

**CHANGE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN  
KAKAMEGA COUNTY, KENYA**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of  
Master of Science in Human Resource Management of Masinde Muliro University of  
Science and Technology**

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## DECLARATION

This proposal is my original work prepared with no other than the indicated sources support and has not been submitted for a degree in any other university or any other award.

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## ABSTRACT

Change is what brings forth new ideas, solutions and growth. It's about breaking free from our circle of comfort in order to start seeing alternative routes offered to our organizations to progress in the right direction. It's about embracing business transformation, making an organisation more agile, ready to adapt, and taking advantage of the latest innovations to boost competitiveness. County governments in Kenya have become a point interest especially in service delivery at the grassroots. To achieve this mandate, county managers introduce changes that range from technological, organizational, cultural or even leadership changes engaging different change management practices. The County Government of Kakamega like all other organizations while strategically vouching for success has embraced change of some sort over the years. The changes have had effect on both the employees and organization at large based on the assorted change management strategies used. It is with this onslaught that this study moved to bring out the effect of Change management practices on employee performance with specific objectives of determining the effect of organizational structure change management strategies on employee performance in the County Government of Kakamega; establishing the influence of technological change management strategies on employee performance in the County Government of Kakamega; investigating the influence of leadership change management strategies on the employee performance in the County Government of Kakamega; examining the effect of Culture change management strategies on Employee performance in the County Government of Kakamega and examining the moderating influence of organizational factors on the relationship between change management practices and employee performance in the County Government of Kakamega. The study targeted 160 employees of which 154 respondents were drawn from senior managers in the 11 ministries. Descriptive research design was used for the research with data obtained through questionnaires and analyzed using statistical software SPSS and the results presented in form of tables, graphs and charts. Results indicated 50.6% of changes in employee performance could be attributed to organization structure ( $r^2=0.506$ ); 52.9% of the changes in employee performance were attributed to organization culture ( $r^2=0.529$ ); 31.2% of the changes in employee performance was attributed to technology ( $r^2=0.312$ ); 31.6% of the changes in employee performance can be attributed to changes in leadership ( $r^2=0.316$ ). It was therefore concluded that changes in the organizational structure have a significant effect on employee performance in the County Government of Kakamega, that technological changes have a significant effect on employee performance in the County Government of Kakamega; Leadership changes have a significant effect on employee performance in Kakamega County Government; that Organizational culture changes have a significant effect on employee performance in the County Government of Kakamega and that there was a negative but significant moderating effect of organizational factors on the relationship between change management practices and employee performance of the County Government of Kakamega. The study then recommends full adoption of the change management practices so as to enhance service delivery, improved employee performance and enhanced operation.

## TABLE OF CONTENTS

<b>CERTIFICATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT .....</b>	<b>iv</b>
<b>ABSTRACT .....</b>	<b>v</b>
<b>TABLE OF CONTENTS.....</b>	<b>vi</b>
<b>LIST OF FIGURES. ....</b>	<b>x</b>
<b>LIST OF TABLES .....</b>	<b>xi</b>
<b>ABBREVIATIONS AND ACRONMYS. ....</b>	<b>xiii</b>
<b>OPERATIONAL DEFINITIOIN OF TERMS.....</b>	<b>xiv</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the study .....	1
1.1.1 Organizational Change .....	1
1.1.2 Change Management Practices.....	3
1.1.3 Employee Performance.....	4
1.1.4 Kakamega County.....	5
1.2 Statement to the Problem.....	6
1.3 Objectives of the study .....	7
1.3.1 General Objective .....	7
1.3.2 Specific objectives .....	7
1.4 Hypothesis .....	8
1.5 Assumptions.....	8
1.6 Significance of the study.....	9
1.7 Scope of the Study .....	9
1.8 Conceptual Framework.....	10

<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Change Management Practices.....	12
2.2.1 Definition of Change management.....	12
2.2.2 Aspects of Change management.....	13
2.2.3 Change Management Practices.....	15
2.3 Employee Performance.....	18
2.3.1 Job Satisfaction.....	19
2.3.2 Employee Loyalty.....	20
2.3.3 Employee Attitude.....	21
2.3.4 Employee turnover.....	22
2.4 Theoretical Review.....	22
2.4.1 Kotter’s Change Model.....	22
2.5 Empirical Review.....	24
2.5.1 Organizational Structure change management practices on employee performance.....	24
2.5.2 Technological change management practices on employee performance.....	25
2.5.4 Cultural change management practices on employee performance.....	29
2.6 Change management practices and employee performance.....	32
2.7 Summary of empirical study and Research gaps.....	35
<b>CHAPTER THREE: METHODOLOGY.....</b>	<b>38</b>
3.1 Introduction.....	38
3.2 The study area.....	38
3.3 Research design.....	41
3.4 Target population.....	41
3.5 Sampling Techniques and Sample Size.....	42

3.5.1 Sampling Technique.....	42
3.5.2 Sample Size .....	42
3.6 Data collection .....	43
3.6.1 Data Collection Instruments.....	43
3.6.2 Data Collection Procedure.....	44
3.7 Validity and Reliability of Research Instruments.....	44
3.7.1 Validity of Research Instruments .....	44
3.7.2 Reliability of Research Instruments .....	45
3.8 Data analysis and presentation.....	45
3.9 Ethical considerations .....	47
<b>CHAPTER FOUR: RESULTS AND DISCUSSION .....</b>	<b>48</b>
4.1 Introduction .....	48
4.2 Reliability And Validity Tests.....	48
4.3 Response Rate .....	49
4.3 Descriptive Information on Demographics .....	49
4.4 Descriptive Analysis of the Variables in the Study.....	50
4.4.2 Technological changes and employee performance.....	53
4.4.3 Leadership changes and employee performance.....	55
4.4.5 Organizational culture changes and employee performance.....	57
4.4.6 Employee performance .....	59
4.4.7 Organizational Factors on the relationship between Change Management Practices and Employee Performance .....	61
4.5 Inferential Statistics.....	63
4.6 Change Management Practices on Employee Performance.....	75
4.6.1.2 Multiple Regression for Change Management Practices and employee performance.....	77



<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>84</b>
5.1 Introduction .....	84
5.2 Summary of the Findings .....	84
<b>REFERENCES .....</b>	<b>90</b>
<b>APPENDICES .....</b>	<b>97</b>
Appendix I: Questionnaire .....	97
Appendix II: Introduction letter .....	104
Appendix III: Research permit .....	105

**LIST OF FIGURES.**

Figure 1.1: Conceptual Model..... 11

Figure 3. 1: Map showing Kakamega County..... 40

## LIST OF TABLES

Table 3. 1: Sample Size Determination.....	43
Table 4. 1: Cronbach Alpha results.....	49
Table 4. 2: Response rate.....	49
Table 4. 3: Descriptive information on demographics.....	50
Table 4. 4: Descriptive Statistics- Changes in organizational structure.....	52
Table 4. 5: Descriptive Statistics- Technological changes.....	54
Table 4. 6: Descriptive Statistics- Leadership changes.....	56
Table 4. 7: Descriptive Statistics-Organizational culture statements.....	58
Table 4. 8: Descriptive Statistics- Employee Performance.....	60
Table 4. 9: Descriptive Statistics- Organizational Factors.....	62
Table 4. 10: Model Summary, ANOVA and Coefficients of organization structure and employee performance.....	64
Table 4. 11: Model Summary, ANOVA and Coefficients of technological changes and employee performance.....	67
Table 4. 12: Model Summary, ANOVA and Coefficients of Leadership changes and employee performance.....	70
Table 4. 13: Model Summary, ANOVA and Coefficients of culture change and employee performance.....	72
Table 4. 14: Correlation between all Independent Variables and employee performance...	76
Table 4. 15: Model Summary, ANOVA and Coefficients for change management practices on employee performance.....	77

Table 4. 16: Model summary .....	81
Table 4. 17: ANOVA .....	81
Table 4. 18: Coefficients .....	82

## **ABBREVIATIONS AND ACRONMYS.**

<b>CM</b>	-	Change Management.
<b>HR</b>	-	Human resource
<b>KCB</b>	-	Kenya Commercial Bank
<b>CGoK</b>	-	County Government of Kakamega
<b>CIDP</b>	-	County Integrated Development plan
<b>NACOSTI</b>	-	National Commission for Science, Technology and Innovation
<b>IT</b>	-	Information Technology
<b>SHRM</b>	-	Society for Human Resource Management
<b>HRIS</b>	-	Human Resource Information System
<b>HRIT</b>	-	Human Resource Information Technology

## OPERATIONAL DEFINITION OF TERMS

<b>Change</b>	A difference in state of affairs at different points in terms
<b>Change Management</b>	A collective term for all approaches to prepare and support individuals, teams, and organizations in making organizational change. In this study change management is a process in an organization that ensures that people's expectations are managed to allow a change to happen smoothly to move forward.
<b>Organizational change</b>	Organizational change is any action or set of actions resulting in a shift in direction or process that affects the way an organization works. In this study Organizational change refers to the different aspects of the organization that experience change which may include organizational culture, technological changes, structure e.t.c.
<b>Employee Performance</b>	is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment.

**Organizational Culture** This refers to the collective value, norm, and basic assumptions of organization's members. In the study the researcher looks at organizational culture change as change involved is altering the content of this collective value and/or basic assumption. Typically, the explicit culture is more easily manageable or changed than the implicit culture.

**Organizational Structure** This refers to an official system of the duty and the authority relations of an organization. The researcher looks as organizational structure change as transforming of the organization's vertical disintegration or horizontal differentiation, power allocation, and level of formalization.

**Technological Change** Technological change covers the invention of technologies. Technology is made up of the hardware, the software and the brain ware. The hardware is the physical structure and logical of equipment, the software is knowledge and method used for production or output from the hardware and the brain ware is the reason for using the technology in a particular way. In the study, technology change is used to refer how technological hardware and software changes affect the output or performance of employees.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

Organizations strive to achieve the very best at all times even in times of competition and dwindling fortunes. The managements is always alert to institute necessary changes to help them achieve set targets or even to remain afloat. Change is what brings forth new ideas, solutions and growth. It's about breaking free from our circle of comfort in order to start seeing alternative routes offered to our organizations to progress in the right direction. It's about embracing business transformation, making an organisation more agile, ready to adapt, and taking advantage of the latest innovations to boost competitiveness. Change processes are driven by several strategic considerations (Schilling, 2001), including the need for more integrated ways of working Rugman and Hodgetts, 2001) and the need to improve business performance (Balogun and Hope Hailey, 2008). These considerations typically result in structured change programs based on the assumption that change management consists of a limited set of interventions, which are regarded as objective, measurable and linearly manageable programs that can be realized in a relatively short time.

##### **1.1.1 Organizational Change**

The need for change in an organization is often created by external and internal factors, where external ones encompass governmental laws, labor markets, market conditions, economic scenario etc. and internal factors are the workforce, resources, attitudes of workers and strategy adopted by the organization (Robbins and Coulter, 2008). Coca Cola



Corporation is among one of the oldest corporations of the world. It has gone through many internal and external changes since it has been in existence. The company has used techniques of change management in order to survive from the consequences of those events. The company has faced a lot of external changes, for example in world war II, the company was able to manage its existing position at that time and also entered in many new markets and discovered new niches (Coca Cola company, 2006-2011). The company also provided free drinks to soldiers which were the part of its strategy to become a patriotic symbol for the people of the country. Also it boosted the sales, so the company achieved two objectives by carefully planning to respond to that external environmental change. The plants developed by the company in war era helped its expansion after the war.

(Barton et al, 2002) reported that Coca Cola Corporation adopted acquisition strategy in time of Asian financial crisis. The company acquired bottling, coffee and tea shop businesses in Korea and Malaysia. Beverage is a type of industry where tastes and preferences of the consumers change on continuous basis. Coca Cola Company also responded to such consumer changing behaviors in an effective way by developing new products like Diet Coke and Coca Cola Zero. The company also committed a marketing blender when a rival company launched a black beverage with comparatively sweet and smooth taste. The product was named as new Coke. But the sales gradually went down and company faced severe consumer critics and protests. The company managed this situation very commendably by restoring the old formula and naming the bottle as diet coke (Kotler and Armstrong, 2010). The coca cola company used theory of organization change presented by (Kotler, 1996) which elaborated the procedure to manage change on the

people dimension of the organization. In addition to making operational and strategic changes, the company also changed its advertising strategy by targeting various groups of consumers like American consumers, African consumers, Middle and far eastern consumers and European consumers. The company altered the packaging of its coca cola brand and developed more product lines and broadened them globally

Organizational changes are driven top down and initiated largely due to strategic business goals which the company needs to achieve. Human Resource departments and units in an organization typically undertake a number of activities including employee benefit design, employee recruitment, performance appraisal and rewarding e.g. managing pay and benefit systems (Paauwe & Boon, 2009). Human resource department also concerns itself with organizational change and industrial relations, which is the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws (Klerck, 2009). The human resource function is to anchor the change management process and facilitate the transformation across all teams and work dimensions. Each change throws up unique challenges and the details which need to be addressed are diverse in each instance.

### **1.1.2 Change Management Practices**

(Rick, 2011) believes that, to successfully implement change initiatives, organizational leaders must identify the need for change and communicate it throughout the organization. They must also engage people at all levels of the organization by involving them in the design of the implementation strategy. This will help to ensure that employees at all levels of the organization embrace the proposed changes.

(Queensland Government, 2014) defines change management as a realistic analysis of technical aspects like organizational processes and systems to determine the actual need for change and a proposition that the human element needs to share center stage in the change management process because organizational change is enabled by individual change. Overlooking the latter and thus not involve the people in each step would hamper the change process.

Organizational change is essential for companies that want to evolve and remain competitive, but organizational change can also be incredibly disruptive without a strategy to guide the transformation initiatives. (Business Enterprise Mapping, 2017) highlights five change management strategies that include; proposing incentives, Redefining Cultural Values, exercising Authority, shifting the burden of change and recruiting Champions of Change

### **1.1.3 Employee Performance**

Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. (Aguinis, 2009) described that “the definition of performance does not include the results of an employee’s behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work”. Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as

“declarative knowledge”, “procedural knowledge” and “motivation” (McCloy et al., 1994). HR practices have positive impact on performance of individuals.

(Carlson et al. 2006) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale. (Tessema & Soeters, 2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

#### **1.1.4 Kakamega County**

Kakamega County is one of the 47 counties in Kenya, located in the western region and occupies an area of approximately 3,033 sq. km. The County is bordered by Vihiga County to the South, Uasin Gishu County to the North East, Busia and Siaya Counties to the West, Bungoma and Trans Nzoia Counties to the North and Nandi County to the East. Administratively, it is divided into twelve sub counties, sixty wards, one hundred and eighty seven Village Units and four hundred Community Administrative Areas. The average annual temperature is 25 degree Celsius with an annual average rainfall of 1,747.1 mm. Kakamega town is the administrative headquarters of the County and is the most populous township with nearly 70,000 residents.

## 1.2 Statement to the Problem

The actualization and subsequent implementation of devolution units as stipulated in the Kenya Constitution 2010 has placed County Governments as the backbone of development in Kenya. County Governments have become a point of interest for development by both the National Government and other donor agencies. Counties enjoy a flood of resources that range from financial, infrastructural to human resource. Proper utilization of all available resources has as well become a priority. Among the highlighted resources, human resource remains the critical resource to be well managed through proper strategic planning and execution of operations. These plans comprise of change management which is primarily meant to impact on employee performance and overall organizational performance. Commonly executed organizations changes that impact on employees include technological changes, organization culture change, organization structure change, leadership changes among others all which must be well managed to achieve targeted results. Yang, Zhuo, & Yu,(2009) aver that most common known targets of organizational change include vision, strategy, culture, structure, system, production technology, and leadership style. A study by Garber (2013) indicates that effective change management leads to higher likelihood of achievement of goals by organizations. Kahari *et al.* (2015) observes that county government stakeholders resisted change as they perceived it as a threat to their jobs, uncertainty of the capacity of the county government to make changes, manage changes and survive while changing and uncertainty on whether county government had instituted strategies to minimize resistance to change. Studies have been undertaken by different researchers on change management practices. Kinyua, (2013) did a study on Change Management Practices by Nokia Kenya. This study narrowed down the

various change management practices in a private firm. Musitsa et al, (2016) focused their research on the role of Human resource management function on Implementation of change among county governments; a case of Kakamega County. However, none of these studies has pursued the aspect of change management practices and their effect on employee performance and especially in the County Governments despite them being key organizations. It is with this that the researcher was curious to determine the effect of change management practices on employee performance with a view of also bringing out the moderating influence of organizational factors on the relationship between change management practices and employee performance in County Government of Kakamega.

### **1.3 Objectives of the study**

#### **1.3.1 General Objective**

The main objective of this study was to establish the effect of change management practices on employee performance in the County Government of Kakamega, Kenya

#### **1.3.2 Specific objectives**

- i. To determine the effect of organizational structure change management strategies on employee performance in the County Government of Kakamega
- ii. To establish the influence of technological change management strategies on employee performance in the County Government of Kakamega.
- iii. To investigate the influence of leadership change management strategies on the employee performance in the County Government of Kakamega.

- iv. To examine the effect of Culture change management strategies on Employee performance in the County Government of Kakamega.
- v. To examine the moderating influence of organizational factors on the relationship between change management practices and employee performance in the County Government of Kakamega.

#### **1.4 Hypothesis**

**H0<sub>1</sub>** Organizational structure change management strategies have a significant effect on employee performance in the County Government of Kakamega.

**H0<sub>2</sub>** Technological change management strategies have a significant effect on employee performance in the County Government of Kakamega.

**H0<sub>3</sub>** Leadership change management strategies have a significant effect on employee performance in the County Government of Kakamega.

**H0<sub>4</sub>** Organizational culture change management strategies have a significant effect on employee performance in the County Government of Kakamega.

**H0<sub>5</sub>** Organizational factors have a significant effect on the relationship between change management practices and employee performance in the County Government of Kakamega.

#### **1.5 Assumptions**

The following will be the assumptions to the study;

- That all the questionnaires to be distributed will be filled and returned on time

- That the respondents who will be selected in the sample as the employees identified with and had the right experience and knowledge to the extent with their performance in the organization
- That the respondents will understand the questions clearly in the survey and will accurately answer them correctly

## **1.6 Significance of the study**

The results from this study will be a useful guide for management of Kakamega County Government as it endeavors to manage change as a human resource function. It will help the decision makers draw up proper and up to date policies that provide smooth management of change for proper workforce. It will also prepare the management and staff get real insights on the challenges faced by human resource while implementing change as well as give suggestions on how well to deal with them. It will in turn help the human resource to sharpen their focus on the challenges experienced globally and nationally while providing a rationale that will be adopted for their institution.

## **1.7 Scope of the Study**

This study concentrated on the employees of Kakamega County Government in Kenya. The county is made of twelve sub counties; which are Matungu, Shinyalu, Ikolomani, Malava, Khwisero, Mumias East, Mumias West, Lurambi, Likuyani, Lugari, Butere and Navakholo. This research will explore the effect of change management practice on employee performance in the County Government of Kakamega. Change management factors that will be explored in line with supporting organizational structure include;

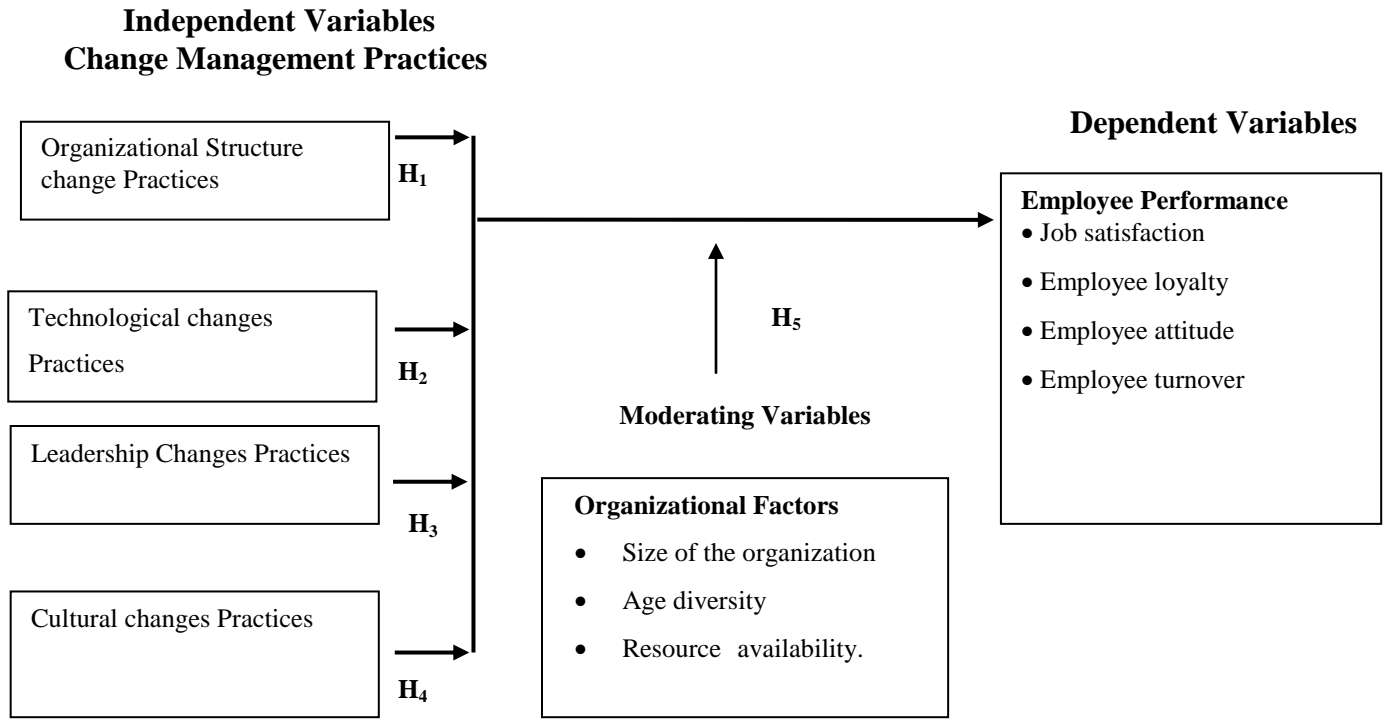


Competency Training, Technological changes, Employee development, Organizational culture and Organizational Leadership.

## **1.8 Conceptual Framework**

The conceptual framework looks at change management practices as comprising aspects of Organizational structure change practices, Technological change practices, Leadership change practices and cultural change practices. Employee performance on its part worked as compromising of Job satisfaction, Employee loyalty, Employee attitude and Employee turnover. The intervening/ moderating variables have been operationalized by Size of the organization, age diversity and resource availability as highlighted in the diagram below.

**Figure 1.1: Conceptual Model**



**Source:** self- conceptualization (2018)

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter on literature review discusses literature related to this study topic. The sources of information in this literature review include seminar reports, discussion paper series, daily newspapers and other media reports, empirical research reports, published books on educational and performance management and various policy documents. The review seeks to synthesize definitions of organizational change and outline all aspects in line with organizational change. The themes under discussion include Organizational structure changes, technological changes, organizational factors and cultural factors. Literature on the relationship between change management practices and employee performance is also elaborated in this chapter. Theoretical underpinnings of change management and the conceptual framework as well covered in details.

#### **2.2 Change Management Practices**

##### **2.2.1 Definition of Change management.**

Change management has been defined as ‘the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers’ (Moran & Brightman, 2001). According to Burnes, (2004). Change is an ever-present feature of organizational life, both at an operational and strategic level. Management of change may be easily understood as a conscious and concerted initiative by those who are in-charge of the destiny of the business undertaking or firm to keep a constant and intelligent watch over the behaviour of uncontrollable

forces, to assess their impact and influence of the controllable forces, and to evolve appropriate strategies and action programmes to maintain a dynamic equilibrium between the controllable and uncontrollable forces.

Organizations are therefore continuously under pressure to adapt to changing circumstances, such as changing client wishes, new policy developments, and the introduction of social media (Josserand et al., 2006). Swift adaptation to changing conditions has always been considered crucial for the survival of private-sector organizations (Tushman and O'Reilly, 2013).

However, nowadays a critical public opinion and shrinking budgets pose threats to the survival of public organizations as well, which requires them to change rapidly and profoundly (Kuipers et al., 2014; Van der Voet et al, 2013).

### **2.2.2 Aspects of Change management**

Change in the workplace is an issue that every leader, manager, and employee has to deal with at some point in his or her career. That is why it is important to understand the impacts of change. Workers are expected to be committed to continuous change, (Bianco & John Schermerhorn, 2006) and accomplish it without any lessening of day-to-day performance, meaning employee must perform well and change at the sometime.

Due to the significance of organizational change, its management is becoming a highly required managerial skill (Senior, 2002). Graetz, (2000) goes as far as suggesting 'Against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends,

few would dispute that the primary task for management today is the leadership of organizational change.’

Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organizational crisis Burnes, (2004); De Wit and Meyer, (2005); Luecke, (2003); Nelson, (2003). Although the successful management of change is accepted as a necessity in order to survive and succeed in today’s highly competitive and continuously evolving environment Luecke, (2003).

Modern enterprises strive towards optimizing all of their available resources in order to be stay competitive and capitalize on new market opportunities. In order to stay agile, they adjust and therefore undergo changes. Best (2008) brings it to the point noting that “companies that survive and grow will be the ones that understand change and are leading, and often creating, change”

A change can be very challenging, especially when several of its variables alter in parallel, e.g., processes, tools, responsibilities etc. Moran & Brightman (2001) point out that change is non-linear, i.e., there is no clear begin and end, and effective change is both top-down and bottom-up, it interweaves with multiple actions, it has an important people dimension, and last but not least, effective and sustainable change relies on measurement, i.e., the quantification of goals and progress towards achieving them. Change is interwoven with risks (Will, 2014), and therefore it has to be effectively managed in order to be successful.

The most common known targets of organizational change include vision, strategy, culture, structure, system, production technology, and leadership style (Yang, Zhuo, & Yu,

2009). In general, the types of change fall into two broad categories: evolutionary change and revolutionary change. Evolutionary change is gradual, intermittent, and narrowly-focused (George, & Jones, 2007).

There is an accord that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun & Hope Hailey, 2004; Burnes, 2004; Carnall, 2003; Luecke, 2003), and, therefore, affects all organisations in all industries.

Kotter & Schlesinger (2008) point out resistance is to blame for the failures and that it can be built up due to parochial self-interest; misunderstanding and lack of trust; different assessments and low tolerance for change. As such, any change management plan needs to effectively tackle these issues in order to be successful.

### **2.2.3 Change Management Practices**

Changes affect performance at the individual, team and organizational level. Individuals learn through curiosity and experimentation, teams learn by encouraging diversity of ideas and input, organizations learn by disciplines continuous improvement and experimentation. When a change takes place, good things happen. Individuals have a more robust life and are more committed to work. Teams are more productive and organizations are more competitive. Learning is employees' responsibility it is not enough to say that someone else should learn. Each person is accountable to oneself and though that person accountability should take responsibility for learning. This requires making choices, seeing consequences and taking corrective action so that each cycle of behavior is better than the last (Kumar & Ramsay, 2014).

The strategies used to implement change must be sought carefully as they in turn affect the employee performance either positively or negatively. This can be done through groups,

agents, training or effective focused leadership. In groups that work together, communicate effectively always perceive that they can only achieve organizational goals by working and sticking together to attain set goals. In cases where change agents are used to implement change, (Armstrong, 2003) outlines that the change agents should be chosen from the people in the organizations who are ready to welcome change. A fact supported by (Huczynsky & Buchanan, 2007) who recommend that for change agents to be successful, they should possess skills such as ability to work independently without management power, should have self-confidence and be effective collaborators. They should have respect for the process of change. A good change planning process involves: Setting a clear vision for the change which is aligned with the Organization's vision and mission, documenting the case for change, and developing the change plan.

Change governance; Strong governance and associated reporting arrangements need to be established to drive and monitor change. While each change process will adopt a governance structure suitable to its specific context and goals, the following represent basic change governance roles that can be used as a model for establishing a change governance structure. Steering committees, change sponsor, change agent and work stream owners (Heathfield, 2009). Committed leadership; The role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. The earlier in the project life cycle an organization's leaders engage in the change, the more useful they can be at building acceptance of the change by those who are affected by it. Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change. Whether change comes easily or proves difficult to achieve depends in part on the atmosphere the organizational culture and

climate that an organization's leaders create. Informed stakeholders; an organization needs to engage its stakeholders, in order to implement changes effectively. To do that, stakeholders need to understand the reasons why the change is happening and its benefits. They also need to have an opportunity to express their views and contribute their own ideas about how it might be implemented. Aligned Workforce; It is essential to identify the human capital impacts of a change effort on the workforce. Organizations that successfully manage change typically develop a workforce plan specifically designed to steer their organization toward achieving its change vision. Workforce planning ensures the organization has an adequately skilled workforce to support its post change needs (Heathfield, 2009).

As the organization performance is highly influenced by the individual employee performance, the positive outcomes of age diversity at the employee level would also act as intrinsic as well as extrinsic motivational factor for them. Some studies found that older people are more risk averse than younger people, while others do not confirm this result (Carstensen & Hartel), 2006 and Mata et al, (2011). Due to the difficulty of multi-tasking in old age (Boyce, 2008), older workers likely to have greater job control, autonomy and flexibility in the workplace rather than working to tight deadlines (Shultz et al, 2010). Thus they will get exhausted easily, if there is no workplace support (Peeters & van Emmerik, 2008). Harsher consequences for lower performance (Rupp et al, 2006) and lower assessment for promotions Shore et al, (2003), would be contributing to age discrimination (McCann & Giles, 2002).

Pearce & Robinson, (1997) point out that powerful force in the environment are pressuring public and private organizations to alter permanently existing strategy, structures, policies,



technology and practices. The change management practices are communication, employee participation, leadership, organizational structure and stakeholder involvement.

### **2.3 Employee Performance**

Employee performance is determined by several factors that can be categorized as internal and external factors. External factors according to Heywood & Green (2007) include working environment, changes in technology, rivalry among others while internal factors may comprise of motivational leverage, employee ability, knowledge and skills etc. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance Shadare et al. (2009)

Pinder, (2008) said that successfulness of job performance can be determined by the natural aptitude, inspiration, or skills that an individual has and gains with time or natural gift. This is because if an employee is motivated to undertake a given task yet he or she does not have the required ability, the job performance can still be affected since the individual cannot undertake the tasks as expected. Improving the performance and productivity of company members to guarantee that financial interventions are economically delivered still is left to be a major problem for African nations (Blanchard and Hersey, 2008).

Success is an accomplishment, achievement and attainment that is as a result of empowerment as listed; Personal success which is in form of an individual's role performance, Success in the Organization which is accomplished as members of the organization realize collective organizational aims and objectives, and as employees share

a common satisfying and helpful job experience satisfying both personal and social development requirements.

Rossi et al, (2009) indicate that the service delivery environment is the situation prospective clients find when they seek services, both in terms of tangible factors (e.g., the physical plant, personnel, equipment, and supplies) and the intangibles (e.g., treatment received from the staff, educational messages received). The stronger the input from each of these functional areas, the better will be the services available to clients. While evaluating service delivery, focus is always on the two defining characteristics of the service delivery environment: access to services and quality of care. The rationale for evaluating access and quality is twofold. First, evaluation of these topics serves to focus staff attention on the need to strive for improvements in these areas. Second, this type of evaluation measures the objectives the different functional areas-- management, training, commodity security and logistics are working to achieve: better services and programs. Rossi et al, (2009) have argued that evaluators should assess these functional areas in terms of behavioral change among clients/ participants in the program or in the population at large. Indeed, each type of access presents different methodological issues. As for quality of care, most of the indicators are derived from one of four sources: facility audits, observation, client exit interviews, or review of medical records/ clinic registries. The methodological issues that surface in connection with the measurement of quality relate to the concept of quality, data collection techniques, or sampling bias.

### **1.3.1 Job Satisfaction**

The job satisfaction can defined as employee total attitude towards the work organisation and working conditions. The academicians focused on the job satisfaction when the employment became significant part of the society. In the early days academicians focused

on studying the job satisfaction in the industrial environment and job satisfaction termed as work output. However over the period time job satisfaction definition transformed to attitudes of employees towards various situational factors in the work environment Bullock (2003)

The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research literature finds only best-estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there is still considerable debate whether satisfaction leads to performance or performance leads to satisfaction Luthans (2005)

The aspects which effect the job satisfaction are: Personal aspects: The personal aspects consist of the gender, culture, education, social, economic situations, family etc. Job inherent Factors: These aspects consist of the supervisors and workers; skilled workers frequently want to be directed by their convict on their daily job activities. Organizational Factors: The management aspects consist of 'supervision', 'job security', 'remuneration', 'career growth opportunities', 'responsibilities and delegation. Their existence usually motivates the employees and gives them 'job satisfaction'. The organizations main motive is to concentrate on job design. It facilitates to improve employee job satisfaction and productivity. Therefore when the job satisfaction is increase the attrition rate will be decreased (Castor and Spector, 2000). When the organizations not satisfied the employee's jobs then automatically the absenteeism increases as well the productivity decreases.

### **2.3.2 Employee Loyalty**

Aziri, (2011) avers that employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level. Usually three types of employee loyalty are considered: affective loyalty,

normative loyalty and continuity loyalty. Affective loyalty has do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he owes something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else.

### **2.3.3 Employee Attitude**

Performance level of an employed individual has constantly been a tasking challenge in management of an organisation, devising operational methods to motivate an individual employee to succeed and deliver qualitative job performance as well as surge the organizational competency level is the central objective of every business organisation (Lee & Wu 2011).

Displeasure and unwanted behaviour on the job can be the cause of negative job attitude. Consequently it insinuates that employee's performance can be weighed by the extent to which an individual employee is pleased and satisfied on the job which will function as a catalyst on the behaviour and actions of the employee causing good behaviour that can enhance performance (Bhupatkar, 2012). Also, Wouter, (2009) suggested that positive impressions that involves sensation of satisfaction on the work might bring about extreme and enhanced performance, specifically when viewing performance as being extensive than just task performance. It's also relatable to take note that a well and motivating pay bundle, working environment that is conducive and normal as well as even level of opportunities among employees can give birth to a good and likable job attitude while their mixture is also capable of being determining factor for enhancing the performance of employees in their workplace.

### **2.3.4 Employee Turnover**

Dempsey, (2003) asserts that staff turnover may have devastating effects on service rendered by the organization and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints. Dubois, (2004) states that organizations that create work environments that attracts, motivate and retain hard working individuals will be better positioned to succeed in a competitive environment that demands quality and cost efficiency. Edwin, (2005) also agree that it is critical to understand that interdependent relationship exists between employee satisfaction and customer satisfaction and that the organization needs to focus on both these components.

## **2.4 Theoretical Review**

The theoretical framework introduces and describes the theories that explain why the research problem under this study exists. The study's theoretical framework will rely on Kotter's Theory of Change. It is meant to describe and simplify the process of change.

### **2.4.1 Kotter's Change Model**

The model with eight stages summed up what he perceived as the essential 8 step process for successful organizational transformation. Kotter's defined 8 step processes are as follows: Establish a sense of urgency - Examine market and competitive realities, Identify and discuss crises, potential crises or opportunities and create the catalyst for change; Form powerful coalitions - Assemble a group with enough power to lead the change effort and develop strategies for achieving that vision. ; Create a Vision - Create a vision to help direct the change effort. Develop strategies for achieving that vision. Communicating the Vision - Using every channel and vehicle of communication possible to communicate the new vision and strategies.

The first step is establishing a sense of urgency. It is imperative for the management to convince the employees and staff of the urgency of taking new direction in the organization. Kotter advised that the management should help others feel a gut-level determination to move and win now (Kotter, 2011). The second step is the creation of a guiding coalition. A coalition of people to lead the change effort should be formed. The team should have enough power, credibility, expertise, excellent leadership skills and a shared objective to foresee the success of the change (Kotter, 2011). The guiding coalition teaching new behaviours and leading by example.; Empowering others to act on the vision – Removing obstacles to change, changing systems or structures that seriously undermine the vision and encouraging risk taking and non-traditional ideas, activities and actions; Planning for and creating short term wins - Planning for visible performance improvement, recognizing and rewarding employees involved in these improvements. Consolidating improvements and producing still more change - Using increased credibility to change systems, structures and policies that don't fit the vision; hiring, promoting, and developing employees who can implement the vision and reinvigorating the processes with new projects, themes and change agents.; Institutionalizing new approaches - Creating the connections between new behaviours and corporate successes. (Kotter, 2011)

Kotter emphasize on the fact that with change, a state of urgency has to be created in which lining up a strong change team or coalition to encourage teamwork with ultimate leadership is insisted.

Resource mobilization is another aspect that has been brought out clearly. Change involves resources as clearly stated by (Lippitt, Watson, & Westley 2010). Communication is another aspect that has been underlined by both models. According to Lewis, (2000)

communication and organizational change are inextricably linked processes. In fact, communication is a crucial lever for change management. It is a key component to the developing change initiatives and implementing them. Communication is more than just telling someone something; it aims to answer employees' questions and reduce their anxiety in order to keep them motivated, gain support and achieve the desired outcomes.

This model gives insights into the proper steps required in managing change process and they serve as guidelines to anyone who is considering bringing transformation in an organization.

## **2.5 Empirical Review**

### **2.5.1 Organizational Structure Change Management Practices on Employee Performance**

Mintzberg, (2011) argued that organizational structure defines how people are organized or how their jobs are divided and coordinated. Greenberg, (2009) refer to organizational structure as the formal configuration between individuals and groups concerning the responsibilities, allocation of tasks, and authority in the organization.

According to Styhre, (2009) more recent form of the digital media or electronic systems such as computerized system and new machine system that bring about change require new forms of communication and well control in organization, in order to have a good adoption can good adoption of organizational change and link to increase employees performance.

Ajagbe, (2007) assert that organization structure “is the formal system of task and reporting relationship that controls, coordinates and motivates employees so that they cooperate to achieve an organization's goals. He further sees organizational structure as

“how job tasks are formally divided, grouped and coordinated. Formalization measures the extent to which an organization can use rules and procedures to prescribe behavior. In organizational with high formalization, there are explicit rules which are likely to obstruct the impulsive and flexibility needed for internal innovation.

Ajagbe, (2007) affirms that an organization can design its structure when it decides how it want its members to act, what attitude it wants to promote, and what it desires its members to attain and support the development of cultural values and norms to get these desired behaviors, attitudes and goals. Csaszar, (2011) agrees that organizational structure shapes performance in an organization. He further states that in a poorly designed structure, good performers will acquire the shape of the structure. Rantakyro, (2000) states that, to implement chosen strategies, there are many important decisions to make such as how to structure the company. The organizational structure has to support the strategies. Structuring the organization involves decisions about how to coordinate activities, relationships and communication among the internal stakeholders. The organization can be structured by focusing on functionality, products, markets, products or cooperation.

In operative level of organization structure job description and specification is emphasized in change management practices.

### **2.5.2 Technological Change Management Practices On Employee Performance**

A study by Dauda & Akingbade, (2011) using panel data from 13 countries found that technology change can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically. Technological advances have the ability to



impact how individuals go about their daily lives. This includes how they complete tasks around the home and at work. For small businesses, the introduction and use of new technology can help streamline processes and increase worker productivity if managed properly.

Technology in the opinion of (Onodugo, 2000) is a technique or complex of techniques employed to alter materials (human or non-human, mental or physical) in an anticipated manner. It is a possibility package of institution, which could be managed or mismanaged with varying degree of success and failures (Imaga, 2003).

Technology is the methods and techniques employed in productive methods available to an organization for converting resources into products and services (Griffin, 1996), and factors that are related to knowledge applied and machine used in the production of goods and services which have an impact on the business of the organization (Kamzi,2003). The success, performance and survival of every organization is dangerously dependent on the extent to which its structure matches with the technology adopted and the ability of the organization to respond to changes in technology. The responsiveness of management to respond to changes in technology is a determining factor with regards to the effectiveness of organization. (Porter, 1983) observes that technology is among the most prominent factors that determine the rules of competition.

According to Jain (2014), the HR professionals should effectively utilize the information technology for developing competencies of the people to face these challenges and for the growth of the business as well. The application of information technology can make value-addition and raise the status of the HR professionals as a whole.

Long, Yu (2009) has mentioned that a survey of HR executives by SHRM (Society for Human Resource Management) indicates that extensive use of HRIT which requires HR professionals to focus on developing IT-based HR applications. The finding suggests that IT can reduce routine work and allow better information communication and autonomy, which leads to fundamental change in the nature of HR professionals' work.

Human Resource Information System (HRIS): HRIS is also very useful function of HR in the modern times. The information is made available to the employees, managers and the external parties on internet, intranet and company portals in no time. The technology has added a new dimension of 'transparency' in place of traditional system of 'confidential' which has helped in creating an atmosphere of trust and belongingness in the organization.

Tanja et al (2012) found a positive relationship between enhanced technology and business performance, while (Onwuchekwa, 1993) submits that environment and technology determine the three basic flows of activities in business organizations namely, input, throughput and the output activities, therefore, the structure adopted by an organization is depended on the technology existing or adopted by the organization.

### **2.5.3 Leadership Change Management Practices on Employee Performance**

Leadership is the influential force within the organization. Leadership style impacts the group dynamic and also the interaction of its members. A leader is one whose behavior guides people towards their goal achievement. Leadership influences managers, employees of the organization and organization performance with goal achievement (Stogdill, R. 1974). Different styles of the leader play a vital role towards enhancing employee's performance in order to achieve their goals Wang et al (2009).

Leadership style has over a period played a major role in change management and employee performance. It is about influencing ,motivating and enabling others to contribute towards the effectiveness and success of the organization(Mcshane & Von Glinow,2008) A leader's behavior is very important regardless of varying situational conditions (Podsakoff,Niehoff,Mackenzie & William,1993).Auction by a leader can have a strong effect on the motivational and emotional states of employees and on the successful accomplishment of the task (Chemers,2000).Therefore leaders apply various forms of influence and organize the work environment. The numerous aspects of the organizational culture are connected to the role of leaders in creating and maintaining particular types of Culture (Ogbonna & Harris, 2000) .Numerous aspects of organizational culture are connected to the role of leaders in creating and maintaining particular type of culture. (Ogbonna & Harris,2000).Leadership makes its presence felt throughout the organization and its activities (Bass,1990).Over the last century, leadership has been a well-researched subject and it is possible to identify perspectives of leadership namely competency, behavioral implicit, contingency and transformational perspective (Mcshane & Von Glinow,2008)

According to a meta-analysis carried out by (Rouse 2010) on the impact of leadership change on employee performance, he argued that there is positive relationship between leader communication and employee performance. The study showed that when there is ineffective communication and relationship among employees and supervisors, it will generate a climate that reduces personal commitment impeding employee performance and hence organizational change and growth (Darling & Beebe, 2007; Ericson-Lidman& Strandbert, 2007; Lau & Liden, 2008; Schuttler, 2010).

When there is poor communication during the changes, the employees will become demoralized and less productive which this will give the employers the opportunity to increase punitive consequences for non - performance (Kirkpatrick, 1985).

The causal relationship between leadership change and employee performance and found that the employees performance have been affected by the leadership change, this was examined by (Walumbwa *et al.* 2008). The researchers found out that leaders who manage well risks would have direct effect of improvement of the employee's performance because the leader can manage well and lead his employees to overcome the problem effectively and efficiently. The long run relationship between leadership change and employee performance, Co integration results show that leaders who want the best result should not only rely on a single leadership style (Politis, 2006). The leadership styles in 1994, per House and Podsakoff attempted to summarize the behavior and approaches of “outstanding leaders” that they obtained from some more modern theories and research findings. It was generally agreed that there are basically three types of leadership styles/behaviors namely: Autocratic where all decision making is centralized, Democratic where subordinates make contribution in the decision process, though the leader retains the final authority to make decision and the Laissez faire styles the also called free reign leadership where the leader allows the workers complete freedom to make decision at work. The styles are adopted differently to bring in the required result at the work place.

#### **2.5.4 Cultural Change Management Practices on Employee Performance**

Organizational culture can be analyses across three basic dimensions: weak versus strong, low - performance, and adaptiveness (Johnson, 1998). A strong culture promotes

employees bonding through widely shared values and beliefs. According to Deal & Kennedy (1982) bonding is achieved when business is conducted with clear principles actively communicated to illustrate their relationship to business operating environment.

Cultural change refers to fundamental versus limited change. It is not easy to achieve; it is, a difficult, complicated, demanding effort that can take several years to get done. There are three basic types of cultural change (Trice and Beyer, 1991). These are revolutionary and comprehensive efforts to change the culture of the entire organization, Efforts that are gradual and incremental but nevertheless are designed to cumulate so as to produce a comprehensive reshaping of the entire organizational culture and Efforts confined to radically change specific subcultures or cultural components of the overall differentiated culture (Trice and Beyer, 1991).

In a strong culture a leader formulated strong values and practices relevant to competitive environment; own organizational commitment to manage according to established principles; and worry for the well-being of stakeholder (Schein 1985). A weak culture involve having widely different values and beliefs that make staff feel separated from the organization (Schein, 1983) and that only a small group have loyalty toward management or individual. This type of culture rarely supports strategy implementation or performance.

Schein (1990) stresses there are seen and unseen ranks of corporate culture – unseen levels of the ‘culture iceberg’ are assumptions, underlying values, attitudes, beliefs, and feelings. The visible ranks of ‘culture iceberg’ include observable ceremonies, symbols, slogans, dress stories, behaviors, and physical settings. Change master plans often pay attention to the visible levels. Kennedy and Deal (1982) stress the more visible ranks of culture (rites,

heroes, rituals, ceremonies and legends) since they believe it is these traits that moulds character. During change initiatives, a situation of uncertainty, ambiguity, and stress, organizational learning is required to help employees understand and adopt new roles and responsibilities while discarding old ones(Trice and Beyer, 1991).

Culture aspects such as beliefs, values, food habits, traditions, these are affecting the employees. The globalization of companies faces so many problems to Human Resource practitioners.

Therefore the cross cultural studies could assist those organizations. (Erez, 1994; house, 1995; Triandis, 1994) and the other social factors such as individualism, collectivism, uncertainty avoidance versus risk taking, power distance, masculinity/femininity are mostly play a major role in employee job satisfaction.

Training and development and play a key role in culture change. It is expected that employees who experience training and development opportunities report higher levels of proactive behavior (Frese and Fray, 2001; Van Veldhoven and Dorenbosch, 2008). First, training opportunities may enhance employees' feeling of self-efficacy (Parker, 1998) defined as a someone's judgment of "how well one can execute courses of action required to deal with prospective situations" Bandura (1982). By the same token, training possibilities may contribute to higher levels of control appraisal, defined as someone's feeling that one can actually influence work-related decisions (Frese and Fray, 2001). Lastly, training opportunities may stimulate feelings of responsibility for organizational success. Self-efficacy, control appraisal, and feelings of responsibility, in turn, result in proactive behavior (Frese and Fray, 2001)

## **2.6 Change Management Practices and Employee Performance.**

Changes affect performance at the individual, team and organizational level. Individuals learn through curiosity and experimentation, teams learn by encouraging diversity of ideas and input, organizations learn by disciplines continuous improvement and experimentation. When a change takes place, good things happen. Individuals have a more robust life and are more committed to work. Teams are more productive and organizations are more competitive. Learning is employees' responsibility it is not enough to say that someone else should learn. Each person is accountable to oneself and though that person accountability should take responsibility for learning. This requires making choices, seeing consequences and taking corrective action so that each cycle of behavior is better than the last (Kumar & Ramsay 2014).

The strategies used to implement change must be sought carefully as they in turn affect the employee performance either positively or negatively. This can be done through groups, agents, training or effective focused leadership. Johnson and Johnson (1991) claims that effective change management promotes a situation in which members of an organization see their work benefit group matters and their group mates' work benefits them. In groups that work together, communicate effectively always perceive that they can only achieve organizational goals by working and sticking together to attain set goals. In cases where change agents are used to implement change (Armstrong, 2003) outlines that the change agents should be chosen from the people in the organizations who are ready to welcome change. A fact supported by Huczynsky & Buchanan (2007) who recommend that for change agents to be successful, they should possess skills such as ability to work independently without management power, should have self-confidence and be effective

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change vision. Workforce planning ensures the organization has an adequately skilled workforce to support its post change needs (Heathfield, 2009).

As the organization performance is highly influenced by the individual employee performance, the positive outcomes of age diversity at the employee level would also act as intrinsic as well as extrinsic motivational factor for them. Some studies found that older people are more risk averse than younger people, while others do not confirm this result (Carstensen & Hartel, 2006 and Mata *et al*, 2011). Due to the difficulty of multi-tasking in old age (Boyce, 2008), older workers likely to have greater job control, autonomy and flexibility in the workplace rather than working to tight deadlines (Shultz *et al*, 2010). Thus they will get exhausted easily, if there is no workplace support (Peeters & van Emmerik, 2008). Harsher consequences for lower performance (Rupp *et al*, 2006) and lower assessment for promotions (Shore *et al*, 2003), would be contributing to age discrimination (McCann and Giles, 2002). Some of the common age discrimination issues of older workers are lower performance ratings if they are older than the age norm associated with their career progression (Lawrence, 1988) and less opportunity for promotion if they are older than their manager (Shore *et al*, 2003), and /or their work group (Cleveland and Shore, 1992). Young employees are also facing negative stereotypes such that they are less trustworthy (Loretto *et al*, 2000), and job hoppers (David, 2010), and they exhibit less organization citizenship behaviors (Truxillo *et al.*, 2008). Indeed (Gee *et al* 2007) found that both younger and older workers face age discrimination.

Business Enterprise Mapping, (2017) highlights five change management strategies that include; proposing incentives which entail assuming employees will follow their own self-interests, the first change management strategy is to offer incentives that will encourage

people to accept and ultimately engage with the new direction of the company; Redefining Cultural Values - A way to drive employee buy-in is to redefine organizational culture values. This change management strategy is based on the underlying assumption that people, as social beings, want to “fit in” and “go along” with cultural norms and values; Exercising Authority - Depending on how serious the need for change is, an organization may choose to exercise its authority to decrease employee opposition and get workers to adhere to new standards, processes, and cultural norms as quickly as possible; Shift the Burden of Change - Although people are often quick to oppose change, especially change they view as undesirable or disruptive, they are often even quicker to adapt to new environments. Organizations can take advantage of this adaptability by creating a new structure — complete with new processes, workflows, and values — and gradually transfer employees from the old one; Recruit Champions of Change - Radical change is often met with a high degree of resistance, but the odds of success can be improved if the voices championing change belong to workers and not solely upper management. Recruiting frontline employees to share the need for change (and the benefits) with their peers can speed up worker buy-in, lower the degree of resistance, and serve as a mechanism for collecting feedback and disseminating information regarding the planned change initiatives.

## **2.7 Summary Of Empirical Study and Research Gaps.**

Previous researches in the area of change management focused on issues that are a challenge to successful change management. To successfully implement change, both short and long strategic plans need to be in place. According to Braden, (2016) for successful change implementation in organizations, the components of Change Planning, Change

Leadership, Change Management and Change Maintenance must be incorporated. Identifying and indicating ‘who will do what,’ ‘how,’ and ‘by when’ before embarking on change will ensure that change is successfully implemented. Shea, Jacobs & Esserman *et al.* (2014) concurs with Braden and explains that implementation capability depends in part on knowing what courses of action are necessary, what kinds of resources are needed, how much time is needed, and how activities should be sequenced.

According to D’Ortenzio, (2012) in a study to understand change and change management processes conducted at grassroots level research that took six years, collected data related to changes that the organization was undergoing and how the changes were being implemented as well as the influence that the changes were having on the employees. He found that understanding the dynamics between the existence of organizational change and the employees is an important factor to policy makers and that little evidence was available to support the positive or negative aspects of change and change management from the employee’s point of view, the study demonstrated that the need for public sector employees to have a buy-in or a voice in change and change management processes and practices that affect them at a personal and professional level is critical (D’Ortenzio, 2012).

Kinyua, (2013) in his study on change management practices by Nokia Kenya highlighted organizational structure, organizational leadership, organizational culture and resistance to change as the main challenges to successful change management. In this study which focused on the current employees of working with Nokia, the researcher found out that system resistance to change poses a challenge to change management. That resistance plays a crucial role in influencing the organization towards greater stability while pressure

from external and internal environments continues to encourage change, resistance remain the only factor that can balance these demands against the need for constancy and stability. Kaimuri, (2014) in her study entitled change management practices and employee performance at Kenya Power and Lighting Company Limited recommended that adequate and early planning and an all-inclusive process will prevent resistance by employees in the organization. That in order to improve the level of employees' confidence in strategy implementation process, their level of competency and empowerment should be observed. However, the study failed to outline clearly whether change management practices affect employee performance.

This study adds a new dimension to the study of change management by not only exposing the effects of factors that include organizational structure change, organizational culture change, technological change and leadership change on employee performance but also expose the moderating role of organizational factors on the relationship between change management practices and employee performance. This is because previous studies have not aptly captured the link between change management practices and employee performance but instead they have largely concentrated on organizational performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter covered the methodology and procedures that were followed when carrying out the proposed study. The purpose of this section was to provide a description of the research area or setting, procedures used in collecting, in the collection, processing and analysis of data.

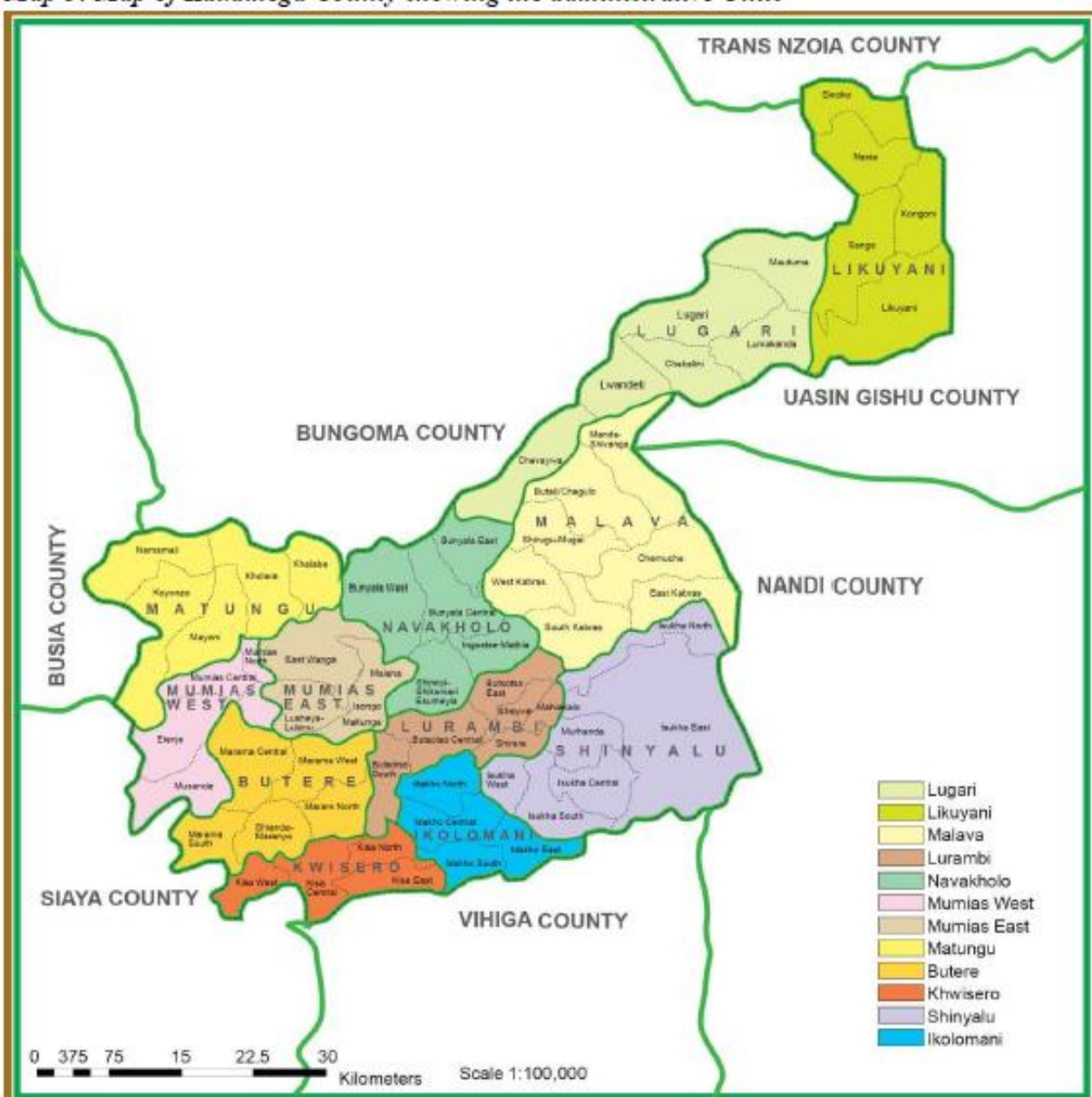
#### **3.2 The Study Area**

The study was conducted in Kakamega County, Kenya. The county is made of twelve sub counties; which are Matungu, Shinyalu, Ikolomani, Malava, Khwisero, Mumias East, Mumias West, Lurambi, Likuyani, Lugari, Butere and Navakholo. The County Government of Kakamega is one of the four counties located in the Western Kenya. The County covers an area of about 3,225 square kilometers with an annual rainfall pattern ranging between 1,250 – 1,750mm. It borders the Counties of Bungoma to its North, Vihiga to the South, Busia to the West, Nandi and Uasin Gishu to the East, Trans Nzoia to its North East and Siaya to the South West. The county lies on latitude for 0.283661 and longitude 34.751463.

The county has a vibrant financial services market. The main banks are Barclays Bank, Equity Bank, Bank of Africa, Bank of Baroda National Bank, Family Bank, Post Bank, Co-operative Bank, KCB Bank, Standard Chartered among others. The food processing

industry thrives in the county with three main sugar milling factories-Mumias Sugar Company, West Kenya Sugar Company and Butali Sugar Company. The county envisions a competitive and prosperous county offering high quality services in a clean and secure environment, and in particular seeks to improve the welfare of the people through formulation and implementation of all inclusive multi-sectoral policies (<http://kakamega.go.ke>). Kakamega County derives its mandate from the County Integrated Development plan (CIDP), sectoral plan and spatial plan of which the policies manual and other official documents are derived. The county is subject to many changes resulting from the constant formulation of regulations, new political agendas, bills, strategies, structures, the changing nature of internal and external environment and the new technologies.

Figure 3. 1: Map showing Kakamega County



Source: Government of Kenya, 2015

### **3.3 Research Design**

The study employed a descriptive survey as the preferred research design. According to (Mugenda & Mugenda 2003), descriptive survey design is a process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subjects in the study. It involves gathering data that describes events and then organizes, tabulates, depicts and describes the data. It used description as a tool to organize data into patterns that emerged during analysis and often used visual aids such as graphs, tables and charts to aid the reader in understanding the data description.

This design was appropriate because the researcher intended to collect data from a large number of employees using questionnaires. Descriptive design is advantageous as it helps describe the characteristics of the variables being studied and it can incorporate multiple variables for analysis. This type of research design is cost effective in enhancing fast collection of information within a short time

### **3.4 Target Population**

(Mugenda & Mugenda 2003) defined population as the entire group of individuals, events or objects having common observable characteristics. Population can also refer to an entire group of individuals, objectives or items from which the researcher wants information (Kothari, 2004). The study targeted a population of 160 employees from management County Government of Kakamega distributed across 11 ministries in the county government.

The management staff was the main focus of the study since they have an in-depth information since they are the policy makers, decision makers and strategy over seers to



ensure organizational performance. The management staff were preferred in the study since they had clear performance contracts, they therefore got appraised periodically; they controlled sectional budgets and they got involved directly in the change process of the County Government of Kakamega.

### **3.5 Sampling Techniques and Sample Size**

This section covered the sampling technique which was employed in selecting the sample size of the study

#### **3.5.1 Sampling Technique**

In selecting a sample, probability methods were used. Probability sampling method is where every item in the population has a known chance, or probability, of being chosen for the sample. The method provides unbiased estimates having measurable precision. This study employed stratified random sampling. A stratified sampling design was used to classify the managers participating per ministry. Random sampling was used to identify the participants in every ministry.

#### **3.5.2 Sample Size**

By using Yamane's formula of sample size with an error 5% and with a confidence coefficient of 95% (Yamane, 1967), the study had a sample size of 154 respondents who were the management staffs drawn from the 11 County Government Ministries. The sample size was derived from the formulae method as tabulated in Table 3.1 below.

The calculation formula of Taro Yamane (Yamane, 1973) was presented as follows.

$$n = \frac{N}{1 + N(e)^2}$$

where **n** is the Sample size, **N** is the population of study, **e** is the margin error which could 0.05. The sample size will be determined as follows;

**Table 3. 1: Sample Size Determination.**

s/no	Ministry	Total Strata (No of Employees above JGM)	Computatio n using Yamane formula	Sample
1	Ministry Of Transport, Infrastructure And Public Works	4	3.96	4
2	Treasury And Economic Planning	6	5.9	6
3	Ministry Of Lands & Housing	5	4.9	5
4	Public Service And Administration	24	22.6	23
5	Health Services	75	63.1	63
6	Ministry Of Environment, Water And Natural Resources	3	11.6	12
7	Ministry Of Industrialization, Trade And Tourism	3	2.9	3
8	Ministry Of Labour, Social Services And Sports	4	3.9	4
9	Ministry Of Agriculture, Livestock, Fisheries, Co- Operative & Irrigation	27	25.2	25
10	Ministry of Education	5	4.9	5
11	Ministry of ICT	4	3.9	4
<b>TOTAL</b>		<b>160</b>		<b>n = 154</b>

### 3.6 Data Collection

This section discussed the data collection instruments and data collection procedure

#### 3.6.1 Data Collection Instruments

The study used both primary and secondary data. Primary data was collected from the respondents in the field. This was done through administering designed questionnaires. The questionnaires consisted of structured questions which were issued to the respondents in the

various county departments in the county to complete. After allowing the respondent's time to fill the questionnaires, the researcher collected the completed questionnaires. Secondary data was obtained from various County documents which include Published annual reports.

### **3.6.2 Data Collection Procedure**

Before the data collection, the researcher obtained a letter from Masinde Muliro University of science and technology school of graduate studies and NACOSTI permitting the researcher to collect data from the respondents as required by the law on research undertaken in Kenya. The county government was notified of the intended study and an appointment was booked before the actual date of the data collection with the respondents. During the data collection, one set of the questionnaires was administered to all levels of management through the research assistants. A total of 154 questionnaires were administered. The questionnaires were administered personally to the respondents on the basis of drop and collect.

## **3.7 Validity and Reliability of Research Instruments**

### **3.7.1 Validity of Research Instruments**

Orodho (2004) defines validity as the extent to which a measuring instrument provides adequate coverage of the topic under study. It is also the extent to which an instrument measures what it is designed to measure. In this research study, validity was ensured by selecting items regarding to the objectives of the study as well as through discussions with specialists to determine the degree to which the results to obtained from the data analysis helped represent the phenomenon under the study. This would serve to ensure the instruments measure accurately what is intended to be measured in the study. Validity is

demonstrated when an instrument is seen to be asking the right question to validate the questionnaire. The content of the tools was approved by experts in the area of business studies to ensure content validity.

Cronbach alpha statistics was used to measure the validity. A coefficient of 70% was deemed to be good.

### **3.7.2 Reliability of Research Instruments**

To establish the reliability and validity of the study instruments, a pilot study was conducted in County Government of Vihiga. The main reason was of the pilot study was used to remove the flaws from the study instruments. After the pilot study a discussion was held with the supervisors in order to make relevant adjustments to the instruments pertaining reliability and validity. This was done by checking the relevance on how respondents answered questions on corporate governance practices and service delivery in the instruments of data collection, prior to the main study.

### **3.8 Data analysis and presentation**

Data generated from the questionnaires and interviews was analyzed using descriptive statistics. According to Cohen *et al.* (2005), descriptive statistics are used to describe patterns and general trends in a data set. In most cases, they are used to examine or explore one variable at a time. Responses from the respondents were coded for the data to be analyzed. The data was then described in percentages which was presented in the form of frequency tables, pie graphs, bar charts and interpreted by drawing inferences from the computed frequencies, percentages and correlations.

The Published Annual Reports of the county government were examined for relevant data. In addition, a random sample of work teams within the county government were undertaken, using questionnaires. Karl Pearson Product Moment Correlation Coefficient test was carried out to establish the contribution of the independent variable towards the dependent variable and it was also used to determine the relationship between the independent variable and the dependent variable.

The collected data was analyzed by use of Statistical Package for Social Sciences (SPSS version 21.0). Qualitative data was categorized into distinct themes and analyzed content analysis while quantitative data was analyzed by use of correlations and multiple regressions to test hypothesis. The data was presented in the form of frequency tables, percentages and reports.

The multiple regression analysis adopted to establish the relationship between Change Management Practices and Employee Performance in the County Government of Kakamega. The regression equation took the form:

**Model 1:** Influence of Change Management Practices on Employee Performance

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Y = The dependent variable (Employee Performance in Kakamega County)

$\beta_0$  = Regression coefficient

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = slopes of the regression equation

$X_1$  = Organizational change management practices

$X_2$  = Technological change management practices

$X_3$  = Leadership change management practices

$X_4$  = Cultural change management practices

$\alpha$  is an error term normally distributed about a mean of 0 (for purposes of computation, the  $\alpha$  is will be assumed to be 0).

**Model 2:** Moderating effect of organizational factors on the relationship between Change Management Practices and Employee Performance

$$Y = \beta_0 + \beta_1 X_1 * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + \beta_4 X_4 * Z + \varepsilon$$

Where:

Y= Aggregate mean score of employee performance

X= Degree of the individual independent variable

Z= A hypothesized grouping moderator (organizational factors)

$\beta_0$  = y-intercept/constant

$\beta_1$  = Least squares estimate of the population regression coefficient for X

$\beta_2$  = Least squares estimate of the population coefficient for Z

X\*Z= The product between the predictors (Independent variable\*Moderator)

$\beta_3$  = The sample base least squares estimates of the population regression coefficient for the product term

$\varepsilon$  =error term

### **3.9 Ethical considerations**

Ethical considerations entail the researcher ensuring ethical checks. The researcher took into considerations all the ethical issues that were strictly followed such as getting permission while undertaking the research. Research permit sought from the relevant authorities, respondents was enlightened on the purpose of the study and their consent sought prior to their participation. The researcher protected the identity of the respondents by asking the respondents not to write their names on the questionnaires for the purpose of confidentiality.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents results of the analysis, findings and discussions based on the objective of the study which was to establish the effect of Change Management Practices on Employee Performance in the County Government of Kakamega, Kenya. Specifically, the study examined the effect of change in organizational structure technological change, leadership change and organizational culture change on employee performance in the County. The study also examined the moderating effect of organizational factors on the relationship between Change Management Practices and employee performance in the County Government of Kakamega. This chapter presented empirical findings and results using descriptive analysis, inferential analysis. Data was collected using questionnaires, and then it was then coded and analyzed based on the independent variables using the Statistical Package for the Social Science (SPSS) and later discussed and presented using tables.

#### **4.2 Reliability and Validity Tests**

Reliability of an instrument being the consistency of an instrument in measuring what it is intended to measure. A questionnaire is considered reliable if the Cronbach alpha coefficient is greater than 0.70 (Mutai, 2000). The four independent variables were subjected to reliability test using SPSS and the results are shown in table 4.1. The results indicated that all the variables had a Cronbach alpha greater than 0.7 thereby achieving the recommended 0.7 for internal consistency and data (Mugenda & Mugenda, 2008)

**Table 4. 1: Cronbach Alpha results**

Variable	Cronbach Alpha
Organization Structure	0.719
Technology Changes	0.733
Organization Culture	0.832
Leadership	0.811
Organization factors	0.671
Employee Performance	0.883

**Field data (2019)****4.3 Response Rate**

In this study, a total of 154 questionnaires were administered at Kakamega County Government, and 114 were successfully completed by the respondents which indicated a response rate of 74% of the total questionnaires. This response rate was considered good to make conclusions and recommendations for the study. Table 4.2

**Table 4. 2: Response rate**

Response	f	%
Successful	114	74%
Unsuccessful	40	26%
Total	154	100%

**Field data (2019)**

Mugenda and Mugenda (2003) asserted that a 50% response rate was adequate, 60% response rate was good and 70% response was rated very good. This is supported by (Richardson, 2005) who concluded in his comments that a response rate of 60% or more was both desirable and achievable. Based on this assertion, the response rate in this case of 74% implied a very good response rate.

**4.3 Descriptive Information on Demographics**

The demographic information of the respondents is considered very crucial not only for subsequent discussions of the findings but also for the authenticity and generalization of the



results. The demographic information included gender, length of service and the education level. The results are as presented in Table 4.3.

**Table 4. 3: Descriptive information on demographics**

Demographic Characteristics		Frequency	Percentage
Gender	Female	36	31.6
	Male	78	68.4
Length of Service	1 year	22	19.3
	2-5 years	47	41.2
	5-10 years	36	31.6
	Over 10 years	9	7.9
Level of Education	Diploma	29	25.4
	Bachelors	58	50.9
	Masters	25	29.9
	PhD	0	0
	Other	2	1.8

**Source: Field Data (2018)**

From Table 4.3, majority of the respondents were male as shown by 68.4% (78) of the respondents while 31.6% (36) were female. In terms of the length of service, majority of the respondent had worked for periods between 2 and 5 years 41% (47). Between 5 and 10 years of service, the representation was 31.6% (36). With over 10 years in service, the representation was 7.9% (9) while those with only one year of experience in service were represented by 7.9% (9). The results further revealed those respondents with a bachelor’s degree qualification were majority as they constituted 50.9% (58) while diploma were 25.4% (29), those with masters degrees constituted 29.9% (25) while other qualifications were only 1.8% (2).

**4.4 Descriptive Analysis of the Variables in the Study**

Descriptive analysis included an assessment of Organization structure changes, Technological changes, leadership changes and cultural changes and organizational factors

and employee performance. The statements were anchored on a five point Likert-type scale ranging from 1=Strongly Agree to 5= Strongly Disagree and respondents were asked to indicate the extent to which they agreed to the statements. Descriptive measures included percentage, frequency, mean and standard deviation.

#### **4.1.1 Change in organizational structure on employee performance in Kakamega County Government**

To measure changes in organizational structure, a set of eight statements were formulated. The respondents were asked to indicate the extent of agreement with each of the organizational structure statements. The pertinent results are presented in Table 4.4:

**Table 4. 4: Descriptive Statistics- Changes in organizational structure**

<b>Changes in Organizational structure</b>	<b>1(SA)</b>	<b>2(A)</b>	<b>3(U)</b>	<b>4(D)</b>	<b>5(SD)</b>	<b>Mean</b>	<b>STD</b>
My County has an organization's structure	66(57.9%)	42(36.8%)	3(2.6%)	2(1.8%)	1(0.9%)	1.5088	0.71946
My county has well cut job descriptions which clearly separate roles among staffs during the change process	41(36.0%)	56(49.1%)	5(4.4%)	8(7.0%)	4(3.5%)	1.9298	1.00194
My organization has clearly defined positions showing clear chains of command	51(44.7%)	45(39.5%)	11(9.6%)	3(2.6%)	4(3.5%)	1.8070	0.96741
All concerned staffs are involved in the change process	17(14.9%)	45(39.5%)	32(28.1%)	12(10.5%)	8(7.0%)	2.5526	1.08971
There has been changes in the organizational structure in the last 2 years	22(19.3%)	51(44.7%)	23(20.2%)	18(15.8%)	0(0%)	2.3246	0.96391
Changes in the structure did not affect the chain of command	14(12.3%)	46(40.4%)	34(29.8%)	13(11.4%)	7(6.1%)	2.5877	1.04595
The employees are happy with the changes in the county structure	14(12.3%)	32(28.1%)	48(42.1%)	15(13.2%)	5(4.4%)	2.6930	0.99670
The organizational structure of the county affects employees performance	32(28.1%)	49(43.0%)	13(11.4%)	15(13.2%)	5(4.4%)	2.2281	1.12914

*Note: 1=Strongly Agree, 2=Agree, 3=Undecided, 4=Disagree, 5=Strongly Disagree, Mean, S.D. =Standard Deviation*

**Source: Field Data (2018)**

More than half of the respondents confirmed that their county has an organizational structure as shown by 66 (57.9%) and 42 (36.8%) who strongly agreed and agreed respectively. The results also revealed that 41 (36.0%) of the respondent agreed and 56 (49.1%) of the respondents strongly agreed that their county has well cut job descriptions which clearly separate roles among staffs during the change process. A majority of the respondents agreed that their organization has clearly defined positions showing clear chains of command as is represented by 51 (44.7%) who strongly agreed and 45 (39.5%) who agreed respectively. Similarly, 17 (14.9%) and 45(39.7%) of the respondents strongly agreed and agreed respectively that All concerned staffs are involved in the change process. The results further revealed that 22 (19.3%) strongly agreed that there has been changes in the organizational structure in the last 2 years and an additional 51(44.7%) of the respondents agreeing.

Regarding changes in the organization structure and the effect on the chain of command, 14(12.3%) and 46 (40.4%) strongly agreed and agreed respectively. Similarly, a majority of the respondents were unsure whether they were happy with the changes in the organization structure as indicated by 48 (42.1). A majority of the respondents were of the idea that organizational structure of the county affects employees performance as shown by 32(28.1%) and 49 (43.0%) strongly agreeing and agreeing and respectively.

#### **4.4.2 Technological changes and employee performance**

To measure technological changes, a set of six statements were formulated. The respondents were asked to indicate the extent of agreement with each of the technological changes statements. The results are presented in Table 4.5.

**Table 4. 5: Descriptive Statistics- Technological changes**

<b>Technological changes</b>	<b>1(SA)</b>	<b>2(A)</b>	<b>3(U)</b>	<b>4(D)</b>	<b>5(SD)</b>	<b>Mean</b>	<b>STD</b>
My organization has embraced technology to assist in the day to day activities	36(31.6%)	64(56.1%)	5(4.4%)	6(5.3%)	3(2.6%)	1.9123	0.89800
The employees who embrace technology are rewarded	4(3.5%)	16(14.0%)	39(34.2%)	39(34.2%)	16(14.0%)	3.4123	1.01154
The county has witnessed changes in its technological appliances , ventures and operations	21(18.4%)	53(46.5%)	25(21.9%)	14(12.3%)	1(0.9%)	2.3070	0.94192
The employees in my organization always have a positive attitude towards technological change	27(23.7%)	59(51.8%)	18(15.8%)	7(6.1%)	3(2.6%)	2.1228	0.93260
The county trains her employees in case of any technological changes	14(12.3%)	49(43.0%)	21(18.4%)	26(22.8%)	4(3.5%)	2.6228	1.07580
There is adequate advocacy and awareness whenever there is any technological change	12(10.5%)	42(36.8%)	27(23.7%)	27(23.7%)	6(5.3%)	2.7632	1.09142
The county does not face challenges in implementing change in technology	3(2.6%)	17(14.9%)	25(21.9%)	55(48.2%)	14(12.3%)	3.5263	0.97953
The use of technology contributes to improvement in the performance of staffs	42(36.8%)	57(50.0%)	12(10.5%)	3(2.6%)	0(0%)	1.7895	0.73441

*Note: 1=Strongly Agree, 2=Agree, 3=Undecided, 4=Disagree, 5=Strongly Disagree, Mean, S.D. =Standard Deviation*

**Source: Field Data (2018)**

The results revealed that 36(31.6%) and 64(56.1%) of the respondents strongly agreed and agreed respectively that their organization has embraced technology to assist in the day to day activities. A majority of the respondents confirmed that employees who embraced technology were not rewarded 39 (34.2%) and 16 (14.0%) disagreeing and strongly disagreeing respectively. More than half of the respondents revealed that the county has witnessed changes in its technological appliances, ventures and operations as shown by 21 (18.4%) and 53 (45.6%) who strongly agreed and agreed respectively. The respondents were also in agreement that employees in their organization always had a positive attitude towards technological change as indicated by 27 (23.7%) strongly agreeing and 59 (51.8%) agreeing. Similarly, 14(12.3%) and 49(43.0%) of the respondents strongly agreed and agreed respectively that the county trains her employees in case of any technological changes. 12 (10.5%) and 42 (36.8%) respondents strongly agreed and agreed that there is adequate advocacy and awareness whenever there is any technological change.

The study also indicated that a majority of the respondents 55 (48.2%) and 14 (12.3%) disagreed and strongly disagreed that the county does not face challenges in implementing change in technology. Lastly, 42(36.8%) of the respondents and an additional 57(50.0%) strongly agreed and agreed that the use of technology contributes to improvement in the performance of staffs.

#### **4.4.3 Leadership changes and employee performance**

To measure Leadership changes, a set of six statements were formulated. The respondents were asked to indicate the extent of agreement with each of the leadership changes statements. The results are presented in Table 4.6 below:

**Table 4. 6: Descriptive Statistics- Leadership changes**

<b>Leadership changes</b>	<b>1(SA)</b>	<b>2(A)</b>	<b>3(U)</b>	<b>4(D)</b>	<b>5(SD)</b>	<b>Mean</b>	<b>STD</b>
My organization has rules, guidelines and policies to direct its operations	57(50.0%)	54(47.4%)	0(0%)	3(2.6%)	0(0%)	1.5526	0.63930
Heads of departments and sections rely on these policies and guidelines in their operations	45(39.5%)	48(42.1%)	16(14.0%)	2(1.8%)	3(2.6%)	1.8596	0.91087
Heads of departments utilize different leadership styles in integrating and implementing change in the county	34(29.8%)	55(48.2%)	17(14.9%)	4(3.5%)	4(3.5%)	2.0263	0.96436
Heads of departments are flexible hence allowing new ideas	23(20.2%)	49(43.0%,)	22(19.3%)	17(14.9%)	3(2.6%)	2.3684	1.04976
Departmental heads delegate duties when necessary	27(23.7%)	65(57.0%)	9(7.9%)	9(7.9%)	4(3.5%)	2.1053	0.97189
Departmental heads encourage employees to participate in decision making process	18(15.8%)	56(49.1%)	16(14.0%)	16(14.0%)	8(7.0%)	2.4737	1.13051
Departmental heads undertake adequate, clear and timely communication during change process	19(16.7%)	51(44.7%)	19(16.7%)	18(15.8%)	7(6.1%)	2.5000	1.13082

*Note: 1=Strongly Agree, 2=Agree, 3=Undecided, 4=Disagree, 5=Strongly Disagree, Mean, S.D. =Standard Deviation*

**Source: Field Data (2018)**

From Table 4.6, the results revealed that 57(50.0%) and 54(47.4%) of the respondents strongly agreed and agreed that their organization has rules, guidelines and policies to direct its operations. The results also indicated that 45 (39.5%) and 48 (42.1%) strongly agreed and agreed that heads of departments and sections rely on those policies and guidelines in their operations. Concerning whether heads of departments utilized different leadership styles in integrating and implementing change in the county, 34 (29.8%) and 55 (48.2%) strongly agreed and agreed respectively. The results revealed that 23 (20.2%) strongly agreed and 49 (43.0%) agreed that heads of departments were flexible hence allowed new ideas. The results further revealed that 27 (23.7%) and 65 (57.0%) respondents strongly agreed and agreed that departmental heads delegated duties when necessary. Similarly, 18(15.8%) strongly agreed that departmental heads encouraged employees to participate in decision making process and an additional after training feedback is sought electronically through email and additional 56(49.1%) agreed.

The results also revealed that 19 (16.7%) of the respondents strongly agreed and 51 (44.7%) agreed that departmental heads undertake adequate, clear and timely communication during change process.

#### **4.4.5 Organizational culture changes and employee performance**

To measure Organizational culture changes, a set of five statements were formulated. The respondents were asked to indicate the extent of agreement with each of the organizational culture statements. The results are presented in Table 4.7.



Table 4. 7: Descriptive Statistics-Organizational culture statements

<b>Organizational culture</b>	<b>1(SA)</b>	<b>2(A)</b>	<b>3(U)</b>	<b>4(D)</b>	<b>5(SD)</b>	<b>Mean</b>	<b>STD</b>
Our employees have strong shared organizational values, beliefs and practice of work	31(27.2%)	54(47.4%)	16(14.0%)	11(9.6%)	2(1.8%)	2.1140	0.97544
Changes introduced in the organization are aligned to the shared values and beliefs	19(16.7%)	59(51.8%)	29(25.4%)	6(5.3%)	1(0.9%)	2.2193	0.81749
Employees have bonded towards achieving organizations goals and results	15(13.2%)	61(53.5%)	25(21.9%)	11(9.6%)	2(1.8%)	2.3333	0.88913
My organization has a defined mode of dressing	26(22.8%)	54(47.7%)	14(12.3%)	18(15.8%)	2(1.8%)	2.2632	1.03951
My organizations leaders are role models	25(21.9%)	50(43.9%)	18(15.8%)	11(9.6%)	10(8.8%)	2.3947	1.18709
New employees in the organization are inducted into the organization culture	19(16.7%)	51(44.7%)	21(18.4%)	18(15.8%)	5(4.4%)	2.4649	1.08228
The shared values and beliefs contribute to employee performance	27(23.7%)	57(50.0%)	19(16.7%)	11(9.6%)	0(0%)	2.1228	0.88388

Note: 1=Strongly Agree, 2=Agree, 3=Undecided, 4=Disagree, 5=Strongly Disagree, Mean, S.D. =Standard Deviation

Source: Field Data (2018)

The findings revealed that 31(27.2%) and 54(47.4%) of the respondents strongly agreed and agreed respectively that their employees had strong shared organizational values, beliefs and practice of work. The results further revealed that more than half of the respondents confirmed that the Changes introduced in the organization were aligned to the shared values and beliefs as shown by 19(16.7%) of the respondents who strongly agreed and 59(51.8%) who strongly agreed. Further, 15(13.2%) and 61(53.5%) of the respondents strongly agreed and agreed respectively that Employees had bonded towards achieving organizations goals and results. As concerns whether the organization has a defined mode of dressing, 26 (22.8%) and 54 (47.7%) of the respondents strongly agreed and agreed respectively. Similarly, majority of the respondents confirmed that the organization leaders were role models. This study further revealed that 19 (16.7%) of the respondents strongly agreed and additional 51(44.7%) of the respondents agreed that new employees in the organization are inducted into the organization culture.

Lastly, regarding shared values and beliefs contributing to employee performance, the findings revealed that 27(23.7%) of the respondents strongly agreed and 57(50.0%) agreed.

#### **4.4.6 Employee performance**

To measure Employee Performance, a set of five statements were formulated. The respondents were asked to indicate the extent of agreement with each of the employee performance statements. The results are presented in Table 4.8

**Table 4. 8: Descriptive Statistics- Employee Performance**

<b>Employee Performance</b>	<b>1(SA)</b>	<b>2(A)</b>	<b>3(U)</b>	<b>4(D)</b>	<b>5(SD)</b>	<b>Mean</b>	<b>STD</b>
I like working for my employer beyond the call of duty	43(37.7%)	46(40.4%)	10(8.8%)	12(10.5%)	3(2.6%)	2.0000	1.06430
Given another opportunity ill not leave my current job	20(17.5%)	33(28.9%)	24(21.1%)	30(26.3%)	7(6.1%)	2.7456	1.20332
I am encouraged to come up with new and better ways of performing my duties	25(21.9%)	55(48.2%)	19(16.7%)	12(10.5%)	3(2.6%)	2.2368	0.99825
My work gives me a feeling of personal accomplishment	26(22.8%)	54(47.4%)	14(12.3%)	16(14.0%)	4(3.5%)	2.2807	1.07678
My supervisor appreciates my work	30(26.3%)	51(44.7%)	17(14.9%)	9(7.9%)	7(6.1%)	2.2281	1.11335
I have adequate resources to enable me perform my duties well	10(8.8%)	32(28.1%)	17(14.9%)	39(34.2%)	16(14.0%)	3.1667	1.23315

*Note: 1=Strongly Agree, 2=Agree, 3=Undecided, 4=Disagree, 5=Strongly Disagree, Mean, S.D. =Standard Deviation*

**Source: Field Data (2018)**

From the table above, the findings revealed that 43(37.7%) and 46(40.4%) of the respondents strongly agreed and agreed respectively that they liked working for their employer beyond the call of duty. The findings also revealed that a majority 20 (17.5%) and 33 (28.9%) of the respondents strongly agreed and agreed that given another opportunity they will not leave their current jobs. The results further revealed that more than half of the respondents confirmed that they were encouraged to come up with new and better ways of performing their duties as shown by 25 (21.9%) of the respondents who strongly agreed and 55 (48.2%) who agreed.

Further, 26(22.8%) and 54(47.4%) of the respondents agreed and strongly agreed respectively that their work gives them a feeling of personal accomplishment. Similarly, majority of the respondents confirmed that their supervisor appreciates their work. This was supported by 30(26.3%) who strongly agreed and additional 51(44.7%) who agreed. The results also revealed that 39(34.2%) of the respondents disagreed and 16(14.0%) strongly disagreed that they have adequate resources to enable them perform their duties well.

#### **4.4.7 Organizational Factors on the relationship between Change Management Practices and Employee Performance**

To measure how Organization Factors can affect the relationship between Change Management Practices and employee performance, a set of five statements were formulated. The respondents were asked to indicate the extent of agreement with each of the organization factors statements. The results are presented in Table 4.9.

**Table 4. 9: Descriptive Statistics- Organizational Factors**

<b>Organizational Factors</b>	<b>1(SA)</b>	<b>2(A)</b>	<b>3(U)</b>	<b>4(D)</b>	<b>5(SD)</b>	<b>Mean</b>	<b>STD</b>
The size of the organization affects change management practices	36(31.6%)	46(40.4%)	18(15.8%)	11(9.6%)	3(2.6%)	2.1140	1.04550
The differences in age of the employees affects change process	20(17.5%)	53(46.5%)	17(14.9%)	21(18.4%)	3(2.6%)	2.4211	1.06343
The county always avails resources towards any change implementation	13(11.4%)	42(36.8%)	34(29.8%)	22(19.3%)	3(2.6%)	2.6491	1.00426
Resources are well managed during change process	10(8.8%)	43(37.7%)	38(33.3%)	19(16.7%)	4(3.5%)	2.6842	0.97141
The age of the organization determines the effectiveness of change management process	18(15.8%)	43(37.7%)	35(30.7%)	17(14.9%)	1(0.9%)	2.4737	0.96129

*Note: 1=Strongly Agree, 2=Agree, 3=Undecided, 4=Disagree, 5=Strongly Disagree, Mean, S.D. =Standard Deviation*

**Source: Field Data (2018)**

From Table 4.9, majority of the respondents 36(31.6%) of the respondents strongly agreed and 46(40.4%) agreed that the size of the organization affected change management practices. It also revealed that 20(17.5%) of the respondents strongly agreed and an additional 53(46.5%) agreed that differences in age of the employees affected change process

Similarly, 13(11.4%) and 42(36.8%) strongly agreed and agreed respectively that the county always availed resources towards any change implementation. The findings also revealed that 10 (8.8%) and 43 (37.7%) strongly agreed and agreed that resources are well

managed during change process. Lastly, more than half of the respondents 18(15.8%) strongly agreed that the age of the organization determined the effectiveness of Change Management Process and additional 43 (37.7%) strongly agreed.

#### **4.5 Inferential Statistics**

Inferential statistics were used to test the five hypotheses of the study as derived from the study objectives. This comprised of correlation analysis, simple, multiple and hierarchical regressions at a significance level of 0.05 (95.0% confidence level)

##### **4.5.1 Effect of change in Organizational Structure on Employee Performance**

The first objective of the study was to determine the effect of change in organizational structure on employee performance in Kakamega County Government. The objective sought to test the hypothesis:  $H_{01}$ : Organizational structure changes have a significant effect on employee performance in Kakamega County Government. This was accomplished by use of linear simple regression ( $R^2$ ).

##### **4.5.1.2 Regression Results of Organizational Structure on Employee Performance**

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Employee performance) which can be predicted by the independent variable (organization structure). Table 4.10 shows the analysis results.

**Table 4. 10: Model Summary, ANOVA and Coefficients of organization structure and employee performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change in R Square	Change in F	df1	df2	Sig. Change	F
1	.710 <sup>a</sup>	.503	.499	.53296	.503	113.565	1	112	.000	

a. Predictors: (Constant), Organization structure

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.258	1	32.258	113.565	.000 <sup>b</sup>
	Residual	31.814	112	.284		
	Total	64.072	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organization structure

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.090	.197		.457	.648
	Organization structure	.924	.087	.710	10.657	.000

a. Dependent Variable: Employee Performance

**Source: Field Data (2019)**

The results revealed a coefficient of determination ( $R^2$ ) of 0.503. This illustrates that Organizational structure changes could explain the 50.3% of the variance in employee performance in Kakamega County Government. The adjusted R square attempts to produce

a more honest value to estimate r square for the population. The F test gave a value of (1, 112) =113.565, P<0.01, which supports the goodness of fit of the model in explaining the variation in the dependent variable .It also means that organizational structure changes is a useful predictor of employee performance in Kakamega county, Kenya . The regression equation to estimate the employee performance as a result of changes in the organization structure was stated as:

$$\text{Employee performance} = 0.090 + 0.924 \text{ organization structure} + e$$

The research hypotheses were tested using the significance level of both the R and R<sup>2</sup>; the research aimed to test the hypothesis with an aim of accepting whether there was any effect by organizational structure on employee performance. The first research hypothesis posted

H<sub>1</sub>: Organizational structure changes have a significant effect on employee performance in Kakamega County Government.

From the results, organization structure had P<0.01 and it accounted for 50.3% variance in employee performance Kakamega County Government. Therefore the alternative hypothesis is accepted as organization structure has significant effect on employee performance in Kakamega County Government.

The findings here are in corroboration with Shabbir (2017) who conducted a research on organizational structure and employee performance. The study established that nature of hierarchical layers had significant positive effect on the employee's performance of brewing firms; that technology had significant positive effect on the employee's performance of brewing firms; that internal and external boundaries had significant positive effect on the



employee's performance of brewing firms; and that formalization significantly affected employee's performance positively.

Nwonu (2017) also conducted a research on the effect of Organizational Structure on Performance of Selected Manufacturing Companies in Enugu State Nigeria. The study established that organizational structure significantly affected organizational performance. It then concluded that organizational structure in pharmaceutical manufacturing firms affected performance except in its growth objective. Chigozie *et al.* (2015) also conducted a research on the effect of organizational structure on the performance of manufacturing firms in South East Nigeria. The findings of their study revealed that staff training had positive effect on product quality service of the organization and employment adaptation and flexibility had positive effect on sales turnover of the organization.

However, the findings of this study are in contradiction with findings of Alipoor *et al.* (2017) who researched on the effect of organizational structure on the employees' job performance in private hospitals in Ahvaz. Their study established that organizational structure (structural aspects) had a significant negative effect on job performance of employees in a private hospital of Ahvaz.

#### **4.5.1 Influence of Technological Change on Employee Performance in Kakamega County Government.**

The second objective of the study was to examine the influence of technological change on employee performance in Kakamega County Government. The objective sought to test the hypothesis:

H<sub>2</sub>: Technological changes have a significant effect on employee performance in Kakamega County Government. This was accomplished by use of linear simple regression ( $R^2$ ).

#### 4.5.1.2 Regression Results of Influence of Technological Change on Employee Performance in Kakamega County Government

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Employee performance) which can be predicted by the independent variable (technological change). Table 4.11 shows the analysis results.

**Table 4. 11: Model Summary, ANOVA and Coefficients of technological changes and employee performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change	df1	df2	Sig. F Change
1	.560 <sup>a</sup>	.313	.307	.62688	.313	51.042	1	112	.000

a. Predictors: (Constant), Technology

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.058	1	20.058	51.042	.000 <sup>b</sup>
	Residual	44.013	112	.393		
	Total	64.072	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Technology

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.234	.271		.864	.389
	Technology	.740	.104	.560	7.144	.000

a. Dependent Variable: Employee Performance

**Source: Field Data (2019)**

The results revealed a coefficient of determination ( $R^2$ ) of 0.313. This illustrates that technology could explain the 31.3% of the variance in employee performance. The adjusted r square attempts to produce a more honest value to estimate r square for the population. The F test gave a value of  $F(1, 112) = 51.042, P < 0.01$ , which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that technological change is a useful predictor of employee performance in Kakamega County Government. The regression equation to estimate the employee performance in Kakamega County Government as a result of technological changes was stated as:

$$\text{Employee Performance} = 0.234 + 0.740 \text{ Technology} + e$$

The research hypotheses were tested using the significance level of both the R and  $R^2$ ; the research aimed to test the hypothesis with an aim of accepting whether there was any effect by technology on employee performance. The second research hypothesis posted  $H_02$ : Technological changes have a significant effect on employee performance in Kakamega County Government. From the results, technology change on employee performance had  $P < 0.01$  and it accounted for 31.3% variance in employee performance of Kakamega County Government. Therefore the alternate hypothesis is accepted as technology has significant effect on employee performance in Kakamega County Government.

The findings of this research are in agreement with Nuskiya (2018) who studied the effect of information technology on employee performance in Sri-Lanka. The study established that information technology significantly impacted on the performance of employees. Imran *et al.* (2014) conducted a study on the impact of technological advancements on employee performance in the banking sector. The study established that technological advancements had a significant impact on motivation and training of employees.

The study further corroborates with findings of Rajakumaran (2014) who studied the impact of information technology on employee performance in education department, Jaffna zone. The findings of this study indicated that employee performance increased after the introduction of information technology than the performance of employees under the manual system. Kariuki (2015) also conducted a research on the impact of information technology on organizational performance, a case of populations service Kenya. The study findings revealed that a majority of the respondents had various IT company devices at their disposal to enable them perform their duties. The study findings also revealed that there was a positive relationship between the level of IT use and organizational performance at Population Services Kenya.

#### **4.5.1 Influence of leadership changes on the employee performance in Kakamega County Government**

The third objective of the study was to investigate the influence of leadership changes on the employee performance in Kakamega County Government. The objective sought to test the hypothesis: H03: Leadership changes have a significant effect on employee performance in Kakamega County Government. This was accomplished by use of linear simple regression ( $R^2$ ).

##### **4.5.1.2 Regression Results of Leadership Changes and Employee Performance**

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Employee Performance) which can be predicted by the independent variable (Leadership). Table 4.12 shows the analysis results.

**Table 4. 12: Model Summary, ANOVA and Coefficients of Leadership changes and employee performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change in R Square	Statistics F	df1	df2	Sig. F Change
1	.562 <sup>a</sup>	.316	.310	.62555	.316	51.733	1	112	.000

a. Predictors: (Constant), Leadership

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.244	1	20.244	51.733	.000 <sup>b</sup>
	Residual	43.828	112	.391		
	Total	64.072	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.836	.189		4.429	.000
	Leadership	.528	.073	.562	7.193	.000

a. Dependent Variable: Employee Performance

**Source: Field Data (2018)**

The results revealed a coefficient of determination ( $R^2$ ) of 0.316. This illustrates that leadership could explain the 31.6% of the variance in employee performance in Kakamega County Government. The adjusted r square attempts to produce a more honest value to estimate r square for the population. The F test gave a value of  $(1, 112) = 51.733, P < 0.01$ , which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that Leadership is a useful predictor of employee performance in Kakamega County Government. The regression equation to estimate the employee

performance in Kakamega County Government as a result of leadership changes was stated as:

$$\text{Employee performance} = 0.836 + 0.528 \text{ Leadership} + e$$

The research hypotheses were tested using the significance level of both the R and R<sup>2</sup>; the research aimed to test the hypothesis with an aim of accepting whether there was any effect by Leadership changes on employee performance. The third research hypothesis posted H<sub>03</sub>: Leadership changes have a significant effect on employee performance in Kakamega County Government. From the results, leadership changes on employee performance had P<0.01 and it accounted for 31.6% variance in employee performance of Kakamega County Government. Therefore the alternate hypothesis is accepted as leadership changes have significant effect on employee performance.

The findings of this study are in agreement with Pradeep and Prahbu (2011) who studied the relationship between effective leadership and employee performance. The study asserted that transformational leadership had significant relationships with performance outcomes. Iqbal et al. (2015) conducted a research on the effect of leadership style on employee performance. The study concluded that the autocratic leadership was useful in the short term and democratic leadership style was useful in all time horizon. Participation leadership style was most useful in long term and effect on employees was positive.

However, according to Basit et al. (2017), who studied the impact of leadership style on employee performance, a case study of private organization in Malaysia, democratic and laissez-faire leadership styles had a positive and significant effect on employee performance. Autocratic leadership style was found to have a negative but significant impact on employee performance. Anyango (2015) conducted a research on the effect of leadership styles on

employee performance at BOA Kenya Limited. The findings of this study indicated a positive and significant relationship between transformational leadership style and employee performance (productivity and quality). Laissez Faire leadership style had an insignificant and positive correlation between leadership styles and employee performance.

#### **4.5.1 Effect of Culture change on Employee performance in Kakamega County Government.**

The fourth objective of the study was to examine the effect of Culture change on Employee performance in Kakamega County Government. The objective sought to test the hypothesis: H04: Organizational culture changes have a significant effect on employee performance in Kakamega County Government. This was accomplished by use of linear simple regression ( $R^2$ ).

##### **4.5.1.2 Regression Results of culture change and employee performance**

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Culture change) which can be predicted by the independent variable (organizational culture). Table 4.13 shows the analysis results.

**Table 4. 13: Model Summary, ANOVA and Coefficients of culture change and employee performance**

<b>Model Summary</b>											
Mod	R	R	Adjusted R	Std. Error of	Change Statistics						
el		Square	Square	the Estimate	R	Square	F	df1	df2	Sig.	F
					Change	Change	Change			Change	
1	.766 <sup>a</sup>	.586	.583	.48646	.586	158.752	1	112		.000	

a. Predictors: (Constant), Organizational culture

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.568	1	37.568	158.752	.000 <sup>b</sup>
	Residual	26.504	112	.237		
	Total	64.072	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational culture

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.250	.156		1.605	.111
	Organizational culture	.826	.066	.766	12.600	.000

a. Dependent Variable: Employee Performance

**Source: Field Data (2018)**

The results revealed a coefficient of determination ( $R^2$ ) of 0.586. This illustrates that organizational culture changes could explain the 58.6% of the variance in employee performance in Kakamega County Government. The adjusted r square attempts to produce a more honest value to estimate r square for the population. The F test gave a value of (1, 112) =158.752,  $P > 0.01$ , which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that an organization culture change is a useful predictor of employee performance in Kakamega County Government. The regression equation to estimate the employee performance in Kakamega County Government as a result of changes in the organization culture was stated as:



Employee performance= 0.250+0.826 organizational culture+ e

The research hypotheses were tested using the significance level of both the R and R<sup>2</sup>; the research aimed to test the hypothesis with an aim of accepting whether there was any effect by organizational culture changes on employee performance the fourth research hypothesis posted H<sub>04</sub>: organization culture changes have a significant effect on employee performance in Kakamega County Government. From the results, Organization culture changes on employee performance had P<0.01 and it accounted for 58.6% variance in employee performance of Kakamega County Government. Therefore the alternate hypothesis is accepted as organization culture changes have a significant effect on employee performance in Kakamega County Government.

The findings of this study are in corroboration with study done by Wairimu (2014) who asserted that organization values have a more significant effect to employees' job performance and the effect was adversely varied basing on the variables with work systems and processes having more effect to performance. The findings are also in agreement with Saad and Abbas (2018) who looked at the impact of organizational culture on job performance and established; managing change, achieving goals, coordinating teamwork and cultural strength as sub elements of organizational culture had positive and significant effect on job performance whereas customer orientation was found to negatively impact job performance.

Omukaga (2016) studied the effect of organizational culture on employee performance at AON Limited Kenya. The findings of the research indicated a positive relationship between organizational culture and employee performance which supports this study findings. Paschal and Nizam (2016) further assert that organizational culture such as ritual, value and

heroes had a huge and significant impact on employee's performance after having conducted a research on the effect of organizational culture on employee performance.

#### **4.6 Change Management Practices on Employee Performance**

The main objective of the study was to investigate the effects of Change Management Practices on Employee Performance. Change Management Practices was placed under the constructs of Leadership, Organizational culture, technology and organizational structure. This section considered overall change management practices both using multiple correlation matrix and multiple linear regressions.

##### **4.6.1.1 Correlation between all Independent Variables and Employee Performance**

To determine the relationship between change management practices and employee performance a correlation analysis was conducted. The results of the correlation between change management practices and employee performance are summarized in Table 4.14.

**Table 4. 14: Correlation between all Independent Variables and employee performance**

Correlations		Organization structure	Technology	Organizational culture	Leadership	Employee Performance
Organization structure	Pearson Correlation	1	.452**	.609**	.451**	.710**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	114	114	114	114	114
Technology	Pearson Correlation	.452**	1	.648**	.514**	.560**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	114	114	114	114	114
Organizational culture	Pearson Correlation	.609**	.648**	1	.539**	.766**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	114	114	114	114	114
Leadership	Pearson Correlation	.451**	.514**	.539**	1	.562**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	114	114	114	114	114
Employee Performance	Pearson Correlation	.710**	.560**	.766**	.562**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	114	114	114	114	114

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Field Data (2018)**

The results indicated that the relationship between organizational structure and employee performance is positive and significant ( $r = .710^{**}$ ). Similarly, the relationship between technology and employee performance is positive and significant ( $r = .560^{**}$ ). Further, the relationship between leadership and employee performance is positive and significant ( $r = .562^{**}$ ). The relationship between organizational culture and employee performance is positive and significant ( $r = 0.766^{**}$ ). This implied that change management practices played a critical role on employee performance of Kakamega County Government.

#### **4.6.1.2 Multiple Regression for Change Management Practices and employee performance.**

Multiple Linear Regression analysis for Change management practices on employee performance was done so as to find out the effect of change management practices on employee performance in Kakamega County Government. This aided in coming up with the coefficients of the study model as well as R square of the study. The results are as shown in Table 4.15.

**Table 4. 15: Model Summary, ANOVA and Coefficients for change management practices on employee performance**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F Change
1	.834 <sup>a</sup>	.696	.685	.42266	.696	62.414	4	109	.000	

a. Predictors: (Constant), Organizational culture, Leadership, Organization Structure, Technology

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.599	4	11.150	62.414	.000 <sup>b</sup>
	Residual	19.472	109	.179		
	Total	64.072	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational culture, Leadership, Organization structure, Technology

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.439	.201		-2.179	.031
	Organisation structure	.463	.088	.356	5.249	.000
	Technology	.045	.095	.034	.473	.637
	Organizational culture	.486	.087	.451	5.615	.000
	Leadership	.133	.062	.141	2.149	.034

a. Dependent Variable: Employee Performance

In Table 4.15, the findings established that there is a linear relationship between employee performance and the four predictor variables; Organization culture, Organization structure, Technology and Leadership. The coefficient of correlation was 0.834, ( $r=0.834$ ).

The coefficient of determination ( $R^2$ ) was 0.696, and this shows that 69.6% of the variations in the organization effectiveness can be explained by the four predictor variables in the study and the remaining 30.4% of the variations in employee performance are explained by other factors not captured in the model. From the ANOVA results (Table 4.19) the F test gave a value of  $F(4, 109) = 62.414$ ,  $p < 0.01$ , which supports the goodness of fit of the model

in explaining the variation in the dependent variables. It also means that change management practice is a useful predictor of employee performance.

From Table 4.15, organization structure and organization culture have positive significant predictive power. If change management practice is held at zero or it is absent, the employee performance of the County Government of Kakamega would be significant at -0.435,  $p < 0.05$ . When organization structure, organization culture and technology are held constant, leadership with a beta of 0.133 is at a statistically significant level and is a good predictor of organizational effectiveness implying that an increase in leadership by one percent will result to significant increase in employee performance by 0.133. When organization culture, organization structure and leadership are held constant, Technology with a beta of 0.045 is at a statistically insignificant level implying that an increase in technology by one percent would result to significant increase in employee performance by 0.181. When organizational structure, technology and leadership are controlled, organization culture with a beta of 0.486 is at a statistically significant level hence an increase in organization culture by one percent will result in employee performance by 0.486. Lastly, when organization culture, leadership and technology are controlled, organization structure with a beta of 0.463 is at a statistically significant level implying that an increase in changes in organizational structure by one percent would result to significant increase in employee performance by 0.468.

A regression of the four predictor variables against employee performance established the multiple linear regression model below as indicated in Table 4.15:

$$\text{Employee Performance} = -0.439 + 0.486x_1 - 0.463x_2 + 0.045x_3 + 0.133x_4 + e$$

The findings of this study revealed a positive relationship between change management practice and employee performance of the County Government Kakamega. This finding

corroborates with Anyieni & Wachira (2015) who studied the effect of change management practices on performance of Teachers Service Commission. The study established that communication had positive influence on performance of Teachers Service Commission. Kinoti (2015) study found that the way in which a managers made decisions, delegated responsibility and interacted with employees affected the entire organization. The study also found that embracing technology improved the organizations operations by offering a technology platform, which significantly improved employee performance.

The findings of this research are further supported by Ndahiro et al. (2015) who looked at the effect of change management on the performance of government institutions in Rwanda. The study indicated that institutions generally embraced the changes made in the organization and at the same time resulting into overall organizational performance.

#### **4.5.1 Moderating Influence of Organizational factors on the relationship between Change Management Practices and Employee Performance**

The fifth objective of the study was to examine the moderating effect of organizational factors on the relationship between change management practices and employee performance in Kakamega County Government. The objective sought to test the hypothesis: H05: Organizational factors have a significant effect on the relationship between change management practices and employee performance in Kakamega County Government This was accomplished by use of linear simple regression ( $R^2$ ).

Table 4.16 shows the regression analysis between organizational factors, change management practices and employee performance. The results of the tables were used to answer the fifth study objective.

**Table 4. 16: Model summary**

Model Summary											
Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change in R Square	Change in F	df1	df2	Sig.	F	Change
1	.722 <sup>a</sup>	.521	.503	.53063	.521	29.638	4	109	.000		

a. Predictors: (Constant), TOF, LOF, OSOF, OCOF

**Source: Field Data (2019)**

The results in Table 4.16 show that there is a higher positive effect of organizational factors and Change Management Practices (organization structure, leadership, technology and organizational culture) and Employee Performance at 95% confidence level ( $r=0.521$ ). The results on model summary show that R-Square after the introduction of a moderating variable is 0.521. The multiple linear regressions before introduction of the moderator give a coefficient of determination ( $R^2$ ) of 0.696. This finding indicates that organizational factors have a negative moderating effect on the relationship between change management practices and employee performance of Kakamega County Government.

**Table 4. 17: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.381	4	8.345	29.638	.000 <sup>b</sup>
	Residual	30.691	109	.282		
	Total	64.072	113			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), TOF, LOF, OSOF, OCOF

**Source: Field Data (2019)**

The ANOVA results in Table 4.17 depict that,  $F=29.638$ ,  $p=0.000$ . The overall results reveal that regression model was significant in determining the applicability of the model to measure the study variables. This means that there is a satisfactorily goodness for fit



between organizational factors, change management practices and employee performance of Kakamega County Government. The fifth hypothesis, H05: Organizational factors have a significant effect on the relationship between change management practices and employee performance in Kakamega County Government. The results show a  $p < 0.05$  with an  $R^2 = 0.521$ . This indicates a significant negative effect of the moderator on the relationship between change management practices and employee performance hence rejects the alternate hypothesis.

**Table 4. 18: Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.009	.139		7.262	.000
1	OSOF	.098	.038	.335	2.554	.012
	LOF	.014	.028	.059	.499	.619
	OCOF	.123	.042	.481	2.897	.005
	TOF	-.038	.043	-.130	-.872	.385

a. Dependent Variable: Employee Performance

**Source: Field Data (2019)**

Based on the study beta coefficient results in Table 4.18, the equation multiple linear regression model can be written as;

$$Y = 1.009 + 0.098X_1M + -0.038X_2M + 0.014X_3M + 0.123X_4M + e.$$

Where: Y = Employee Performance;

X<sub>1</sub> = Organization Structure;

X<sub>2</sub> = Technology;

X<sub>3</sub> = Leadership;

X<sub>3</sub> = Organization Culture;

M = Organizational Factors

E = error term.

The results depict that Organization Structure, Organization Culture and organizational factors were statistically significant ( $\alpha=0.000$  where  $p\text{-value}<0.05$ ) measure of employee performance while Leadership and Technology and organizational factors were insignificant ( $\alpha=0.385$ ,  $\alpha=0.619$  respectively where  $p\text{-value}>0.05$ ).

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter gives a summary of findings outlined in chapter four (4), conclusions and recommendations of the study on the relationship between change management practices and employee performance of kakamega county government. This chapter is organized in three sections. The first section deals with the summary which includes discussions related to the research objectives. The second section focuses on conclusions which are derived from the summary while the third section presents on recommendations which are drawn from conclusions and finally areas for further study.

#### **5.2 Summary of the Findings**

The study intended to investigate the relationship between change management practices and employee performance of Kakamega County Government. Change management practices was measured using four independent variables i.e. organization structure, organization culture, technology and leadership. Employee performance was determined by service delivery and customer satisfaction index.

##### **5.2.1 Organization Structure and Employee Performance**

The study established a coefficient of correlation ( $r$ ) as 0.710\*\*,  $P < 0.01$  at 99.0% confidence level. This shows that there exists a moderate and significant positive relationship between organization structure and employee performance of Kakamega County Government. The results also revealed a coefficient of determination ( $R^2$ ) of 0.503. This illustrates that organization structure could explain 50.3% of the variance in employee performance in

Kakamega County Government. This implies that the employee performance in Kakamega County Government increases with an increase in changes in organizational structure and a decrease in changes in organization structure leads to a decrease in their employee performance.

### **5.2.2 Organization Culture and Employee Performance**

The results of the study established a coefficient of correlation ( $r$ ) as 0.766\*\*,  $P < 0.01$  at 99.0% confidence level and a coefficient of determination ( $R^2$ ) of 0.586. This illustrates that changes in organizational culture could explain the 58.6% of the variance in employee performance in Kakamega County Government. This shows that there exists a moderate and significant positive relationship between organization culture and employee performance of Kakamega County Government. This implies that employee performance increases with an increase in changes in organization culture and a decrease in changes in organization culture leads to a decrease in their employee performance.

### **5.2.3 Technology and Employee Performance**

The study established a coefficient of correlation ( $r$ ) as 0.560\*\*,  $P < 0.01$  at 99.0% confidence level. This shows that there exists a significant positive relationship between technological changes and employee performance of Kakamega County Government. The study further revealed a coefficient of determination ( $R^2$ ) of 0.313. This illustrates that technology could explain 31.3% of the variance in employee performance of Kakamega County Government. The adjusted  $r$  square attempts to produce an honest value to estimate  $r$  square for the population. The  $F$  test gave a value of  $(1, 112) = 51.042$ ,  $P < 0.01$ , which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that technological change is a useful predictor of employee performance in

Kakamega County Government. This implies that the employee performance in Kakamega County Government increases with an increase in changes in technology where as a decrease in changes in technology leads to a decrease in employee performance.

#### **5.2.4 Leadership and Employee Performance**

The study established a coefficient of correlation ( $r$ ) as 0.562,  $P > 0.01$  at 99.0% confidence level. This shows that there exists a significant positive relationship between leadership changes and employee performance in Kakamega County Government. It further revealed a coefficient of determination ( $R^2$ ) of 0.316. This illustrates that leadership changes could explain 31.6% of the variance in employee performance of Kakamega County Government. The adjusted  $r$  square attempts to produce a more honest value to estimate  $r$  square for the population. The  $F$  test gave a value of  $(1, 112) = 51.733$ ,  $P > 0.01$ , which support the goodness of fit of the model in explaining the variation in the dependent variable. It also means that a change in leadership is a useful predictor of employee performance in Kakamega County Government. This implies that the employee performance increases with an increase in changes in leadership.

#### **5.2.5 The Moderating Effect of Organizational Factors on the Relationship between CHRIS and Employee Performance**

The findings from the discussion above show that there is a higher positive effect of organizational factors and change management practices (organizational culture, organizational structure, leadership and technology) and employee performance at 95% confidence level ( $r=0.722$ ). The results on model summary show that  $R$ -Square is 0.521 indicating that organizational factors and change management practices account for 52.1% of the variability in employee performance in Kakamega County Government. The  $R$ -

Square value is less than the value before introduction of the moderator by 0.175. This shows a significant negative moderating effect of organization factors on the relationship between change management practices and employee performance in Kakamega County Government.

### **5.3 Conclusions**

The conclusions were derived from the findings after testing the hypothesis gotten from the research objectives.

Basing on the first objective, it was concluded that changes in the organizational structure have a significant effect on employee performance in Kakamega County Government. A majority of the respondents were of the idea that organizational structure of the County affects employee performance with 28.1% strongly agreeing and 43.0% agreeing.

Basing on the second objective, it was concluded that technological changes have a significant effect on employee performance in Kakamega County Government. 42% of the respondents strongly agreed that technological changes have a significant effect on employee performance while an additional 57% agreed to it.

As concerns the third objective, Leadership changes have a significant effect on employee performance in Kakamega County Government. Overall, a large percent of employees agreed that leadership changes have a significant effect on employee performance.

Basing on the fourth objective, organization structure ranked high significant effect to employee performance with a standardized coefficient of .451 followed by organization structure with .356, leadership changes .141 then technological changes at .034 respectively.

## **5.4 Recommendations**

1. Organization should cultivate a culture that supports organization structure. Since from the study it is clear that a positive contribution of changes in organization structure affects employee performance.
2. Kakamega County government should come up with appropriate organization structure that supports employee performance. The study concluded that there is a positive contribution of technological changes to employee performance.
3. Leadership of various County Government should be supported in terms of staff empowerment and resource provision in order to enhance employee performance. It should support both transitional and transformational competencies of the leaders in the County Government as it has positive influence on influence of employee performance.
4. Counties should pay attention of organizational factors such as age diversity, size of the organization and resource availability as the study established that it may have a negative effect on relationship between change management practices and employee performance.

## **5.5 Suggestions for further research**

From the research findings, the following suggestions were made for further research: it was suggested that the challenges that come with implementation of the changes in management practices be determined. With the knowledge of the challenges, it will be easy for county governments to plan how to mitigate them in any case they occur.

This study also suggests that the same research be carried out in other organizations to see the influence of the change management practices on employee performance. This will help in coming up with a range of findings and remedies on which kinds of variables to concentrate more on and which ones should not be implemented.

The study also suggests a comparative study be carried out in other county governments in the different regional locations to see how change management practices are treated and how they affect employee performance.



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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

The aim of this research is to investigate the effect of change management practices on employee performance in the County Government of Kakamega, Kenya. This questionnaire is designed to help the researcher to collect relevant information in relation to the study. The information gathered will be used for academic use only and it will be kept private and confidential and it will not be presented to any unauthorized person.

#### **Change management and employee performance in Kakamega County**

##### **Section A: Demographic Information**

1. What is your Gender?

a) Male [ ]

b) Female [ ]

2. For how long have you worked for Kakamega County government?

a) 1 year [ ]

b) 1 – 2 years [ ]

c) 2 – 3 years [ ]

d) 3 and above years [ ]

3. In which department do you work?

---

4. What is your academic qualification?

a) Diploma [ ]

b) Undergraduate [ ]

c) Post Graduate [ ]

d) Other (Please specify) \_\_\_\_\_



**SECTION B: ORGANIZATION STRUCTURE CHANGE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE**

This section seeks to solicit for your views regarding organizational structure change management practices on employee performance. Kindly respond to them in a way that best describes your opinion. Please tick in the box against your opinion as regards the question posed. (Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) or Strongly Disagree (SD))		SA	A	NS	D	SD
1.	My organization has an organization structure.					
2.	My organization has well cut job descriptions which clearly separate roles among staff during change process.					
3.	My organization has clearly defined positions showing a chain of command and structure.					
4.	All concerned staff are involved in the change process					
5.	There have been changes in the organizational structure in the last 2 years					
6.	Changes in the structure affected the chain of command.					
7.	The organizational structure of the County affects employee's performance.					
8.	The employees are happy with changes because of improved efficiency.					

**SECTION C: TECHNOLOGY CHANGE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE**

This section seeks to solicit for your views regarding technological change management practices on employee performance. Kindly respond to them in a way that best describes your opinion. Please tick in the box against your opinion as regards the question posed. (Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) or Strongly Disagree (SD))		SA	A	NS	D	SD
1)	My organization has embraced technology to assist in the day to day activities.					
2)	The employees who embrace technology are rewarded					
3)	The county has witnessed changes in its technological appliances and ventures.					
4)	The employs in my organization always have a positive attitude towards technological change.					
5)	The county trains and retrain its employees in cases of technological changes.					
6)	There is adequate advocacy and awareness whenever there is any technological change in the offing.					
7)	The county in some instances face challenges in successfully implementing changes in technology.					
8)	The use of technology contributes to improvement in the performance of staff.					

**SECTION D: LEADERSHIP CHANGE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE**

This section seeks to solicit for your views regarding leadership change management practices on employee performance. Kindly respond to them in a way that best describes your opinion. Please tick in the box against your opinion as regards the question posed. (Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) or Strongly Disagree (SD)		SA	A	NS	D	SD
1.	My organization has rules, guidelines and policies to guide operations.					
2.	Heads of departments and sections are expected to rely on the policies and guidelines in operations.					
3.	The heads utilize different styles in integrating and implementing change in the County.					
4.	Heads are flexible and allow new ideas.					
5.	Sectional/ departmental heads delegate duties.					
6.	Change management practices of heads of departments has enhanced employee performance.					
7.	Managers undertake adequate, clear and timely communication during change process.					

**SECTION E: ORGANIZATIONAL CULTURE CHANGE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE**

This section seeks to solicit for your views regarding organizational culture change management practices on employee performance. Kindly respond to them in a way that best describes your opinion. Please tick in the box against your opinion as regards the question posed. (Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) or Strongly Disagree (SD)		SA	A	NS	D	SD
1)	The employees in the county have strong shared organizational values, beliefs and practices of work.					
2)	Changes introduced in the organization are aligned to shared values and beliefs.					
3)	Employees have bonded towards achieving organization's goals and results.					
4)	My organizations culture has enhanced the mode of dressing.					
5)	My organization's managers are role models.					
6)	New employees in my organization are inducted into the organization's culture.					
7)	The shared values and beliefs contribute to employee performance.					

**SECTION F: ORGANIZATIONAL FACTORS**

This section seeks to solicit for your views regarding organizational factors for change and employee performance. Kindly respond to them in a way that best describes your opinion. Please tick in the box against your opinion as regards the question posed. (Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) or Strongly Disagree (SD))		SA	A	NS	D	SD
1.	The size of the organization affects change management practices.					
2.	The differences in age of the employees affects change.					
3.	The county always avails resources towards any change implementation.					
4.	Resources are well managed during change process					
5.	The age of the organization determines the effectiveness of change management process.					

**SECTION G: EMPLOYEE PERFORMANCE**

This section seeks to solicit for your views regarding employee performance and change. Kindly respond to them in a way that best describes your opinion. Please tick in the box against your opinion as regards the question posed. (Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) or Strongly Disagree (SD)		SA	A	NS	D	SD
1)	Customers give positive feedback after any change is undertaken.					
2)	There are reduced queues at service points after change implementation in my organization.					
3)	Set targets in performance contracts are met after change implementation.					
4)	There is ease of access to services by customers after change implementation.					

ANY OTHER COMMENTS .....

.....

.....

.....

.....

**Thank you.**

## APPENDIX II: INTRODUCTION LETTER



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)  
SCHOOL OF BUSINESS AND ECONOMICS

**Office of the Chairman, Business Administration and Management  
Sciences Department**

Tel: 056-30282  
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P.O Box 190  
Kakamega – 50100  
Kenya

22<sup>ND</sup> March 2019

**TO WHOM IT MAY CONCERN:**

Dear Sir/Madam,

**REF: INTRODUCTION FOR ISANDA GEORGE REG.GHR/G/15/2015**

The above named is a bonafide Post Graduate student of our School undertaking a Masters degree (MSc.) in Human Resource Management. He is in his final year of study.

As part of his course, he is to undertake a research titled "CHANGE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN KAKAMEGA COUNTY." The research study is purely for academic purposes.

We kindly request you to accord him the necessary assistance to enable him fulfil the requirements of the course.

I sincerely thank you in advance for your assistance.

**DR. E.S.Kwendo.**

Lecturer and Chairman,


**Chairman, Business Administration and Management Sciences**



**APPENDIX III: RESEARCH PERMIT**

Republic of Kenya  
National Commission for Science, Technology and Innovation  
Ref No: 245814  
Date of Issue: 19/September/2019

**RESEARCH LICENSE**




This is to Certify that Mr. GEORGE ISANDA of Moiinde Muliro University of Science and Technology, has been licensed to conduct research in Kakamega on the topic: **CHANGE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN KAKAMEGA COUNTY, KENYA** for the period ending : 19/September/2020.

License No: NACOSTEP/19/1415

245814  
Applicant Identification Number

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NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
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