

**RELATIONSHIP BETWEEN STRATEGIC CHANGE
MANAGEMENT AND EMPLOYEE PERFORMANCE AT THE
MINISTRY OF FINANCE, KENYA**

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DECLARATION

This research project is my original work and has not been submitted or presented for examination in any other university, either in part or as a whole.

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May the Almighty God bless you all.

DEDICATION

This project is dedicated to my parents the late Rev. Benson Maboko Echoka and Mama Florence Ambasa Maboko may God bless your souls in the land of eternity. My loving husband Freddy and daughters Bernice, Baroness and Brenline, I love you.

ABSTRACT

The world is always changing with time, and managers face complex and challenging pressures and opportunities. Faced with stiffer competition and dizzying technological advances, companies often must change course to stay competitive. The changes must inevitably improve employees performance, however in order to achieve high performance through employees, the organization must consider them as assets and must treat them with attention so that they become productive (Harington, 2003). The purpose of the study was to investigate the relationship between strategic change management and employee performance at the Ministry of Finance, Kenya. The study sought to answer the question how does strategic change promote employee performance at the Ministry of Finance in Kenya? The study will be significant to the Ministry of Finance, other public service organizations and even the private sector will be able to gauge the adequacy or capability of major responses to the ever-increasing changing environment in the public service, the face of deregulation and liberalization and how they can apply them in challenging environmental surrounding in their day-to-day business. The study will facilitate individual Researchers to identify gaps in the current research and carry out research in those areas.

The Research Study used case study research design in collecting the data from respondents. Data was collected from five key departmental heads using an interview schedule, the data was then analyzed using content analysis and presented as descriptive notes. The departments included; the accountant general, director of administration, director of budgetary supply, director external resources and the internal auditor general.

The study established that employees job performance is crucial to the ministry' overall performance ; employees' awareness of change lacks in the ministry due to bureaucracy that is within the ministry as decisions and communication go through several layers. During and after change management the organization requires different sets of skills to achieve certain level of performance; employees who remain after the change process are left with a huge work load and this places them under extreme stress and that during the period of strategic change in the ministry the nature and content of jobs change which affect individual employees' performance.

There is need for the ministry to provide adequate support and development to managers to help drive change through the organization; to reduce the levels of uncertainty in the organisation and facilitate acceptance and improved performance by communicating to employees. Employees who are affected by organizational changes need to be trained and also be given the opportunity to vent their feelings through consistent communication and listening process. There is need for constant review of the job performance levels of the employees who are handling redesigned jobs so that they can be able to take remedial action in case of poor performance by the employees.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational change is a reality of the 21st century. Changing the image of the Kenyan Public Service has been a perennial goal for almost every top manager in the public service. Employees can only deliver efficiently when they learn to appreciate the ever present challenges while coping with the increasingly competitive environment which calls on firms to rethink their strategies (Pearce and Robinson, 2005). The public service, it seems, can only retain legitimacy by changing the way that it is managed to reflect ideas about what constitutes good management. Drucker (1969) coined the phrase Age of Discontinuity to describe the way change forces disruptions into the continuity of our lives. Though in an age of continuity attempts to predict the future by extrapolating from the past can be somewhat accurate, but according to Drucker, we are now in an age of discontinuity and extrapolating from the past is hopelessly ineffective. He further stated that, we cannot assume that trends that exist today will continue into the future. He identifies four sources of discontinuity: new technologies, globalization, cultural pluralism, and knowledge capital.

The forces for change are largely external, coming from increased demands brought by customers, competitors, suppliers, markets, government regulations and the advent of new technologies. Environmental changes are often seen as the driving forces of the firm innovation process that results to change (Pavitt, 2006). Change is also motivated by dissatisfaction with current performance when compared to established goals; the need to implement and gain the full benefit of new technologies; the increasing expectations of key people, especially senior management; new demands from the workforce, for

example, for more influence, information, and increased skills; and, finally, the force of shared values that guide the organization's desired relationships with customers, employees, and the community. According to Kotter (1996), change management is the process, tools and techniques to manage the people-side of change processes, to achieve the required outcomes, and to realize the change effectively within the individual change agent, the inner team, and the wider system. Change management is tightly connected to the concept of learning organizations. Only if individuals within the organizations learn, they will be able to master a positive change. Two analysts who studied Canada's federal public service in the late 1980s determined that, while a new management philosophy that focused on results, performance and outcome was emerging, success would require a change in the attitudes and behaviour of the public service. Another observer, who conducted a survey of public servants at about the same time, concluded that serious morale problems in the public service had been hindering the efficient delivery of services. The purpose was to change the "culture" of the public service by instilling a new entrepreneurial spirit in employees. No wonder the technocrats deployed at the Ministry of Finance to champion change in the Ministry were and are from various sectors; the Permanent Secretary from Central Bank of Kenya, the Economic Secretary from International Monetary Fund, the Director of Economic Affairs department from the Central Bank of Kenya among others.

1.1.1 Strategic Change Management

The world is always changing with time, and managers face complex and challenging pressures and opportunities. Faced with stiffer competition and dizzying technological advances, companies often must change course to stay competitive (Kotter and Schlesinger, 1979). They must ensure that scarce resources are used effectively, and find

ways of guaranteeing the long-term effectiveness of the organizations for which they work. According to the leading strategy guru Porter (1996), strategy is about achieving competitive advantage through being different - delivering a unique value added to the customer, having a clear and enactable view of how to position yourself uniquely in your industry. Hamel (2000) argues that the best strategy is geared towards radical change and creating a new vision of the future in which you are a leader rather than a follower of trends set by others. According to Davis and Holland (2002), strategic management is the management of change. This involves the system of corporate values, the corporate culture, and all managerial process of change, such as leadership, planning control and human resources management. Change management is the use of systematic method to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired results. Todd (1999) defines change management as a structured and systematic approach to achieving a sustained change in human behaviour within an organization. Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

In order to cope with the external and internal pressures, organizations have been forced to become more innovative in ways of doing their things faster to meet more customer demand and have more products that cut a profitable market niche. Organizations have to be constantly on the alert to anticipate change and implement it to the end (Mintzberg, 1987). The capacity to anticipate change and manage adaptation to it in a timely and acceptable way is one of the key success factors for competitiveness and wealth creation of organizations and economies as a whole. For organizations to remain truly competitive over time as the environment changes, Hayes (2002) argues that they have to learn, adapt

and reorient them to the changing environment. The process they argue has to be deliberate and co-ordinated leading to gradual or radical realignment between the environment and a firms' strategic orientation that results in improvement in performance and effectiveness.

1.1.2 Employee Performance

Performance is defined by Hellriegel, Jackson and Slocum (1999) as the level of an individual's work achievement after having exerted effort. According to Dessler (2008), performance management is a process that consolidates goal setting, performance appraisal, and development into a single, common system, the aim of which is to ensure that the employee's performance is supporting the company's strategic aims. Organizations success depends on the employee performance for effective utilization of human capital since organizational performance arises from employees who are the movers of organizational resources (Kolay and Sahu, 2005). The value of human resources in an organization results in effective management for improved performance. Achieving high performance through employees, the organization must consider them as assets and must be treated with attention so that the employees become productive. Nyamu (2011) argues that employment in the public service must at all time, be associated with some kind of achievement. Without that achievement, it translates to squandering public or corporate resources and must logically be terminated. Thus, performance contracting is motivated by the idea that individual and organizational performance takes place when employment of individuals is strictly tied to results or concrete, visible, countable, demonstrable and desirable outcomes and benefits accruing to the customers served by these individuals.

According to Armstrong (2006), there are processes for establishing shared understanding about what is to be achieved, and for managing developing people in a way that increases the probability that it will be achieved in the short and longer term. He further states that performance management should be regarded as a flexible process applied by managers working with their teams in accordance with the circumstances in which they operate. CIDA (1996), describes performance management as a systematic process by which an organization involves its employees, as individuals and members of a team, in improving organizational effectiveness in the accomplishment of its mission and goals. Performance management is based on three strategies for proper employee performance, that is, result based management, rapid results approach and rapid results initiative. An organizations performance relies fully on how employee's performance is managed. Results based management is a means to improve management effectiveness and accountability by involving key stakeholders in defining realistic expected results, assessing rise, monitoring progress towards integrating lessons learnt into management decisions and reporting on performance. On the other hand, rapid results approach is a results-focused learning process aimed at jump-starting major organizational change efforts and enhancing implementation capacity.

1.1.3 Relationship between Strategic Change and Employee Performance

Senge (1999) refers to strategic change management as the way an organization adapts to changes in the environment. Change is not something that just happens, but must be planned in a proactive and purposeful way to keep an organization current and viable (Robbins, 1990). As Kanter (1992) points out, if change does not occur in character, it will be cosmetic and short-lived, and therefore will not have the desired effects. Change with alteration in conduct is transformation. But, change without alteration in conduct is

structural, superficial, temporary, which means that any financial resources spent on such changes are simply wasted. Only if transformation takes place and the changes are internalized in the hearts of people will behavioral modification occur and the desired effects achieved. The level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits (Burney, 2007). Over-achieving, talented employees are the driving force of all firms so it is essential that organizations strive to hold on to the best employees (Harington, 2003).

Organizations can improve the quality of current employees by providing comprehensive training and development activities. Considerable evidence suggests that investments in training produce beneficial organizational outcomes (Bartel, 1994). The effectiveness of skilled employees will be limited, if they are not motivated to perform their jobs. Organizations can however, provide rewards to employees for meeting specific goals. Incentive compensation and performance management systems enhance the performance of employees and organizations (Gerhart and Milkovich, 1992). Concern for strategic integration, commitment flexibility and quality, has called for attention from employees retention. Performance management as a process exactly recognizes that in today's globally competitive industrial environment, every employee's effort must focus on helping the company to achieve its strategic goals (Dessler, 2008).

1.1.4 Kenya's Ministry of Finance

The Ministry of Finance has been in existence since its origin that is traced to the Oliver Little Constitution of 1954 when the Ministry of Finance and Development was created. The Ministry has existed solely, though at times the reorganization of government ministries merges it with the Ministry of Planning. The Ministry of Finance derives its

mandate from the Constitution of Kenya, Cap VII Sections 99-103 which provides for proper budgetary and expenditure management of government financial resources. The functions of the Ministry of Finance are strategic in several ways, the Ministry is charged with the responsibility of formulating financial and economic policies. It is also responsible for developing and maintaining sound fiscal and monetary policies that facilitate socio - economic development. This responsibility makes the Ministry strategic and central to the country's economic management, as all sectors of the economy look upon the Ministry to create an enabling environment in which they can operate effectively and efficiently. The Ministry coordinates government ministries/departments in the preparation of the annual national budget. It is the responsibility of the Ministry to initiate and guide all ministries/departments to prepare their ministerial budgets. (<http://www.treasury.go.ke>).

Programme Based Budgeting approach (PBB) and Integrated Financial Management Information System (IFMIS) benefits all Government Ministries, Departments and Agencies, County Governments, Suppliers, Development Partners and the General Public. IFMIS is one of the major reforms that the government has embarked on through the Ministry of Finance. A strong IFMIS is a catalyst for economic growth and development. It ensures that the Government and its departments raise, manage and spend public resources effectively, in an efficient and transparent manner. IFMIS Re-Engineering was launched in February 2011 by The Deputy Prime Minister and Former Minister of Finance Hon. Uhuru Kenyatta to centralize and automate the budgeting process. Government employees are currently being trained at the Kenya School of Government to build their capacity on the use of the system for greater efficiency and accountability in Government. Programme Based Budgeting (PBB) was introduced in 2008 to enable managers use

resources more effectively and for introduction of information on performance in the budget. Performance information on whether programmes, agencies and public service providers are doing the job required effectively and efficiently makes the budget transparent and improves its accountability. The two programmes (PBB and IFMIS) have been put in place to measure budget performance at the Ministry of Finance.

PBB and IFMIS were tested using the revised budget and the budget for 2011/12 but the systems were not efficient and accurate as expected. The process of strategic change management was not followed when introducing these changes at the Ministry of Finance. There have been concerns that employee performance has been affected by the introduction of both PBB and IFMIS since most of them have not been trained on how to use the systems and were not involved when the systems were introduced. The human error experienced during the 2011/12 budget is evident that employees were not well versed with the systems when they were tested.

1.2 Research Problem

Kotter (1995) argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. This is because each success provides an opportunity to build on what went right and identify what one can improve. He further states that nothing motivates more than success. It is recommended that an organization should be given a taste of victory early in the change process. According to David, F. R. (2009), the forces prompting change can be categorized as, external change forces and internal change forces. External change forces are the forces that compels from outside the organization, (on which organizations normally have no or minimal control). The external forces

effecting change are: globalization, technological developments, competitive environment and social and political pressure. Internal change forces on the other hand are forces that compel from inside the organization (basically under the organization control). The internal forces effecting change are inter-relationships within the organization. Globalization has created a convergence of international activities such as the increase in international production of goods and services; increasing consumer demands in emerging markets worldwide and declining barriers to international trade aided by rapidly changing technology.

The essence of change has become essential for better performance in this era of performance contracting and as the ministry focuses on change strategy in its operations. Despite various attempts to improve service delivery, Kenya's Ministry of Finance has been characterized by inefficiency and inaccuracy in the budget reporting process due to poor strategic change management. IFMIS and PBB were tested using the budget for 2011/12 but there was human error in the systems and this was advocated to lack of proper change management in the systems. There have been concerns that employee performance has been affected by the introduction of both PBB and IFMIS since most employees were not involved in introduction of these changes and most of them have not been trained on how to use the systems.

A number of studies have been carried out locally on strategic change management and employee performance. Kiptoo (2008) researched on strategic change management at the University of Nairobi and concluded that change managers in organizations should have a clear vision and develop a roadmap on how to manage people through change process. Kiptoo did not however, relate strategic change management to employee performance.

He however recommended a further research to be carried out to establish how strategic changes at the University of Nairobi have improved performance. Kingoina (2008) studied strategic change management practices at Municipal Council of Kiambu and found out that employees attitudes, technological developments, changing needs, government directives, for example, performance contracting, Vision 2030, influence change management practices. He however failed to link strategic change management to employee performance. Nginyo (2010) carried out a research on employee performance management practices among insurance companies in Kenya and recommended that in order for the insurance companies to remain highly competitive, they should integrate performance management practices within their organization.

Though researchers in Kenya have tried to link strategic change management to employee performance, the previous studies carried out might have dealt with different types of changes. Since the Ministry of Finance undertook changes in information and communication technology, International Standards Organization (ISO) standards and the ongoing performance contracting no research has been done to determine whether the changes have resulted in improved performance. In view of the above therefore, the following research question emerges, how does strategic change promote employee performance at the Ministry of Finance in Kenya?

1.3 Objective of the Study

The objective of the study was to determine the relationship between strategic change management and employee performance at the Ministry of Finance, Kenya.

1.4 Value of the Study

The study will benefit various stakeholders to establish the adequacy or capability of major responses to the ever-increasing changing environment in the public service the face of deregulation and liberalization, and how they can apply them in challenging environmental surrounding in their day-to-day business ventures. The study will help to bridge the knowledge gap that exists in this area of study.

The study will be used by future scholars as a base for further research by providing a deep understanding of the responses adopted by Ministry of Finance employees in Kenya in respect to the changes in the service. This study will also benefit other Ministries in Kenya, by offering a range of response strategies that they can implore in order to remain relevant and cope with the changing environment. The Ministry of Finance's management will use the responses received to take any desirable measures in managing effective change at various levels as they emerge.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section provides a review of the literature on strategic change management and employee performance. The review is divided into the following sections: change management in the public sector, theoretical review, change management models, three-step model of change, eight stage change model, change process model, employee performance, human resource skills, employees' job stress and job redesign.

2.2 Change Management in the Public Sector

Strategic change management refers to the managerial process of forming a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy, and then over time initiating whatever corrective adjustments in the vision, objectives, strategy, and execution are appropriate. It involves the management of realigning an organisation to meet the changing demands of its business environment, including improving service delivery and capitalizing on business opportunities, underpinned by business process improvements and technology. It includes the management of changes to the organisational culture, business processes, physical environment, job design and responsibilities, staff skills and knowledge, and policies and procedures. Change must be managed because it is disruptive and alters the equilibrium of operations. It results in a paradigm shift and causes variations in the status quo" (Nyambok, 2005). To an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and, to profit from changing opportunities.

Public Sector organizations are now competing with private sector organizations in providing public services. The concept of corporate strategy introduced in the private sector for analyzing opportunities and threats presented by the dynamic environment and positioning themselves through the competence building to harness the opportunities and deal with threats is now commonly applied in the public sector. Public sector organizations are developing missions, visions, and strategies for their operations. Strategic change management is now a day-to-day management issue in the public sector organizations as they set out to respond to the changing environment and compete effectively in order to remain relevant. Change management skills are now necessary and all public sector managers must possess them (Rowe, 1994).

Management of strategic change in the public sector is inherent in the reforms that are introduced to enhance efficiency and effectiveness in service delivery (Njiru, 2007). Public sector reforms relate to the general structure of a public sector or policy, or a business function of all the public organizations (like performance measuring, human resources management, e.t.c). Changes can derive from internal decisions or processes or external pressure. They can involve political decisions or be more of a civil servant task. The impact of every public reform depends on the effectiveness of the change management process in every single public organization involved and in their networks (Longo, 2007).

2.3 Theoretical Review

This study is guided by the following theories; change management models that fall under three-step model of change, eight stage change model and change process model. The three-step model of change suggests that the process requires three steps namely;

unfreezing, moving and refreezing. The eight stage model goes through a set of phases and each phase lasts a certain amount of time whereas the change process model suggests that success is characterized by a great degree of shared power within an organization.

2.3.1 Change Management Models

Lots of models have been developed but they all take three-stage approach which was adapted by Edgar Schein (1964) as essential and consisting of unfreezing existing behaviour, changing behaviour and refreezing new behaviour. Kotter's eight-stage process for creating major change relates to people's response and approach to change, in which people see, feel and then embrace change (Kotter, 1996). The use of change management models helps in understanding, framing, thinking and help lead change. A brief description of each of these models is presented below:

2.3.2 Three-Step Model of Change

Lewin (1951) observed that change involves a sequence of organizational processes that occur over time, he suggests that the process requires three steps: unfreezing, moving and refreezing. Unfreezing entails reducing the forces acting to keep the organization in its current condition. It can be accomplished by introducing new information that points out inadequacies in the current state or by decreasing the strength of current values, attitudes and behaviours. The second step after unfrozen, an organization can be changed by moving, which involves the development of new values, attitudes and behaviours through internalization, identification or change in structure. The last step in change process is refreezing. The process involves stabilizing the change at a new quasi-stationary equilibrium like changes in organizational culture, staff norms, organization policy or modifications in organizational structure.

2.3.3 Eight Stage Change Model

Kotter (1996) of Harvard University developed a more detailed model to be used at the strategic level of an organization to change its vision and subsequently transform the organization. Change process using this model goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of change. Kotter's eight step approach to change management is as follows: First, to encourage people to assist with the change, you must create a sense of urgency. Second, to counteract resistance to change, one option is to form powerful coalition of managers to work with the most resistant people.

Creating a vision and the strategies for achieving the vision in the third phase will help expedite the change. Fourth, it is good for management to communicate the vision throughout the organization. The fifth step empowers people to act on vision by removing barriers to change and encouraging. People must be inspired to change if more cooperation is to be achieved. In the sixth step, you plan for, create and reward short-term 'wins' that move the organization toward the new vision. By step seven, one should nurture the change and make adjustments as necessary. In the eighth step, make the changes more permanent, you should reinforce people by demonstrating the relationship between new behaviours and organizational success change (Kotter, 1986).

2.3.4 Change Process Model

Greiner's model of change process emphasizes the role of the change agent (Greiner, 1997). A change is the individual, from inside or outside the organization, who takes a leadership role in initiating the change process. This change process involves two basic ideas to be effective. First, successful change requires a redistribution of power within the

existing structure. Successful change is characterized by a greater degree of shared power within the organization hierarchy. Second, this redistribution of power occurs as a result of a developmental change process.

Change may occur in organizations in six phases. Top administration plays a key role as change agent. The potential for change also exists at all levels of leadership and operating responsibilities in the organization. Change can take top-down pattern; it may also occur from bottom-up or middle-outward patterns. In each case, however, leaders play key change agent roles. The summary of activities in each phase of the total development process are as follows: pressure on top management and arousal to take action, intervention at the top and reorientation to internal problems, diagnosis of problem areas and recognition of specific problems, intervention of new solutions and commitment to new courses of action, experimentation with new solutions and search for results, reinforcement from positive results and acceptance of solutions.

2.4 Employee Performance

Performance is defined as the conversion of efforts into productivities in order to achieve some particular results (Kaplan and Norton 1996). Armstrong and Baron (2000) base the ethos of performance on the assumption that if the performance levels of individuals can be raised somehow, better organisational performance will follow as a direct result. In his book, *The Human Equation*, Pfeffer (1998) describes how companies achieve profitability by putting people first. Numerous business practices have been put forth that suggest management practices can affect performance in positive ways. These include training, performance management, and rewards and incentive systems (Deng, Menguc, and Benson, 2003).

In the view of Putterill and Rohrer (1995) job performance focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. Hence the researcher has developed the working definition for study purpose is that, achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management. Performance improvement is not only a result of well- functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce.

Job performance of employees plays a crucial factor in determining an organisation performance. Highly performing individuals will be able to assist organisation to achieve its strategic aims thus sustaining the organisation competitive advantage (Dessler, 2011). In general it has been associated with the ability of the individual employees realizing their respective work goals, fulfilling expectations as well as attaining job targets and/or accomplishing a standard that are set by their organisations (Armstrong and Baron, 2005). The study carried out by Fedor (2006) asserts that employee performance is impacted by a three-way interaction of the overall favourableness (positive/negative) of the change for the work unit members, the extent of the change in the work unit and the impact of the change on the individual's job. Commitment to the change reached its highest level when the change demands occurred primarily at the unit level, change demands at the individual level were low, and the change was deemed favourable, if the change was seen as unfavourable commitment of employees dropped. If the employees felt that they carried

the burden of the change on their shoulders, commitment dropped. The finding may have an implication for the relationship between employee performance and change management.

One of the critical challenges facing strategic management in public service organizations is in managing its human resources in the time of transition in such a way as to ensure that they deliver effectively in the achievement of its mandate (Hogan and Holland, 2003). This however boils down to the nature of impact of change on workplace environment as some factors in workplace environment may be considered key to affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively (Gelade and Ivery, 2003).

2.5 Communication Process

During any re-organisation program management can reduce levels of uncertainty in the organisation by communicating to staff: the aims of the organisational change program; details of the strategies adopted by management; consultation arrangements (including unions); the procedures to be followed, including those which have to be complied with and the timeframe for the program. Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable (Schindehutte and Morris, 2001). According to Temtime and Pansiri, (2005) strategic change implementation and management requires communications flow from the bottom and out from the top, and are targeted to provide employees the right information at the right time and to solicit their input and feedback. Often this will require over communication through multiple,

redundant channels. leadership designed and executed an ambitious communications program including daily voice mails from the commissioner and his top staff, training sessions, videotapes, newsletters, and town hall meetings that continued through the transformation. Timely, constant, practical communication is at the heart of the program as it has the effect of calming employees' fears and anxieties and thereafter improve their performance.

Change is both an institutional journey and a very personal one. Employees spend many hours each week at work, many think of their colleagues as a second family. Individuals (or teams of individuals) need to know how their work will change, what is expected of them during and after the change program, how they will be measured, and what success or failure will mean for them and those around them. Team leaders should be as honest and explicit as possible. People will react to what they see and hear around them, and need to be involved in the change process. Highly visible rewards, such as promotion, recognition, and bonuses should be provided as dramatic reinforcement for embracing change (Molla and Licker, 2005). Sanction or removal of people standing in the way of change will reinforce the institution's commitment. Most leaders contemplating change know that people matter. It is all too tempting, however, to dwell on the plans and processes, which do not talk back and do not respond emotionally, rather than face up to the more difficult and more critical human issues. But mastering the "soft" side of change management need not be a mystery (Beaver, 2003).

When management communicates their strategy to unions, it is important that they also communicate directly with staff. Given that not all staff will be union members, it is normally preferable for this to occur concurrently. Keeping staff informed of all processes

and ensuring that the information they receive is accurate, timely and easily accessible can help the reduction program to run more smoothly (Levy and Powell 2003).

Basic business operations are common among some public organizations with only a few being aware of the benefits of advanced business systems and technologies for business operations. Most business operations are done by clerical and administrative staff, whereas managers are 'excused' to leaving this to junior staff. As public service organizations get exposed to new business process and learn about the benefits there will gradually be a change in the way change strategy is perceived and adopted for the provision of better service delivery.

There is a high level of awareness as a result of consistent communication on the importance of strategic change management and the resultant implications amongst staff and management will facilitate the more acceptability of change hence adoption and improvement of new business process, efficiency and employees performance.

2.6 Human Resource Skills

Most employees in the public service are fairly skilled with a number of them being multi-skilled (Forsman, 2008). They often undertake more than one position with many different tasks to cope with. A negative result from this way of working is that employees may present resistance and a negative attitude toward the job due to the large amount of work they have to manage. Public service organizations frequently experience many problems regarding their workforce during strategic change. For Busch (1989), public service organizations do not count with the ability to attract and recruit appropriate employees. Kaltun (2004) further considers that they have a certain difficulty in retaining their high performing staff for the long-term. There also exists certain negligence in

empowering and developing staff in these organizations, an absence of employees with experience of the market, a certain unavailability or inaccessibility of training facilities as these are often associated with high costs.

The ability of employees to accept and adopt the outcome of strategic change is crucial. The decision to adopt or to reject occurs as a process, the innovation-decision process. This process begins when individuals (or any other decision-making unit) first learns about the existence of the need for change, forming an attitude towards it, deciding to adopt or reject, to implement or use it, and finally to confirm their decision. The lack of adequately trained manpower for operation and maintenance of change process is a serious problem in several organizations. Inadequate training of employee on the aspects of change is one of the causes of inability to handle change and impact on the ability of the employees to accept and utilize the aspects of change that immediately affect employees performance. Continuing investment in training during and after implementation of change is essential if the full performance of employees is to be realized. Perception of knowledge influences the process of the outcome on the change process, in order to stimulate knowledge development, there is a need to create the necessary workplace environment to acquire and utilize the skills and knowledge in the performance of their work without any hindrances whatsoever.

There are several factors that influence the decision to accept and adapt to change. Some of them are characteristic of the change itself, while others accrue from the inclination of the employees. There are five primary characteristics of change that influence its adoption. Skills are considered as the most important ingredients of change acceptance and an increase in the performance levels of the employees. A part from the obvious need for

skills to actually create and manage new changes, new skills are also entailed in new functions and forms of performance of work organization. In many cases, new skills have to be complemented with other changes: different attitudes to work, new occupational categories, new work relationships and new management systems so as to enhance individual employees' performance and that of the organization.

Consequently, organizations must upgrade employees' skills constantly in line with emerging needs and changes within and out of the organization. Thus, the demand for professionals has increased, as their analytical, cognitive and behavioural skills equip them better to adapt to more sophisticated organization changes. However, even within these high-skilled jobs the trend is increasingly towards multi-skilling – combining specialised professional expertise with business and management skills. The trend is towards up-skilling and multi-skilling with the objective of improving the acceptance and adoption of strategic change with the resultant effect of improving individual performance (Forsman, 2008).

In the areas of Human resources capacities, employees who actually operate and use the newer innovations that arise from organizational changes need to be trained in their use. These can be achieved by a constant need for continuing education for them, and provision of incentives to keep them motivated. Lack of these will lead to rejection, underutilization, and finally to poor employees performance.

2.7 Employees' Job Stress

Job stress is a feeling of discomfort that may arise due to determinants like time deadlines and anxiety, which may lead to the outcomes like reduced motivation, degraded

performance, dissatisfaction, and low commitment (Parker et.al, 1983). For many employees the prospect of change produces stress or tension in the workplace and on the employees that have to deal with the emerging process. Changes not only create resistance but also stress hence change leaders must work to reduce it, if they ignore, a high stress level could cause the changes to "fall out." The best means of reducing the stress brought on by change is to make sure all communications possible is taking place (Spector, 2002). Without communications the stress will build to dangerous levels. Giving employees the opportunity to vent their feelings will go a long way towards stress reduction. Failure to take this step will result in employees internalizing their stress and cause more resistance. Just listening to the employees most affected by the changes will reduce their stress (Brockner et.al, 1993).

Due to the increasing demand, which the market is placing on organizations, employees are also being placed under extreme amounts of stress, creating resistance, which is leading to a lack of commitment from the employees and also resulting in the employees suffering from burn-out. Constantly changing management objectives and the lack of constant communication with employees is also leading to distrust. In order to overcome the negative impact of stress and distrust on employees, management needs to look at ways to keep employees committed to their jobs. Render (2004), states that mutual commitment means that both management and employees strive to meet common objectives.

A notable concern of many survivors of organizational restructuring, downsizing and layoff is inability to absorb and cope with increased work load leading to job stress. However, survivors' ability to cope with increased work load that often results from

restructuring is not often given serious attention because for the most part, much of management's attention is on how to survive the transitional period (Cameron et.al, 1993). Mishra et.al (1998) suggested that the extent, to which survivors' job has been changed as earlier noted by Brockner et.al (1993), will influence their attitudinal response to downsizing. They further theorized that survivors who lack the ability and resource to perform their newly assigned duties or job effectively are more likely to negatively respond to restructuring and downsizing. Brockner et.al (1993) argued, 'survivors' attention can be focused on coping with the demands of their increased job scope that often require a variety of skills as a result of downsizing or restructuring instead of being distracted, consumed and often stressed by it.

According to Parkington et.al (1979) discrepancy in employee's service orientation and management service orientation from employee's view lead to role ambiguity and role conflict. He further examined that the role ambiguity and role conflict are the potential reasons for causing job stress among employees. In support, Rizzo et.al (1970) examined the complex organization system and apprehended the rising of the role ambiguity and role conflict in it. They also remarked job stress among employees as a consequence to the role ambiguity and role conflict. Work overload as another potential factor for job stress was investigated by Perrewe et.al (1989). After surveying 125 employees, Perrewe et.al concluded that if work is carried out in controlled environment, then the impact of the work overload on job stress can be mitigated. On the similar background, Spector (2002) also apprehended the job stress to be an essential concern for an organization. Enhanced control environment of job or task have the potential to mitigate job stress ill effects (Spector, 2002).

Previously, Schuler (1982) found job stress to be dependent on the individual needs who desires resolution of the dynamic conditions of uncertainty. An individual working in an environment involved with the dynamic nature, stress of coping with it may yield unproductive output (Schuler, 1982). Further, Narayanan et.al (1999) examined the potential factors such as work overload, interpersonal conflict, lack of controlled environment of work, and reported them to be the major stressors among the employees. Also, due to the interruptions in work by coworkers or supervisor, emotional attachment with the work, administration or top authorities workload over the employees also cause physical and mental stress among the employees (Makin et.al, 1988).

2.8 Job Redesign

During period of strategic change the nature and content of most jobs tend to change. Job design includes both how the work is designed and how the people are organized. Thus job design is concerned with the content of the job that an individual or group undertakes, i.e. the roles and tasks they fulfill, as well as the methods that they use to complete their work (Holman, Clegg, and Waterson, 2002). The impact of change may be seen on the division of labour, simplification of work and specialization of work. This approach contributes to the removal or addition of planning, coordinating and controlling (thus accountability) of activities to those who perform the tasks with the consequence that they improve the motivation or de-motivate the employees which in equal measure then affect individual employees.

Campion and Thayer (1987) state that jobs that demands minimal mental engagement for the employee, have the consequence of no stress arising and overload is unlikely. As well, errors are less common because mistakes are less likely to occur. The disadvantages to this

approach are that employees are less satisfied and less motivated and this eventually translates into absenteeism, staff turnover, and health complaints and injuries related to physical wear, carelessness or repetition (Holman, Clegg, and Waterson, 2002).

Hackman and Oldham (1980) suggest that three psychological states are necessary for high levels of work quality and propose that five core job dimensions are instrumental in producing these psychological states. The five core job dimensions include: task variety, task identity, task significance, autonomy and job-based feedback. Task variety is related to the fact that completing repetitive tasks offers no challenges to staff and can cause them to lose interest and become dissatisfied. Task identity suggests that staff are more satisfied when they have an opportunity to complete a 'whole' piece of work. Task significance suggests that staff need to feel responsible for their work and understand the significance of their work and how it impacts on others. Autonomy is the individual's control of their individual work. Finally, feedback suggests that everyone needs information on how they are doing otherwise there is no satisfaction from performing effectively.

These core dimensions affect the outcome of work by influencing three psychological states: experienced meaningfulness, responsibility, and knowledge of results. Once these three psychological states are activated, supposedly work motivation, job satisfaction, and work performance should improve. It is further suggested that these outcomes would be more significant for employees with high growth needs. The goal of this model is to design work so that it will be personally satisfying and intrinsically rewarding. Job enlargement and job enrichment are another variation on the motivational perspective of designing jobs (Pierce, 1980). Recently, job enlargement and enrichment have seen resurgence as organizations have become concerned with empowerment, operator control

and autonomy, and division of labour. Job enlargement refers to an increase in the number and variety of duties and tasks performed although it may not give employees more responsibility; it is the opposite of the mechanistic approach that included repetitive jobs. Job enrichment involves expanding the depth of a job supposedly allowing for more responsibility, accountability, independence and participation in decision-making.

Campion and Thayer (1997) conclude that the benefits of the motivational approach to job design may include increased satisfaction and possibly improved performance. The disadvantages are that jobs often require longer training times, have greater mental demands resulting in stress and mental overload, are resultantly more expensive to staff and have an increased occurrence of errors.

Job redesign, because of its ability to increase the intrinsic job quality, to match employees' skills with job requirement and to increase a job's meaningfulness, it is argued here that intent to quit induced by job insecurity, work and role overload could be reversed or dissipated by empowerment and job redesign, thereby facilitating survivors' desire to remain attached to the organization (organizational commitment) (Hong et.al, 2002). For empowerment and job redesign to be effective, organizational interventions to check intent to quit and the consequent voluntary turnover among survivors must be positively related to organizational commitment (Guest, 1992).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section provides description of methods that were applied in carrying out the research. It is organized under the following sections: research design, data collection and data analysis.

3.2 Research Design

This research study adopted a case study as it focused on one organization. The method is an efficient way to obtain in-depth information needed of an organization as asserted by Mugenda and Mugenda, (2003) that a case study is an in-depth investigation of an individual, institution or phenomenon. The study sought to gather information regarding the relationship between change management and employee performance.

3.3 Data Collection

Data was collected from five major departmental heads using an interview guide as it was the most suitable instrument to gather information. Primary data was collected using an interview guide which consisted of questions that the interviewer asked when interviewing. The researcher made personal visits to interviewee's offices; the accountant general, director of administration, director of budgetary supply, director external resources and the internal auditor general. The researcher administered the interview guides through personal interviews to the top five (5) key policy makers in the Ministry. The interview guide was made up of six sections that included the respondents' profile, employee performance, communication, employee skills, employee stress and job redesign.

3.4 Data Analysis

The researcher used content analysis to analyze the data obtained from the interview guide to determine strategic change management and employee performance at the Ministry of Finance. Content analysis is the systematic qualitative description of the composition of the objects or material or the study. It involves observation and detailed description of objects, items or things that comprise the object of the study (Cooper and Schindler, 2003).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of study findings on the relationship between strategic change management and employee performance at the Ministry of Finance, based on communication, employee skills, job stress and job redesign.

4.2 Response Rate

The study focused on five respondents as they were found to be appropriate for the study. The respondents comprised of the accountant general, director of administration, director of budgetary supply, director external resources, and internal auditor general. The response rate was good as all the five respondents were accessed and interviewed.

4.3 Profile of Respondents

Three respondents had masters' university education while two had first degrees and additional postgraduate diplomas certification. Most of the respondents had worked for a period ranging between 10-15 years in the ministry. This by implication shows that there are low turnover rates in the ministry, as the years of service implies the average length of stay in the ministry. The respondents also added however that there is cross transfer within the ministries.

4.4 Participation in the Change Process and Employee Performance

All the respondents indicated that they have participated in change process in the ministry of Finance. The respondents indicated that employees job performance is crucial to the ministry's overall performance as highly performing employees will be able to facilitate

the ministry to achieve its strategic aims thus sustaining the organization competitive advantage. However individual employees must be able to realize their respective goals and aspirations and expectations and thereby then be able to attain job targets and standard that is set by the ministry.

4.5 Communication Process

Most respondents indicated that during time of change there is uncertainty in the organization which affects employees' performance; however they did acknowledge that in most times the lower level staff are not communicated to and this negatively affects their performance. Employees' awareness of change lack in the ministry due to bureaucracy that is within the ministry and decisions and communication go through several layers thus there is a low level of awareness as a result of consistent communication on the importance of strategic change implementation and the resultant implications amongst staff and management and this does not facilitate acceptability of change hence it results into resistance and poor performance amongst staff.

The respondents pointed out that the ministry's management most of the time assumes the employees understand change the objectives and know the direction they want to take. The management can reduce the levels of uncertainty in the organization by communicating to staff through their heads of departments and the general communication channels on the change issues and the objective that is set to be achieved.

All the respondents acknowledged the importance of keeping staff informed of all processes and ensuring that communication flow from the bottom to the top, and are targeted to provide employees with the right information at the right time and to solicit

their input and feedback. This has the positive effect of improving their personal energies, motivation and performance.

4.6 Human Resource Skills

The respondents pointed out that during and after change management the organization requires different sets of skills (multi-skills) as in most cases employees are required to multi-task so as to enable them to perform effectively because of the large amount of work they have to manage. As a result, this has direct impact on the employees' performance levels. They also pointed out that during the time of change and even after the implementation of strategic change the ministry requires a number of competent employees who are committed and motivated to the process of change so as to replace those who will not be able to cope with the changes. However, in most times the ministry does not identify and train this core group of employees so as to anchor the change process and this in effect not only influence negatively the performance of individual employees but also that of the Ministry.

From the review of the documents the ministry recruits skilled staff to drive the strategic change and also to fill the areas affected by change as the ministry experiences difficulties in retaining skilled staff due to uncertainty during this time and this affects the performance level of staff. Majority of the respondents acknowledged that continuing investment in training is required if the full potential of employees performance during and after change is to be realized. They however, indicated that there is a lack of continuing skill support post implementation of change, which is seen to inhibit future performance of employees.

4.7 Employees' Job Stress

From the review of the available reports change produces stress among employees who are affected by the change due to the uncertainty surrounding the change process and especially in circumstances in which there is limited information and employees' participation in the strategic change process. Most respondents though indicated that in most cases the ministry fails to not only acknowledge the existence of stress during the time of change but exhibit unwillingness to take appropriate actions to manage employees' stress during the time of change and this has negative implications on the employees' performance and the change process.

Most of the respondents pointed out that employees who remain after the change process are left with a huge work load and this place them under extreme stress, which in turn leads to employees suffering from burn-out, de-motivation and low employee performance. This is worsened by fact that in some cases the ministry does not give the employees opportunity to participate nor does management communicate to them about the strategic change. This causes employees to be anxious and stressed about the outcome of the change process and look for opportunities to sabotage the change process.

A review of organization report and interview with the respondents indicated that many survivors of organizational change are unable to absorb and cope with increased work load leading to job stress. However, the ministry does not give serious attention because for the most part, much of management's attention is on how to survive the transitional period . Thus this lack of ability and resource to perform their newly assigned duties or job effectively negatively affect their job performance.

4.8 Job Redesign

Review of the documents in the ministry indicated that during the period of strategic change in the ministry the nature and content of jobs change. The change process influence the allocation of responsibilities, simplification of work and specialization of work in the ministry and this results in the removal or addition of planning, coordinating and controlling of activities to those who perform the tasks with the consequence that they improve the motivation or de-motivate the employees which in equal measure then affect individual employees' performance. The respondents pointed out that in cases where job redesign has been done during change process in the ministry this has increased the motivation of the employees affected with resultant effects of increased satisfaction and improved performance. However it has the negative effect of placing greater demands on the employees in terms of time and concentration levels and leads to low performance.

4.9 Summary of Analysis

From the analysis of data it can be noted that during time of change there is uncertainty in the organization which affects employees' performance. During and after change management the organization requires different sets of skills and in most cases employees are required to be multi-skilled so as to enable them to perform effectively because of the large amount of work they have to manage. The prospect of change produces stress among employees and this affects employees' performance. During the period of change management expects the nature and content of most jobs change as influences the division of responsibilities, simplification of work and specialization of work with the consequence that they improve the motivation or de-motivate the employees which in equal measure then affect individual employees' performance.

4.10 Discussion

According to the study, pre-positioning work prior to the start of the implementation of the strategic change is fundamental in shaping and successfully delivering the required momentum to take the organization from its current change mode through to achieving its desired higher performing business vision. This however boils down to the consideration of the envisaged impact of strategic change on workplace environment including on the key factors affecting employee's morale, engagement and productivity both positively and negatively. This is in line with the views of Hogan and Holland, (2003) who indicated that one of the critical challenges facing strategic management in organizations is in managing its human resources in the time of transition in such a way as to ensure that they deliver effectively in the achievement of their mandate.

From the study it was noted that a fundamental aspect of expediting a change process throughout the implementation phase in the ministry will be developing an initial awareness and understanding at an early stage as to why such a change management process is required and the benefits to be gained at organizational, team and individual performance levels. This view is shared with Levy and Powell (2003) who noted that in cases of a high level of awareness as a result of consistent communication on the importance of strategic change implementation and the resultant implications amongst staff and management; there is more acceptability of change hence adoption and improvement of performance. Spector, (2002) also noted that the best means of achieving implementation goals is by making sure that all communications possible is taking place.

The study revealed that there is negligence in empowering and developing staff in the ministry during and after the strategic change process. The absence of employees with

experience of the change process on which the organization can anchor the change process is a challenge and in most cases leads to poor implementation process with resultant negative effect on performance. Organizations need an agile workforce that can effectively respond to, adapt to and perform under these conditions of change, enhance its creativity and increase its overall performance. This concurs with the views expressed by Temtime and Pansiri (2005) who underlined the importance of the human resources in business, as they stated that the future of firms depends on the development and maintenance of human resources. Consequently, as Forsman, (2008) observed organizations must upgrade employees' skills constantly in line with emerging needs and changes within and out of the organization. The trend is towards up-skilling and multi-skilling with the objective of improving the acceptance and adoption of strategic change with the resultant effect of improving individual performance.

It was noted from the study that the ministry in most cases does not give employees opportunity to participate nor communicate to them about the change process causing them to resist and sabotage the change process. The employees who are left after the change process are left with a huge work load and this place them under extreme stress, which in turn leads to employees suffering from burn-out, de-motivation and low employee performance. This is in line with the findings of Narayanan (1999) who examined the potential factors such as work overload, interpersonal conflict, lack of controlled environment of work, and reported them to be the major stressors among the employees.

From the study it was observed that in cases where job redesign has been done during change process in the ministry this has increased the motivation of the employees affected

with resultant effects of increased satisfaction and improved performance. However ,
equally at times it has the negative effect of placing greater demands on the employees in
terms of time and concentration levels and leads to low performance. This to some
measure confirms the views expressed by Campion and Thayer (1997) that the benefits of
the motivational approach to job design may include increased satisfaction and possibly
improved performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter was to discuss and draw conclusions and recommendations on the findings of the main objective of the study which was to examine the relationship between strategic change management and employee performance at the Ministry of Finance, based on communication, employee skills, job stress and job design.

5.2 Summary of the Findings

The study established that employees job performance is crucial to the ministry' overall performance as highly performing employees will be able to facilitate the ministry to achieve its strategic aims thus sustaining the organization competitive advantage. However, individual employees must be able to realize their respective goals and aspirations and expectations and thereby then be able to attain job targets and standard that is set by the ministry.

The study established that employees' awareness of change lacks in the ministry due to bureaucracy that is within the ministry as decisions and communication go through several layers consequently there is a low level of awareness as a result of lack of consistent communication on the importance of strategic change. This state of affairs has a negative implication amongst staff hence does not facilitate acceptability of change and results into resistance and poor performance amongst the affected staff. The study established that the ministry's management most of the time assumes that the employees understand change objectives and know the direction they want to take the organization. Concerted

effort is not made to involve the employees by ensuring that communication flow from the bottom to the top targeting to provide employees with the right information at the right time and to solicit their input and feedback. This has therefore affects on employees acceptance of change and motivation and in the short term affects their performance levels.

The research study found out that during and after change management the organization requires different sets of skills and in most cases employees are required to multi-task so as to enable them to perform effectively because of the large amount of work they have to manage. Consequently this has a direct impact on the employees' performance levels. The study established that the ministry does not consistently invest in staff training during and after change so as to realize full potential of employees' performance and that there is a lack of continuing skill support post implementation of change, which undermines future performance of employees and the achievement of the strategic change.

The research study found out that employees who remain after the change process are left with a huge work load and this place them under extreme stress, which in turn leads to employees suffering from burn-out, de-motivation and low employee performance. This is worsened by the fact that in some cases the ministry does not give the employee opportunity to participate nor does management communicate to them about the strategic change causing employees to be anxious and stressed about the outcome of the change process. The research study established that during the period of strategic change in the ministry the nature and content of jobs change as the change process influence the allocation of responsibilities, enlargement, enrichment, simplification and specialization of work in the ministry. This results in the removal or addition of planning, coordinating and

controlling of activities to those who perform the tasks with the consequence that they improve the motivation or de-motivate the employees which in equal measure then affect individual employees' performance.

The study found out that in cases where job redesign has been done during change process in the ministry this has increased the motivation of the employees affected with resultant effects of increased satisfaction and improved performance. However, equally at times it has the negative effect of placing greater demands on the employees in terms of time and concentration levels and leads to low performance.

5.3 Conclusion

Employees job performance is crucial to the ministry' overall performance as highly performing employees will be able to facilitate the ministry to achieve its strategic aims thus sustaining the organization competitive advantage. However, individual employees must be able to realize their respective goals and aspirations and expectations and thereby then be able to attain job targets and standard that is set by the ministry. Employees' awareness of change lacks in the ministry due to bureaucracy that is within the ministry as decisions and communication go through several layers. Consequently, there is a low level of awareness as a result of lack of consistent communication on the importance of strategic change results into resistance and poor performance amongst the affected staff.

During and after change management the ministry requires different sets of skills and in most cases employees are required to multi-task so as to enable them to perform effectively because of the large amount of work they have to manage. However the ministry does not consistently invest in staff training during and after change so as to

realize full potential of employees' performance and that there is a lack of continuing skill support during post implementation of change, which undermines future performance of employees and the achievement of the strategic change.

Employees who remain after the change process are left with a huge work load this places them under extreme stress, which in turn leads to employees suffering from burn-out, de-motivation and low employee performance. This is worsened by the fact that in some cases the ministry does not give the employees opportunity to participate nor does management communicate to them about the strategic change causing employees to be anxious and stressed about the outcome of the change process. During the period of strategic change in the ministry the nature and content of jobs change as the change process influence the allocation of responsibilities, simplification of work and specialization of work in the ministry. This results in the removal or addition of planning, coordinating and controlling of activities to those who perform the tasks with the consequence that they improve the motivation or de-motivate the employees which in equal measure then affect individual employees' performance.

5.4 Recommendations

There is need for the ministry to provide adequate support and development to managers to help drive change through the organization. If they are unable to effectively communicate the vision and strategy and engage the team through the process, the change initiative will not succeed. Managers need to provide role clarity and ensure employees are aligned with the new strategy in order to meet performance objectives. During the implementation of strategic change program management needs to reduce the levels of uncertainty in the organization and facilitate acceptance and improved performance. This

should be done through; communicating to employees the aims of the organizational change program; details of the strategies adopted by management; the procedures to be followed, including those which have to be complied with and the timeframe for the program convincingly throughout the ministry.

Employees who are actually affected by organizational changes need to be trained in the new skills and value system required. These can be achieved by availing continuing education opportunities for employees and provision of incentives to keep them motivated. Lack of these will lead to rejection, underutilization, and finally poor employee performance. There is need to give employees the opportunity to vent their feelings through consistent communication and listening process on change implementation as this will go a long way towards stress reduction. Failure to take this step will result in employees internalizing their stress and cause more resistance. Just listening to the employees most affected by the changes will reduce their stress. To make job redesign to be effective, the ministry need constant review of the job performance levels of the employees who are handling redesigned jobs so that they can be able to take remedial action in case of poor performance by the employees.

This research study focused only on the relationship between strategic change and employees performance, however in order to have adequate information on the influence of strategic change on both organizational and employees performance there is need for further research on the relationship between strategic change and organization performance, with a bigger sample than is the case with this research study. This will enable the findings of the study to be generalized to other organizations.

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APPENDIX I: INTERVIEW GUIDE

Relationship Between Strategic Change Management and Employee Performance

My name is Abigael Maboko, I am carrying out a research on the Relationship between Strategic Change Management and Employee Performance. I therefore request you to avail yourself at a convenient time for an interview on the above subject. I would like also to assure you that the content collected during this interview will be handled as confidential and will only be used for the purposes of this study.

Section A: Demographic Information

1. How old are you?
2. What is your level of education?
3. what is your job category
4. How many years have you served in this organization?

Section B: Employees Performance

1. Has your organization implemented strategic change
2. What is the nature of the strategic change that your organization implemented
3. Explain how it affected the employees and their reaction
4. Describe how it affected the employees performance

Section C: Communication Process

1. Did the organization communicate the nature and implication of change to employees

2. Explain the period during which you communicated change?
3. Which mode of communication did the organization use?
4. Describe the reaction of the employees to organization communication on change?
5. Explain whether the communication process affected the management of change and employees performance in the organization
6. Indicate your recommendation on the effects of employees communication on change implementation and management

Section D: Employees Skills

1. Did the organization train its employees on the aspects of management of strategic change and on new attitudes, skills and job requirements?
2. How did the employees respond to the training programme?
3. Was the training effective in imparting new attitude, skills and knowledge?
4. Did the training improve employees' performance?
5. Indicate your recommendation on the effects of employees skills on change implementation and management.

Section E: Employees Stress

- 1 Did the change process result in stress of employees in the organization?
- 2 What are the causes of employees stress arising from strategic change management?
- 3 How did it affect employees performance in the organization?
- 4 How did the organization work to reduce a high stress created by strategic change so as not to undermine change effort?

- 5 How were the action taken by the organization to reduce stress impact on the individual performance of employees?
- 6 What would you recommend on the effects of employees stress on change implementation and management?

Section F: Job Redesign

- 1 Did the implementation and management of change impact on organization job design?
- 2 What aspects of job redesign arose from the strategic implementation and management of change in the organization?
- 3 How did the employees react to changes in the job redesign in the organization?
- 4 What steps did the organization take to manage employees reaction to job redesign?
- 5 Did job redesign affect employees performance in the organization?
- 6 What would you recommend on the effects of job redesign on change implementation and management?

THANK YOU FOR YOUR COOPERATION