

Impact of Change Management on Performance of Employees at Omuntu W'omunda Child Development Centre in Uganda

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Abstract: *The study examined the relationship between change management and employee performance in faith based organizations taking Omuntu W'omunda Child Development Centre as a case study. The study interrogated change management in terms of planning, implementation and evaluation of change management with an interest of finding out how each of these influences employee performance at Omuntu W'omunda Child Development Centre. In an effort to answer the related research questions, a cross-sectional survey design was used and a sample of 60 respondents was considered to respond to the questionnaires and interviews that were supported with 10 key informant interviews and documentary analysis. The empirical analysis of data followed non-parametric procedures using SPSS 20.0. The results indicated that, planning for change management has a positive significant relationship with employee performance results having $r = 0.684$, $p < 0.001$ thus suggesting that there was a positive significant relationship between the two variables. The implementation of change management had a strong, positive correlation with employee performance, which was statistically significant ($r = 0.865$, $p < .001$). There was a weak, positive and statistically insignificant correlation between evaluation of change management and employee performance with $r = 0.367$, $p < .001$. These results means that the dimensions vary in importance when explaining their interaction with each other. Consequently, the researcher recommends that planning for change in the organizations should be made as an integral part of the organizational wide planning; constant communication across teams using various channels is paramount to keep the entire team abreast with the change management process. In addition, change management champions need to consider team building as a core component in advancing change processes total acceptance*

Keywords: Change Management ; Employee Performance; Child Development Centre ; Change ; Management ; Employee ; Performance

1.1 Introduction

The study investigated the relationship between change management and employees' performance in Faith Based Organizations, taking Omuntu W'omunda Child Development Centre, Kasubi- Kampala as the case study. The study considered Change Management as the Independent Variable (IV) presented in three forms: planning for change, implementation of change, evaluation of change and employee performance as the Dependent Variable (DV) considered in form of individual performance, Kotter (1996) as cited by Waata (2012: 56).

1.2 Background to the study

1.2.1 Global context

In today's global environment, change rather than stability is the order of the day. Rapid changes in technology, competition, and customers' demands have increased the rate at which companies need to alter their strategies and structure to survive in the market place (Hill, 2012: 78). The business environment is changing, and the rate of change is accelerating. The exponential growth and global availability of information, technologies, and technology-based infrastructure, as well as the expanding global market place, drive this change (PMI, 2013: 142). As quoted from Charles Darwin "it is not the strongest species that survive, nor the most intelligent, but the ones who are most responsive to changes" (West, 2007: 98). Constant change is a way of life in organizations today (Blanchard, 2007: 196). The world is always changing with time, and managers face complex and challenging pressures and opportunities. Faced with stiffer competition and dizzying technological advances, companies often must change course to stay competitive (Repository, 2014: 89). Good change management is needed in organizations for the organizations to be effective in the delivery of services. Creating a common view on the future is considered an essential prerequisite in order for change to succeed (Kotter, 1996) as cited by Waata (2012: 48). The changes must inevitably improve employees' performance, however in order to achieve high performance through employees, the organization must consider them as assets and must treat them with due attention so that they become productive (Business, 2013: 45-68)

1.2.2. African context

As change management becomes an essential ingredient of organizations performance, the body of literature describing successful and unsuccessful change management initiatives continues to expand, on the African continent, change is as well inevitable. Most organizations on the African continent have undergone series of changes, for example: Oxfam, Care International, African Christian Health Institutions, Compassion International, World Vision, etc (Lewis, 2014: 99-105). Institutions including Faith Based Organizations in Africa have gone through tremendous changes due to growth and expansion of the communities that they serve.

1.2.3 Regional East Africa

Regionally in East Africa, a study in Kenya by Nzuki (2012), about finding out the effects of structural transformation on employee performance at the Kenya Electricity Generating Company singled out structural parameters such as chain of command, span of control, job-redesign and work teams, and their effects on the performance of employees in the organization. Findings of the research indicated that changes in chains of command span of control, work teams as well as job redesign in the organization led to an improvement in employee performance.

1.2.4. Uganda context

Nationally, the role of faith based organizations cannot be underrated. They are viewed by many as more efficient and cost-effective service providers than governments, giving better value-for-money, especially in reaching poor people (Meyer 1992; Sollis 1992; Vivian, 1994) as cited by Waata (2012). In Uganda, change is becoming an ever-present feature of organizational life (Burnes, 2014). Organizations are often considered a system within the process approach to change where the process of a system change is also investigated and described. Following the systems theory, an organization can be considered as a system containing sub-systems like production, accounting, and administrative systems (ibid). Understanding and effectively leading institutional change are central concerns for most of today's institutions. Institutional change has become an expected session at national associations, meetings and a familiar topic within the corridors of most if not all institutions (Armstrong, 2010).

2.0 Literature Review

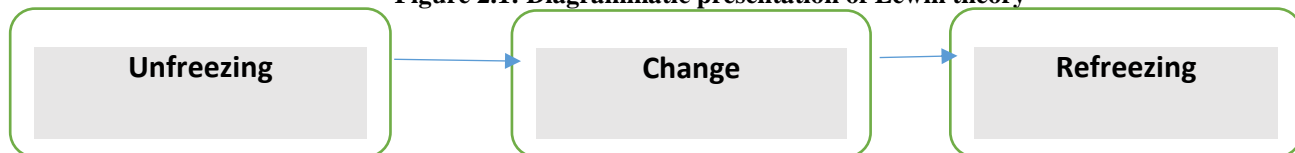
The literature gives a brief discussion on theoretical framework of change management and this literature review is organized based on objectives; (1) to examine how planning of organizational changes affects employee performance (2) to determine how implementation of organizational changes affects employee performance (3) to determine how monitoring and evaluation of organizational changes affects employee performance.

2.2 Theoretical Review

2.2.1 Lewin's 3-Step Change Theory

Kurt Lewin as quoted in by Kritsonis (2005), introduced the three-step change model. This social scientist views behaviour as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analysed and Lewin's three-step model can help shift the balance in the direction of the planned change as discussed in North West Leadership Academy (NHS), 2014. The three steps are; un-freezing, change (also called movement or transformation) and refreezing. The three-step model of organizational change is shown in figure 2.1 below;

Figure 2.1: Diagrammatic presentation of Lewin theory



Source: Mitchell (2013, p.33)

According to Lewin (1951), cited in Mitchell (2013, p.33), the first step in the process of changing behaviour is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state.

2.3 Conceptual Review

2.3.1 Organizational Change Management

Change Management is the effective management of a business change such that executive leaders, managers and front line employees work in concert to successfully implement the needed process, technology or organizational changes. 70% of change programs fail to achieve their goals, largely due to employee resistance and lack of management support. When people are truly invested in change it is only 30 % more likely to stick to the change. The goal of change management is to implement these business changes quickly in an attempt to improve organizational performance through minimizing the impact on productivity, avoiding unnecessary turnover or loss of valued employees, eliminating any adverse impact on their customers and achieving the desired business outcomes as soon as possible (Dalziel, 2013).

The characteristics of organizational change are mainly categorized along the following two dimensions; radical versus incremental change and reactive versus proactive change. radical changes is defined as changes that have an impact on the whole system of the

organization and fundamentally redefine what the organization is or change its basic framework, including strategy, structure, people, processes, and (in some cases) core values (Nadler & Tushman, 2013).

In the context of business operations, change management affects the performance of employees during and after change. During the change process, the behavior of the employees is greatly impacted upon through emotional responses. When the issue of change is introduced to the employees, they tend to fear. During the implementation of change, the employees are noted to have negative feelings and they 'scrabble' about in finding how to cope with the effects of change (Fedor, 2009). The resistance which is displayed is deeply rooted in pre-conditioned and routine subjection that the employees are previously exposed to within the work environment (Stringer 2017).

2.3.2 Employee Performance

The human resource is critical and difficult to manage. It is because human behaviour is highly unpredictable. Different not only from individual to individual, but often on the part of same individual at alternate points in time. In spite of biological and cultural similarities, human beings not only differ in their appearance but also in their capabilities based on their background, training and experience. Human resource or a person at work is the most important component of the undertaking. Management cannot afford to ignore human resource at any cost. Management is the process of efficiently getting activities completed with and through other people. The management process includes planning. Organizing, leading and controlling activities those take place to accomplish objectives. Being a branch of management, personnel management also performs the same functions towards the achievement of objectives.

2.4 Empirical Study

Change management on employees comprises many aspects such as analyzing the organizational effectiveness and revealing the required changes to achieve better performance, and determining the steps to be followed by managers for a successful change implementation (Hayes, 2007, p.30). It is not an easy process; there is no standard approach to management. In fact, sometimes a successful change requires more than what is defined as change management, i.e. an appropriate strategy, competence (personnel with skills to adapt the change) and structure including organizational tools (Carter, 2008). Managing change encompasses understanding the drivers of the change and developing strategies to control both external and internal impacts on the organization while taking account of human factors; particularly attitudes and behaviours of people involved and organizational psychology. Change has to do with the human being, and sometimes great effort must be spent on changing the values that people have internalized. When there is a change within the organization it may affect their behaviour, shared beliefs, the way they do their jobs or the rules that shape mental models. Shared mental models are a part of organizational culture (Hayes, 2007, p.62), so to achieve the desired result it is important to consider human factors and organizational culture.

Globally, on their studies pertaining the increasing rate and magnitude of change to manufacturing firms, the increasing speed and scope of changes that are occurring (Saeed, Basamh, 2013) thus respond to or even anticipate the changes brought by each trend. Organization changes can be seen almost in all types of organizations. They constitute organizational downsizing, continuous improvement, globalization of industries, Mergers and Acquisitions (Palmer, Dunford and Akin, 2009); Udeh and Igwe, (2013). Regardless of change speed, organizational change is the movement of an organization from the existing plateau toward a desired future state in order to increase organizational efficiency and effectiveness where the key drivers remain the employees. (Cummings and Worley, 2005; George and Jones, 2002; Pryor and et al, 2008). Conclusions drawn by these researchers are that the driving motives for change management on employees are the result of the need to constantly improve productivity and efficiency (Arnetz, 2005, Pryor et al, 2008, Igwe, Chibuike and Alinno, 2012).

In his study on (Impact Of Change Management On Selected Manufacturing Firms in South East Nigeria (2014), Nicholas N. Igwe attests that, change is viewed as an organization's response through employees involvement as a constraint. A more inclusive view on change suggests that both external and internal pressures for change are relevant. Defining change management is tough under any circumstances especially that relates to people and the environment there in write Holland and Skarke (2003:24), especially in the context of new technology being implemented in an existing organization where employees are directly used to drive the change management (Nicholas Igwe 2014), implies an effort to plan the change and exert influence over other people in the process. Change management on employees is seen as a set of principles, techniques and prescriptions applied to the human aspects of executing major change initiatives in organizational settings. Its focus is not on what is driving change (technology), reorganization plans, mergers and acquisitions (M & A) Udeh & Igwe, 2013, globalization etc. but on 'how' to compose the human infrastructure that surrounds key projects so that people are better prepared to absorb the implications affecting them.

Change management on employees is one of the Human resource management (HRM) processes that contributes to or underpins the activities of human resources department or unit in an organization. It is concerned with advising and assisting with the facilitation of change in organizations in response to changes in the environment and the introduction of new organizational structures and systems, human resource policies and practices (Armstrong, 2005). Organizational change on employees has also been referred to as organizational development and organizational transformation through human capital (Cummings, and Worley, 2005).

Virama 2013, in his study on: Effective change management used Crochbach’s alpha to analyze and interpolate data. He also used correlation and mean as tools to analyze data which gave precision on the final outcome. In her data analysis, Magdalena Mika (2015), in her study on Public Sector Change Management, Managerial Success Factors, Cronbach’s alpha was used to measure internal consistency of the data. Nicholas Igwe 2014, in his study on: Impact of Change Management on Selected Manufacturing Firms in South East Nigeria, used bar graphs and pie charts to analyze data. Sevim Guler (2010), in his study Change Management: a case of SAP implementation in major company, used content analysis to analyse data.

The study intended to blend descriptive, inferential and qualitative statistical analysis to present the final findings which added value to the body of knowledge in the area of study.

3.0 Methodology

3.1 Research Design

Though focused onto a case study as proposed, the researcher used a cross sectional survey design that adopted both quantitative and qualitative methods. Cross-sectional survey research design is a present-oriented methodology that is used to investigate populations by selecting samples to analyse and discover occurrences, Oso & Onen, 2009, as cited by Luutu, 2016. Cross-sectional survey research design was used to study a group of people just one time, in a single session. Particularly, surveys are designed to provide a picture of how things are at a specific time. Cross-sectional survey design was adopted because it helped the researcher gather data from a sample of a wider population at a particular time (Amin, 2005: 212) and use such data to make inference about the wider population.

3.2 Study Population

The study targeted a composition of senior management team who have the oversight role of organizational strategic decision making, Project managers who are responsible for operational management of specific projects, section heads who ensures that assessment of past performance is not compromised, technical staff who are mandated to oversee implementation of all project actions as defined by the organization within their areas of specialty (Omuntu W’omunda Human Resource Manual, 2015).

3.3.1 Sampling of Respondents

The sampling of respondents followed the procedure shown in the table below:

Table 3.1. Sampling Procedure

Category	Total Population (N)	Sample (S)	Sampling Procedure
Senior Management Team	15	14	Purposive sampling
Project Managers	10	06	Purposive sampling
Technical Officers	50	27	Random sampling
Support Staff	30	13	Purposive sampling
Grand Total	105	60	

Source: Krejcie& Morgan, 1970as cited by Bazira, (2017).

3.4 Sampling techniques

The study employed two sampling techniques: Random sampling and purposive sampling. Random (probability) sampling offers all units in the population equal chances of inclusion in the sample and (Kothari,2004.p.60).The researcher adopted the strategy of sampling with out replacement where once a unit is selected; it allowed to be sampled another time. Purposive sampling strategy on the other hand, is where respondents were selected on purpose.

3.5 Data Collection Methods

According to Kruse &Forss(2014.p.10),method is the word used for data collection and analysis. The study employed both primary and secondary data collection methods as explained below.

3.5.1 Primary data collection methods

The researcher used primary data collection methods—the ones that was used to collect data for the first time and these will be: A questionnaire survey where a self-administered questionnaire was given out. Interviewing involved asking key informants some questions to which they were expected to provide answers. Kumar(1996) points out that questionnaires facilitate the collection of information in a relatively short time which information can easily be transcribed yet they strengthen protection of the respondents ‘identity(p.114) while key informant interviews facilitate the collection of data and in-depth understanding and more explanations(p.115).

3.5.2 Secondary data collection methods

The secondary data collection method involved document review. The document review supplemented the primary methods and it provided the researcher with an opportunity to gain more contextual in-depth appreciation of the phenomena under study. Sekaran (2003) averred that secondary data are indispensable (p.220) and that collecting data through multiple methods and from multiple sources lends rigor to the research leading to stronger conviction in the goodness of the data (p.256).

3.6 Data collection instruments

A data collection instrument as a tool was used to gather data for a study. To achieve the objectives of the study, the researcher self-administered questionnaire, an interview schedule, and a documentary review schedule.

3.7 Pre-testing of instruments

It suffices to note the need for scientific rigor in research. Ahuja(2005) for example asserted that any statement pertaining to any social phenomenon made on the basis of scientific inquiry can be accepted as true and meaningful, if it is empirically verifiable(p.20). As such, the researcher took note of two practical research methodological principles of validity and reliability.

3.8 Data Analysis

According to Leary (2004) as cited in Kyaligaba (2008) “statistical analyses are used to describe an account for observed variability in the behavioral data.” This involved the process of analyzing the data that has been collected using SPSS 22.0 where data collected was entered, edited, cleaned and sorted. Specifically, quantitative analysis involved editing, coding and summarizing the data in to frequencies and percentages which assisted in their presentation in tables, charts and graphs as well as simple summaries, frequencies and percentages to describe basic features of data.

The researcher used Statistical Package for Social Scientists(SPSS) to derive Computed Variables and adopted the significance level of 1% while calculating the correlations .Itis important however to note that correlation of variables does not suggest or prove causation as two casually un related variables can be correlated because they relate to a third variable (Hussey&Hussey, 1997.p.230).

Qualitative data analysis on the other hand was done both during and after collecting the data and included summarizing and organizing the data, coding and categorizing it in a manner that enabled provision of answers to the research questions .This process was concluded with writing up summaries of observations. The process was iterative and thus involved moving a head as well as back to steps already covered. Deductive approach towards analysis of this qualitative data content analysis was used since qualitative data formed low percentage of the research study and also to limited time to conduct the research study, it called for predetermined themes as per the key informant interview guide.

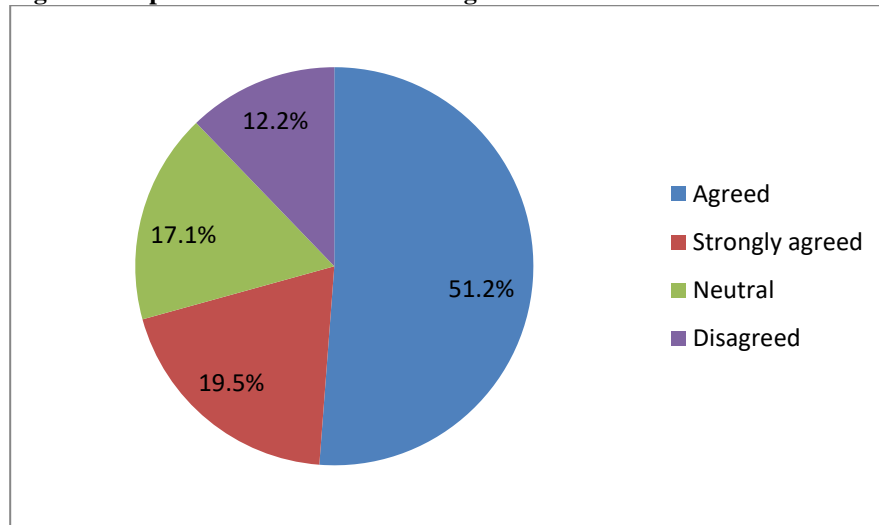
4.0 Presentation, Analysis and Discussion of Findings

4.1 Planning of organisational changes and employee performance

The majority of respondents (58.5%) strongly agreed that the organisation has been undergoing so many changes, 24.4% agreed that the organisation has been undergoing so many changes, 12.2% disagreed that the organisation has been undergoing so many changes while 4.9 had neutral response. This is an indication that most employees have stayed longer in the organisation and have witnessed the on-going changes. They hence felt the organisation has been going through so many changes. This is in agreement with PMI (2013) which indicates that change is present to some extent in all market sectors, although markets such as automotive, IT, telecom, and utilities report above-average susceptibility to change. The finding is in agreement with Blanchard (2007), indicating that constant change is a way of life in organisations today. Like it or not, in the dynamic society surrounding today’s organisations, the question of whether change will occur is no longer relevant. The occurrence of change is no longer a probability; it is a certainty.

The study revealed that the majority (51.2%) of respondents agreed that there has been great need for change in the organisation, 19.5% strongly agreed that there has been great need for change in the organisation, 17.1% had neutral response while 12.2% disagreed that there has been great need for change in the organisation .This may indicate the perception of respondents that, much as change was necessary, many changes were taking place at the same time. In addition, they may have not witnessed the benefits accruing from the changes undertaken. Hill (2001) notes that the first step in the change management process is for the strategic managers to recognise the need for change. Sometimes this need is obvious, as when divisions are fighting or when competitors introduce a superior compared to what the company has in production. More often however, managers have trouble determining that something is going wrong in the organisation. Problems may develop gradually and organisational performance may slip for a number of years before it becomes obvious.Hence proper planning is critical in a change management process.

Figure : Response rate on need for change



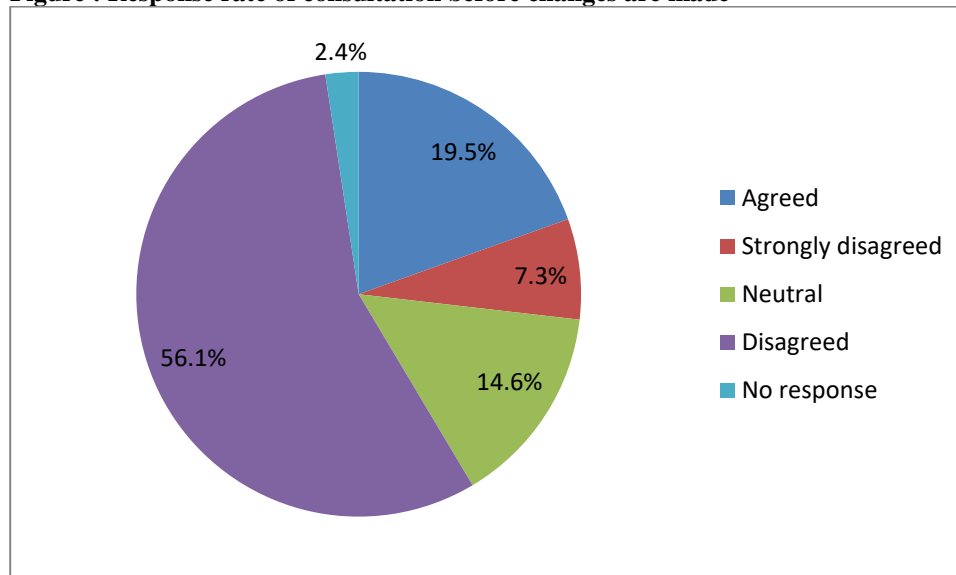
Source: Primary data

The majority (31.7%) of respondents strongly agreed that changes are communicated across the organisation before they are effected, 26.8% agreed that changes are communicated across the organisation before they are effected, 22.0% had neutral response while 19.5% disagreed that changes are communicated across the organisation before they are effected. This indicated that majority of employees that responded to the survey receive communication about changes in the organisation. However, Omuntu W’omunda as an organisation has a communication strategy and several other ways of passing on information (Omuntu W’omunda Strategic Plan, 2010).

Although respondents felt that there was need for change in the organisation, the majority (56.1%) disagreed to the fact that they are consulted about the changes before they are communicated, 19.5% agreed that they are consulted about the changes before they are communicated, 14.6% had neutral response, 7.3% strongly disagreed that they are consulted about the changes before they are communicated while 2.4% did not respond to this question (see figure below).

Omuntu W’omunda being as an organisation, changes in the organisation are driven by policies which put into consideration needs of the organizational. Hence at a lower level, there is not much that can be done to influence policies.

Figure : Response rate of consultation before changes are made



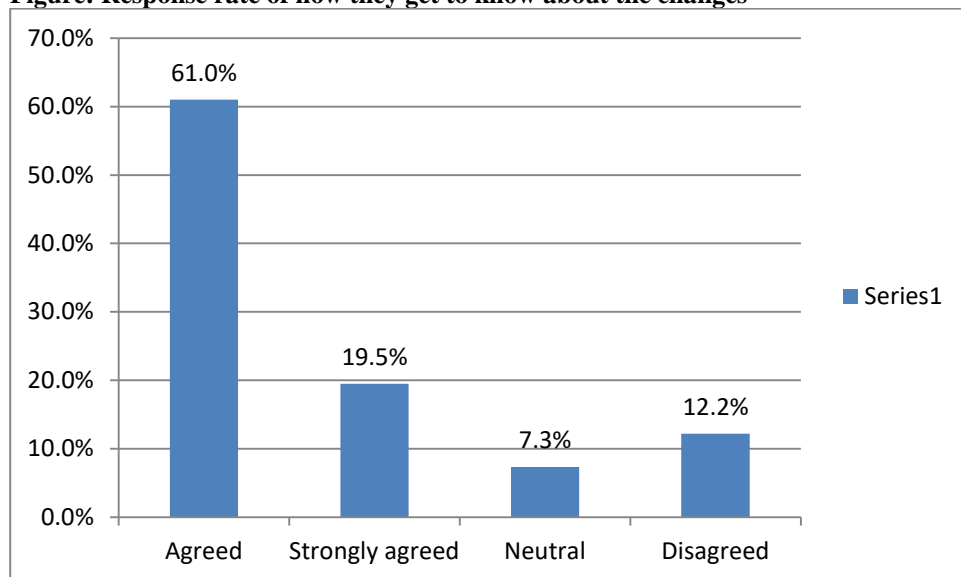
Source: Primary data

In a related development, majority (43.9%) of respondents disagreed to the fact that they are consulted about the changes before they are implemented, 29.3% agreed to the fact that they are consulted about the changes before they are implemented, 12.2% had neutral response while 9.8% disagreed to the fact that they are consulted about the changes before they are implemented and a smaller proportion (4.9%) of respondents strongly agreed to the fact that they are consulted about the changes before they are implemented. The type of change management that is on-going in the organisation is the top-down approach, as indicated above that staff are not

consulted before changes are effected. In Top down approach, emphasis is on managing change evaluating change involves the speed of response and management of problems as they occur. On the other hand, bottom-up approach change processes are much more gradual and top management consult with staff at all levels in the organisation. In the case of the much faster top-down change, the problem may emerge later and may be difficult to resolve. As noted in the organisation, changes that occur quickly in the organisation produce more impact than those that are implemented slowly. The effects however may affect the organisation either positively or negative (Hill, 2001). On the contrary Kotter (1996) recognises the need to increase the urgency for change.

From the study findings, majority (61.0%) of the respondents agreed that they usually get to know about changes through the official ways, 19.5% strongly agreed that they usually get to know about changes through the official ways, 12.2% disagreed that they usually get to know about changes through the official ways while a smaller proportion of 7.3% had neutral response (see figure 4.3 below). This may be so because the organisation has a clear communication strategy with open communication channels, systems and processes (intranet, internet, cornerstones).

Figure: Response rate of how they get to know about the changes



Source: Primary data

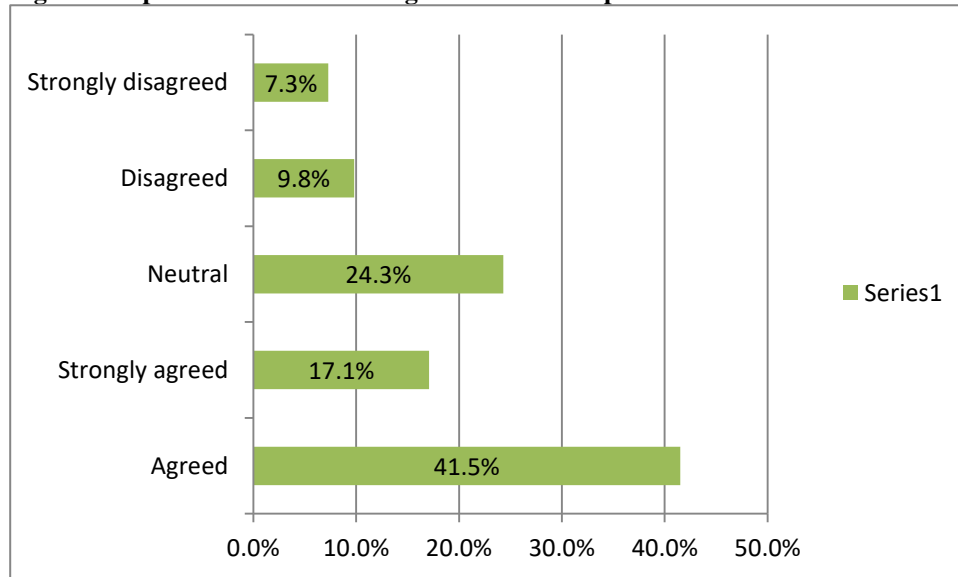
In a related question, majority (31.7%) of respondents agreed that they usually get to know about changes in the official way than unofficial ways, 29.3% disagreed that they usually get to know about changes in the official way than unofficial ways, 26.8% strongly agreed that they usually get to know about changes in the official way than unofficial ways while 9.8% had neutral response and 2.4% strongly disagreed that they usually get to know about changes in the official way than unofficial ways. This confirms that the organisation has official means of communicating organisational changes as expressed by majority of respondents, however there are some unofficial ways or means by which some employees get to know about changes happening in the organisation. This could be attributed to human nature related to being inquisitive about what is happening in around them.

Furthermore, majority (58.5%) agreed that changes are usually communicated by word of mouth through senior leadership, 26.8% had neutral response while 8.9% strongly agreed that changes are usually communicated by word of mouth through senior leadership and 4.9% strongly agreed that changes are usually communicated by word of mouth through senior leadership. On the other hand, majority (58.5%) of respondents still agreed that changes are usually communicated by email through senior leadership, 26.8% had neutral response, 9.8% strongly agreed that changes are usually communicated by email through senior leadership while a smaller proportion (4.9%) disagreed that changes are usually communicated by email through senior leadership. This may show that senior leadership takes time to communicate changes by word of mouth or by email about changes in the organisation.

Additionally, 63.4% of respondents agreed that changes are usually communicated early before they happen, 22.0% had neutral response, 9.8% disagreed that changes are usually communicated early before they happen, 2.4% strongly agreed that changes are usually communicated early before they happen and another 2.4% strongly disagreed that changes are usually communicated early before they happen. This may mean that although changes are communicated early, some staff feel they are not communicated early enough before they happen.

As shown in figure 9 below, majority (41.5%) of the respondents agreed that the current changes have affected their performance at work, 24.4% had neutral response, 17.1% strongly agreed that current changes have affected their performance at work, 9.8% disagreed that current changes have affected their performance at work while 7.3% strongly disagreed that current changes have affected their performance at work. This is a clear indication that changes in the organisation have affected performance as expressed by almost 60% of employees (those who agreed or strongly agreed to the question). Changes being an alteration of the status quo may have displaced some people from their comfort zones.

Figure: Response rate of how changes have affected performance at work



Source: Primary data

Majority (46.3%) of respondents agreed that there is need for planning of changes in the organisation, (39.0%) strongly agreed that there is need for planning of changes in the organisation, 7.3% had neutral response, while 4.9% did not respond to this question and 2.4% disagreed that there is need for planning of changes in the organisation. This indicates that majority staff view planning of changes as very important in the organisation. Also there is a moderate correlation between planning of changes in the organisation and employee performance. More still, there a moderate correlation between planning and perception of employee performance in relation to change management. This is reaffirmed by Queensland government that good planning is critical to successful change management. Successful management of the complexity of change is virtually impossible without a robust plan that is supported by strong project management (Queensland Government, 2013). Despite the above scenario, there were mixed feeling as the majority either agreed (26.8%) or disagreed (26.8%) that planning of organisations changes involves everyone in the organisation, however 19.5% strongly disagreed that planning of organisations changes involves everyone in the organisation, 14.6% had neutral response and 12.2% strongly agreed that planning of organisations changes involves everyone in the organisation.

As shown in table below 4.1 below, planning of organizational changes affect employee performance, this was expressed by majority (31.7%) of respondents, however 24.4% disagreed that planning of organizational changes affects employee performance, 22% strongly agreed, 12.2% had neutral response while 9.8% strongly disagreed that planning of organizational changes affect employee performance. This is reaffirmed by (Bowers, et al., 2007), that by involving multiple levels of staff in the planning phase, you tend to maximize communication, buy-in and dissemination of efforts across the organization

Table: Planning of organizational changes affects employee performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.3	9.8	9.8
Disagree	19	3.1	24.4	34.1
Neutral	5	1.6	12.2	46.3
Agree	23	4.1	31.7	78.0
Strongly agree	9	2.8	22.0	100.0
Total	60	12.9	100.0	

Source: Primary data

Fundamentally, planning ensures that organizations are aware of the implications of what they want to do, and are prepared for all reasonable eventualities. It can also be the point at which an assessment is made about whether or not a proposed change should proceed. However, even in situations where change results from a directive and is therefore not subject to testing whether or not it should proceed, planning is still an important way to scope out the likely impacts of the change and the strategies that can be used to accommodate them (Queensland Government, 2013).

The researcher subjected the relationship between planning for change management and its influence on employee performance. It can further be deducted as per the table below that planning for change management have a positive significant relationship with employee performance results having $r = 0.68$, $p < 0.001$ thus suggesting that there was a positive significant relationship between the two variables.

Correlation results of implementation of change and employee performance

		Planning for Change Management	Employee Performance
Implementation of Change Management	Pearson Correlation	1	.684**
	Sig. (2-tailed)		.001
	N	60	60
Employee Performance	Pearson Correlation	.684**	1
	Sig. (2-tailed)	.001	
	N	60	60

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

Source: Primary Data**4.2 Implementation of organisational changes and employee performance**

The majority of respondents (58.5%) agreed that changes that have been introduced to the organization are beneficial to their work. 24.4 % had neutral response while 9.8% of respondents agreed strongly that changes that have been introduced to the organization are beneficial to their work, 4.9% strongly disagreed and 2.4% disagreed that changes that have been introduced to the organization are beneficial to their work.

The majority (53.7%) also agreed that managers give ample explanation about the changes and 24.4% had neutral response, 9.8% strongly agreed that managers give ample explanation about the changes, 4.9% strongly disagreed that managers give ample explanation about the changes, while 2.4% disagreed that managers give ample explanation about the changes.

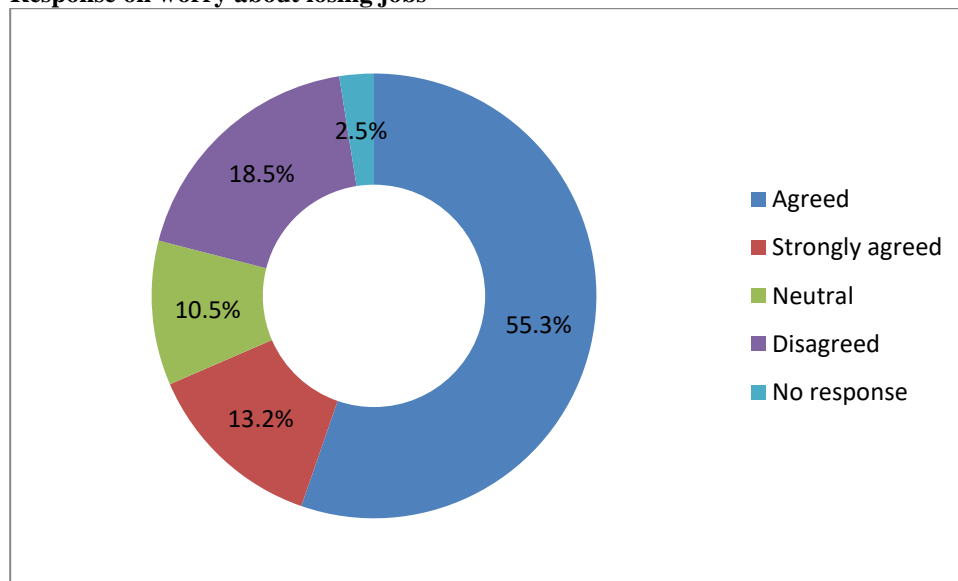
It is also noted that employees are updated on progress about the changes with majority (46.3%) of respondents agreeing that feedback is usually provided about the changes, however 29.3% had neutral performance, 14.6% strongly agreed that feedback is

usually provided about the changes, 7.3% disagree that feedback is usually provided about the changes and 2.4% disagreed that feedback is usually provided about the changes.

In relation to staff capacity, 48.8% of respondents agreed that staff capacity is conducted to support them to implement the changes in the organisation, while 26.8% disagreed to this scenario, 12.2% had neutral response, 9.8% strongly agreed that staff capacity is conducted to support them to implement changes in the organisation, and a smaller proportion of 2.4% strongly disagreed that staff capacity is conducted to support them to implement the changes in the organisation. It is important to note that 34.1% of respondents agreed that managers are always prepared to handle employee reactions to change, 29.3% disagreed to this statement, 17.1% had neutral response, 14.6% strongly agreed that manager are always prepared to handle employee reactions to change, while 4.9% strongly disagreed.

Majority (39.0%) of respondents disagreed that it was easy for employees to lose jobs in this organization, 24.4% had neutral response, 17.1% agreed that it was easy for employees to lose jobs in this organization, however other (9.8%) strongly agreed and the same percentage strongly disagreed that was easy for employees to lose jobs in this organization. Despite the fact that majority of employees disagreed that it was easy for employees to lose jobs in this organization, the majority (55.3%) agreed that that they are often worried about losing their jobs, 18.5% of respondents disagreed that they are often worried about losing their jobs, 13.2% strongly agreed while 10.5% had neutral response and 2.6% did not respond to this question. See figure below.

Response on worry about losing jobs



Source: Primary data

This state of uncertainty and worry is not new in a change management environment. Mindy bluntly points that “change is intensely personal” and reckons that “for many people, the spectra of change produces what is sometimes called the Factor- Fear, Uncertainty and Doubt” ((Mindy, Joseph and Sonja, 2016). When a change takes place employees may display resistance to change emotionally, for example anger as defense mechanism, fear as anxiety, or sadness as low in morale. They can also express suspicion, skepticism and underperformance Employees may go further by blaming management for not acting in their best interest and consequently undertake jobs and tasks with a poor attitude. In effect, employees may communicate such attitude towards customers and express their dissatisfaction and frustration states that motivated employees will perform more efficiently in serving customers (Mindy, Joseph, and Sonja, 2016).

Managers work in a complex and turbulent context where change is the norm; they have to be alert and tolerant to both ambiguity and uncertainty. All change initiatives have a degree of uncertainty and ambiguity; therefore, the team needs to adjust the plan on a regular basis to account for changing or evolving circumstances.

The above analysis is further strengthened with the fact that after running of correlation between the variables, there is a strong correlation between implementation of organisational changes and individual employee performance (given in table below);

Correlation results of implementation of change and employee performance

		Implementation of Change Management	Employee Performance
Implementation of Change Management	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.001
	N	60	60
Employee Performance	Pearson Correlation	.865**	1

	Sig. (2-tailed)	.001	
	N	60	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data

The above results can be reinforced by interview findings that agreed to the fact that the implementation of change management process has strong bearing and eventually affect employee performance. One key informant remarked that,

“Whenever these changes are implemented within our organization without notifying us the employees, definitely our performance is affected directly, sometime, we just feel these changes are too many and without clear rationale as to why they are implemented” (June, 2018).

4.3 Evaluation of organisational changes and employee performance

The majority of respondents (52.5%) agreed that changes in the organisation are routinely monitored, 20% disagreed that they are routinely monitored, 17.5% had neutral response while 7.5% disagreed that they are routinely monitored and 2.5% strongly agree (refer to table below). More recently the PMI (2013) suggested that recipients require attention and monitoring as the change initiative progresses because they may foster or hinder the integration of the change and its sustained success.

On the other hand, the majority of respondents (47.5%) agreed that changes in the organisation are routinely evaluated, 20% disagreed that they are routinely evaluated, 22.5% had neutral response while 7.5% strongly disagreed that they are routinely monitored and 2.5% strongly agreed.

The majority (58.5%) of respondents agreed that managers are committed to follow up to ensure changes are implemented as planned. 17.1% had neutral response, 12.2% strongly agreed that managers are committed to follow up to ensure changes are implemented as planned 9.2% disagreed that managers are committed to follow up to ensure changes are implemented as planned while 2.4% strongly disagreed that managers are committed to follow up to ensure changes are implemented as planned.

53.7% of respondents disagreed that monitoring of organisational changes is not a big deal in the organisation, while 19.5% agreed that monitoring of organisational changes is not a big deal in the organisation 19.5% had neutral response, 4.9% strongly agreed that monitoring of organisational changes is not a big deal in the organisation, 2.4% strongly disagreed that monitoring of organisational changes is not a big deal in the organisation.

While the majority (43.9%) agreed that employees can speak before a group about the changes without feeling insecure, (26.8%) strongly disagreed that employees can speak before a group about the changes without feeling insecure, 19.5% had neutral response, 7.3 % strongly agreed speak before a group about the changes without feeling insecure and 2.4% strongly disagreed employees can speak before a group about the changes without feeling insecure.

Correlation results of evaluation of change and employee performance

		Evaluation of Change Management	Employee Performance
Implementation of Change Management	Pearson Correlation	1	.367**
	Sig. (2-tailed)		.001
	N	60	60
Employee Performance	Pearson Correlation	.367**	1
	Sig. (2-tailed)	.001	
	N	60	

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

Source: Primary data

There was a weak, positive and statistically insignificant correlation between evaluation of change management and employee performance with $r = 0.367$, $p < .001$.

The results show that a Pearson correlation $r = 0.367$ with $P < .001$. This therefore means that there was a weak, positive and statistically insignificant correlation between evaluation of change management process and employee performance at Omuntu Wo'munda Child Development Center. This was validated by verbatim from key informant,

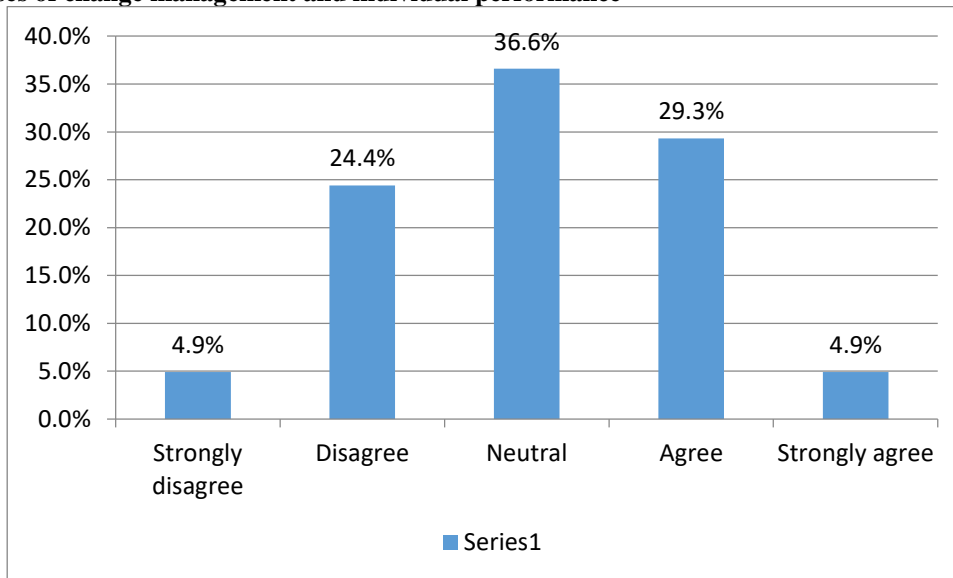
“Our change management process is just made for the sake of doing it, no transparent evaluation is taken by management to ensure that whatever they have committed themselves do has either been accomplished or not. Much as monitoring is done just to follow up particular individuals, so with or without evaluation as part of change management process, my target will be done”, (June, 2018).

4.4 Effect of change management on performance

4.4.1 Change management and individual performance

As shown in figure below, the majority 36.6% of respondents neither agreed nor disagreed that change management affects employee performance, 24.4% disagreed to this question, 29.3% agreed that change management affects employee performance while 4.9% strongly agreed that change management affects employee performance and 4.9% strongly disagreed that change management affects employee performance. This is shown in figure 11 below in addition there is a moderate relationship between change management and employee performance. This means there are other factors that affect individual employee performance other than change management. The factors could include type of leadership styles of the managers, organisational culture and others.

Responses of change management and individual performance



Source: Primary data

4.2.2 Change management and team performance

Majority of respondents (61.0%) strongly agreed that they are committed to working with others as a team, in addition 36.6% agreed that they are committed to working with others as a team while a smaller proportion of 2.4% had neutral response to this question. Furthermore, 56.1% agreed that team members perform roles that empower them to make technical contributions, 29.3% strongly agreed to this question, 9.8% had neutral response while 4.9% disagreed that team members perform roles that empower them to make technical contributions. Most employees are committed to working as a team since they appreciate synergy and complementing skills and working as a team helps everybody to achieve more.

However, the researchers view is that teams tend to be distorted in a change management scenario. No wonder the majority (36.6%) of the respondents disagreed that each team member helps their colleagues improve performance, while 22% agreed, 19.5% strongly agreed that each team member helps their colleagues improve performances, 17.1% had neutral response and 4.9% strongly disagreed to this scenario. Change process may disorganise teams, people many have to form new teams for the current teams are disoriented as some of the team members leave the organisation. Since Omuntu W'omunda was experiencing changes during the time of the study, majority (31.7%) disagreed that they often participate in team building activities, 29.3% agreed, 19.5% had neutral response, and 17.1% strongly agreed that they often participate in team building activities while 2.4% had no response. Since teams tend to be disoriented during change in organisation, it is important that teams are kept together, this calls for team building activities to enhance team performance and integration.

5.0 Conclusions and Recommendations

5.1 Conclusions

This study was about change management and employees' performance in a faith based organisation, a case of Omuntu W'omunda. The results of the study indicate that; there is a moderate relationship between change management and employee performance, This is in agreement with, Queensland Government (2013) recommendation, which indicate that employee performance assists the organization to develop workers with skills that align with the organization's change goals and to determine employee skills deficits that require development and strengthening (Queensland Government, 2013). Change management process success depends on employee performance as, much as it depends on employee engagement, qualification and training.

There is a moderate relationship between planning of organisational changes and employee performance. Planning if not effectively handled affects staff performance as indicated by Lewin (1951) cited by Kritsonis (2015), the process of change entails creating the

perception that a change is needed and require adequate planning. Successful planning takes into consideration the human impact. In some cases, expected resistance may not materialize; in other cases a seemingly innocuous change may create a viral reaction. In addition, this is reaffirmed by Blanchard (2009) that constant change is a way of life in organisations today. Like it or not, in the dynamic society surrounding today's organisations, the question of whether change will occur is no longer relevant. Change will occur. That is no longer a probability; it is a certainty

There is need for constant communication throughout the entire change process, poor communication leads to "grape vines" in the organisation, which ultimately affects not only employee performance but organisational performance as well. Communication is a key factor in change management and vital in the planning for change (Armstrong, 2009)

There is moderate relationship between implementation of organisational changes and employee performance. Implementation of organisational changes is what drives the wheel to success in the change process and this call for effective employee engagement. Employee engagement plays an integral part in implementing a successful change management initiative.

There is a moderate relationship between evaluation of change and employee performance. Monitoring and evaluation are importance in change management of organisations. It requires assessment of relevance or need for change, effectiveness in terms of whether the change have achieved, efficiency in terms of utilization of resources to effect the change, impact of the desired change and if the changes are sustained after they have been introduced. In addition, monitoring and evaluation of the change objectives keeps the employee focused on achieving goals, this will lead to a successful change management process.

Challenges that staff have faced during the process of change management in relation to efficiency and effectiveness of business operations are slow decision making, delayed processing of funds to carry our organisation's business. In addition, the changes were found to affect the organisational human resource in terms of short-term contracting, part time engagements, downsizing, loss of jobs, too much pressure for change, lack of orientation to adapt to the changes, disintegration of employees. However, the organisation seemed to handle them by motivating staff with bonuses, constant communication and staff engagement.

Majority (31.7%) of respondents indicated that they are not able to participate in team building activities during the change process. Since teams tend to be disoriented during change in organisation, it is important that teams are kept together this call for team building activities to enhance team performance and integration (Hill and Jones, 2011).

Armstrong (2009) indicated that team-building interventions can deal with permanent work teams or those set up to deal with projects or to solve particular problems. Interventions are directed towards an analysis of the effectiveness of team processes such as problem-solving, decision-making and interpersonal relationships, a diagnosis and discussion of the issues, and joint consideration of the actions required to improve effectiveness.

Rigorous change management practices are essential for a standardized organizations' management to handle change successfully (PMI, 2013). This is the case with Omuntu W'omunda as 58.5% of respondent indicated that changes are communicated across the organization before they are implemented.

In order to successfully implement change, organisation's need to align the performance of their workforce with the change process. People, the human resource, are the most important resource of an organisation. It is people who work in the organisation, they supply talent, creativity and drive (Balunywa, 2006). This means people must understand what they need to do, be enabled to do it, and be supported in doing it by appropriations, incentives and rewards. Aligning individual and organisational performance management systems drives new behaviour and gradually shifts the organisational culture in support of the change vision.

The organisation does not have a clear change management strategy, the researchers' view is that change should not be an adhoc event; organisations should have a clear change management strategy that is routinely reviewed and evaluated. This should be developed in a participatory manner to reduce incidences of resistant. However, Collin (2008), indicated that it is difficult to create a change management strategy that grows or maintains employee engagement in today's fast paced global economy.

5.2 Recommendations

Organisational change is a complex and difficult process for companies to manage change successfully. Following the study on change management and employee performance, the following recommendations have been suggested. The suggested recommendations are targeted at assisting key stakeholders in the global environment such as Government, International NGOs, CBOs, private entrepreneurs and other business institutions to better manage change.

- Planning should be an integral part of the change management process, engaging employees in planning, implementation, monitoring and evaluation of the change process will ensure successful transition and integration.
- Organisations should ensure there is constant communication throughout the entire change process. Communication is a key factor in change management and vital in the process of change management.
- Top managers should develop plans for strategic engagement with staff to overcome obstacles to change, resolve conflict, coping with uncertainty, and bring about the desired change.
- Organisations should ensure staff engagement throughout the whole change management process, because employees are what will make the change process happen and being left out will affect their performance and hence the desired change.
- Change management brings about conflict if not well handled since it tends to challenge the status quo. Conflict is however a major setback to change and managers must seek ways to resolve conflict to implement strategic change successfully.

- Staffs need to be given adequate support and training in order for them to adapt to the changes. Staff employee performance assists the organization to develop workers with skills that align with the organization's change goals and to determine employee skills deficits that require development and strengthening.
- Team building should be strengthened during a change management process since teams tend to be disintegrated during the change management process.
- Organisations should have a clear change management strategy that is routinely reviewed and evaluated. This will ensure successful change process in organisations.

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