



Chinedu John Nwagwu¹⁾
Georgina Onosuime Umoru²⁾

*1) Department of Business Administration,
Lagos State University, Ojo
(Lagos, Nigeria)*

e-mail: nchinedujohn@gmail.com

ORCID: <https://orcid.org/0000-0002-2384-6346>



*2) Department of Business Administration,
Lagos State University, Ojo
(Lagos, Nigeria)*

e-mail: gnedunltd@gmail.com

ORCID: <https://orcid.org/0000-0002-1597-4778>

CHANGE MANAGEMENT AND ORGANIZATIONAL PRODUCTIVITY“A STUDY OF SELECTED REAL ESTATE FIRMS IN LAGOS, NIGERIA”

ZARZĄDZANIE ZMIANAMI I WYDAJNOŚĆ ORGANIZACYJNA „BADANIE WYBRANYCH FIRM NIERUCHOMOŚCI W LAGOS W NIGERII”


Abstract

This paper examines the concept of change management (CM) and how it affects organizational productivity in the real estate sector. The paper also focuses on change management and its impact on organizational growth and development in the same sector of the economy. The paper adopted a survey research design approach, using the questionnaire as the major data collection instrument. A total of one hundred (100) questionnaires were randomly distributed to respondents of ten different real estate firms who were undergoing a one-month training course at a training institute located in Lagos, Nigeria and ninety (90) were collected and used for analyzing the data for this research paper. The hypothesis of this paper was tested using Chi-square statistical tool. The findings of this paper reveal that X^2 calculated value of 62.62, greater than the table value of 51.88, implying that human resource training and development is a function of the efficient and effective workforce. It also revealed that training aimed at enhancing employee's skills and knowledge base translates to overall organizational success. The study, therefore, recommends among others that the training and development plan to cover all levels of the organization because the whole are interwoven and the neglect of one part may lead to the collapse of all.

Keywords: *Change, Management, Organization, Productivity, Recruitment, Training*

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access paper under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

“A Study of Selected Real estate Firms in Lagos, Nigeria”

International Journal of New Economics and Social Sciences, 2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)

Streszczenie

Niniejszy artykuł analizuje koncepcję zarządzania zmianami (CM) i jej wpływ na produktywność organizacji w sektorze nieruchomości. Artykuł koncentruje się również na wpływie zarządzania zmianami na wzrost organizacyjny i rozwój w tym samym sektorze gospodarki. W artykule przyjęto podejście do projektowania badań ankietowych, wykorzystując kwestionariusz jako główne narzędzie do gromadzenia danych. W sumie losowo rozdano sto (100) kwestionariuszy respondentom z dziesięciu różnych firm z branży nieruchomości, którzy przeszli miesięczne szkolenie w instytucie szkoleniowym w Lagos w Nigerii, a 90 kwestionariuszy zebrano i wykorzystano do analizy. Hipotezę tego artykułu przetestowano za pomocą narzędzia statystycznego Chi-kwadrat. Artykuł pokazuje, że X^2 oblicza wartość 62,62, większą niż wartość tabeli 51,88, co sugeruje, że szkolenie i rozwój zasobów ludzkich jest funkcją wydajnej i efektywnej siły roboczej. Okazało się również, że szkolenia mające na celu podniesienie umiejętności i bazy wiedzy pracowników przekładają się na ogólny sukces organizacyjny. W związku z tym badanie zaleca między innymi, aby plan szkolenia i rozwoju obejmował wszystkie poziomy organizacji, ponieważ całość jest przeplatana, a zaniedbanie jednej części może doprowadzić do upadku wszystkich.

Słowa kluczowe: zmiana, zarządzanie, organizacja, produktywność, rekrutacja, szkolenia

Article history: Received: 03.11.2019 / Accepted: 24.12.2019 / Published: 31.12.2019

JEL Classification: A 10; C 32; I 32; P 32

Statement of the problem in general outlook and its connection with important scientific and practical tasks.

As regulatory pressures, increasing customer demands and competitive forces impact organizations on a worldwide basis, change is becoming the norm rather than the exception. It is, therefore, becoming increasingly important for leaders at all levels to act not only in their traditional roles as supervisors and managers but also as transitional leaders or leaders who deploy a specific change management strategy whenever necessary. At its most fundamental level, organizational change is any substantial shift in the way in which a given organization operates or functions (Barbara, 2016). Of course, change can be relatively small in scale (such as straight-forward computerization of a previously

manual process) or it can be large in scale (such as the merger of two sets of people and/or systems following a major merger or acquisition). In both small and large scale change however, often the best way to manage the transition is to have a deliberate "change management" approach. For some organizations, technology, society, economy and politics have changed their operating environment at a pace that has been difficult to keep up with. The world is changing the face of markets and financial conventions, with major implications for political and economic systems. The worldwide web, integrated computer systems and robotics are just a few of the innovations that have made enormous

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access article under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

"A Study of Selected Real estate Firms in Lagos, Nigeria"

International Journal of New Economics and Social Sciences,2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)

differences to the way in which businesses and services can and do operate. In addition, we have seen a significant shift in the way that we work (and even where we work), the way we are educated and even the way that we often now progress our careers (which may now involve several very different job roles and in many different organizations). Habits are a normal part of every person's lives, but it is often counterproductive when dealing with change. As humans, we are not very good at changing. We see change as a negative thing, something that creates instability and insecurity. A normal change management process often evolves through a number of mental phases: The first stage in the cycle is to identify "where you are now". You may feel that this is pretty simple: just list what we do, how we do it and where it fits in and that part of the process is done.

However, this is not the end of the story. If you think about the analogy of a tree, what you see at first glance are the leaves, branches and at appropriate times, flowers and berries/fruits. However, below the surface is another set of structures that holds the visible parts down and gives them their foundation. There is a deep-rooted, hidden side of the tree and this applies just as much when thinking about organizational change too. And there are several studies in the area of change management and how it affects the organization in several sectors but little or nothing has been said about how change management impacts one of the most important sectors of the economy today, which is the real estate sector. So this study seeks to reveal the effect of change management in that sector.

Analysis of latest research where the solution of the problem was initiated.

In Nigeria the study of change management was conducted by such academia like; O. Olajide (Olajide, 2014), while in the United Kingdom, researchers like we have researchers like W. Rostow, (Rostow, 2018), Organization productivity can be said to be the capacity of an organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel, etc. (author, 2019). According to Olajide (2014), organization productivity is determined by a broad range of factors, some can be evaluated quantitatively, while others require a qualitative, analytical approach. When assessing productivity, it is important to fully understand each of the key drivers that impact productivity. In addition to evaluating each driver individually, it is necessary to determine how well these drivers work together and

function as a whole. Changes to one driver might (and probably will) have an effect on others. Effective Assessment involves understanding how each driver contributes to overall productivity (Dechert, 2016). According to Steff (2016), Most Customs organizations measure performance in terms of effectiveness and efficiency. Effectiveness refers to the extent to which the organization is achieving the outcome. Efficiency refers to the ratio of relevant outputs to relevant inputs and can include costs, steps in a process or time, for example.

Selecting and implementing significant change is one of the most challenging undertakings that face an organization. If the change involves the entire organization and also requires new paradigms that will replace established ways of doing business the challenge is daunting. At its most

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access article under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

"A Study of Selected Real estate Firms in Lagos, Nigeria"

International Journal of New Economics and Social Sciences, 2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)

fundamental level, organizational change is any substantial shift in the way in which a given organization operates or functions (Barbara 2014).

Organizational change can be defined as a change in organizational structure, its system/sub-systems, employees and the relation of between them in a planned or non-planned way. In addition, this change process can result in good or bad (Cameron, & Green, 2015).

When it comes to defining job satisfaction, various writers conceive the term differently. According to Brikend (2011), different authors have different approaches to defining job satisfaction. Some of the most commonly cited definitions of job satisfaction are analyzed in the text that follows. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). According to Armstrong, 2006, the term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes toward the job indicate job satisfaction. Negative and unfavorable attitudes toward the job indicate job dissatisfaction.

Training is the organized way in which organizations provide development and enhance the quality of new employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein & Ford, 2002) cited in Khawaja & Nadeem (2013). Thus it is the series of activities embarked upon by an organization that leads to knowledge or skills acquisition for growing purposes, thereby, contributing to the wellbeing and performance of human capital in the organization, as well as society at large.

According to Manju & Suresh (2011), training serves as an act of intervention to improve the organization's goods and services quality in stiff competition by improving the technical skills of her employees.

Development refers to activities leading to the acquisition of knowledge or skills for the main purpose of growing. Organizations provide employees with development programs in order to enhance their capacities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the contemporary business world (Sheri-lynn, 2007) cited in Abdulhameed (2011). Thus organizations need to continuously invest in employee development in order to maintain employee as well as an organization's success (Khawaja & Nadeem, 2013)

Productivity, as defined in the Oxford dictionary (2007), is the efficiency with which things are being produced. Employee productivity is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita, 2012). Thus employee productivity of an economy as a whole or industry could be determined.

There are many uses of the concepts of structure and structural change in economics. Some of them have a clear meaning or are made clear by the context, while others are vague or worse. This chapter deals with structural change in development economics and, therefore, employ the concepts and meanings prevalent in the field which, as explained below, differ from the concept in econometrics of the structure of a model (Moshe, 2018). Following common use, the structure also refers to some ratios derived from technological or behavioral relations. Input-output coefficients are an example of

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access article under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

"A Study of Selected Real estate Firms in Lagos, Nigeria"

International Journal of New Economics and Social Sciences, 2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)

the former and the aggregate saving ratio of the latter. The principal changes in structure emphasized in the development literature are increases in the rates of accumulation (Rostow, Lewis, 2018).

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviors, such as lateness, absenteeism, and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The study of employee commitment is important because; (1). Lo (2009) cited in noted that employees with a sense of employee commitment are less likely to engage in withdrawal behavior and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life; (2). Workers who become less committed to an organization will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained; (3). Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs; (4). In the current global economic scenario, organizational change is a continuous process that requires the support of all employees in the hierarchical structure. Most organizations have realized that the performance of their workers plays a vital

role in determining the success of the organization (Zheng, 2010).

In the past few decades, digital technologies (e.g. peer-to-peer network, virtualization, cloud computing) have reshaped traditional business environment to a more complex and dynamic digital ecosystem (Bharadwaj et al., 2013; Kane, 2016; Pagani, 2013). Digital technologies are making the traditional competitive advantage deteriorate rapidly by breaking down industry barriers, destroying long-successful business models and changing the ways to learn (Bharadwaj et al., 2013; Rometty, 2016; Weill and Woerner, 2015). Technological development makes very important contributions to the economic and social-cultural life. A study conducted in America reveals that people work more than the past; virtues like industriousness and self-discipline are more valued; entrepreneurship increased and people increased their technological capabilities for their new careers (Eraydın, 2001). However, in spite of these positive developments, the fluctuations and uncertainties created in commercial life by technological development caused uncertainties in the job positions of the employees. While technological development eliminated certain jobs and work areas and made a negative impact on employment on the one hand, it created new job opportunities and taught other methods to perform the jobs on the other hand (Hülya, 2015).

Aims of paper. Methods

This study was carried out on the employees of a number of five (5) privately owned real estate companies in Lagos, which make up the population of the study; Brickwall, Tobykemsworth, Blueusea,

Stonewall and Adron Homes. These firms were chosen because of their reputable and adequate manpower resources, coupled with the fact that they recorded visible

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access article under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

“A Study of Selected Real estate Firms in Lagos, Nigeria”

International Journal of New Economics and Social Sciences, 2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)

achievements and growth over the years (five years and above) in the sector.

The sample size of this research work consists of 100 personnel who are within supervisor middle management and senior management level. Also, some of the respondents were on the course. But due to loss and delay by other respondents, only 90 was used as the sample size.

Stratified random sampling was adopted in this research undertaken as each of the frames represents a stratum in order to have a fair assessment.

The following questions are asked for the study to find answers.

1. Is there a relationship between employees' training/development and employees' job satisfaction?
2. Does structural change have a relationship with employees' commitment?
3. Is there any correlation between technological change and employees' effectiveness?

Ineffectively answering the above questions, the paper seeks to achieve the following objectives

1. To examine change management and organization productivity. However, other specific objectives include:
2. To determine the relationship that exists a relationship between employees' training/development and employees' job satisfaction

3. To evaluate structural change and its impact on employees' commitment
4. To determine whether the technological change affects employees' effectiveness

Some statements were tested to determine the significance of the relationship between the variables being studied. The null hypothesis H_0 represents the negative while alternative hypothesis H_1 is the positive form.

1. **Hypothesis I**

H_0 : Employees' training/development is not a function of employees' job satisfaction.

H_1 : Employees' training/development is a function of employees' job satisfaction

• **Hypothesis II**

H_0 : structural change does not have a significant impact on employees' commitment.

H_1 : structural change has a significant impact on employees' commitment.

– **Hypothesis III**

H_0 : technological change does not improve employee effectiveness.

H_1 : technological change improves employee effectiveness.

Exposition of main material of research with complete substantiation of obtained scientific results. Discussion.

The completed questionnaires were used (in this chapter) for a comprehensive analysis of the data collected. Besides, the earlier stated hypotheses were tested using chi-square statistical tool. Chi-square

statistical tool is used when the data involve more than one variable. The presentation, analysis and interpretation of the collected data are presented below.

Table 1. Sex.

Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Male	55	61.1	61.1	61.1
Female	35	38.9	38.9	100.0
Total	90	100.0	100.0	

Source: compiled by the authors.

The table presented above reveals the sex of the respondents sampled during the questionnaire administration, however, 90 respondents were sampled, 61.1% of them are male while 38.9% of them are female, it thus reveals the sampled area is dominated by male respondents as presented with table 1 above.

Table 2. Age.

	Frequency	Percent	Valid Percent	Cumulative Percent
25–30 yrs	20	22.2	22.2	22.2
31 -40 yrs	38	42.2	42.2	64.4
41 – 50 yrs	32	35.6	35.6	100.0
Total	90	100.0	100.0	

Source: compiled by the authors.

The table presented above reveals the ages of respondents 22.2% of them are between 25-30 years, 42.2% of them between 31-40 years and while 35.6% of them between 41-50 years respectively as presented with table 2 above.

Table 3. Martial status.

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	14	15.6	15.6	15.6
Married	38	42.2	42.2	57.8
Others	38	42.2	42.2	100.0
Total	90	100.0	100.0	

Source: compiled by the authors.

The tables presented above reveal the marital status of the respondents, the data thus reveal that 15.6% of them are single, 42.2% married and while 42.2% falls within another category respectively, it thus reveals that the majority of the respondents are married as presented with table 3 above.

Table 4. Educational Qualification.

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Below SSCE	13	14.4	14.4	14.4
Diploma	40	44.4	44.4	58.9
Degree	28	31.1	31.1	90.0
Masters	9	10.0	10.0	100.0
Total	90	100.0	100.0	

Source: compiled by the authors.

The table presented above reveals the education qualification of the respondents, it thus reveals that 14.4% obtained below SSCE, 44.4% of them obtained Diploma, 31.1% is a degree holder and while 10% have obtained their masters respectively as presented with table 4 above.

Table 5. Year in the organization.

Year	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	21	23.3	23.3	23.3
6-10years	48	53.3	53.3	76.7
11-15 years	13	14.4	14.4	91.1
16-20years	8	8.9	8.9	100.0
Total	90	100.0	100.0	

Source: compiled by the authors

The table presented above reveal the years the respondents has being in the organization, the data revealed that 23.3% 1-5 years, 53.3% between 6-10 years, 14.4% between 11-15 years and while 8.9% 16-20 years *respectively*, the data thus reveal that majority of the respondents has stayed for about 6-10 years as presented, with table 5 above.

The hypotheses earlier formulated were tested and the result analyzed using Chi-square nonparametric tools, chi-square is used when the analysis involves more than one variable, a hypothetical question will be selected from the responses generated

from the respondents and will be tested at 99% confidence interval, and the hypothesis is stated as follows:

H₀: Employees' training and development is not a function of employees' job satisfaction.

H₁: Employees' training and development is a function of employees' job satisfaction.

Note: A hypothetical question has been selected from the questionnaire using a non-parametric statistical tool of chi-square. The alternative hypothesis (H₀) shall be represented if the X² table value is less than the calculated value.

Table 8. Chi-square Tests.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.621 ^a	16	.000
Likelihood Ratio	51.878	16	.000
Linear-by-Linear Association	1.407	1	.236
No. of Valid Cases	90		

a. 19 cells (76.0%) have expected count less than 5.

Source: Compiled by the authors

The minimum expected count is .09.

1. Chi-square calculated value = 62.621

2. Chi-square tabulated value = 51.878

3. The degree of freedom is given = 16

Decision: since the calculated chi-square (χ^2) value 62.621 is greater than the critical or tabulated value 51.878, we accept the alternative hypotheses (H_1) which says employee's training and development is a

function of employees' job satisfaction.

The acceptance of H_1 is because the hypothesis received statistical support, while the hypothesis (H_0) is rejected.

H_0 : Structural change does not have a significant impact on employees' commitment.

H_1 : Structural change has a significant impact on employees' commitment

Table 9. Chi-Square Tests.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.797 ^a	16	.010
Likelihood Ratio	30.230	16	.014
Linear-by Linear Association	7.175	1	.007
No. of Valid Cases	90		

a. 20 cells (80.0%) have expected count less than 5.

Source: Compiled by the authors

The minimum expected count is .09.

1. Chi-square calculated value = 30.797

2. Chi-square tabulated value = 30.230

3. The degree of freedom is given = 16

Decision: since the calculated chi-square (χ^2) value 30.797 is greater than the critical or tabulated value 30.230, we accept the alternative hypotheses (H_1) which says employees' training and development have

a significant impact on employees' commitment. The acceptance of H_1 is because the hypothesis received statistical support, while the hypothesis (H_0) is rejected.

H_0 : Technological change does not improve employees' effectiveness.

H_1 : Technological change improve employee effectiveness.

Table 9. Chi square test.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	115.630 ^a	16	.000
Likelihood Ratio	94.088	16	.000
Linear-by-Linear Association	.006	1	.938
No. of Valid Cases	90		

a. 19 cells (76.0%) have expected count less than 5.

Source: compiled by the authors

The minimum expected count is .22.

- 1) Chi-square calculated value = 115.630
- 2) Chi-square tabulated value = 94.088
- 3) The degree of freedom is given = 16
- 4) Decision: since the calculated chi-square (x^2) value 115.630 is greater than the critical or tabulated value 94.088;

we accept the alternative hypotheses (H_1) which say employees' training and development do improve employees' effectiveness in the workplace.

The acceptance of H_1 is because the hypothesis received statistical support, while the hypothesis (H_0) is rejected.

Conclusions.

This research work focused on determining the significance of human capital development, determining training and development as a function of the efficient and effective workforce and organizational structure as a function of organizational success. Particular interest in human capital development is how organizational activities structure, climate and economic activities are interrelated

Studies have shown that Change management CM is favored for individual performance, in particular, CM focus on specialized training to improve set of skill and advance individual knowledge which will enable participants to become capable of executing managerial activities this study support that CM results in higher individual's performance and this can be translated to overall organization success. The importance of Change management cannot be overemphasized.

According to the results obtained from the respondent, any organization with several employees who are determined to make a difference would be willing to develop skills necessary, more so become creative with the use of resources and generate better returns on investment.

Human Resource Management was identified as the most important in the management of a firm, other materials such as money, raw-materials and machines can easily be manipulated but man which represent the Change management of an organization is very delicate because of its unpredicted nature, which is needed to be managed for the manipulation of other resources for the attainment of organizational goals.

Change management is important because its component in an organization is very signification. Its function includes training and development of human skills. It has to do with determining and assuming that the

organization will have an adequate number of qualified people available at the proper time to perform the job which must meet the requirement of an organization and provide customers satisfaction. In the theory of firm production is the creation of goods and services people are willing to pay for. The role of the manager therefore, is to determine the relationship between inputs factors i.e. man, money, material, and machine and output factors i.e. Goods and services.

Training and Development were variously defined as one of the most appropriate means of achieving success in an organization's human resources management and development as well as their objectives. Training is a general term that can be applied to any category of the workforce, while development was identified to be restricted to the senior or middle-level management of the manpower.

Training and Development attempt to prepare an incumbent to a position, which he may not have had any background knowledge about. Government policies are also involved in the role of training and development in the management of human resources of the nations. It is believed that training and development is the instrument in determining the growth of development of an organization.

The findings of this study necessitated the measures suggested below which will in return assist in the enhancement of utilization of Change Management Training and development on the employee efficiency within organizations. The recommendations are as follows:

1. Management should endeavor to spread the employees' training and development program to all spheres of the organization because they are interrelated and each subunit had to be accorded with essential

ingredients for performance, otherwise the collapse of the system will be imminent.

2. Organizations should place it as a priority to review the requirement of the staff as necessary for a proper identification and job description.

3. As followed from the above, an amplified job description of each position and requirement are to be made, this will eliminate the current system where staff is recruited before Job Description and function to be performed are determined.

4. Management attitude to training and development must change from cost to investment. The wise utilization of investment should be made so that the employees achieve personal satisfaction and conversely the organization achieves maximum dividends in the cost it expended.

5. Training and Development is a function of more commitment to the organization so when management engages in training and development, the employee will be more committed to their duty.

6. Organizations should make a point to pay attention to junior staff by organizing training programs throughout the year in order to enhance their efficiency.


7. The finance department should be given the utmost attention by the management in its training and development program.

8. The marketing staff of the organization should be adequately trained if the organization is to gain a good share of the market. The operations department should also be given attention in the organization's training need to enable them to meet up with current standards.

9. Management should be more committed to staff training and development than ever before since the training and development of its workforce go a long way to bring about much needed organizational development.

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access article under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

"A Study of Selected Real estate Firms in Lagos, Nigeria"

International Journal of New Economics and Social Sciences, 2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)

10. Finally, if you think training staff and developing new systems is expensive, think again because the truth is that the losses and damages incurred for having ignorant staff and operating obsolete systems is much costlier

Referenses:

1. Bharadwaj, A., El Sawy, O.A., Pavlou, P.A. and Venkatraman, N.V. (2013). "Digital business strategy: toward a next generation of insights", *MIS Quarterly*, Vol. 37 No. 2, pp. 471-482.
2. Brikend Aziri (2011). 'Job satisfaction': a literature review management research and practice vol. 3 issue 4 (2011) pp:77-86
3. Cameron, E., & Green, M. (2015). *Making sense of change management: a complete guide to the models, tools and techniques of organizational change*. Kogan PagePublishers.
4. Eraydın Ayda (2001). "Yeni Ekonomi'nin Getirdii Fırsat ve Riskler, Toplumsal ve Meksansal Açıdan", Yeni Ekonomi El Kitabı, T.C. Merkez Bankası, Ankara.
5. Hülya Kesici Çalıukan (2015). 'Technological Change and Economic Growth' *Istanbul University, Beyazid, Fatih, Istanbul 34452, Turkey*
6. Kane, G.C. (2016). "The dark side of the digital revolution", available at: <http://sloanreview.mit.edu/article/the-dark-side-of-the-digital-revolution/> (accessed January 29, 2016)
7. Lewis, W.A. (2018). 'Economic development with unlimited supplies of labor', *Manchester School of Economic and Social Studies*, 22:139-191.
8. Moshe Syrquin (2018). "Patterns of Structural Change": *Bar Ilan University, Miami University Press*.
9. Olajide, O.T. (2014). "Change management and its effect on organizational performance of Nigeria Telecoms Industries: Empirical Insight from Airtel Nigeria", *international journal of Humanities Social Sciences and Education (IJHSSE) Volume 1, Issue 11, November 2014, pp 170-179 ISSN 2349-0373*
10. Ramezaninejad Rahim, Mehrali Hemmatinejad, Noushin Banarand & Marieh Fallah (2010). 'Thetrainersandsatisfactionofwomenathletesin formanager.' *www.cusat.ac.ir.30(2):181-199*.
11. Rostow, W.W. (2018). 'The stages of economic growth': *A non-communist manifesto*. Cambridge: Cambridge University Press.
12. Thompson, Scott (2016). "What Are the Models of Measuring Job Satisfaction & Their Critique?" *Work-Chron.com*, <http://work.chron.com/models-measuring-job-satisfaction-critique-25026.html>. Accessed 15 May 2019.

ISSN 2450-2146 / E-ISSN 2451-1064

© 2019 /Published by: Międzynarodowy Instytut Innowacji Nauka-Edukacja-Rozwój w Warszawie, Polska

 This is an open access article under the CC BY-NC license (<http://creativecommons.org/licenses/by-nc/4.0/>)

Nwagwu C.J., Umoru G.O., (2019) Change Management and Organizational Productivity

"A Study of Selected Real estate Firms in Lagos, Nigeria"

International Journal of New Economics and Social Sciences,2 (10) 2019: 115 - 126

[DOI 10.5604/01.3001.0013.8092](https://doi.org/10.5604/01.3001.0013.8092)