



ORGANISATIONAL CHANGE AND ORGANIZATIONAL STRUCTURE IN SELECTED FOOD AND BEVERAGE MANUFACTURING FIRMS IN SOUTH EAST, NIGERIA

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ABSTRACT: *The study was on organizational change and organizational structure in selected food and beverage manufacturing firms in South East, Nigeria. Its specific objectives are to: determine the impact of organizational structure and the units of output produced in the food and beverage manufacturing, find out the effects of policies and legal agreements on the level of employee product delivery. The population consists of 578 staff of selected food and beverage manufacturing firms in South East, Nigeria. The study used the survey approach. The primary sources used were the administration of a questionnaire to staff and distributors. 499 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.79 which was also good. The hypotheses were analyzed using the f-statistic tool. The findings show that there is a positive effect of organizational structure and the units of output produced in the food and beverage manufacturing firms in South East, Nigeria $F(95, n = 219) = 351.340, P < 0.05$ and there is positive effect of policies and legal agreements on the level of employee product delivery in the food and beverage manufacturing firms in South East, Nigeria $F(95, n = 219) = 173.062, P < 0.05$. The concluded. There is a positive relationship between organizational change and organizational structure in selected food and beverage manufacturing firms in the South East, Nigeria. Any organization that does not plan their organizational structure and is not able to continuously list develops, shares, distribute, mobilize, cultivate, put to practice review and prepares for change will not be able to compete effectively in the global market. The study recommended that A positive relationship between organizations structure and the different components of commitment is necessary. Also, management may prepare employees for change by providing emotional and instrumental support.*

KEYWORDS: *Organizational Change, Organizational Structure*



1.0 INTRODUCTION

Globalization in recent years has been a significant reason for the introduction of changes in the organization (Battistellia, 2014). This is as a result of innovation, restructuring, re-engineering, and improvement in total quality management as they compete for survival and to have a competitive edge over other firms. In view of today's pronounced evidence(s) that organizations are faced on a regular basis with the need for change; a noteworthy challenge for organizations is to develop both a culture or climate and leadership strategies that permit them to handle difficulties such as, the introduction of new technology, global competition, downsizing, re-engineering and flattening structures (Waddell, Cummings, & Worley, 2011).

Change within the organization is necessary to meet up with the demands of adoption of technology as this enhances production and avoids wastage of time. The management of any organization must increasingly think regarding a proactive planned change to adapt to the changes revolving around technology, political, social, economic and even the competitive environment (Akintayo, 2010). There is always a risk associated with the change management, but its success relies on the strategy adopted by administration in the introduction and implementation of the change and also how successful such elements such as interaction, change in control systems, incentives, organization structure, employee commitment, change readiness, personal valence, perceptions of change communication and understanding of training for change.

Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is created to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth. An organization can be structured in many different ways, depending on its aims. The structure of an organization will determine the modes in which it operates and performs. The organizational structure permits the expressed allocation of responsibilities for different functions and processes to various entities such as the branch, workgroup, department, and individual (Lim, 2016). The structure is a valuable tool in achieving coordination, as it specifies reporting relationships (who reports to whom), delineates formal communication channels, and explain how



separate actions of individuals are linked together. Organizations can function within some different structures, each possessing distinct advantages and disadvantages. Although any structure that is not managed correctly will be plagued with issues, some organizational models are better equipped for specific environments and tasks (Whelan Berry & Alexander, 2015).

The three factors to be considered in implementing change processes are the technological, organizational and personal perspectives. People are the essential factor in making a change; however (Linstone & Mitroff, 2014) believe that they are the most challenging element to deal with. As it involves values, choices, and attitudes toward a particular activity human part of the organization become a significant challenge in handling change processes in the organization (Carnall, 2010). For any change to be effective, people's beliefs, and attitudes must be challenged and clarified because vital and sustainable difference relies on the human system at the core of every business system (Juechter, Caroline, & Alford, 2014). Management within organizations is experiencing a lot of internal as well as external pressures for organizational change to occur. The external pressures triggering the change mainly include government laws and regulations, production and process, marketplace, labor markets technology, political & social events and also the Internationalization of business (Pfeffer, 2013). The internal factors which are present and generate change from within the organization include domestic business policies, employment policies, administrative processes and people problems (Lunenburg, 2010). One of the most critical and dramatic element of change for today's organization is the shift to a technology-driven workplace and an emphasis on information and relationships. The discipline of change management deals primarily with the human aspect of change, and as a result is related to pure and industrial psychology. The organizational change is an interactive and complicated process with unintended or intended outcome. The management of organizational change has become the leading concern for the managers to make the change program successful. It is essential for the industries to engage the employees in training and provide more work flexibility (Kanika, Ravi & Sanjay, 2015).



1.2 STATEMENT OF THE PROBLEMS

Change is vital for any organization because, without change, businesses would likely lose their competitive stand and fail to meet with the needs of what most hope to be a growing base of loyal customers. Organizational structure determines the organizational behavior and influences the organizational culture. Employers are sometimes baffled when their highly-rated employees under-perform, and others resign and leave the organization. Management fails to understand why some employees are not committed to the organization even though they have proactively implemented fair compensation policies and human resource (HR) practices to motivate and retain them.

Organizational Change can be a challenge in any organization. Managing change means getting the organization to accept the change, understand the elements of change and then correctly executes change. Today's organizations and their managers are faced with a significant amount of factors that require an immediate response, often in the form of organizational change. It can be costly if organizations are not committed in their jobs, companies are developing new missions, new perspectives, and new processes. These can be challenging to articulate and even harder to depict. More traditional structures, such as hierarchical, functional, divisional, and product, are no longer the only options. They have struggled to accurately model the new agile, customer- and employee-focused organization.

Organization's failure to initiate change and sustain its structure has led to low employee productivity which in no small extent contribute immensely to the collapse of the organization not achieving their goals; there is increased absenteeism, low turnover, sabotage, strikes and truancy among employees in the organization. This leads to the study on organizational change and organizational structure in selected food and beverage manufacturing firms in South East, Nigeria.

1.3 OBJECTIVES OF THE STUDY

The primary objective of the study was to examine organizational change and organizational structure in selected food and beverage manufacturing firms in South East, Nigeria. The specific goals include to:



- i. Determine the effect of organizational structure and the units of output produced in the food and beverage manufacturing
- ii. Find out the impact of policies and legal agreements on the level of employee product delivery.

1.4 RESEARCH QUESTIONS

- i. What are the effects of organizational structure and the units of output produced in the food and beverage manufacturing?
- ii. What is the impact of policies and legal agreements on the level of employee product delivery?

1.5 STATEMENT OF HYPOTHESES

- i. There is a positive effect on the organizational structure and the units of output produced in the food and beverage manufacturing.
- ii. There is a positive effect of policies and legal agreements on the level of employee product delivery.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Organisational change

In some organizations, the continual 'fine-tuning' of processes could mean creating better ways to involve employees in organizational processes or improving employees' access to one another and providing meaningful information about the organization (Swedberg and Douglas 2015). These incremental changes, which might involve many resources, in time may lead to a fundamental shift in an organization's way of doing business, as well as doing particular tasks better. Thus, incremental change involves the kind of 'constant tinkering' that all effective and efficient organizations continually engage in to 'improve the fit among the components of the organization.' Organisations choosing not to engage entirely in incremental change sometimes implement the following types of change: fundamental – the implementation of a standards-based approach which necessitates dramatic changes in the organisation; transitional – this involves the slow evolution of the organization through the introduction of mergers, new processes or technologies; and transformational – the organization rethinks its mission, culture, activities and critical elements of success. Thus, because of the many types of change that an organization can make, it is imperative that



organizations give serious thought to the kind, depth, and complexity of the necessary changes before implementing them (Dervitsiotis, 2013).

Harvey and Brown (2016) offer another viewpoint of change. They suggest organizations that eschew change must be able to sustain a stable identity and achieve operational goals. For successful change to occur, organizations are required to foster good coordination, strong leadership, and clear communication to exploit and develop their resources (Ford and Saren 2011). For these relationships to grow, organizations must acknowledge that associations are symbolic of living structures with inherent dynamic features and are characterized by continuous change processes. Change as 'profound' when organizations 'build capacity for ongoing change' by getting to the 'heart of issues' that primarily based on the thinking behind the change processes instead of processes favoring structural and strategic changes. Thus, according to these writers, change must also take into consideration values, fears, behaviors and the aspirations of all stakeholders involved in the innovation process. De Jager (2011) stated that:

Change is a simple process. At least, it's simple to describe. It occurs whenever we replace the old with the new. Change is about traveling from the old to the new, leaving yesterday behind in exchange for the new tomorrow. But implementing change is unbelievably difficult. Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we get from the old to the new, especially if it involves learning a new thing and risking failure. Organizational Change does involve moving from the known into the unknown, and because the future is uncertain, it may adversely affect employees' competencies, their sense of worth and coping abilities. It must be realized that most employees do not support change unless compelling reasons convince them to do so. Thus, for the transition to be successful, it must involve amongst other factors, vision, mission, communication, strong leadership, participation, and culture. To elaborate, vision consists in developing a future picture of the organisation (Hamel and Prahalad 2014); mission helps to set the scene for organizational change (Senge and Roberts 2014); communication and strong leadership are pivotal in preparing the organization for change as it guides the organization through turbulent phases (Handy, 2016) participation involves giving all stakeholders a fair say in the change process; and organizational culture is a shared understanding of the workings of the organization and influences change



initiatives. In other words, change is a way of life that organizations must face to maintain a competitive advantage in both private and public sector environments. Thus, to foster the development of good relationships, organizations must realize that it is essential to have an integrated approach to any change program that involves combining, technological, structural and behavioral strategies (Harvey and Brown 2010).

It must also be acknowledged that as a phenomenon, change in some organizations is a process misunderstood by many employees, for whom there are no ready-made guidelines to an understanding of change. Employees have to try to understand and modify practices and procedures that are complex, in a constant state of renewal, and difficult to comprehend (Fullan, 2011). It is for this fact that Dunphy and Stace (2012) emphasize the role of the employee in the organization based on the factors influencing the forces of change, which also include leadership style requirements. Furthermore, some public sector organizations have deviated from the traditional norms of change management and are more conscious of the fact that turbulent and unpredictable work environments make change and chaos the natural order of things. In light of these transitions, management requires to reconsider their approaches to the organization, direction, and motivation of all employees (Daft & Marcic 2014). This is important because these organizations may need to move away from structures that are hierarchical and mechanistic. Preferably they should be based on an equitable division of labor and encourage control systems that symbolize democracy in an independent work environment, all of which are understood by the employees (Burnes, 2010). Processes like restructuring, downsizing, total quality management and process re-engineering all have severe implications for the operational, financial and technical aspects of the organization. As a result, there is an ever-increasing impact of the previously mentioned processes on government sector organizations, particularly in the manner in which these organizations function (Galpin, 2016).

2.1.2 ORGANIZATIONAL STRUCTURE

Organizational structure refers to how individual and teamwork within an organization are coordinated. To achieve organizational goals and objectives, personal work needs to be organized and managed. The structure is a valuable tool in achieving coordination, as it specifies reporting relationships (who says to whom), delineates formal communication channels, and describes how separate actions of individuals are connected. Organizations



can function within some different structures, each possessing distinct advantages and disadvantages. Although any structure that is not managed correctly will be plagued with issues, some organizational models are better equipped for particular environments and tasks (Lim, 2016).

How a company is designed will naturally influence its corporate structure. The sole objective of changing organizational design is to reflect better the more culturally diverse, collaborative environment of people who share ideas and information. Traditional structures, however, can fail to capture this more modern design. Companies are developing new missions, new perspectives, and new processes. These can be challenges to articulate and even harder to depict. More traditional structures, such as hierarchical, functional, divisional, and product, are no longer the only options. They have strived to accurately model the new agile, customer- and employee-focused organization (Fredrickson, 2006).

FUNCTIONAL STRUCTURED ORGANIZATIONS

The functional organization goals are to group employees by the specific functions performed. Common departments are organized by separating each area and managing them independent of the others. While this structure establishes clear roles, responsibilities, and lines of command, a common consequence are silos, such as a finance department that rarely collaborates with IT.

DIVISIONAL AND PRODUCT STRUCTURED ORGANIZATIONS

Organizations who are structured by divisions or product lines can suffer from the same fate. Because a specific division or product divide the company, each is operated as separate companies. Even though the company is organized and structured, views, processes, data, technology, and resources are rarely shared.

MATRIX ORGANIZATIONS

An organization that has a matrix structure can do a better job at fostering cross-company teamwork than those divided by functions, divisions or products while still adhering to a distinct reporting architecture. Teams are created by bringing people together from different areas of the business. They may report horizontally and vertically and be part of a functional group while at the same period, serve on a specific team. Employees have duties



for their projects as well as their group's success. Silos are less of a problem, yet because workers may receive direction from different managers, there can be some confusion as to how to prioritize duty. Many firms are going out for more flat, holacratic structures that represent the interconnected teams that form the corporate ecosystem. These newer models permit organizations to be more flexible and appreciate the modern design (Oldham, and Hackman, 2011).

FLAT STRUCTURES

The flat structure generally consists of a small number of levels and a broad span of management at each of those levels. Every employee is given equal footing, so decisions are made either in collaboration or autonomously. This gives employees the feeling that they are contributing equally to projects and are therefore similarly valued. The flat structure is more ideal for smaller firms where employees are used to wearing many hats and working together on whatever needed to be accomplished. As the company enhances, the flat structure is more difficult to pull off. The consequence of a more lax structure can slow decisions because they are made as a democracy where everyone has a say.

HOLACRACY STRUCTURE

A holacracy is the latest attempt at mapping the organization without a more formal structure. These more modern companies respect the creativity and shared knowledge of the flat organization but blend departments and duties so decisions can be made from anywhere by anybody. Employees are organized around work, projects, and objectives rather than divisions or goods. This hybrid approach gives a bit of structure without the rigidity, while still giving employees the autonomy to work freely within that structure. These more free-form structures have something in common: the company is structured as a "team of teams" versus clear divisions of labor (Lim, 2016). These teams may be comprised of people from many areas of the business, including sales, marketing, finance, legal, and IT. They focus on a particular challenge or project, contributing their knowledge base to solve the issues, bring goods or service to market, or manage a project through its whole lifecycle. These employees may only work in unison as a team on a single project before disbanding and being pulled into a different project with an entirely new mix of people. Without clear job descriptions or reporting structures, the lines in the traditional organizational structure are blurred. Companies must rethink how this cross-functional



network of teams can be mapped without building fences. Enabling this flexible structure to may bring chaos to a firm who doesn't have the architecture to support it. There must be a balance between structure and agility.

HIERARCHICAL ORGANIZATIONS

Hierarchical organizations are typical of larger organizations where there is a distinct chain of vertical command. One or more people may be at the higher management levels with their direct reports having dozens, even hundreds, of employees reporting to them. There is generally a president or chief executive officer, followed by vice presidents, directors, and managers of different functional sectors. In a hierarchy, there is definite structure, ranks, and even bureaucracy. Roles, responsibilities, and management levels are clear with little to no cross-team collaboration. Authorities can have many layers of management or be flatter, with only a few layers of reporting (Pierce and Delbecq, 2007).

2.1.3 ORGANIZATIONAL STRUCTURE AND THE UNITS OF OUTPUT PRODUCED

The structure of an organization sets the hierarchy for responsibility and creates the various levels of interaction within an organization. The manner in which an organizational structure is set up and administered can have a direct effect on company productivity. When you are monitoring employee output, consider how the various challenges with organizational structure can affect efficiency (George, 2016). An organizational structure groups people together in some fashion that an owner hopes will best promote productivity. In an ideal world, employees will be able to communicate, share resources, coordinate activities and still be effective. Perfection doesn't exist, though, so a prudent owner must consider trade-offs. For instance, workers in highly specialized jobs may be productive, but innovation disappears. When considering which organizational structure to adopt, an owner should examine how each framework will impact productivity and why.

Tara (2015) asserts that organizational structures can inhibit or promote performance, depending on how effectively the supervisory relationships and workflow influence productivity. One role of organizational structure is efficiency. Most companies need to make the most of the various resources. Duplicating raw materials or job duties is wasteful and inefficient. Consequently, a company will structure its organizational according to goods and services it offers. A small software manufacturer may use a customer-oriented organizational structure because of its wide variety of customers. For example, the software



company may sell to consumers, corporations, financial institutions, hospitals, and health clubs. In this case, organizing departments by customers are efficient because of diversity. Product management duties may differ widely by customer type. Marketing to consumers is much different than targeting corporations (Rick, 2016). Another role of organizational structure is harnessing experience. Companies may arrange their companies with specific functions, such as marketing, accounting, finance, and engineering. The purpose of grouping departments by the service is to use the experience of groups to accomplish tasks and projects. A specific synergism exists when skilled employees of similar talents work together as a whole. For instance, marketing and advertising managers can better evaluate the potential success of a new product introduction as a group. Organizational structure in a company also enhances decision making, according to Referenceforbusiness.com. Companies will often structure their organizations to make the best decisions possible. For instance, a company may decentralize its marketing to make quicker decisions locally. Consequently, the company may put marketing managers in one of four different regions. It is much easier for regional marketing managers to make local decisions about consumer needs than a marketing manager in a distant corporate office. Companies also use various organizational structures for communication purposes. Larger companies have many levels of management. Therefore, the most effective way to communicate is usually from the top of the organization to down organization. Executives create specific operational procedures which they relate to directors and managers. Managers, in turn, explain these operational procedures to subordinates or hourly employees. Organizational structure is used for a span of control. For instance, a vice president of marketing may be in charge of four directors: One for marketing research, brand management, advertising, and public relations. The directors may have three separate groups of managers reporting to them. The span of control pertains to the number of employees an executive or manager oversees. This reporting structure is how firms establish accountability (Rick, 2016).

2.1.4 POLICIES AND LEGAL AGREEMENTS

Businesses develop policies, which are rules and regulations designed to govern the operation of the market. The procedures of a company are often spelled out in employee handbooks, notices posted in conspicuous areas, meetings, and training. Business policies come in many forms. For example, employee dress codes are considered procedures. Other



examples of business policies include return policies in the retail industry and restaurants not allowing their employees to eat or consume alcoholic beverages in front of patrons. In the aspect of law, a contract is a legally binding agreement between two or more parties which contains elements of a valid legal transaction which is enforceable by law. In daily life, most contracts can be and are made orally, such as buying a can drink or stationeries.

Regardless of the type of structure, human relation professionals must ensure compliance with legal requirements in the countries where their organizations operate (Lumpkin and Dess, 1996). Some of those requirements will be quite extensive (for example, human relation professionals in public companies must ensure compliance with the Sarbanes-Oxley Act, and most organizations must ensure compliance with the Fair Labor Standards Act and its related state laws). When organizational structures change, or if the chain of command is weak or fails to keep up-to-date with changes in the business, a company may have compliance problems because the structure has not been evaluated concerning these laws. Imagine, for example, a restructuring that reduces the number of direct reports for an entire layer of management, which perhaps leads to those individuals no longer being exempt. As an organization moves internationally, laws in the host countries must also be evaluated, and a plan put in place for compliance before the expansion occurs (Simonton, 2000). Hillman, (1994) asserts that 'human relation professionals must anticipate and plan for laws affecting all aspects of the employee experience, including hiring, benefits, leaves, and termination.

2.1.5 THE LEVEL OF EMPLOYEE PRODUCT DELIVERY

The purpose of managing product delivery process is to control the link between the project manager and the team manager, by placing formal requirements on accepting, executing and delivering project work. The role of the team manager is to coordinate an area of work that will provide one or more of the project products. They can be internal or external to the customer's organization. In many ways, Product Delivery is the "magic box" in which creative science happens that turns requirements into a solution. Using teams with specialist technical skills and a variety of creative problem-solving methods products or services are created that create business value. Increasing competition (whether for-profit or nonprofit) is forcing businesses to pay much more attention to satisfying customers,



including by providing strong customer service. It may aid the reader to notice the role of customer service in the overall context of product or service development and management. In a highly competitive market, service-based businesses need to capitalize on any opportunity to set themselves apart from their (often very similar) competitors. While implementation, system details, and service management are all important, perhaps the best way to differentiate your business is to foster strong customer relationships based on the quality of your service. The key to repeat business is consistency in both what you offer and how you deliver it. Customers will be loyal and return again and again when they have confidence in your goods and services. They will come back when they trust they will have a consistent experience each time they patronize your business (Barb, 2012).

2.2 THEORETICAL REVIEW

2.2.1 Harold J. Leavitt Organizational Theory

Harold Leavitt developed Leavitt's Diamond, also known as Leavitt's System Model, in 1965 as a mechanism for analyzing the organization-wide effects a change strategy will have. The author outlined 4 independent components of every organization; tasks, people, structure and technology. He argued that to have a successful 'integrated change,' it is crucial to understand the connection between each component. He believes that organizations are multivariate systems with at least 4 important variables: goal, structure, players, and technology by structure, Leavitt meant structures of authority, responsibility, communication, and work relations; the employees of the organization represented the players; technology was believed to be a sum of instruments and techniques used in the attempt to reach the organizations goals; as for the goal, it was considered "la raison d'être" of the organization, the rationale that supports its existence and functioning. These variables represented the marks for change to set in, thus resulting in 4 types of changes. At the core of this model was the strong interdependence between these variables, which means if one modified, the others would also modify as an effect. This fact has two consequences: One variable can be deliberately modified to cause desirable changes in the other variables, The change of one variable may lead to unexpected and unwanted changes in the other variables. The influence of the systematic paradigm is quite obvious (Leavitt's, 2015)



Base on the study a change in technology means that people need to change too and that they need the use the new technology training for the performance of the organization. This technological training may affect the organizational structure because people might demand higher pay and better positions. The new technology may also change old tasks. For instance, if the change automates old processes, the work that people do will be different. Change cannot be implemented in isolation, as it can have many knock-on impacts throughout an organization, both expected and unexpected. Organizations are interconnected structures, where changing one part can impact many others. Therefore, to implement change successfully, you have to adopt an integrated change strategy. The idea of Leavitt's Diamond can aid you to build this integrated strategy. It provides an accessible framework for understanding the interdependency between four key variables: tasks, people, structure, and technology. Using this framework, you can analyze the effect of the proposed change and use the results within your implementation strategy

2.3 EMPIRICAL REVIEW

Majed (2013) conducted a study on the employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip, Palestine. The study aims to identify employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip and the factors affecting these attitudes. The study used descriptive and analytical methods to investigate the phenomena. The study population includes all the Coastal Municipalities Water Utility employees. The population number was 128. A semi-comprehensive survey was used. A close-ended questionnaire was considered as the primary tool for data gathering from the field. The study concluded that employee attitudes toward organizational change were positive but weak, which could elicit some supportive behaviors. Multiple regression analysis indicated a reasonable prediction of attitude toward organizational change by four predictors: organizational support, self-efficacy, quality of information, and threat appraisal. Employees hold ambivalent cognitions; they believe that change benefits all employees and would increase work efficiency, but they do not see themselves or their departments as contributors to this improvement. Also, they hold moderate positive emotions of happiness, excitement, relief, and hope. The study recommends that



employees hold moderate intentions to support the change passively by complying with, and showing acceptance of change.

Chukwuma and Obiefuna (2014) conducted a study on the effect of motivation on employee productivity: a study of manufacturing companies in Nnewi Anambra State, Nigeria. The study aims to look into the importance of motivation in the management of people at work, no system moves smoothly without it, and no organization achieves its objective without motivating its human resources. The study is to study and come out with the effect and ways of motivating worker in the organization, hence the comparative study of Manufacturing companies in Nnewi, Chicason group Nig Ltd, Ibeto group of company Nig Ltd, Capital Oil and Gas Nig Ltd, Cultix Cable Nig Ltd, and Innoson Motors Nig Ltd. Descriptive and inferential statistics were used in the analysis of the data. Necessary literature was reviewed. During the study of the data, it was discovered that the goal of motivation is to cause people to put forth their best efforts with enthusiasm and effectiveness to achieve and hopefully surpass organizational objective. It is evidence that employees of manufacturing firms in Nnewi are poorly motivated; hence low productivity. Findings from the research on the productivity of manufacturing firm's staff are reported. Two sets of questionnaires were employed in the study. One set was administered on management staff and the other on junior staff. The research shows that salaries paid to junior staff in the company were decidedly below the stipulations of Nigerian National Joint Industry Council. It further indicates that the junior staff is rarely promoted and the junior staff prefers financial incentives than nonfinancial incentives. The study recommended that the increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools.

Odinka (2014) conducted a study on the organizational change and changed readiness employees' attitudes during times of proposed merger in Lagos State, Nigeria. The objective is to investigate the effects of organizational change. This is done through the review of the literature and empirical analysis. An important part of this process involves developing measurements of the real constructs of interest; job satisfaction, uncertainty, commitment, and change readiness. The relationship between the main constructs and change readiness is then investigated with special emphasis on testing hypotheses introduced under the first



of three propositions. Further analysis then examines two more propositions, one testing the assimilation of attitudes of Executive Managers and employees' to organizational change, and one testing the relationship between the rate of change and change readiness. The study is based on two types of primary data. One is a questionnaire survey administered among employees of three Icelandic governmental organizations; all considered applicable for a merger. Another type of data was gathered by conducting interviews with Executive Managers of all three organizations. Findings suggest that change readiness increases as measured levels of job satisfaction increases. Findings also indicate that change readiness increases as uncertainty decreases, but the findings do not determine the relationship between change readiness and commitment. Two of the three organizations surveyed had significantly different levels of change readiness. The study recommended that that employee and Executive Managers in organizations facing discontinuous or radical change do not report lower levels of change readiness, than those facing incremental organizational change.

Aruna (2014) conducted a study on the organizational citizenship behavior among employees in SMEs in Japan: An Analysis of the Link with HRM Practices in Sri Lanka Japan. Small and Medium Enterprises (SMEs) in Japan have been playing a significant role in every area of the Japanese economy. Many SMEs are vital suppliers to large businesses and represent the backbone of the world third-largest economy. The study made use regression analysis. Therefore, the broad objective of the study was to examine Human Resource Management (HRM) practices in SMEs in Japan. A structured questionnaire was developed and sent to 436 owners/managers of SMEs in Aichi Prefecture, and 144 firms responded to the questionnaire resulting in a 32 percent response rate. The study recommended that there is a strong positive correlation between HRM outcomes and OCB of employees in manufacturing SMEs in Japan.

Wimby and Hastin (2015) conducted a study on organizational culture values influences lecturer's organizational citizenship behavior at economics and business faculty in Indonesia. The study aims to identify and analyze the influence of the existing organizational culture values toward Citizenship Behaviour (OCB) among lecturers – based on the constructive organizational culture values indicators referred from Organizational Culture



Index (OCI). Simple regression applied in analyzing qualitative data for analysis. The study reveals that the living values of constructive organizational culture affect the OCBs among lecturers in the faculty with its contribution of 40.1%. The study concluded that there is a negative constant conveys that in the absence of constructive organizational culture values in FEB, there will be no organizational citizenship behavior (OCB). The study recommends that specific situations provide the basis for positive organizational culture in promoting constructive organizational culture by building lecturers' strength in.

Karanja (2015) conducted a study on organizational change and employee performance: a case on the postal corporation of Kenya. The study aimed to investigate the effects of organizational change on employee performance. The objectives of the study were to mainly assess the impact of technological change, structure change, the changing roles and responsibilities of employees and the changes in management on the performance of the workforce. The employees of the Postal Corporation of Kenya - Nairobi, which this study was based on, comprised of the target population, which has a total population of 300 employees. The study focused on the organizational changes that have occurred in the last 7 years. The sampling technique used was stratified random sampling and the researcher sampled 20 percent of the target population of which 61 employees comprised of the sample size. The main instrument that was used to collect data was the questionnaire. The study employed descriptive research design of which the research was descriptive. The data were analyzed using descriptive statistics. From the findings, the investigation revealed that employee performance had been positively influenced by organizational change. This is because it has provided an internship programme which, as a result, has provided more job opportunities. This has motivated even the existing staff leading to higher performance. When public organizations are pursuing changes, it is recommended that organizations highlight the urgency and necessity of those changes in simple, easy-to-understand terms.

3.0 METHODOLOGY

The primary objective of the study was to evaluate the effect of organizational change and organizational structure in selected food and beverage manufacturing firms in the South East, Nigeria. The population consists of 578 staff of selected food and beverage



manufacturing firms in South East, Nigeria. The study used the survey approach. The primary sources used were the administration of a questionnaire to staff and distributors. 499 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.79 which was also good. The hypotheses were analyzed using the f-statistic tool.

4.0 Data presentation and analyses

Table 4.1 Response on the statement there is an effect of organizational structure on the units of output produced in the food and beverage manufacturing

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	66	13.2	13.2	13.2
Agree	210	42.1	42.1	55.3
Valid Neutral	79	15.8	15.8	71.1
Disagree	64	12.8	12.8	84.0
strongly disagree	80	16.0	16.0	100.0
Total	499	100.0	100.0	

Source: Field survey, 2016

Table 4.1 shows that 66 respondents out of four hundred and ninety-nine(499) representing 13.2 percent strongly agree, 210 respondents (42.1 percent) agree that there is an effect of organizational structure on the units of output produced in the food and beverage manufacturing firms in South East, Nigeriawhile 79 respondents (15.8 percent) were neutral, 64 respondents (12.8 percent) disagree and 80 respondents (16.0 percent) strongly disagree thatthere is an effect of organizational structure on the units of output produced in the food and beverage manufacturingin South East, Nigeria.



Table 4.2: Response to the statement there is an effect of policies and legal agreements on the level of employee product delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	4.0	4.0	4.0
Agree	256	51.3	51.3	55.3
Valid Neutral	79	15.8	15.8	71.1
Disagree	100	20.0	20.0	91.2
strongly disagree	44	8.8	8.8	100.0
Total	499	100.0	100.0	

Source: Field survey, 2016

Table 4.2 shows that 20 respondents out of Four hundred and ninety-nine (499) representing 4.0 percent strongly agree, 256 respondents (51.3 percent) agree that there is the effect of policies and legal agreements on the level of employee product delivery in food and beverage manufacturing firms in South East, Nigeria. While 79 respondents (15.8 percent) were neutral, 100 respondents (20.0 percent) disagree and 44 respondents (8.8 percent) strongly disagree that there is the effect of policies and legal agreements on the level of employee product delivery in food and beverage manufacturing firms in South East, Nigeria.

Test of hypothesis One

There is a positive effect on the organizational structure and the units of output produced in the food and beverage manufacturing.

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.798 ^a	.796	.796	.07443

a. Predictors: (Constant), CITL, TOSI, TCIS, TIQO



ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	778.466	4	194.616	351.340	.000 ^b
	Residual	2.736	494	.006		
	Total	781.202	498			

a. Dependent Variable: TEOO

b. Predictors: (Constant), CITL,TOSI,TCIS,TIQO

Where:

TEOO. = The effect of organizational structure and the units of output produced

CITL = Change in the level of structure in my organization has improved the output produced

TOSI, = The operational section of my organization has improved its sense of worth and coping ability with the change in structure.

TCIS = The change in structure has increased the efficiency of my organization

TIQO = There is the quality of information in my organization with a change in structure

Statistical criteria {first order test}

The coefficient of multiple determinants {r²}

The R² {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .796 and adjusted to .796. This means that R² accounts for 79.6 percent approximately 80 percent. This indicates that the independent variables account for about 100 percent of the variation in the dependent variable. Which shows the goodness of fit?

DECISION

From the result, f-calculated {351.340} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is a



positive effect on the organizational structure and the units of output produced in the food and beverage manufacturing firms in the South East, Nigeria.

Test of hypothesis Two

There is a positive effect of policies and legal agreements on the level of employee product delivery.

Model Summary

Model	R	R Square	Adjusted Square	Std. The error of the Estimate
1	.826 ^a	.823	.823	.10513

a. Predictors: (Constant), TLOE, TIAS, GLAN, PASE

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	765.073	4	191.268	173.062	.000 ^b
	Residual	5.460	494	.011		
	Total	770.533	498			

a. Dependent Variable: TEOP

b. Predictors: (Constant), TLOE, TIAS, GLAN, PASE .

Where:

TEOP = The effect of policies and legal agreements on the level of employee product delivery

TLOE, = The level of employee product delivery is guided by policies and legal agreements in my organization

TIAS = There is a specific number of delivery in my organization

GLAN = Government laws and regulations affect my organizational service delivery



PASE = Political and social events affect our service delivery in my organization

Statistical criteria {first order test}

The coefficient of multiple determinants { r^2 }

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .823 and adjusted to .823. This means that R^2 accounts for 82.3 percent approximately 82 percent. This indicates that the independent variables account for about 82 percent of the variation in the dependent variable. Which shows the goodness of fit?

DECISION

From the result, f-calculated {173.062} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis $\{H_0\}$ and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is a positive effect of policies and legal agreements on the level of employee product delivery in the food and beverage manufacturing firms in the South East, Nigeria.

Discussion of Findings

There is a positive effect of organizational structure and the units of output produced in the food and beverage manufacturing

From the result, f-calculated {351.340} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. We now conclude from the analysis that there is a positive effect on the organizational structure and the units of output produced in the food and beverage manufacturing firms in the South East, Nigeria. This is in line with the study of Galbraith, (2004) on organizational structure, creativity, and organizational commitment. In his study, he states that 'any organizational development is highly depending on creativity and commitment of its human resources, therefore defining the factors which affect organizational creativity and commitment would be valuable to increase the productivity of any organization.' According to the results of his research, there is a positive, meaningful relation between organizational structure elements and organizational creativity, and all the organizational structure elements have a positive effect on organizational productivity.



There is a positive effect of policies and legal agreements on the level of employee product delivery.

From the result, f -calculated {173.062} is greater than the f -tabulated {2.7858}, that is, f -cal > f -tab. We now conclude from the analysis that there is a positive effect of policies and legal agreements on the level of employee product delivery in the food and beverage manufacturing firms in South East, Nigeria. Regardless of the type of structure, human relation professionals must ensure compliance with legal requirements in the countries where their organizations operate.

CONCLUSION

There is a positive relationship between organizational change and organizational structure in selected food and beverage manufacturing firms in the South East, Nigeria. Any organization that does not plan their organizational structure and is not able to continuously list develops, share, distribute, mobilize, cultivate, put to practice review and prepare for change will not be able to compete effectively in the global market. To this end, organizations need to improve existing organizational structure to have a competitive advantage over organizations that do not have proper structure management.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. A positive relationship between organizations structure and the different components of commitment is necessary. This is because commitment plays a massive role in determining whether a member will stay with the organization and adapt to change towards organizational goals or not. This will aid the management to know who is working with him and who is not.
2. Management may prepare employees for change by providing emotional and instrumental support. Psychological support may be in the form of frequently discussing the changes, encouraging employees to voice their concerns, and merely expressing confidence in employees' ability to perform effectively under the new system.



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