help employees develop the skills and knowledge they need to enhance the willingness to accept changes (Diamantidis & Chatzoglou , 2018), which in turn improves the prospect of the organization to realize the competitive advantage of its new strategy. Organizational culture change is another dimension of dynamic capability theory that is relevant to employee performance. It is refer to as " the modification of particular set of shared values, norms, beliefs, and attitudes that govern how employees interact with one another and with stakeholders outside the organization" (Gitari, 2020).Research has shown that organizational culture change is positively related to employee performance (e.g., Gitari, 2020; Al-Hamdani & Kadhim, 2020).This suggests that Since firms can't afford to maintain an established cultural pattern while the business environment evolves, resistance to change might constitute a threat to the effectiveness of the transition process (Al-Hamdani & Kadhim, 2020), hence, for the change process to be successful, a few prerequisites must be established.

Empirical Review

It is essential for an organization to adopt new strategy every now and then to improve its performance (Murschetz et al., 2020). Wei and Zhang (2020) in their studies on changing the narrative on poor firm performance using strategic change, a reversal strategy will be required to improve performance; thus, a firm must find solution to the core problems responsible for the declining performance. A second view of strategic change has centered on how employee performance is maintained and improved upon using change strategies.

Strategic change has also been investigated to improve performance in the study by Mohammad (2019), who investigated the relationship between strategic change and firm non-financial performance among money deposit banks in Nigeria. Strategic change was measured using a 6 - item questionnaire while firm performance was measured using 8 - item questionnaire. Data was collected from managers of 22 main deposit money banks across the country. The data collected was analyzed using structural equation modeling and a positive significant relationship was revealed between construct.

A study to examine strategic change on employees' behavioral attitude and firm performance of selected manufacturing firms in Nigeria was carried out by Adeniji et al. (2018). The study adopted a cross sectional research design, where strategic change was measured using four dimensions i) Innovation ii) Overall value iii) re-engineering and iv) Restructuring and firm performance was measured using employee behavioral attitude. The findings of the study states that strategic change and the behavioral attitude of employees are positively correlated .it also revealed an increase in firm's performance, showing that employees have a high degree of continuance commitment when experiencing change.

A study by Gitari (2020) investigated the role of strategic change management on employee performance in carbonated soft drink industry in Nairobi county, Kenya. The study employed descriptive research design, targeting a population of 2,147 employees. Using three dimensions of strategic change i) Technological change ii) Organizational leadership iii) and iii) Cultural Change, 337 respondent was finally used for quantitative data analysis. From the study's findings, all three functions of strategic change had strong positive and fundamental relationship with employee performance.

Examining strategic change and it's effect on Firm Performance in the Energy Industry in Kenya, Ondiso (2018) adopted four dimensions of strategic change i) Restructuring ii) change in Corporate Culture iii) Process/System Change and iv) Leadership change and performance was examined with three dimensions of performance i) Employee satisfaction ii)Internal process and iii) Growth and Learning. A cross sectional research design was employed , data for the research was obtained from 89 respondents and analyzed using regression analysis. Findings from the study reveal strategic change led to efficiency on all non-financial dimensions of performance.

Al-Hamdani and Kadhim (2020) focus on investigating Strategic Change and how it impacts Organizational Performance in a field research at the oil project company in Iraq. The study employed a cross sectional survey, using questionnaire designed according to Likert pentatonic scale. Data was collected from 85 top management staff and analyzed using multiple and simple linear regression. The results revealed an upshot in the relationship between strategic change and organizational performance and these dimensions are positively related.. As for the restructuring approach, the results of multiple linear regression analysis showed that the procedures followed in restructuring do not significantly affect performance, which requires a level of greater attention.

To investigate the correlation between strategic change interventions and performance in Kenya, Asser (2020) focusing on commercial, state owned corporations, adopted a cross sectional survey research design collecting data from 144 respondents via the use questionnaires and interview. Strategic change was measured using four dimensions i) Technology implementation ii) Dynamic environment check iii) stakeholder contribution iv) Adaptive organizational makeup and performance was measured using three dimensions i) Profitability ii) Growth and iii) market share. Findings from this study revealed a significant positive nexus between strategic change intercession and performance of commercial state businesses in Kenya.

Furthermore, Opiyo (2019) investigated strategic change management on performance focusing on small business enterprises in Kenya. The study used the cross sectional survey research design, obtaining data from respondent through the use of questionnaire. 200 samples were used for the research and data retrieved were analyzed using regression analysis. Findings of the study unveiled a supportive result of strategic change on performance of small business enterprises. Also noted was most small business enterprises are beginning to adopt different strategies to enable them gain competitive advantage over competitors.

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Similarly, Al-Hamdani and Kadhim (2021) examined the effect of innovation and modernization as an approach to strategic change in the organizational performance, employing a cross sectional survey research design collecting data from 85 individuals of the oil company in Iraq. Strategic change was measured using two indicators i) innovation and ii) modernization and organizational performance was measured using two dimensions of performance i) effectiveness and ii) efficiency. Data were analyzed using simple regression analysis. The results of the research showed that there is a correlation between the approach of renewal and modernization and organizational performance.

Telecommunication sector was the focus of Wafirotin (2020) investigating the role of strategic change in enhancing financial performance, in Indonesia. The study adopted a cross sectional survey research design, with 316 respondents. Strategic change was measured with 6 survey items and financial performance 5 survey items on a Likert scale where one represented "strongly disagree" and five representing "strongly agree". The data was analyzed using structural equation model and findings revealed strategic change has a direct, positive impact on financial performance in the telecommunication sector. Murimi (2020) conducted a research to examine the effect of strategic change on organizational performance on NCB Bank in Nairobi, Kenya. Primary data from 52 top management staff and branch managers was collected via interview. Findings deduced that there exist a strong, positive association between strategic change and organizational performance.

To examine the time dimension in strategic change and firm performance in the South Korean context, Shin (2019) adopted a cross sectional research design, sampling 172 small and medium size business operations in various industries in South Korean. Strategic change was measured using these indicators (i) new entrant - goods or services, (ii) the alternation of senior management (president or CEO), (iii) construction of key, new buildings, (iv) embracing an entirely different manufacturing expertise , (v) an alteration in distribution method, advertisement and pricing (vi) adjustment in firm's configuration and hierarchy, (vii) acquisitions, mergers, or coalitions, (viii) increase in departments, and (ix) the change in administrative practices to back corporate policies and goals. Firm performance was measured through self-report scale of relative performance asking survey participants to rate their companies on the following indicators (i) return on sales; (ii) return on investment; (iii) attaining financial goals; (iv)increase in sales revenue, (v) general firm performance. Data was analyzed using hierarchical multiple regression analysis and this study reveals important knowledge as regards to the appropriate timing to undertake a strategic change. Frequent change is negatively related to performance.

Atieno and Kyongo (2017) evaluated the effect of strategic change on the performance of wildlife service in Nairobi, Kenya. Employing a cross sectional survey research design, and collecting data from 79 staff of wild life service in Nairobi, strategic change was measured using two indicators i) Technical change and ii) Administrative change and performance was measured using three dimensions of performance i) effectiveness, ii) efficiency and iii) Adaptive. Data were analyzed using descriptive and simple regression analysis. The results of the research revealed a positive and significant between strategic change and organizational performance.

Literature Gap

Most researchers have had difficulty harmonizing the impact of strategic change on employee performance, this could be attributed to insufficient empirical in this field (Murschetz et al., 2020). The Review of several empirical studies carried out by various authors on the influence of strategic change on performance has presented this gap .Vast number of empirical studies reviewed examined the relationship between strategic change and performance carrying out their investigations on construction and manufacturing firms in the developed nations of the world , Xi et al (2020), Beste & Klakegg (2022) with little emphasis on service firms and with no consideration of a moderating variable. In the Nigeria context, prior literatures in regards to strategic change and performance focus their studies on manufacturing firms Adeniji et al. (2018) and Maritime industry Aluko and Odularu (2019). As a result, this study intends to fill the gap by examining the moderating role of organizational learning on the relationship between strategic change and employee performance within the context of the deposit money banks in Abuja, Nigerian.

METHODOLOGY

This research espouses a cross-sectional survey design to achieve its objectives. The target population of this study includes 550 staff of the various deposit money banks to be investigated in the rank of corporate level management, Business unit managers and frontline employees and obtained from branches of deposit money banks operating in Abuja, the design expedited the obtaining of data at a given time, enabling an assessment of the prevailing conditions and trends. In obtaining the actual sample size, Taro Yamane (1967) formula was used to determine this study's sample size as 232. Simple random sampling technique was used to select the respondents from the sample size. Primary data was collected using a close-ended questionnaire. The data collection was analysed using regression analysis. The analysis was conducted to ascertain the statistical significance of the relationships between the variables. A multiple linear regression model was employed, specified as follows: $Y_{E.performance} = \beta_0 + \beta_1 X_{TI} + \beta_2 X_{OC} + \beta_3 X_{OL} + \varepsilon$

Where: E. Performance = Employee performance (Dependent variable) ; TI = Technology Innovation (Independent Variable); OC = Organizational Culture (Independent Variable); OL= Organizational Learning (Moderating Variable) β0 = Intercept; β1 = Coefficient for Technology

Innovation; $\beta 2$ = Coefficient for Organizational Culture; $\beta 3$ = Coefficient for Organizational Learning and ε = Error Term.

RESULTS AND DISCUSSIONS

330 questionnaires distributed, 232 were retrieved and 216 were deemed fit for use. The coded data were fed into Statistical Package for Social Science (SPSS) version 27, to generate the descriptive statistics. The mean from descriptive statistics generated was further used for regression analysis, feeding the data into excel (version 10) analysis tool pak.

Table 1 Demography Data of respondents

S/N	ITEM	FREQUENCY	%
1	**Staff Level**		
	Corporate Level Manager	54	25
	Business Unit Manager	66	30.5
	Frontline Staff	96	44.4
2	**Years of Experience**		
	1 to 5	52	24
	6 to 10	68	31.4
	11 to 15	61	28.2
	16 to 20	28	12.9
	Above 20	7	3
3	**Highest Educational Qualification**		
	Post Graduate	34	15.7
	Degree	112	51.8
	HND	57	26.3
	OND	13	6
	Others	0	0

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4	**Gender**		
	Male	120	55.5
	Female	96	44.4
5	**Age**		
	21 to 30	78	36.1
	30 to 40	80	37
	40 to 50	59	27.3
	Above 50	9	4

Source:Author Field Survey, 2023.

From Table 1 above, the survey revealed that 25% of the respondents fall in the corporate level management cadre , 30.5.% of the respondents are business unit managers while 44.4% of the respondents are frontline staff in the banks. 24% of the respondents have bank working experience between 1 -5 years, 31.4% of the respondents have between 6 -10 years experience, 28.2% of the respondents are between 11- 15 years of experience, 12.9% of the respondents have work experience between 16 - 20 years and 3% above 20 years. Also, 6 % of the respondents are diploma holders, 26.3% are HND holders, 51.8% of the respondents are B.SC holders, 15.7% of the respondents are postgraduate holders and nil was recorded for those who might have different educational qualifications from the above. 5.5% of staff who responded to the questionnaire are men and 44.4% are of the female gender. Finally, for the age category , 36.1% of respondents are between the age of 21 - 30 years , 32% fall between the ages of 30 - 40%, 27,3 % are between the age bracket 40- 50 and 4.1% are above 50 years of age.

Discussions

Results from the multiple linear regression analysis computed using regression analysis tool Pak in Microsoft excel is explained. The outcome of the test are used to analyze the 3 null hypotheses using significance level of 5% (0.05) and thus with a precision value (P-value) of 95%.

Table 2 Regression Analysis Report

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.9999899							
R Square	0.99997981							
Adjusted R Square	0.99991923							
Standard Error	0.0020783							
Observations	5							
ANOVA								
	df	*SS*	*MS*	*F*	*Significance F*			
Regression	3	0.213901681	0.07130056	16507.26784	0.005721449			
Residual	1	4.31934351	4.31934351					
Total	4	0.213906						
	Coefficients	*Standard Erro*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*ower 95.0*	*pper 95.0*
Intercept	0.15803873	0.005289865	29.87575667	0.021300956	0.090824616	0.225253	0.090825	0.225253
TI	2.0867634	0.012081354	172.7259569	0.00368568	1.933255242	2.240272	1.933255	2.240272
OC	-0.5573352	0.006327544	-88.0808219	0.007227367	-0.63773431	-0.47694	-0.63773	-0.47694
OL	-0.8653128	0.027066959	-31.9693411	0.019906956	-1.20923116	-0.52139	-1.20923	-0.52139

H0$_1$: Technology Innovation has no positive and significant influence on the relationship between strategic change - adaptive performance of employees in money deposit banks, Abuja

From the table above, the P-value of technology innovation is 0.00368568, with a R^2value of 0.99. As a result, the null hypothesis is rejected and thus interprets that the effect of technology innovation on adaptive performance of employees in money deposit banks under investigation is statistically significant. In addition, the R^2 is 0.99 means that 99% movement in the adaptive performance can be explained by technology innovation. This is consistent with the study conducted by Charbonnier-Voirin, El Akremi &Vandenberghe (2010), which showed that climate for innovation positively moderated the relationship between transformational leadership and individual adaptive performance and found that there exist positive, significant relationships between technology change and adaptive performance.

H0$_2$: Organizational culture change has no significant effect on adaptive performance of employees in money deposit banks, Abuja.

From table 2, the P-value of organizational culture is 0.007227367 and R^2 0.99. Hence, the null hypothesis is rejected and thus translate that the influence of organizational culture change on employee performance is statistically significant. In addition, the R^2 value of 0.99 means that 99% movement in employee performance can be explained by organizational culture. This is also consistent with similar study conducted by Babajaba et al. (2021) who investigated the adaptive managers as emerging leaders during the covid-19 crisis and found that there exist positive relationship between organizational culture and adaptive performance.

H0₃ Organizational learning has no positive and significant influence on the relationship between strategic change - adaptive performance of employees in commercial banks, Abuja.

From table 2 above, the P-value of organizational learning is 0.019906956, and R^2 is 0.99. With the above results it shows that the model is fit for statistical inference. Base on the decision rule to test the hypothesis, the p-value of 0.019906956 is far less than the set significance level of 0.05; hence, the null hypothesis is rejected. This means that the influence of organizational learning on adaptive performance is statistically significant. In addition, the R^2 is 0.99 means that 99% movement in the employee performance can be influenced by organizational learning. This is consistent with similar study conducted by Pradhan et al. (2017), who examined the role of emotional intelligence between organizational learning and adaptive performance and found a significant relationship between organizational learning and employee adaptive performance.

CONCLUSION AND RECOMMENDATIONS

This study was carried out to assess the impact of strategic change on employee performance (adaptive performance) in deposit money banks, Abuja, where strategic change was represented by two indicators; technology innovation and organizational culture change. Also assessed is the moderating effect of organizational learning on strategic change - employee performance relationship. The following conclusions are drawn; The pervasiveness of dynamism of today's work place is at a pace greater than ever before. To improve efficiency in the work place, organizations must identify skills gaps in operations and ensure employees are open minded and well trained to accept change before embarking on any strategic change implementation. This study revealed a significant positive relationship between strategic change and employee performance, this may be due to the emergence of Covid-19 pandemic that have forced most organizations to devise strategies to deal with short term and significant uncertainty to survive.

To have a competitive advantage and perhaps even survive in today's' business environment, top management of organizations need to come up with consistent, future -focused activities that will permit employees of the organizations to plan and adapt to changes and uncertainty that may come up. Businesses termed as successful today will be those that are proactive, intentional and strategic about adapting well to changes to both their internal and external environment and also, improving on the adaptive capabilities of their employees to changes for their improve performance. The employees of the banks in this study showed a great deal of adapting well to changes in their work places. This study is packed full with insights as to the moderating role of organizational learning and its extent of association on strategic change and employee performance, revealing the need to imbibe organizational learning as an important factor for strategic change and employee performance. This research unveil a significant positive association between organizational learning, as a moderator, and employee performance as the value of $R^2 = 0.99$ and p-value = 0.019 which implies that 99% of shift in employee performance is influenced by organizational learning. Given the conclusion above, the study recommend the following; Improving employee performance is critical for the success of all businesses. Without doubt technology is at the heart of changing landscape. Technology powers communication, marketing, processes, shapes banking products, interaction with customers and delivery of banking services to customer. Deposit Money Banks in Abuja must invest in technology to improve employee productivity and satisfy customer's needs. The requirement of strategic change may differ depending on whether the organization is manufacturing, construction or service organization. However, as an addition to focusing on direct relationship, banks may also focus on organizational learning. Building a learning organization that is capable of giving it a competitive advantage in its operating environment and also, moderating the role strategic change plays on employee performance.

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