SUSTAINING EMPLOYEES AND ORGANIZATIONAL PRODUCTIVITY THROUGH TECHNOLOGICAL CHANGE IN CONSUMERS' GOODS INDUSTRY

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ABSTRACT

The collapse of most organization in Nigeria to sustain and raise productivity was billed to employees' opposition to technological change. The major objective of the study is to examine how to sustain workforce and organizational productivity during technological change in consumers' goods industry. Purposive sampling technique was used for the study. The sample was selected from the population of 400 staff of 7UP Bottling Company Plc Ilorin. The study sample size was 200 and the total number of 174 questionnaire representing 87% of the sample size were returned and analyzed. Primary data was used to gather information from respondents through questionnaire. Data were analyzed using simple percentage, frequency distribution analysis and simple regression analysis. Findings revealed that technological change has significant effect on employees and organizational productivity. It was concluded that for technological change to be effective, organizations must not neglect the roles employees in activity of goods and services. The study recommended that employers should consider growth of workers skills during training, apprentice and increase in order to recover the general performance in consumers' goods industry. Implication of the study is that employees must be prepared to adjust to change in the organizations because it has constructive impact on the organizational productivity. Consumers goods industry are strongly encouraged to be conscious of timing they introduce changes. The study further imply that there is awful need for training and retraining of staff and effectively communicate the magnitude of technological change and its consequences in short and long scuttle on the life of the organizations and employees.

Keywords: Employees, resistance, change, technological, productivity, and organization

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Introduction

Today's business surroundings produce change in the marketing environment more suddenly and frequently than the past. Mergers, acquisitions, new technologies, reshuffle and economic meltdown are all factors that contribute to a growing climate of uncertainty. In today's organizations, the speed of change in the business environment has been swift or more constant. Whether the change is a small one like the realization of new systems, or a much better such as a company conquest or merger, the way that change is managed makes all the difference to its victory or stoppage (Adeyeye, 2009). People rarely welcome change. As human beings we tend to be adverse to change and, in a world which is increasingly changing at an alarming rate, people can be skeptical and resistant to any situation that threatens the status quo of their working lives. Business organizations in the competitive environment require managers that can combine neatly organization and individual interests for the common goal and objective of the system.

Business environment requires companies to undergo changes almost constantly if they want to remain competitive (Adeyeye, 2009). Aremu (2005) and Aremu (2014) emphasized that there is strong need to adequately coordinate and motivate employees in order to realize higher productivity. Factors such as globalization of marketplace and quick evolving of technology force businesses to react in order to survive. Such changes may be quite minor as in the case of refocusing on large marketing strategy. In spite of the changing circumstances that characterized the job of the 21th century, man's domination in the society and managerial settings remain the same. Various aspects of organization may have changed, however the changes have not distorted or indifferent the domination spot of human resources.

Technologies, most especially, information technology have only expanded man's mind and intellect but have not replaced him totally. Human resource ability to direct other resources and to become accustomed to the changing situation makes his position foremost (Yunus & Waidi, 2011). Production of goods and services in the world nowadays has been deeply influenced by the orderly application of corporal forces through diverse types of technology. Technology in most organization provided the necessary forces during different forms by which goods and services be produced. This, to Dauda (2009), may be in the outline of machine equipment, information communication ended up of knowledge, tools, method and system aimed at to work in explicit manners.

Since the widespread opening of new techniques in the 1940s and 1950s and the increase line systems, it has recognized that the habits in which firms organize themselves has a basic shock on their productivity (Tylecote &Vertova, 2004). Barrow (1997) argued that company and industrial growth could only be enhanced, only if effective human resource management strategies are properly implemented in every unit of the business such as finance, marketing, production as well as others. Organizations have also be liable to lay emphasis on capital in situation of machinery and equipment and fewer on labour to boost their productivity, sales and success. The substitutions of

capital for labour have not really enhanced labour productivity or performance. Improved productivities of several organizations were often traced towards improved productivity of the entire factors of production and the figure of customers not merely on technology (Dauda, 2000). Organizations must be prepared to accept change through the significant inside and outside shifts in the organization structure.

Acceptance of change signifies the readiness of the pretentious parties to hug and function in a newly recognized order and their obligation to upshot and employ the changes. As underlined by scholars such as Fajana, (2002) and Armstrong (2004), for designed change to stand its preferred outcomes, it obligation be introduced, implemented and managed in such a manner to attracts and gains the binder from the pretentious parties to power the changes to achieve the preferred goals and the survival of common vision that change for the organization is needed and inevitable. The major objective of the study is to examine how to sustain workers and organizations through technological change in consumers' goods industry and to examine the influence of technology on the decline of workforce.

LITERATURE REVIEW

Conceptual Review

Change can be defined when an act or process during which something becomes different. Change is unavoidable. It is the only structure block of individual phenomena that is constant (Materialism). According to Armstrong (2004), change signifies the enthusiasm of the precious parties to hug and task in a newly

reputable order and their vow to achieve and execute the change. Managing organizational change is the course of preparation and implementing change in organizations in such a technique as to lessen employee resistance and rate to the organization, while as well maximizing the efficacy of the change crack. Change is equally predictable and attractive for any progressive organization (Fajana, 2002).

Organizational change is the process by which company move from their present state to some desired future state to increase their effectiveness. The goal of planned organizational change is to find new or improved ways of using resources and capabilities in order to increase an organization's ability to create value and improve returns to its stakeholders. Planned organizational change is normally targeted at improving effectiveness at one or more of four different levels as follows; Human Resources, Functional Resources, Technological Capabilities, and Organizational Capabilities.

Human resources

Human resources are organization's vital assets. Ultimately, an organization's individual competences recline in the skills and abilities of its employees. Since these skills and abilities provide an organization a aggressive benefit, organizations necessity constantly observe their structures to discover the most effective method of inspiring and organizing human resource to obtain and employ their skills. The employees of an organization represent the major parts of the firm's resources which work collectively with extra resources to attain the firm's objective (Aremu, Mustapha, Adebayo & Aremu 2012).

Functional resources

Each organizational function desires to expand measures that permit it to run the particular environment it faces. As the environment changes, organizations often transfer resources to functions where the most value can be created. Crucial functions grow in importance, while individuals whose value is declining minimize. An organization can progress the worth that is functions build by changing its structure, culture and technology. The change from a functional to a product team structure, for instance, may pace the product development process. Alterations in functional structure can assist to offer a setting in which populace are motivated to execute. The change from traditional crowd production to manufacturing operation based on self-managed work teams frequently allows companies to enhance product value and productivity if workforce can share in the gains from the new work system.

Technological capabilities

Technological capabilities provide an organization with vast capacity to change itself in array to exploit market opportunities. The capability to build up a steady stream of innovative products or to change existing products so that they maintain to draw customers is one of an organization's competences. The act in the Telecommunication business is really subjective by the stage of technological capabilities and product innovation within the industry (Aremu, Mustapha, Nageri & Aremu, 2015).

Similarly, the capacity to progress the way goods and services are fashioned in order to raise their value and consistency is a crucial organizational capability. On the organizational level, organizations have to offer the framework that allows it to decode its technological competences into value used for its stakeholders.

Organizational capabilities

Through the plan of organizational structure and culture an organization can connect its human and functional resources to take advantage of technological opportunities.

Organizational change frequently involves altering the interaction among groups and functions to amplify their abilities to fashion value. Changes in structure and culture capture position at all levels of the organization and comprise changing the routines an entity uses to welcome customers, changing work group interaction, humanizing assimilation among divisions, and changing corporate culture by shifting the top-management team. Organizations allow firms to deal successfully in firm- specific key organizational troubles (Dosi, Nelson & Winter, 2000).

Resistance to Change

It was noted that many organizations offer diverse communication in times of change. Hence, there is tendency for resistance to change in such organizations (Brooks & Bate, 1994). People merely crave to change once both the pull- and push-forces are that well-built that populace themselves observe no other answer any extra than to change. Many workforce are (still) of the view that an organization is or must be much additional than a profit-generating, efficiency-improving equipment. Such ethics and convictions

can be fairly severely surrounded in an organization's culture and people's attitudes (Kirkpatrick & Ackroyd, 2000). Therefore, populace is not against change per se, but these specific tendencies. Managerialism produces resistance (Kirkpatrick & Ackroyd, 2000) – with added negative outcomes. It is frequently the origin of the dilemma and not the cure.

Reasons Why Employees Resist Change

Emotional side effects: those who are forced to accept on-the-job changes can experience a sense of powerlessness and even anger. The subsequent backlash can be passive (stalling, pretending not to understand) or active (vocal opposition, sabotage or aggressive)

Lack of trust: promises of improvement are probable to reduce on deaf ears when employees do not trust management. Conversely, managers are unlikely to permit necessary participation if they do not trust their people (Robert, 2007).

Fear of failure: just as many college freshmen have doubts about their chances of ever graduating, challenges presented by significant on-the-job changes can as well be intimidating.

Poor timing: in every work setting, internal and/or external events can conspire to build resentment as regards a picky change. For instance, an otherwise desirable out-of-state transfer would only make things worse in favor of an employee with an ailing elderly parent (Robert 2007).

Lack of fact: as we everyone knows, it is not essentially what is said that shapes our approach near people and events. How it is said is often more important. Tactful and sensitive handling of change is vital.

Threat to job status/security: because employment fulfils basic needs, employees can be expected to resist changes with real or imaginary impacts on work status or job security.

Break up of work group: significant changes can tear the fabric of on-the-job social relationships. Accordingly, members of cohesive work groups often exert peer pressure on one another to resist changes that threaten to split up the group.

Passive-aggressive organizational culture: this subtle but potent structure of resistance hides behind smiling faces, passive aggressive behavior becomes a major obstacle to change after it becomes entrenched in the organization's culture.

Competing commitments: employees might not comprise a problem among the change itself, but rather with how it disrupts their pursuit of other goals. Such competing commitments are frequently unconscious and want to survive skillfully brought to the surface to craft progress. Each reason for resisting change can suit an impossible barrier to genuine participation. Therefore, managers require a broad range of methods for dealing with resistance to change (Robert 2007).

Strategies for Overcoming Resistance to Change

Only in recent years have management theorist begun to give serious attention to alternative ways of overcoming resistance to change. There are diverse approaches to managing change; some are rapid, designed and incremental. Kazmi (2002) says to aid change is not linear and consequently cannot be worked on a mathematical method base with a set of variables that will surrender a permanent response for their combination. Stroh's (2001-2002) study indicates that the involvement of workforce in organizations

and its communication leads to further constructive interaction with the organization and thus greater enthusiasm to change. Thus, six options have been acknowledged by Robert (2007), including participation, are available in this area:

1. **Education and communication:** this strategy is appealing because it advocates prevention rather than cure. The idea now helps employees realize the true call for a change as healthy as the logic behind it. Various medium could be used, including face-to-face discussions, formal group presentations, or special reports or publications.

2. **Participation and involvement:** once again, personal involvement through participation tends toward defuse both rational and irrational fears concerning a workplace change. By participate in both the plan of a change and its implementation; one acquires a personal stake in its success.

3. **Facilitation and support:** when terror and worry are responsible for resistance to doing things in a latest and different way, support from managing in the variety of special training, job stress counseling and compensatory time off can be helpful.

4. **Negotiation and agreement:** at times management can deactivate possible or real resistance by exchanging great value for collaboration.

5. **Manipulation and co-optation:** operation occurs after managers selectively hold back or distribute in turn and deliberately place actions to boost the chance that a change will be flourishing. Co-optation usually involves taken participation. Those who are co-opted with token participation cannot claim they have not been consulted, yet the ultimate contact of their inputs is negligible.

6. **Explicit and implicit coercion:** managers who cannot or will not invest the time necessary for the other strategies can try to force employees to go along with a change by threatening them with termination, defeat of pay rise or promotions, transfer and the like.

Organizational Productivity

Productivity is usually defined as the standard direct labour hours necessary to fit a part of[4]Department of Business Administration, Faculty of Management Sciences, Al-Hikmah University, Ilorin,Ilorin, Kwara State, Nigeria material (Gundecha, 2012). It is said that perfect productivity can be achieved among a 40-hours work week, with people taking every one the holidays and vacation days as planned. Production is one of the majority closely watched indicators of long-term economic prospects. Aremu, Aun, Aremu and Iorkyaa (2015) posited that organizational productivity and performance can merely be achieved if the concern organizations satisfy the desires of the customers which will be assured through employee's motivation.

Technological Factors Affecting Productivity

In today's era, one of the biggest concerns intended for some organization is to advance productivity, representing the useful conversion of resources into marketable products with determining business profitability (Wilcox, String Fellow Harns & Martin 2002). Consequently, extensive attempt has been directed to know the productivity concept

with diverse approaches in use by researchers resulting in a broad range of productivity definitions (Leman, and Samson, 1995).

Technological factors affecting organization productivity all above the world demand a changing behavior. The rapid advance of technology requires rapid response by organizations in sort to stay alive in an emerging competitive environment and keep up with new trends and modern services which other competitors may be offering (Fasoyin, 2006). These technological factors can include both products and processes and can present opportunities and threats but it is vital for competitive advantage and is successful driver in globalization. Some of these technological factors affecting businesses proved to be dramatic for some. Some companies seriously invested in certain types of equipment only to see more innovative and cost-efficient technology emerge.

There are factors in technological change that influence company absolutely and negatively. Positive results are shown when each person in the company accepts change and focuses on the expansion of the organization. The decisions taken by way of regard to technology change shape the markets in nation as a whole. Technology development has many features that develop technical standards, progress openness and moreover increase communication capacity. The accessibility of original machinery, techniques and strategies allows a company to compete with others globally and to improve their market share in global markets. Technology development brings manifold income to a company and stabilizes expenses (Suebsin and Gerdsri, 2009). Spending capital on a little of the newest

technology can be scary for a few organizations and questions such as ('Ignore it…, Ignore it for now…, Evaluate it carefully…, Adopt it enthusiastically?') always approach up in their reply to innovation.

Theoretical Review

Shaw's model

This model considers change through a different form. Change is seen as both complex and besides evolutionary.

The first point for their (and a number of other more recent models) model is to facilitate the atmosphere of an organization is not in equilibrium. As such, the change mechanisms inside organizations lean to be messy and to a definite degree function in reverse to the way outlined by Lewin. It is not suitable to imagine the status quo as an suitable first point, agreed that organizations are not still entities.

Rather the forces for change are previously innate in the structure and appear when the system adapts to its environment .Other famous scholars in the region of organizational change are: Bateman and Zeithaml (1990), who recognized four major areas of organizational change: strategy, technological, structure and people. All four areas are connected and companies frequently should introduce changes in the other areas, when there is effort to change one area. The first district, strategy changes can take position on a scale-large for instance, when a company shifts its resources to go through into a fresh stripe of business or on a little scale for exemplar, after a company makes productivity improvements in sort to

decrease costs.

Technological changes are regularly introduced as a component of huge strategic changes, though they occasionally get set on their own. An essential part of changing technology is determining who in the business will be in danger by the change. To be successful, a technological change has to be included into the company's general structure and a management structure must be fashioned to maintain it. Structural changes can as well arise due to strategic changes as in the case where a company decides to obtain a different business and have to integrate it due to operational changes or changes in managerial style.

People changes can become essential suitable to other changes, or at times companies merely request to change worker's attitude and behaviors in array to boost their value. Attempting a strategic change, introducing a new technology with other changes in the work environment might influence people's attitudes (sometimes in a negative way) however executive regularly initiates programs with a mindful objective of openly and absolutely changing the people themselves. In some case, people changes

can be mainly hard and essential part of the largely change process. Kling (1995) added by saying that stiff performance and output can be enhanced by way of continuous education of the workforce, delegation of authority and incentive pay.

Lewin's model

Lewin's model considers to facilitate change involves a stir from one static state via a state of activity to a new static status quo. Lewin particularly considers a three stage process of managing change: unfreezing, changing and re-freezing. The first stage involves creating a height of displeasure by the status quo, which creates situation for change to be implemented. The second stage requires organizing and mobilizing the resources necessary to bring about the change. The third stage involves embedding the new habits of working into organization. Consequent process models draw sequences of actions that elaborate to unreliable degrees upon these essential underlying stages of change (Bate, Khan, and Pye 2000; By, 2005; Kotler, 1996; Luecke, 2003; Mintzberg&Westly, 1992; Reardon, Reardon, & Rowe, 1998).
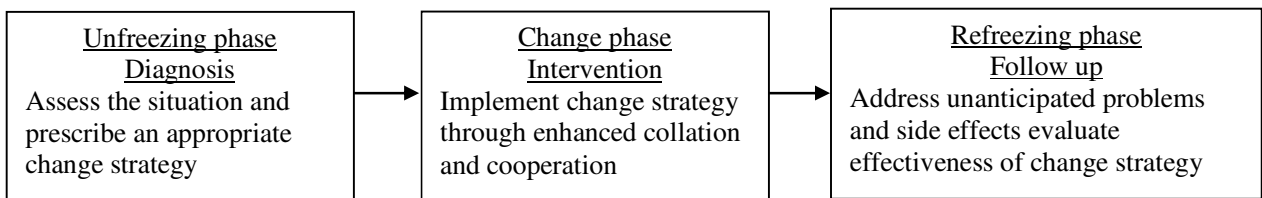
Unfreezing phase Diagnosis Assess the situation and prescribe an appropriate change strategy	→	Change phase Intervention Implement change strategy through enhanced collation and cooperation	→	Refreezing phase Follow up Address unanticipated problems and side effects evaluate effectiveness of change strategy

Fig. 1. General Model of Organizational Developmen

Source: Robert (2007). Management, 10[th]Edition.

For the purpose of this study, Lewin's model was adopted. It shows how change can be handled in a gradual process. As change seems to be frightening to

employees, these three processes of change can be used to effect change in an organization. The Unfreezing prepares the employees for change also helps toward

neutralized initial resistance. Sudden unexpected change is social disruptive. Once the change has been introduced, Refreezing is required to follow up on complaints, problems, unanticipated side effects, and any lasting resistance.

Changes have to be carefully introduced through organizational intervention. Each phase is critical to successful organizational change and development. Still, it takes continual recycling through this three-phase sequence to create an ongoing system of designed change. This study tends to assess the situation and prescribe a suitable change strategy to pact with unanticipated problems being faced in consumers' goods industry in Nigeria. If Lewin's model is adopted, it will lessen the level of resistance of technological change from employees.

Empirical Review

Yunus and Waidi (2011) conducted a study on Technological Change and Employees Performance. The sample size of the study is 1,256 respondents. The method of data collection is purely primary data by designing and administering a close ended questionnaire for the respondent to derive good information for the conclusion of the study. Method of data analysis for this research work is regression and ANOVA. The findings of the research revealed that employee relations do not have significant relationship with technological change. The study recommends that employee relation have to be considered in managing technological change for productivity, competitiveness and survival of the Nigerian Manufacturing Industry.

The study conducted by Kamugisha

Samuel (2013) on Effects of change management in an organization. The study sought to find out the effect of change management in National University of Rwanda. A purposive sample of 57 senior staff members openly involved in running organizational change participated. Data collection was based on secondary and primary sources. The data collected from questionnaire and the secondary sources was summarized according to the study theme; been change management and its outcome on organizational structure, culture and leadership. Quantitative data was analyzed using descriptive statistics like mean, median, mode and frequencies. The study finds out that there are changes in the management of faculties.

There are also changes n the requirements and performance of the staff, where the administrative staff is now to have at least a bachelor's degree in relation to the positions they occupy. The study recommends that the management should make sure that teamwork is improved in order to get divest conflict of interest among departments. This will also help to minimise resistance of middle level management to change.

METHODOLOGY

Survey research design was used for this study. The targeted population for this study is the staff of 7UP Bottling Company Plc Ilorin, cutting across all the cadres. The total population for this study is 400. The data required for this study is gathered using primary data. The primary data is obtained through self-administered questionnaires. A purposive sampling technique was used resulting in selecting five departments of 7up Bottling Company Plc Ilorin, due to the fact that the

departments are influenced by technological change. The targeted population is divided into two strata. Senior and Junior/Non-Managerial Staff of 7UP Company Plc Ilorin. The sample size was determined by Pathak (2013) formular. The study sample size was 200 and the total number of 174 questionnaire representing 87% of the sample size were returned and analyzed. The validation of research hypotheses was done using the simple linear regression method.

Research Hypotheses

Ho$_1$: employees' resistance has no significant relationship between

technological change and organizational productivity in consumers' goods industry.

Ho$_2$: technological change has no significant influence on workforce reduction in consumers' goods industry.

Data Presentation and Analysis of Result

Research Hypothesis I

Employee resistance has no significant relationship between technological change and organizational productivity in consumers' goods industry.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963[a]	.928	.927	.02456

Source: Author's computation 2015

Predictors: (Constant), natural resistance to change, employee act. less attractive, employee accept change in their favour

The explanatory power of the regression model with an adjusted R-squared (R^2) of 0.927 is impressive. This indicates that

92.7 percent of organizational productivity is affected by employees' resistance to technological change. The remaining 7.3 percent is explained by variables outside this model. From this result the standard errors for each parameter is statistically significant (0.02456).

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	132.873	3	44.291	733.920	.000[b]
	Residual	10.259	170	.060		
	Total	143.132	173			

Source: Author's computation 2015

a. Dependent Variable: organization productivity

b. Predictors: (Constant), natural resistance to technological change, employee act. less attractive, employee accept change in their favor

The calculated ANOVA table is analyzed to examine if any of the variables are significant. The F-statistic is compared with 3 and 170 degrees of freedom using statistical tables. From the ANOVA table, $F = 733.920$, p-value = $0.000 \leq 0.05$ (sig.)

Since p-value ≤ 0.05 (critical value), the null hypothesis is rejected and the alternative is accepted. This implies that the predictor is functional for organizational productivity.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.619	.091		6.798	.000
	NRTC	.646	.061	.60.4	10.535	.000
	EALA	.228	.041	.285	5.549	.000
	EACF	.207	.061	.207	4.112	.011

Source: Author's computation 2015

a. Dependent Variable: organizational productivity

Table 'coefficients' shows the model coefficient (that is, the intercept and the slope). From the table the t-test of natural resistance to change is 10.535 with p-value (0.000) less than the critical value (0.05); the t-test of employee activities less attractive is 5.549 with p-value (0.000) less than the critical value (0.05); and the t-test of employee accept change in their favour is 4.922 with p-value (0.011) less than the critical value (0.05). This implies that each predictor has significant impact on organization productivity.

Research Hypothesis II
Technological change has no significant influence on workforce reduction in consumer goods industry.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943[a]	.888	.886	.04387

Source: Author's computation 2015

a. Predictors: (Constant), TCEE, TCREM, TCELC

The explanatory power of the regression model with an adjusted R-squared (R^2) of 0.886 is impressive. This indicates that 88.8 percent of the reduction workforce is caused by technological influence. The remaining 19.2 percent is explained by variables outside this model. From this result the standard errors for each parameter is statistically significant (0.02456). Hence the model is useful.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	160.013	3	53.338	451.083	.000[b]
	Residual	20.101	170	.118		
	Total	180.115	173			

Source: Author's computation 2015

a. Dependent Variable: reduction workforce

b. Predictors: (Constant), TCEE, TCREM, TCELC

The calculated ANOVA table is analyzed to see if any of the variables are significant.The F-statistic is compared with 3 and 170 degrees of freedom using stats tables. From the ANOVA table, $F = 451.083$, p-value $= 0.000 \leq 0.05$ (sig.) critical value Since p-value ≤ 0.05 (critical value), the null hypothesis is rejected and the alternative accepted. This implies that the predictor is functional for reduction in workforce.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.236	.125		.289	.003
	TCEE	.794	.120	.771	6.629	.000
	TCREM	.000	.094	.000	.004	.996
	TCELC	.190	.147	.174	1.293	.198

Source: Author's computation 2015

a. Dependent Variable: reduction workforce

Table 'coefficients' shows the model coefficient (that is, the intercept and the slope). From the table the t-test of Technological change has made employees more effective in our organization is 6.629 with p-value (0.000) less than the critical value (0.05); the t-test of Technological change reduce employee morale in organization is positive but not significant at (0.05); and the t-test of Technological change makes employees to be less considered in organization is also positive but not significant. This implies that the influence of technology change reduces workforce in an organization

DISCUSSION OF FINDINGS

The first hypothesis was tested and it was revealed that employees' resistance to technological change has significant impact on the organizational productivity in consumer goods industry. Hence, employees' resistance to technological change has significant impact on organizational productivity in consumer goods industry. Furthermore, when each person in the company accepts change and

focus on the growth of the organization, it tends to influence the organization's productivity positively. This study empirically confirmed the argument posited by Suebsin and Gerdsri (2009) that technology growth has many features that develop technical standards, improve convenience and also increase communication capacity.

The accessibility of latest machinery, techniques and strategies allows a company to compete with others globally and to improve their market share in global markets. Most of the workers do not want change as they assume the basis that change will always have unconstructive impact. The main reasons for this resistance to change are panic of failure, panic of being made superfluous and panic concerning an unsure future (Beer & Nohria, 2000). The findings further revealed that technological change makes employees to subsist less careful in consumers' goods industry. Thus, the influence of technological change reduces workforce in an organization.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, it can be clearly seen that technological change has significant influence on employees and organizational productivity in consumer goods industry. Employees, both old and young, do contain a normal resistance to change, and the influence of technological change has reduced the workforce in an organization. Generally, nearly all organizations often are inclined to ignore investment in continuous and systematic maintenance and training of their staff to manage with rapid and radical technological change. It is because of a high technology-driven company is capital-intensive, that they might not have enough fund to spend.

Furthermore, the continuous reduction of workforce as technology improves makes employees influence and activities in the cause of production less gorgeous to owners and organization who think that human resources inputs have no effect on production process. They concentrate on the income which tends to be higher because new technologies are introduced; making it appear that only technology contributes generally to the well-being of the organisation competitiveness and survival.

Therefore, administration should pay attention to the role employees' engage in recreation of goods and services. Whenever novel technology is introduced, training, retraining and development is needed to boost workers performance and enhance in productivity which in turn yield more profits to the organization.

From thorough examinations and observations the study recommended that:

i. Organizations should consider development of employees' skills through training, apprenticeship and development of staff to decrease the height of resistance to technological change;

ii. Organizations should not disregard the influence of staff in the course of production of goods and services in order to enhance their productivity; and

iii. Organizations should ensure that they inspire employees to work for the achievement of organizational vision and that they are directed towards improved product and

services in order to enhance the overall development of their company.

IMPLICATION OF THE STUDY

This study focused on how to sustain workforce and organizations through technological change in consumers' goods industry. The implication of this study is to establish the influence of technology on the sustainability of workforce in consumers' goods industry. The study revealed that employees' resistance to technological change has significant relationship with the company's productivity. The implication of this is that workforce must be prepared to adjust to change in the organizations since it has optimistic impact on the organizational productivity.

The implication of the study is also that consumers' goods industry are strongly encouraged to be conscious of timing they introduce changes as emphasized in the literature. This is in addition to decrease of threat to job status and security that may arise towards change. The workforce must not be harmfully affected in term of elevation arising from such change in the industry and their basic needs have to be adequately satisfied.

Furthermore, the implication is that it has proved further than sensible doubt that if workforce in the organizations has change orientation civilization and constructive approach to change it will enhance the organizational productivity in consumers' goods industry. It was also noted that the resistance to change through the workforce was due to panic of unknown. This implies that the workforce will remain adamant

because of this perception and since it was revealed that technological change makes employees to be less careful in the industry. This therefore, imply that there is awful call for training, development and retraining of workers on the significance of technological and its consequences in short and long run on the existence of the company and the workforce have to be effectively communicated appropriately.

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