

CHANGEMANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE

A CASE OF: KISUMU COUNTY PUBLIC SERVICE BOARD, KENYA

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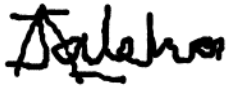
DECLARATION

I declare that this Research Report is my original work and has not been presented for the award of a Degree in this University and any other University.

Lynn Masha Awuor: D61/10603/2018 Signed:  **Date:** 12/07/2022

This Research Report has been submitted for examination with my approval as the University Supervisor

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DEDICATION

I dedicate this research report to parents for their financial and psychological support they have accorded to us throughout my postgraduate academic journey from the time I registered as a postgraduate student to this far I have reached with my studies.

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I would wish to register my acknowledgment to Mr. Alex Jaleha for his scholarly guidance in this study report. I equally register my gratitude to my moderator Professor Vincent Machuki for having reviewed my research report and further refining it to make it what it is now. I further acknowledge the University of Nairobi, Faculty of Business and Management Sciences for teaching and supervision they have offered to me throughout the time I have been a student at the University. My acknowledgement cannot be complete without further appreciating my classmates and peers whose invaluable critique made this report much better. To all of you, feel appreciated

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ABBREVIATION AND ACRONYMS

CM:	Change Management
CPSB:	County Public Service Board
HR:	Human Resource
ICT:	Information, Communication Technology
OB:	Organization Behaviour
SD:	Standard Deviation
SPSS:	Statistical Package for Social Sciences
TAT:	Turnaround Time

ABSTRACT

To offer efficient service delivery, public sector organizations have come under immense pressure to improve employee performance by effectively managing change. Various change management practices have been adopted by different public sector agencies, many adopting them from the private sector in their pursuit to enhance employee performance. Kisumu County Public Service Board has been involved in change management practices in their endeavour to improve service delivery through management of its human resources. The objective of this study was to establish the influence of change management practices on employee performance; a case of Kisumu County public service board. The study was anchored on the contingency and institutional theories respectively. The study adopted across-sectional descriptive design. The target population were all employees employed by the County public service board of Kisumu. Since all were administered questionnaire to, a census was conducted. Descriptive and inferential statistics were used to analyse data and the resultant findings presented using tables. The study sought to study was to establish the influence of change management practices on employee performance. A case of; Kisumu county public service board, Kenya. According to the descriptive statistics results; the study reported that indicated that the board was highly involved in making people aware on the need for change (Mean 3.79; SD 1.008) but did very little to motivate people to change (Mean 1.91 SD 1.055). The study also reported communication between the board and stakeholders was effectively being undertaken. (Mean 3.29; SD 1.404) but did very little in empowering employees to change (Mean 1.88; SD 1.066). The study also reported that the board had developed strategies to sustain change (Mean 3.91; SD 1.111) but little training was done to support the change. Inferential statistics findings showed change management practices significantly influenced employee performance. The findings indicated that unfreezing which was operationalized by change awareness creation, support to the change process, creating the need for change and managing the change outfall was found to significantly influence employee performance with the value ($P < 0.001$). The results also indicate that moving which was operationalized by communication, dispelling misinformation, empowering action and stakeholders' involvement was found to be significant in influencing employee performance, ($P < 0.000$). Lastly, anchoring change, sustaining change, and training and celebrating change was significantly found to influence employee performance ($P < 0.000$). The study concluded that Change management practices were significant in influencing employee performance. The study recommends that change management processes should be undertaken in other Counties' Public Service Boards in Kenya to enhance their performance. The study was limited by scope due to COVID-19 that limited the collection of qualitative data.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the present ever-dynamic world of business, change is inevitable as the rate at which it is occurring continues to rise. Since change is more widespread and rampant today, managing individuals through change process has gained more support and credence. Alazzaz& White (2015) point out that employee performance increases when appropriate change management practices are effectively implemented. Thus, failure to manage employees using the right change management approaches can be costly in form of employee dissatisfaction, stress and ultimately less employee performance (Watson 2013). Since employees are a sensitive and vital part in the achievement of organizational goals, when undertaking change, relevant dimensions that will affect their performance have to be considered (Rusly et al. 2015). However, Kamugisha (2013) points out that since change is a constant experience, effective change management is often limited from those bestowed with the responsibility of managing performance of employees

Contingency theory (Lawrence and Lorsch 1967) and Institutional Theory (North 1992), anchored the study. The Contingency theory postulates that by aligning the organization's characteristics with the changing environment by executing change management practices enhances employee and organizational performance (Lawrence and Lorsch, 1967). Institutional theory suggests that to improve performance, organizations must gain legitimacy in a turbulent environment through change management practices that are consistent with widely held society norms, rules, and beliefs (North, 1992).

The County Public Service Board (CPSB) is established under the County Government Act of 2012 section 58 that requires each county to establish the board for the management of the county's human resources. While the national government is in charge of national planning, policy formulation, quality assurance and setting performance standards, the County Governments have the mandate to efficiently, manage public service delivery at the county level through the CPSB. Kisumu County Public Service Board has over the years engaged in various change activities that follows the Kurt Lewin's three change model that is three stage; unfreezing, moving and refreezing and therefore has undertaken the development of an integrated human resource management system and implementation of a monitoring system of performance management in the county all in order to enhance efficiency and performance of employees at the board. Despite all these changes, Kisumu Public County Service Board (KCPSB) has experienced major challenges in executing their mandates. According to the Kisumu County Public Service Board (2017), the board has grappled with inadequate skilled personnel, unqualified staff where a significant proportion of them lack the right qualification or their skills cannot match their job placement leading inefficiency and ineffectiveness in public service delivery. It is within this context that this study sought to establish the influence of change management practices on employee performance. A case of; the Kisumu County Public Service Board.

1.1.1 Change Management practices

Various scholars have advanced the definition of change management differently. Change Management Professionals Association (2021) describes change management

practices as a structured approach to transition an organization from the current state to a future state to achieve expected benefits. It is the long run transformation of an organization through technical and managerial innovations (Cummings & Worley, 2008). Generally, change management practices are structured approaches that ensure that change is seamlessly executed to attain sustainable benefits especially on people, teams and individual transform from the current state to the future state (Bourda, 2013).

Various scholars have described the best practices applicable during change management. Change management practices can manifest in terms of patterns of planned or emergent work activities (Van de Ven & Poole 1995).(Lewin 1947 as cited by Burnes, 2020) describe change management practices through the lens of unfreezing, changing and refreezing process. Kotter(2012) describes successful change management practices as an eight step process that forms powerful guiding coalitions, communicating the vision to create sense of urgency, eliminating obstacles, creating a vision and a strategy, and empowering employees for action, creating short-term wins, consolidating gains and strengthening change by anchoring change in the culture. Carter (2008) describes change management practices in terms of the hard and soft side of change. The hard side or the business dimension of change focuses on the systems, processes, tactics, technologies, and strategies to effect changes, while the soft side or people dimension of change focuses on the behavioural and attitudinal changes such as, reassuring, persuading, communicating, influencing and motivating that will allow the hard changes to be successful. Since Lewin's (1947) planned change view has been widely recognized as an approach to plan and manage change, this study proposed a change model of unfreezing

which involve creating the need for change, change awareness creation and change process support. Moving as a change management process which involve communication, dispelling misinformation, stakeholder involvement and empowering action. Refreezing as a change management process which involves anchoring change through training, sustaining the change process and celebrating the change process. This provides managers with a roadmap to evaluate an organization's change status and possible change management interventions.

Extant knowledge on the effects of CM practices on performance of employee has been inconclusive. While Wanza and Nkururu (2016) found out changes in structure, leadership, technology and organizational culture significantly and positively influence performance of employee. A study by Akingbade (2014) concluded no significant relationship between technological advancement and performance of employee. Restubog et al, (2011) established that change management led reduced trust, increased job dissatisfaction, high employee turnovers, and thus lower employee performance.

1.1.2 Employee Performance

Employee performance is the resultant work output achieved by an individual after exerting the required effort, expertise, skills and knowledge to accomplish a task as prescribed. Performance is thus a metric of how efficient and effective of a task is achieved as undertaken with stipulated resources and effort. According to Jackson and Mathis (2009), employee performance is the act of achieving timeliness and quality of output, presence or attendance on the job, efficiency and effectiveness of task

accomplished. While employee performance is defined in terms of outcomes, it can also be defined in terms of behavior (Armstrong, 2000). Thus employee performance is the employees' contribution in influencing an organization to achieve its goals (Herbert et al., 2000). Employee performance is defined as an individual's work output after giving their inputs on their jobs (Hellriegel et al, 1999).

Employee performance is a multidimensional component of behavioural engagements from expected outcomes (Roe, 1999). The behavioural component describes the action people portray to accomplish tasks, whereas the outcome component is about the consequence of individual's job behaviour (Campbell, 1990). Employee performance can manifest through improvement in production, high productivity and adoption of new technology. Singh and AlMehrizi(2016), describe employee performance as the level of success of an employee as a whole over a certain period of time in undertaking tasks compared to different probabilities, like work standards, targets or some predetermined criteria. Bataineh, (2017) assert that employee performance is a matrix of how employees are effective and efficient in task achievement. Aladwani (2001) views change management practices in terms of effective leadership, communication, training, planning, and incentive systems. Robbins & Judge, (2017) describe employee performance in terms of behaviours to include productivity, absenteeism, work force turnover, deviant workplace behaviour, organization citizenship behaviour and job satisfaction. Since an engaged employee translates not only through high performance but through behaviour as well (Kahn, 1990), this study adopted employee performance in terms of productivity, absenteeism, turnover and job satisfaction as key manifestations.

While studies have shown that change management practices influence employee performance (Smith & Bititci 2017, Abdullah et al, 2017), others point out that change management practices contribute equally to deterioration of employee performance due to stress and the constantly changing work environments, (Alazzaz and Whyte 2015).

1.1.3 Kisumu County Public Service Board

The Kisumu CPSB was created through Kenyan Constitution Article 235, which provides for staffing governments' staffing. Kisumu CPSB comprises of a chairperson, with between three and five members; and the board secretary who is a qualified public secretary of merit, and nominated by the County Governor and appointed with vetting and approval of the assembly of Kisumu County. The functions of Kisumu CPSB entails establishing and abolishing offices in public service of the County. Other functions include; budgeting for personnel emoluments in counties, integrated human resource planning, facilitating the development, human resource development and management; advising the county government on performance management and implementation as well as monitoring of the performance system in the counties; recommendations to the Salaries and Remuneration Commission, on personnel emoluments on behalf of the county government.

Performance of Kisumu public service board has not been satisfactory going by the 2019 audit report that stated that there could be "ghost" worker purporting to be employed by the CPSB in the County government of Kisumu. In the recent past, Kisumu CSPB has faced and dealt with serious challenges in an attempt to perform all of the declared human resources management tasks on behalf of the County Government of Kisumu.

This is indicated by the poor performance and high turnover rate of employees across all spectrums. To counter this, the Kisumu CPSB implemented a number of strategic changes as a way of maintaining productive employees as a way of providing efficient service delivery. The board embarked on a number of planned changes involving employees to ensure that they had a brand of employees performing at their full potential and thus to effectively and efficiently provide superior service delivery. Skill and job assessment matching is one of the major issues the board is currently undertaking. Employee training has been one of the tools used by the board to ensure their employees were adequately trained. This also involved digitalization of the boards operations where services were launched on ICT platforms. Equally, Kisumu CPSB has ensured prompt payments to all county employees and the increment in employment contract terms for casual labourers from the three months' contract up to the three years' contracts.

1.2 Research Problem

Organizations presently are increasingly becoming cognizant of the need for change management practices in shaping and improving employee performance. However, prior literature on the effect of change management practices on employee performance are inconclusive as some studies indicate that change management practices enhance employee performance (Naoumova, Judge and Douglas, 2009). Other studies find negative effects (Zajac, and Kraatz 2001) Naranjo-Gil, Maas and Hartmann, (2008). A study by Kute and Upadhyay (2014) established a positive and significant relationship between CM and performance of employees.

Kisumu County Public Service Board has faced serious challenges in an attempt to undertake all of the declared human resource management tasks. This is shown by the poor performance and high turnover rate of employees across all spectrums, as confirmed by Nyamunga,(2016) who reported a low work output and task completion time as employees training and skills do not match their job descriptions leading to employees learning on the job while other simply not being effective. To counter this, the board has implemented a number of changes as a way of ensuring efficient service delivery. The board has embarked on a number of planned changes involving employees to ensure that they are performing at their full potential to enable that all county public service functions are carried out effectively and efficiently. Interventions such as assessment of employee skills and competencies so that so that appropriate skill and job matching is implemented. This would involve internal transfers and job reassignments. Employee training has been one of the tools being used by the board to ensure their employees are sufficiently trained.

Alazzaz and Whyte (2015) study on how change management was linked to employee performance in United Kingdom, reported that there was an influence between change management and employee performance. The study however did not focus on change management in public service, which this study seeks to address. Nkuraru and Wanza, (2016) assessed influence of change management on employee performance using a case study design at the University of Eldoret and reported that cultural, structural, leadership and technology changes positively influenced performance of employees. The study however did not report on the specific change management practices. A study

undertaken by Atieno (2014) on the impact of strategic CM on performance of Airtel Kenya Limited, established that change in organizational structure positively and significantly influenced employee performance. However, due to variation in the unit of observation, it is imprudent to generalize the findings of the case study to the current study which adopted a cross sectional descriptive design.

The findings by (Zajac and Kraatz 2001) and Naranjo-Gil, Maas and Hartmann, (2008) reported a negative correlation between change management practices and employee performance due to employees resisting by sabotaging the change process in organizations. The studies also concluded that the change process was an expensive undertaking to an organization as significant amount of resources were involved to effect the changes. On a positive note, Nkururu and Wanza, (2016), Atieno (2014) and Alazzaz and Whyte (2015) all reported a positive correlation between change management and employee performance. While their findings reported the positive influence of change management on employee performance, their findings did not report on specific areas in organizations which needed to undergo changes in an organization for the enhanced performance to be realized. To address these gaps, the study answered what the relationship is between CM practices and performance of employee at the County Government of Kisumu

1.3 Objective of the Study

The objective of this study was to establish the influence of change management practices on employee performance; a case of Kisumu county public service board, Kenya

1.4 Value of the Study

It is anticipated that the findings of this study will aid in the advancement of theory and knowledge in the research area of change management practices and their influence on employee performance. Scholars and authors will have more knowledge of the emerging gaps in the area of change management practices and employee performance when conducting research. This study will aid in theory development by enriching the prevailing theories anchoring change management practices and employee performance.

The study findings will be of benefit to practicing managers and management consultants in coming up with best practices on change management, thus limiting employee resistance to change and thus enhancing employee performance. Lastly, this study finding will aid in policymaking at both national and especially at the county government levels, specifically to help county public service boards formulate policies on effective change management and in the management of human resource regarding change management are made.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

It is in this chapter that theoretical foundation and conceptual and empirical reviews of literature on change management practices and employee performance are presented. It further highlights the knowledge gaps that helped in addressing the research question.

2.2 Theoretical Reviews

The main theory in this study is the contingency theory that argues that due to changes brought by the turbulent environment, change management practices are necessary to align the organization characteristics to the complex environment. The Institutional Theory and complemented the contingency theory in explaining what relationship exists between employee performance and change management practices.

2.2.1 Contingency Theory

Fielder propounded the theory in 1964 and asserted that a successful organization relies on its degree of contingency variables fitting the organizational characteristics. Thus, when the characteristics matches the eventualities, outstanding performance is achieved (Donaldson, 2001). Optimum performance is dependent the enterprise and the organization's external environment. The theory is premised on the concept that optimum fit between the contingency variables and the organizational design and external environment parameters leads to the highest performance return in an organization.

According to this theory organization should model its parameters such as its culture, design, employee, use of technology and external factors such as external competition and market environments to come up with the best structural design that minimizes the cost and time inputs and maximizes the efficiency and output profitability, (Betts,2003). Therefore, change management becomes inevitable in an organization in order to enhance its performance through reorganizations that entails restructuring, business process re-engineering, training and capacity building and automation of certain services in order for the organization to remain relevant in its area of operation and effectively remain competitive in its industry

2.2.2 Institutional Theory

This theory was propounded by John Meyer and Brian Rowan in the 1970's. The theory asserts that institutional formal structures development is highly determined by institutional environment. Thus, the environment of an institution can strongly influence the development of the structures in an institution by adopting procedures, norms and rules which are then entrenched as social behaviour's authoritative guidelines (Vasudeva, Nachum& Say, 2018).The theory illustrates the adoption of new practices and why organizations normally implements similar practices and responses (Zhao,Fisher, Lounsbury& Miller, 2017). Institutional theory is a theory that focuses on ethics, productivity and legitimacy. It outlines the processes through which structures, such as rules, schemes; routines, and norms, become authoritatively established as social behaviour's guidelines (Cornelissen, *et al*, 2015). Institutional theory's different

components describe the creation diffusion, adaption and adoption over time and space and how they decline and fall into disuse.

Institutional theory provides three concepts or pillars that entails coercive isomorphism, derived from political appropriation and the legitimacy prospects. It propagates the rule of law and ensures enforcement mechanisms through compliance; normative isomorphism derived from professionalization. This theory is important to the study as it postulates how institutions evolve over the years in different environments leading to organizations with distinct identities. The theory can thus be used to demonstrate how organizations undergo changes in their structures, functions, operations and even relationships with other organizations within the industry or even outside the industry. The theory is important as it illuminates the transformational path that an institution undertakes to recreate dynamism, relevance, competitiveness and public confidence in it. Institutional change management is thus shaped by the availability of change management practices and by their openness to actors performing different roles in effecting change management in an organization.

2.3 Change Management Practices and Employee Performance

Change management involves the transformation organization from the present state to a future state through a carefully a planned process in order to make it more efficient, effective and more cost –effective and profitable if it is a business entity. Nyaungwa and Linganiso (2015) evaluated how performance of employees in Zimbabwe’s Zimra Region was influenced by change management. The study recorded a significant relationship

between change management and employee performance. However, the study's key focus was on change management in Zimbabwe and therefore different dynamics that were at play. This present study focused on change management practices and employee performance in Kisumu County Public Service Board, Kenya

Omar et al (2013) undertook a study to determine how performance of employees was influenced by change management in Jordan using descriptive research design. The study reported that organizational structures were not favourable for effective change management due to inflexibility and thus not appropriate for business model requirements within the Jordan University Library structure, leading to overlaps in management responsibilities. However, the study further established a positive relationship existed between technology changes and performance of workforce. The study however focused on a university library, which is normally restricted in scope of operation as compared to the current study that is focusing on county public service board with a wider scope of operations.

Kangusha (2013) while evaluating change management influence on employee performance in Rwanda concluded that change management had a negative influence on employee performance because of the added responsibilities and uncertainties due to retrenchments or redundancy. A study by Daniel (2019) using survey design revealed that change management leads to efficiency and effectiveness due to changes in staff automated system and other industry best practices. The study further reported that change was a continuous process in an organization and that it should continuously be implemented in order for the organization to remain relevant and competitive in the

industry. However, the study focused on general firms in Nigeria without specification whether they were public service firms or business industry related. The current study specifically focused on public service board of Kisumu County, which is a public service delivery entity.

While seeking to determine employee performance as influenced by change management in relation to technological changes, organizational leadership, cultural and structural changes on University employees, using a case study design the study reported that organizational leadership and structural changes positively influenced university employees' performance. Further, the study reported that employee' performances are greatly impacted through technological changes due to dynamic and rapid technological rapidly sweeping through the world to enhance efficiency and lighten employee's workload at work place.

2.4 Summary of Literature and Knowledge Gaps

According to scholarly works and peer reviewed journal articles on the works by scholars such as Daniel (2019), Nyaungwa and Linganiso (2015) who evaluated change management and performance of employees in Zimbabwe's Zimra Region, Omar et al (2013) who studied impact of CM and employees' performance, Danel (2019) studied the impact of CM on firms' performance. The results of these studies suggested that change management significantly influence employee performance however these studies did not focus on Kurt Lewin's change management model which this study focused on

Wachira, &Anyieni (2017) and Nkuraru and Wanza(2016)evaluated how change management influence employee performance. These studies also suggest that organization change management significantly influences employee performance. Not even a single study however focused on employee service delivery in any public service board and therefore this is where this study comes in handy to fill this gap. The studies again research studies in this field differ in terms of the topic, the criteria, the scope, and the technique proposed by the researcher. It is the basis of the literature research gap. Kangusha (2013) reported that change management has got a negative influence on employee performance because of the added responsibility due to change and sometimes retrenchments due to redundancy.

2.5 Conceptual Framework

This is a model-like representation that indicates the interrelationships between the study variables. The study has two variables with CM practices being independent variable and Performance of Employee being the dependent variable joined by an arrow indicating that any manipulation in independent variable leads to effects in dependent variable. The conceptual framework has thus employed Kurt Lewin's change management which in this study is very relevant as the process of change management in the public service conforms to Lewin's model of unfreezing, moving and refreezing as presented in figure 1 as follows;

Independent Variable

Dependent Variable

Change Management

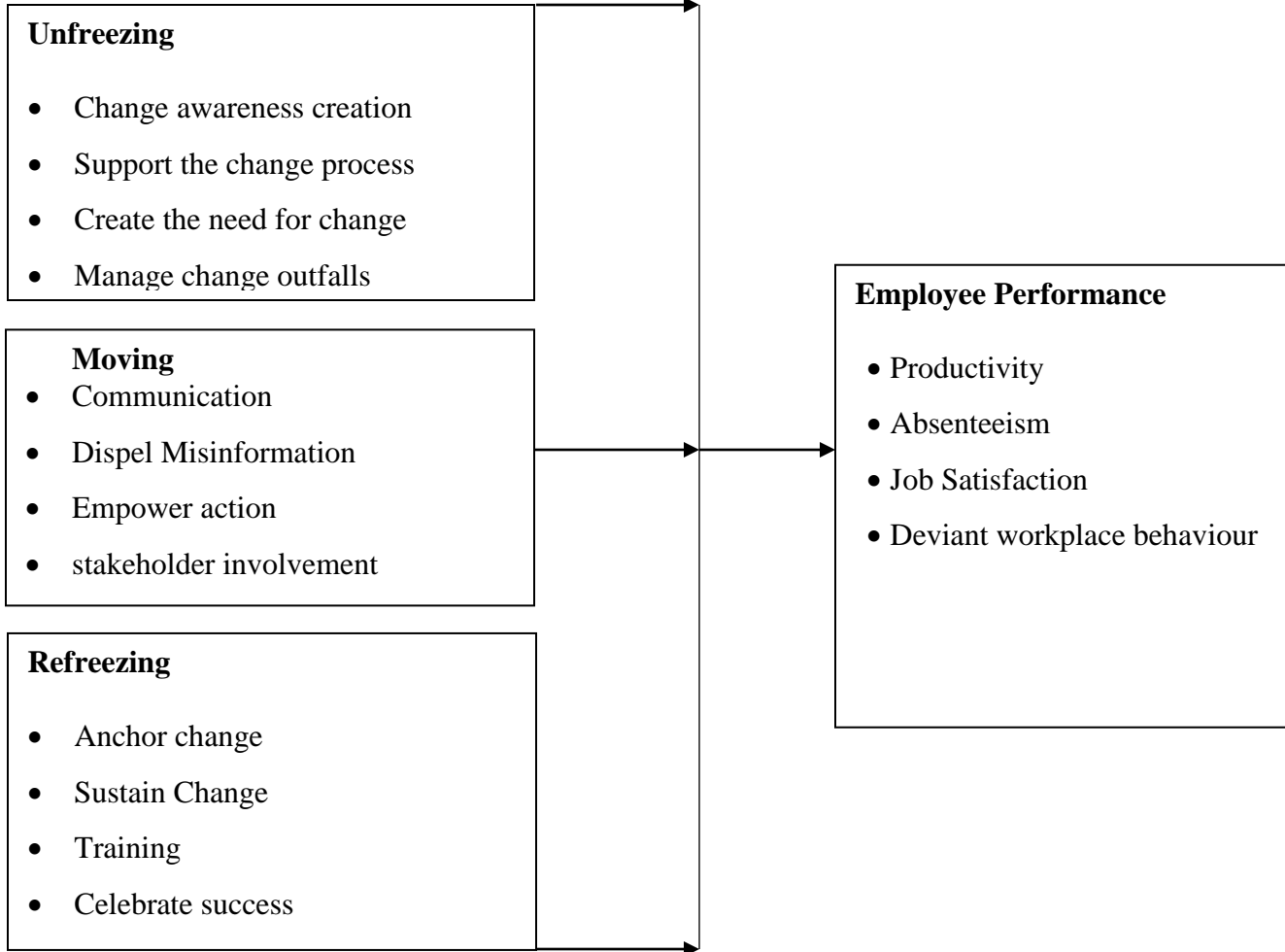


Figure 1; The study's Conceptual Model

Source(Author 2021)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covered the study's research design that was used to achieve its objectives.

It entailed the study population, data collection and the data analysis and techniques.

3.2 Research Design

The present study adopted a cross-sectional and descriptive research design. The technique was appropriate as it enabled the researcher to adequately categorize and effectively describe change management in Kisumu public service board. The design has appropriately been chosen because it enables the investigator to establish influence of the independent variable on dependent variable at the same time due to the parameters the study respondents are being evaluated on, (Kothari, 2014).

Study design is a very important aspect of a study as it determines how relevant data to the study is acquired in order to meet the study objectives. It is thus a blue-print of how generally the study is undertaken. Therefore, it integrates all the parts of the study in a logical sequence that is both consistent and logical in form and manner. (Naissuma, 2005). Research design is thus informed by the research problem that the study would wish to solve.

3.3 Target population

Target population consist of the relevant individuals and subjects that the study would wish to observe and collect data from. Target population therefore is the entire population that is relevant to solving the research problem and determining the study objectives, (Ogulas 2005). According to Reed and Parkinson, (2010), target population might sometimes not be accessible although remains relevant to the study, therefore the section that the researcher may access and collect data from becomes the accessible population.

The target population of the study consisted of all the employees of Kisumu Public Services board which according to the records obtained from the board's HR registry retrieved on November 1st, 2021 consists of 39 employees. All these employees employed at County Public service board and not County government therefore formed part of the population that was observed during the study but without coercing them to participate in the study as participation was voluntary as study employed census count since the target population was not large enough to warrant sampling.

3.4 Data Collection

The study collected only primary data by use of structured questionnaire. All the employees of the County Public service board were thus examined and the structured questionnaire were self-administered to them for data collection. The employee list was obtained from the HR and questionnaire administered. Primary data was collected in order to achieve the research objectives. Primary data gathering involved structured

questionnaire that was divided into sections A Band C. The first section that gathered data on demographic information of respondents, section B collected data on Change Management and while section C collected data on employee performance. The questionnaires were self-administered and the respondents were given a few days from the time they are administered to time they are collected for analysis in order to be completed.

The questionnaire as structure and formulated in easy to read, comprehend and understand as the language is simple and with now ambiguity having been reviewed by the study supervisor and passed to be sufficiently valid for the study. This conforms to Kothari, (2006) who also narrated that questionnaire should be void of ambiguous statement to avoid misinterpretations by the respondents.

3.5 Data analysis

Descriptive and inferential statistics was used for analysis of data through the SPSS version 27 as a tool. Before analysis of the inferential and descriptive statistics, the researcher labelled the questionnaires and accurately coded during data entry. Descriptive statistics entailed the analysis of mean, frequency counts, SD, and percentages. According to Neuman, (2011), descriptive statistics enables the investigator to determine and explain the distribution of the study subjects in a definite patterns and trends. Inferential statistics was determined by analysis of regression and Karl Pearson's correlation analysis to show degree of the relationships between the predictor and criterion variables. SPSS was used to transform the indicators to a single variable and

linear regression analysis was used to determine the relationships between change management and employee performance. The alpha level was set at 0.5. The regression model has been developed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where:

Y= Composite Index of Employees performance,

β is a constant,

X₁= Composite Index of Unfreezing,

X₂=Composite Index of Moving

X₃= Composite Index of Freezing

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presented the data analysis, findings and discussion. It focused on the questionnaire return rate, demographic information of respondents, descriptive and inferential statistics. This was aimed at addressing the research objective of establishing the influence of change management practices on employee performance; a case of Kisumu County Public County Service Board.

4.2 Questionnaire Response Rate

A total of 39 questionnaires were self-administered to the respondents. Out of these 34(87.19%) were returned for analysis while non - response were 5(12.81%) Table 4.1 presents the study's questionnaire return rate;

Number of Questionnaires	Frequency	Percent(%)
Questionnaires Returned	34	87.19
Non-response	5	12.81
Total Administered	39	100%

Table 4.1 Questionnaire Return Rate

Table 4.1 indicates a return rate of 34 (87.19%) which is an excellent return rate by questionnaire standards according to Cooper and Schindler (2005) as most questionnaire return rate merely reach 50% as a high non-response rate is common. Therefore, this study met the threshold and data analysis could therefore be done with confidence having achieved this high return rate.

4.3 Demographic Characteristics of Respondents

The study enumerated demographic parameters of the respondents where age, highest level of education, marital status and gender of the respondents were recorded. This was important to this study in order to ascertain their ability to give their information as required by the study. The results are presented in the Tables 4.2-Table 4.5

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	19	55.82
Female	15	44.18
Total	34	100

As per the results as presented in Table 4.2, 19(55.82%) of the respondents were male while the respondent's female population was 15(44.18%). This indicates that there were more males than females at the Kisumu County Public Service Boards. The study was therefore able to determine performance of both male and female employees at Kisumu County Public Service Board.

Age	Frequency	Percent
Below 23	0	0.00
23-32	6	17.65
33-42	13	38.23
43-52	9	26.47
53-62	6	17.65
Above 62	0	0.00
Total	34	100.00

Table 4.3: Distribution of Respondents by Age

The results as presented in Table 4.3 indicates that in terms of the demographic structure of the Kisumu County Public Service Board Employees, there were 0(0.00%) employees who were either below 23years of age or above 62 years of age. However, majority of the employees 13(38.23%) were between ages 33-42, followed by ages 9(26.47%) while ages 23-32 and 53-62 were both at 6(17.65%). This indicates that majority of the employees 28(82.35%) were over the age of 32 and therefore had enough work experience to enhance their job performance

Table 4.4: Distribution of Respondents by Marital Status

Marital / Civic Status	Frequency	Percent
Single Respondents	5	14.71
Married Respondents	26	76.47
Separated Respondents	1	2.94
Widowed Respondents	2	5.88
Total	34	100%

The results as presented in Table 4.4 indicates that majority of the respondents 26(76.47%) were married, while those single were 5(14.71%), 2(5.88%) were widowed, while 1(2.94%) was separated. Majority of the respondents were therefore mature married people and if being married had a positive relationship with employee performance, then it can be deduced that employees were likely to give better performance since majority of them were married.

Table 4.5: Distribution of Respondents by Level of Education

Highest Academic Qualification	Frequency	Percent
Primary Certificate	0	0.00
Secondary Certificate	0	00.00
Diploma	4	11.76
Graduate	18	52.94
Post-Graduate	12	35.29
Other	0	0.00
Total	34	100.00

On the highest level of education, the results as presented in Table 4.5 indicate that 0(0.00) which translates to none who had only Primary and Secondary certificate education, 18(52.94%) held graduate degree certificate, 12(35.29%), and 4(11.76%) were diploma holders. Majority of the respondents were therefore well educated and thus deemed to possess the pre-requisite knowledge and skills to performance their jobs and low poor employee performance cannot be tied to incompetence

4.4 Manifestation of Study Variables

4.4.1 Change Management Practices

The study sought to determine if change management practices influence employee performance using descriptive statistics where data was analysed to determine mean, SD, percentages and frequency counts. The results are as presented in Table 4.6;

Table 4.6: Change Management Practices

No	Statements on Change Management	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	Mean	SD
Unfreezing								
1	The board is involved in making people aware of the need for change through proper consultations	3(8.82%)	4(11.76%)	4(11.76%)	15(44.12%)	8(23.53%)	2.38	1.231
2	The board motivates employees to ensure that there is strong support for change	1(2.94%)	3(8.82%)	2(5.88%)	14(41.18%)	14(41.18%)	1.91	1.055
3	The management creates the need for change	7(20.59%)	19(55.88%)	3(8.82%)	4(11.76%)	1(2.94%)	3.79	1.008
4	The management handles the change shortfalls	7(20.59%)	13(38.24%)	5(14.71%)	6(17.65%)	3(8.82%)	3.44	1.260
Moving/Changing								
1	The board effectively communicates in order to solicit support and stakeholder involvement in the change process	7(20.59%)	13(38.24%)	2(5.88%)	7(20.59%)	5(14.74%)	3.29	1.404
2	The management empower change process at Kisumu Public Service Board	1(2.94%)	3(8.82%)	2(5.88%)	13(38.24%)	15(41.12%)	1.88	1.066
3	Kisumu Public Service Board involves employees and stakeholders in the change process	8(23.53%)	15(44.12%)	3(8.82%)	5(14.71%)	3(8.82%)	3.59	1.258
4	The management handles rumours and outcomes of the change process	11(32.35%)	12(35.29%)	2(5.88%)	8(23.53%)	1(2.94%)	3.71	1.244
Refreezing								
1	Change is anchored into action by the board	10(29.41%)	16(47.06%)	3(8.82%)	3(8.82%)	2(5.88%)	3.85	1.132

2	Appropriate strategies are developed by the board to sustain change	12(35.29%)	13(38.24%)	4(11.76%)	4(11.76%)	1(2.94%)	3.91	1.111
3	The board provide training to support change management	1(2.94%)	2(5.88%)	1(2.94%)	17(50.00%)	13(38.24%)	1.85	0.958
4	The board rewards and celebrates success with employees	2(5.88%)	2(5.88%)	3(8.82%)	15(44.12%)	12(35.29%)	2.03	1.114
Composite Mean and SD							2.97	1.153

The results as presented in Table 4.6 can be interpreted, and discussed as follows;

The first statement on unfreezing sought to establish if the board is involved in making people aware of the need for change through proper consultations. The statement mean is 2.38 and SD is 1.231. Majority of the respondents (67.65%), therefore indicated that the board is not involved much in making people aware of the need for change through proper consultations. The composite mean for the variable was equally low 2.97 and 1.153 SD as majority pointing out that there might not be much involvements of the people through proper consultations.

The second statement on unfreezing sought to establish if the board motivates employees to ensure that there is strong support for change. The statement mean was 1.91 and SD was 1.055. Majority of the respondents (82.36%) therefore indicated that the board does so little to motivate employees to support change

The third statement on unfreezing sought to establish if the management creates the need for change. The statement mean was 3.79 and 1.008, SD. Majority of the respondents

(76.47%) therefore indicated that agreed that indeed the management creates the need for change at Kisumu Public Service Board

The fourth statement on unfreezing sought to establish if the management handles the change shortfalls. The statement mean was 3.44 and 1.260 SD. Majority of the respondents (58.83%) therefore indicated and confirmed that indeed the management handles the change shortfalls at Kisumu Public Service Board

The first statement on moving sought to establish if the board effectively communicates in order to solicit support and stakeholder involvement in the change process. The statement mean was 3.29 and SD 1.404. Majority of the respondents (58.83%) therefore indicated that indeed the board effectively communicates in order to solicit support and stakeholder involvement in the change process at Kisumu Public Service Board

The second statement on moving sought to establish if the management empower change process at Kisumu Public Service Board. The statement mean was 1.88 and 1.066. SD. Majority of the respondents (71.36%) therefore, indicated that there is very little empowerment of the change process by the management as absolute majority disagreed with the statement

The third statement on moving sought to establish if Kisumu Public Service Board involves employees and stakeholders in the change process. The statement mean was 3.59 and 1.258 SD. Majority of the respondents (67.65%) therefore, indicated that indeed there is stakeholder participation as Kisumu Public Service Board involves employees and stakeholders in the change process

The fourth statement on moving sought to establish if the management handles rumours and outcomes of the change process. The statement mean was 3.71 and 1.244SD. Majority of the respondents (67.64%) therefore, indicated that and indeed confirmed that the management handles rumours and outcomes of the change process

The first statement on refreezing sought to establish if change is anchored into action by the board. The statement mean was 3.85 and 1.132 SD. Majority of the respondents (76.47%) therefore, indicated that the board is doing much in ensuring change is anchored into action by the board

The second statement on refreezing sought to establish if appropriate strategies are developed by the board to sustain change. The statement mean was 3.91 and 1.111 SD. Majority of the respondents (73.53%) therefore, confirmed that appropriate strategies have been put in place by the board to develop and sustain change.

The third statement on refreezing sought to establish if the board provide training to support change management. The statement mean was 1.85 and 0.958SD. Majority of the respondents (88.24%) therefore, indicated that the board is providing training and support to change management to smoothly take place at Kisumu County Public Service Board.

The fourth statement on refreezing sought to establish if the board rewards and celebrates success with employees. The statement mean was 2.03 and 1.114SD. Majority of the respondents (79.41%) therefore, indicated that there could be little or no reward to celebrate success with employees at the Kisumu County Public Service Board.

4.4.2 Employee Performance

The study sought to determine if employee performance using descriptive statistics where data was analysed to determine mean, SD, percentages and frequency counts. The results are as presented in Table 4.7;

Table 4.7: Descriptive Statistics on Employee Performance

No	Statements on Employee Performance	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	Mean	SD
1.	Kisumu public service board employees are productive	3(2.82%)	8(23.53%)	4(11.76%)	14(41.18%)	5(14.71%)	2.71	1.244
2.	Kisumu public service board employees are never absent from work	1(2.94%)	1(2.94%)	4(11.76%)	19(55.88%)	9(26.47%)	2.00	0.888
3.	Kisumu public service board employees are satisfied with their jobs	3(8.82%)	1(2.94%)	2(5.88%)	16(47.06%)	12(35.29%)	2.03	1.167
4.	Kisumu public service board employees exhibit deviant work place behaviour	9(26.49%)	11(32.35%)	4(11.76%)	7(20.59%)	3(8.82%)	3.47	1.331
Composite Mean and SD							2.55	1.158

The results as presented in Table 4.7 can be interpreted, and discussed as follows;

The first statement on employee performance sought to establish if Kisumu public service board employees are productive. The statement mean is 2.71 and 1.244SD. Majority of the respondents (55.88%) therefore disagreed with the statement an indication that Kisumu Public Service Board Employees productivity is in questionable or simply not optimum.

The second statement on employee performance sought to establish if Kisumu public service board employees are never absent from work. The statement mean was 2.00 and 0.888 SD. Majority of the respondents (82.35%) therefore indicated that majority of the employees do not do come to work regularly hence low performance.

The third statement on employee performance sought to establish if Kisumu public service board employees were satisfied with their jobs. The statement mean was 2.03 and 1.167 SD. Majority of the respondents (82.35%) therefore, indicated that Kisumu Public Service Board majority employees are not satisfied with their jobs.

The fourth statement on employee performance sought to establish if Kisumu public service board employees exhibit deviant work place behaviour. The statement mean is 3.47 and SD is 1.331. Majority of the respondents (58.82%) therefore indicated that majority of the employees do exhibit deviant behaviour at work place and are therefore not well disciplined at work place.

4.4.3 Model Summary between Change Management Practices and Employee Performance

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942a	.887	.871	.50596

a. Predictors: (Constant), Change management practices

The regression model summary output Table 4.8 indicates that a unit change in as a change management practice is responsible for 87.1% change in employee performance. It therefore means that unfreezing, moving and refreezing change management practices significantly enhances employee performance. These findings corroborate the findings by; Omar et al (2013, Omar et al (2013 and Daniel (2019) who equally reported that

change management practices leads to efficiency and effectiveness in an organization and thus enhances employee performance.

4.4.4 Regression Coefficient Between Change Management Practices and Employee Performance

Regression analysis of coefficients was used to establish the between change Management practices and employee performance. Unfreezing, moving and refreezing were employed as the predictor variables while employee performance was the criterion variable. The results are as presented in Table 4.8

Table 4.9: Regression Coefficient Between Change Management Practices and Employee Performance

Model	Unstandardized		standardized	t	Sig.
	coefficients		coefficients		
1	B	Std. Err	Beta		
1(Constant)	0.164	0.165		0.998	0.326
Unfreezing	0.385	0.107	0.382	3.602	0.001
Moving	0.510	0.096	0.557	5.323	0.000
Refreezing	0.120	0.039	0.140	3.055	0.005

Criterion Variable: Employee performance
 Predictors: (Constant), Unfreezing, Moving, Refreezing

According to the results as presented in Table 4.9; the regression coefficient analysis indicates that Unfreezing as a change management practice is significant in influencing employee performance since the value ($P < 0.000$) as compared to the $\alpha = 0.05$ is less and thus significant. The results equally indicate that moving as a change management practice is significant in influencing employee performance since the value ($P < 0.001$) as compared to the $\alpha = 0.05$ is less and thus significant. And on refreezing as a change management practice, the results indicate that refreezing as a change management practice is significant in influencing employee performance since the value ($P < 0.005$) as compared to the $\alpha = 0.05$ is less and thus significant.

These findings as presented corroborates the findings by Omar et al (2013), Daniel (2019), Wachira, & Anyieni (2017) and Nkuraru and Wanza (2016) and, Nyaungwa and Linganiso (2015), who also reported that change management practises have a got a

significant relationship with employee performance. This means that when the process of change is managed well, the employee performance is greatly enhanced and subsequently organization performance. The findings however contradict the findings by Kamugisha, (2013) who reported that change management has got negative influence on employee performance since employee live in a constant state of fear, panic and uncertainty due to changes brought about by change management practices that normally involves, restructuring leading to retrenchments, redundancies and sometimes added responsibility to employees that is psychologically torturing them.

4.5 Discussion

The study sought to determine influence of change management practices on employee performance; a case of; Kisumu County Public Service Board. The study evaluated change management practices of Unfreezing, moving and refreezing. The findings as presented indicate that change management practices have a positive influence on employee performance. The results suggest that change management practice of unfreezing is significant in determining employee performance, ($P < 0.001$). Moving on the other hand was equally found to be significant in determining employee performance ($P < 0.000$). Lastly refreezing was also significant in determining employee performance ($P < 0.005$). The findings as presented corroborates the findings by Omar et al (2013), Daniel (2019), Wachira, and Anyieni (2017) and Nkuraru and Wanza (2016) and, Nyaungwa and Linganiso (2015), who also reported that change management practises have a significant relationship with employee performance. This means that when the process of change is managed well, employee performance is greatly enhanced and

subsequently organization performance. Change management is likely to enhance efficiency at the Kisumu County public service board, through adoption and use of technology and management information systems. Through change management practices, employees are likely to be trained and equipped with skills to better performance their tasks. Change management reduces redundancy and improves optimization of resources within an organization. The findings however contradict the findings by Kamugisha, (2013) who reported that change management has got negative influence on employee performance since employee live in a constant state of fear, panic and uncertainty due to changes brought about by change management practices that normally involves, restructuring leading to retrenchments, redundancies and sometimes added responsibility to employees that is psychologically torturing them.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, conclusions made as per the findings and the study's recommendation for policy and practice. Further it gives suggestions for further research and the study's contributions to the body of Knowledge.

5.2 Summary of Findings

The study had sought to determine influence of change management practices on employee performance. A case of: Kisumu County Public Service Board. Freezing, moving, and refreezing, were studied as variables. According to the regression coefficient analysis results, the findings indicate that there is a significant relationship between freezing ($P < 0.000$; $\alpha = 0.05$) and employee performance. A significant relationship was also reported between moving ($P < 0.001$; $\alpha = 0.05$) and employee performance. And a significant relationship was also reported between refreezing ($P < 0.005$; $\alpha = 0.05$) and employee performance

5.3 Conclusion

The study concluded that freezing, moving, and refreezing influence performance of employees at the Kisumu County Public Service Board. The study further concluded that change management practices do influence employee performance and therefore these

practices should be undertaken with utmost caution by the Kisumu Public Service board to enhance employee performance.

5.4 Recommendations for Policy and Practice

The study came up with the following recommendations for policy and practice; There should be adequate stakeholder consultation to prepare them for the change process. The employees should be adequately prepared to handle change management activities. The change should be anchored through training and motivation of the employees and appropriate measures should be put in place to avert the negative effects of change management practices such as job loss, redundancy and employee work overloads. Change management practices should only be implemented after thorough consultations, and appropriate measure put in place to handle change management.

5.5. Limitations of the Study

The encountered the limitations due to strict COVID-19 protocols that limited physical interactions between the researchers and respondents. Collecting qualitative data was thus made difficult forcing the study to rely only on quantitative data without being backed up by qualitative data. This implies that critical information to the study could have been missed leading to possible inconclusive findings. The study was limited by focusing of change management practices at Kisumu County Public Service Board and not the entire Kisumu County Government or any other County in Kenya. This therefore implies

that;thestudy could not cover a wider scope that would have let to comprehensive analysis of change management practices

5.6 Suggestions for Further Research

The study hereby suggests that similar studies should be undertaken in other counties away from Kisumu County to determine if change management practices are influencing employee performance in the Counties' public service board. Similar studies can also be conducted as qualitative studies to determine

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

My name is Lynn Masha Awuor, undertaking postgraduate studies at the University of Nairobi. My study topic “**Change Management Practices and Employee Performance at Kisumu Public Service Board, Kenya**” I kindly request that you participate in the study out of your own free will. Thank you

Instructions.

- i. The questionnaire has three sections. Kindly attempt all the sections
- ii. Kindly tick appropriately in the boxes provided
- iii. Do not reveal your identity by writing your name or telephone numbers on the questionnaire

Section A; Demographic Information of Respondents

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENT

Select Your Gender

Male Female

Select Your Age

Below 23 23-32 33-42 43-52 53-62 Above 62

Kindly Select your **(Marital Status)**:

Single Married Widowed Separated Other (Specify)

.....

Select Your Highest Level of Education

Primary Certificate Secondary Certificate Diploma Graduate

Postgraduate Qualification Other (Specify)

Section B: Change Management

The following statements contain information on Change Management. Kindly rate them on a scale of 1 with 5 indicating the highest Level of agreements and 1 the least level of agreement

Statements on Change Management	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Unfreezing					
The board is involved in making people aware of the need for change through proper consultations					
The board motivates employees to ensure that there is strong support for change					
The management creates the need for change					
The management handles the change shortfalls					

Moving/Changing					
The board effectively communicates in order to solicit support and stakeholder involvement in the change process					
The management empower change process at Kisumu Public Service Board					
Kisumu Public Service Board involves employees and stakeholders in the change process					
The management handles rumours and outcomes of the change process					
Refreezing					
Change is anchored into action by the board					
Appropriate strategies are developed by the board to sustain change					
The board provide training to support change management					
The board rewards and celebrates success with employees					

Section C: Employee Performance

The following statements contain information on Employee Performance. Kindly rate them on a scale of -1 with 5 indicating the highest Level of agreements and 1 the least level of agreement

Statements on Employee Performance	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Kisumu public service board employees are productive					
Kisumu public service board employees are never absent from work					
Kisumu public service board employees are satisfied with their jobs					
Kisumu public service board employees exhibit deviant work place behaviour					