

Effect Of Change Management on Employee Performance in Higher Educational Institutions in Ethiopia

Abdulkadir Mohammed

MBA, Department of Management, College of Business and Economics, Werabe University,
Ethiopia

&

Sofi Badi Mohammed

Lecturer, MBA, Department of Management, College of Business and Economics, Bule Hora
University, Ethiopia

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ABSTRACT

The purpose of this study was to examine the effect of change management on employees' performance in higher educational institutions of Ethiopia in case of Werabe University. The researcher used descriptive research and exploratory design with quantitative research approach in order to meet the objective of the study. The target population for this study was employees of Werabe University. To select sample respondents, stratified random sampling technique was employed and 288 respondents were selected using stratified random sampling Technique. Methods of collecting data were structured and semi structured questionnaires. 234 questionnaires were used for this study. The data were entered in SPSS version21 and analyzed by using descriptive and inferential statistics. Pearson Correlation analysis shows that there was statistically significant positive relationship between the four independent variables at the .000 level (2-tailed) had positive and statistically significant correlation relationship with dependent variables in case institution. The multiple linear regression of the study indicated that all change management dimensions had statistically significant on employees' performance in werabe University and Employees performance was explained by 89.6% with all the independent variables.

Keywords: Change, change management, change management dimensions, Employee performance

1. BACK GROUND OF THE STUDY

In today's rapidly changing business environment, the unique competitive advantage of organizations appears to be its ability to adopt and adapt to change (Lawler and Worley, 2016). Change is Universal, a constant across public and private sector organizations (Brunton and Matheny, 2019). The public sector organizations were traditionally not faced with competition and market dynamics hence had no incentive to change their way of doing business. This has since changed as competition is cropping up in the public sector and administrative public tasks are increasing and becoming more complex (Brunton and Matheny, 2019).

Organizational change is characterized by the introduction of new organizing and working arrangements (Harwood and Giles, 2015). The change will always impact on those affected by it in the organization positively or negatively. The changes can provide opportunities for growth and development to some and threats from establishing new relationships, skills, and activities to others (Kiefer, 2015).

Due to unavoidable environmental changes, organizations today have been challenged to advocate for changes that influence employees' performance. Therefore, the top management has to ensure that factors that influence employees' performance are taken into consideration. Management can be defined as a creative and systematic flow of knowledge that can be applied to achieve quality results by using human as well as other resources in an effective way (Drucker, 2003). The importance of management in organizations today has increased multifold. Strategic outcomes depend on ways of management in organization, therefore key management functions that include learning to delegate, planning, organizing, communicating clearly, motivating employees, adapting to change and constantly generating innovative ideas are crucial.

Statement of the Problem

Higher educational institutions/Universities- secular institutions and one of the most important social organizations, are now inserted in a complex scene of great changes and uncertainty in the economic, political, social, educational, technological and environmental fields, requiring new form of management to make them more agile, flexible and effective in terms of responsiveness to social demands. (Aktas 2015 cited in Justyna Fijilkowska 2018).

The development of knowledge economy and the growing turbulence and uncertainty in environment of modern organizations impact also universities. Therefore, the decisions making process in Higher Educational Institutions have become increasingly complex (Leja, 2013 p.21 cited in Justyna Fijilkowsk 2018). As the demand for higher education continues to grow and as governments acknowledge their role in promoting economic development, it becomes increasingly important to ensure that higher education systems are managed in an effective way. The reforms in higher education governance in recent years are driven by the same external and internal pressures and are largely following the same pattern (John, 2008 cited in Adamitu Kumsa 2016).

The negative impact of change results in organizational change efforts failing to meet the proposed objectives. This can be in the form of wasted resources, sunk costs and low productivity. Many researchers indicated a high failure rate of 70 percent for most change initiatives (Kotter, 2018 Cited in Gabriel ubolo Onuche 2021).

Werabe University established the Office of Change Management to lead the transformation process of the change initiative systematic and coordinate these change initiatives, implements and communicate through channels concerning institutional and human factors influencing the transaction.

Kute and Upadhyay (2014) and Abbas, Muzaffar, Mahmood, Ramzan and Rizvi (2014) found a positive relationship on change management factors and employee performance. Dauda and Akingbade (2014) in their study found no significant relationship of technological changes and employee performance. Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) found a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers.

In spite of the several efforts, still the findings on the impact of change management on employee performance in higher educational institutions. But it seems that it has been difficult to assess the influence change management on employee performance. To the best of the researcher's knowledge and the literatures reviewed, there is no extensive empirical study conducted in Ethiopian HLIs particularly in Werabe University to explore the effect in depth. As the researcher point of view, there are also problems in need assessment, preparing the required strategic plan, communicate to all the members of the organization and come to agreement and implement accordingly. Hence this

study was tried to fill the gap in this area by assessing the effect of change management on employee performance in case of Werabe University.

Objectives of the study

- To examine the effect of leadership change on employee performance in werabe university.
- To explore the effect of technological change on employee performance in werabe university.
- To investigate the effect of organizational structure change on employee performance in werabe university.
- To examine the effect of organizational culture change on employee performance in werabe university.

Models of change management

Change does involve moving from the known into the unknown and because the future is uncertain it may adversely affect employees' competencies, their sense of worth and coping abilities (Jager, 2001).

Change is a simple process. At least, it's simple to describe. It occurs whenever we replace the old with the new. Change is about travelling from the old to the new, leaving yesterday behind in exchange for the new tomorrow. But implementing change is incredibly difficult. Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we get from the old to the new, especially if it involves learning something new and risking failure (Jager, 2001, p. 24).

Strategic change management is based on a certain recipe and is in contrast with the top down models in that it aims to introduce new behaviors at work, allowing employees to witness the benefit for the organization and, thus, based on the evidence, internalize the change in their 'ways of working' (Hiatt and Creasey 2003). Any of the models approaches can be effective, depending on the situation, that all approaches highlight the importance of leadership, communications and involving employees in the change process. Thus, the key challenge for organizations is to match the model to the context (Burnes 1996).

2. EMPIRICAL REVIEW

The section provides research findings from other researchers and academics on leadership change on employee performance, change in technology on employee performance, change in organization structure on employee performance and change in organizational culture on employee performance.

Leadership change on employee performance.

Employees are the most important assets in organizations, which without, the goals and objectives may not be attained (Bello, 2018). Leadership is one of the key driving forces for improving firm performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and hence sustained competitive advantage (Adler, 2001 cited in Sr Lucy Wanza 2016). Scholars and researchers also agree on the point that role of a leadership/leader is very important while managing organizations or addressing the issue of organizational change (Asghar, 2010 cited in Janet Kagwariya 2016).

A number of comparative studies have also reported that transformational leadership behaviors are more positively related to subordinate effectiveness in a variety of organizational settings than are transactional behaviors (Brockhaus, 2006 cited in Janet Kagwariya 2016). Hurduzeu (2015) is of the view in his paper that effective leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, he emphasizes that organizations record increased employee satisfaction that positively influences the productivity and profitability. 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 cited in Doreen Kendi Kinoti 2013). 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 effect of Technological change on employee performance.

Zamanam (2021) studied the impact of change management on employees' performance through the modified role of organizational culture in Kuwaiti educational institutions. The study used technological change, cultural change, structural change, and human change as variables for change management, it was discovered that there is a significant impact of technological change, A study by Dauda and Akingbade (2011 cited in Janet Kagwariya 2016) examined how employee relation could be employed for technological change management. It also sought to determine effective method of using technological innovation for improved performance in the Nigerian manufacturing industry. Findings revealed that employee relations do not have significant relationship with technological change. An empirical study by Abbas, Muzaffar, Mahmood,

Ramzan & Rizvi (2014) examined the effects of information technology on performance of Allied Bank employees in Pakistan. It was figured out that technology greatly escalates the productivity of employees along with time saving. It greatly affects the workload on employees and ensures control over mistakes and frauds. Quick access to information and ease of use enables the bank employees to deliver quality service. The embrace on technology had improved the organizations operations by offering a technology platform, which significantly improved employee performance (Doreen Kendi Kinoti 2013).

The effect of change in organizational structure on employee performance.

Kimhi, Oliel, Okeke, Oboreh, Nebolisa, & Esione (2019 as cited in Udem Archibong and Umer Abas Ibrahim (2021)) conducted a survey study on change management and organizational performance in manufacturing companies in Anambra state, Nigeria. Descriptive survey design was adopted, and primary data was employed. Udem Archibong and Umer Abas Ibrahim (2021) a strong positive relationship between change in organizational structure and employee performance with correlation coefficient r of 0.812.

In their study Hao, Kasper and Muehlbacher (2012 as cited in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) investigated the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results are tested by bootstrap methods. The findings reinforce the important infrastructure position of organizational structure on performance.

The effect of change in organizational culture on employee performance.

Olajide (2014 cited in Dr Abas Ibrahim OUMAR and Festus Onyegbula EKECHI 2020) empirically examined the effect of change management on organizational performance of Nigerian telecoms industries. Three research hypotheses were formulated. The study randomly selected a total of 300 staffs of Airtel from a staff population of 1000. Data collected for the study were analyzed using One-way Analysis of Variance. The result also shows that changes in management via organization have a significant effect on employee's performance.

According to Lecturer (2018 Hendric Gomar sinaga and other in 2018) organizational culture is a shared perception shared by members of other organizations. A rule or obligation that must be fulfilled by an employee if it has been converted into culture, it will facilitate management in managing the existing employees with minimum warning actions to employees.

A study by Wambugu (2014 as cited in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya. The study empirically tested the effect of the four elements of organization culture namely; organization values, organization climate, leadership styles and work processes on the employee's performance.

Conceptual frame work

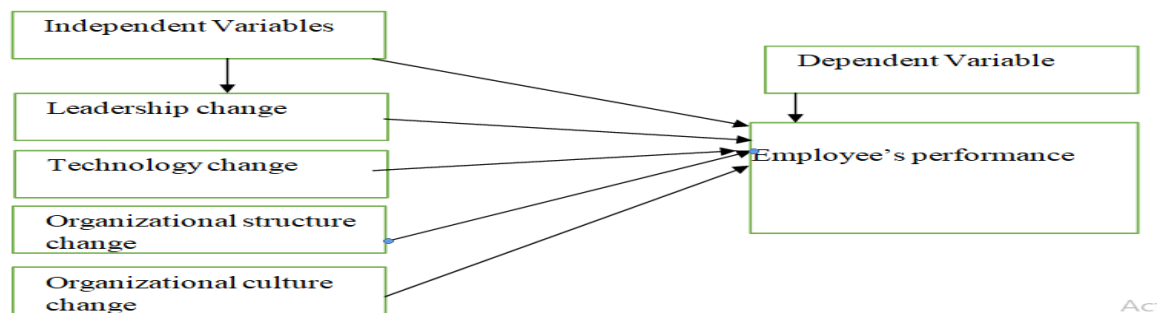


Figure 1. Conceptual frame work

3. RESEARCH METHOD AND DESIGN

Research design is the framework of research methods and techniques chosen by a researcher. Kothari (2004) stated that the research design is the conceptual arrangement within which the research conducted; it constitutes the blueprint for the collection, measurement and analysis of data. The study was conducted to examine the effect of change management on employee performance of werabe University. Therefore, it was targeted to measure and describe relationships between variables; a combination of descriptive and explanatory type of research was employed. Descriptive type of research was selected because it involves analysis, which provides detailed picture of the situation and detail description of the findings to develop inferences on the relationship between change management on employee performance. Explanatory research tries to establish relationship that exists between variables. It aims at identifying how one variable affects the other; it seeks to provide an empirical explanation to the causality and causes and effects relationship between one or more variables (Saunders et al., 2000, &Malhotra 2006). Therefore, this study was employed explanatory designs to examine the effect of change management on employee performance.

Target population

Population refers to the total of items about which information is desired Kothari (2004). The target population of this study was employees of Werabe University. The target population is "the entire aggregation of respondents that meet the designated set of criteria. The target population of this

study was 2385 employees of the Werabe University. Among them 505 are working in administrative and 630 were academic staff or teachers.

Sampling frame

This research was considered only permanent employees from both administrative and academic staff. Since contract employees may not have enough awareness about change management dimensions and the practice of change management itself. They excluded by the researcher. Therefore 1366 contract employees were excluded in the study and only 1019 were considered.

Sampling technique.

A sample is a smaller, manageable version of a larger group. It is a subset containing the characteristics of a larger population. Samples are used in statistical testing when population sizes are too large for the test to include all possible members or observations. A sample should represent the whole population and not reflect bias toward a specific attribute. (Saunders et al., 2009.

In this study Stratified random sampling was employed for selecting respondents from employees of Werabe University.

Sample size determination.

There are factors playing a vital role in determining the sample size. These are sample design, level of precision, level of confidence, the degree of variability and non-response rate. The sample size taken from the total population of 1019 is 288.

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

Where n = Sample size, e = Margin of error (5%) and N = Population Size

$$\begin{aligned} n &= 1019 / (1 + 1019(0.05)^2) \\ &= 1019 / (1 + 1019(0.0025)) = 288 \text{ respondents} \end{aligned}$$

Table 1. Sample size proportion.

No	College/school/institute/ directorate	Total	Sample
1.	College of Natural and Computational science	123	35
2.	College of Agricultural and Natural resource	98	28
3	College of Business and economic	75	21
4	College of Social Science	78	22
5	college of Humanities	54	15
6	College of Health and medical science.	88	25
7	School of Law	18	5
8	School of Education and Behavioral science	24	7
9	Institute of Technology	72	20
	Total of Academic staff	630	178
10	Internal audit, finance and procurement, budget and plan, internal fund raising.	82	23
11	Property and general service, student service, HR development and administration, Research and public relation, Library	248	70
12	Change and good governance, Business and development, Quality assurance, ICT and gender office.	34	10

13	Post graduate, Registrar and Alumni, CEP, Academic program directorate.	25	7
Total Administration staff.		389	110
Grand Total		1019	288

Source; Wera be University HR development and administration directorate 2023.

Table 2. Cronbach's alpha value of all variables.

S.no	Name of items	Cronbach's Alpha
1.	Leadership change	0.66
2	Technology change	0.89
3	Organizational structure change	0.79
4	Organizational culture change	0.81
5	Employee satisfaction	0.67

Source; SPSS version 24 Reliability test 2023.

The above table 4.2. reveals that all dependent variables such as leadership change, Technological change, organizational structure change and organizational culture change had (0,66,0.89, 0.79, and 0.81) respectively with dependent variable of Employee satisfaction had 0.67.

Correlation Analysis

Table 3. Pearson correlation of variables.

		LCTOTAL	TCTOTAL	OSTOTAL	OCTOTAL	EPTOTAL
LCTOTAL	Pearson Correlation	1	0.408**			.861**
	Sig. (2-tailed)		.000	.		.000
	N	234	234			234
TCTOTAL	Pearson Correlation	.408**	1			.549**
	Sig. (2-tailed)	.000				.000
	N	234	234			234
OSTOTAL	Pearson Correlation	.707**	.059	1		.752**
	Sig. (2-tailed)	.000	.365			.000
	N	234	234	234		234
OCTOTAL	Pearson Correlation	.271**	-.397**	.515**	1	.296**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	234	234	234	234	234
EPTOTAL	Pearson Correlation	.861**	.549**	.752**	.296**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	234	234	234	234	234

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

* . Correlation is significant at the 0.05 level (1-tailed).

This data shows that there was statistically positive relationship between leadership change and employee performance due to $(r) 0.861$, $P= 0.000$. The direction of association was positive, which means leadership change had direct relationship with employees' performance. The magnitude of this relationship was very strong according to the above guideline. Therefore, the researcher concluded that there was strong and statistically significant relationship between leadership change and employee's performance in case organization.

According to the result correlation above table 4.10, there was found a positive and statistically significant relationship between technology change and employee performance since $(r) 0.549$, $P= 0.000$. Using Cohen's (1998) guideline, the magnitude of association is medium. Since p value is 0.000 there was statistically significant positive relationship between technology change and employee performance. Form this finding the researcher concluded that there was positive and statistically significant relationship between change in technology and employee performance.

Tabel 4. Multicollinearity test.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership change.	0.359	2.78
	Technology change.	0.549	1.82
	Organizational structure change.		2.61
	Organizational culture change.	0.383	1.85

Source: Compiled from SPSS result, 2023

The above table 4.11 shows that the tolerance values for each independent variable (Leadership change, Technology change, organizational structure change and organizational culture change) had 0.359, 0.549, 0.383 and 0.540 respectively. Since the values for each independent variables were not less than 0.10, all independent variables were not explained by the other independent variables in the model and the multiple correlations between variables is low, there was no a chance to Multicollinearity. This was also supported by the VIF value, which were 2.78, 1.82, 2.61 and 1.85 respectively. This implies that there was no Multicollinearity problem since all values are less than 3. Therefore there was no violation of this assumption

1. Normality test.

Normality refers to the normal distributions of the residuals about the predicted dependent variable scores. This assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). Normality tests are used to determine whether a data set is well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed (Gujarati, 2009). Normality can be checked through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a superimposed normal curve that show distribution.

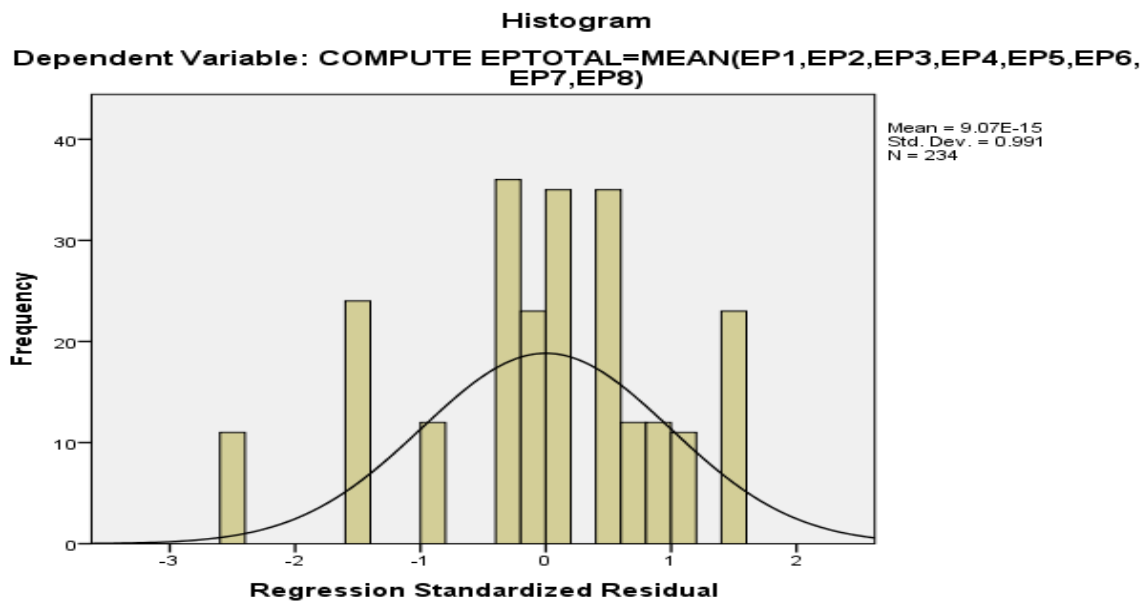


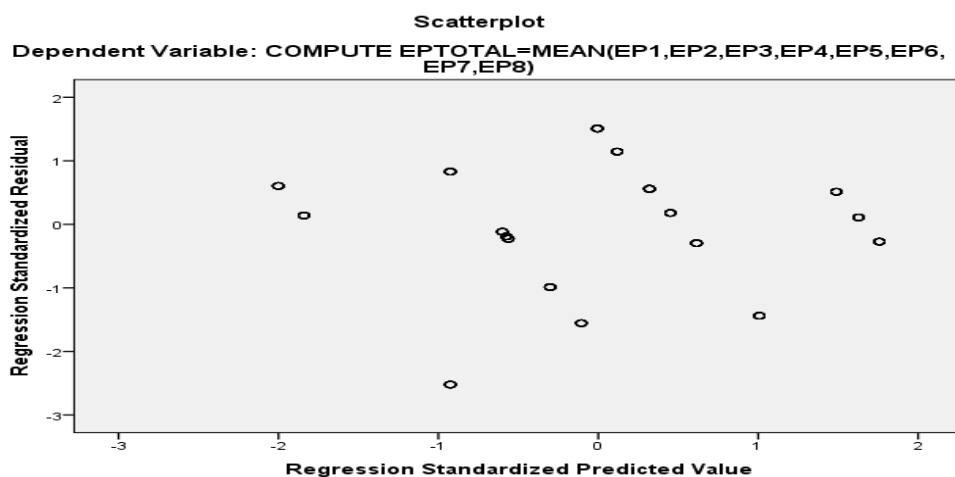
Figure 2 Histogram.

As depicted in the figure above; which is an example of a histogram with a normal distribution from the SPSS software, there was no normality problem on the data used for this study.

2. Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables. Statistical software scatter plots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero providing even distribution (Osborne & Waters, 2002). To check this assumption scatter plot was generated for the model.

Figure: Scatter plot.



Source: Compiled from SPSS result, 2023

As shown in the figure above; the error variance is constant since most scattered plot attributes are around zero and near to the horizontal line. Therefore, there was no violation of homoscedasticity assumption in this study.

3. Assumption of Independence

The Durbin-Watson is a statistic test which can be used to test for the occurrence of serial correlation between residuals. The value of Durbin-Watson statistics ranges between 0 and 4, however, the residuals are considered not correlated if the Durbin-Watson statistic is between 1.5 and 2.5 (Stevens, 2009). To test testing auto correlation between variables the researcher used Durbin Watson test. The Durbin Watson point of this study was 2.08 approximately confirm to the suggested value =2 which implies that there was no auto correlation problem among the variables and all the variables are found to be independent.

Regression model of the study.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension1	.946 ^a	.896	.894	.03730	2.081
a. Predictors: (Constant), LCTOTAL, TCTOTAL, OSTOTAL, OCTOTAL.					
b. Dependent Variable: EPTOTAL.					

Source: SPSS Regression results output, (2023)

As shown on above table, R is the degree of association between Predictors and dependent variable. On the model summary the values of R, R² and the adjusted R² are 0.946, 0.896 and 0.894 respectively. The adjusted R square result 0.894 implies that 89.4% of the variation can be predicted in employee performance by the independent variable. In other word, four independent variables namely change in leadership, change in technology, change in organizational structure and change in organizational culture collectively influenced employee's performance by 89.4% and the remaining 10.6% change in employee performance occurs as a result of extraneous variables.

Table 6. ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.740	4	.685	492.33	.000 ^b
	Residual	0.319	229	.001		
	Total	3.059	233			

a. Predictors: (Constant), LCTOTAL, TCTOTAL, OSTOTAL, OCTOTAL

b. Dependent Variable: EPTOTAL.

Source: SPSS Regression results output, (2023).

ANOVA analysis is normally used to compare the mean scores of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups (Pallant, 2010). On the above table 4.16, the data shows that all independent variables collectively significant with dependent variable since p-0.000 and the relationship between all independent variables highly significant with dependent variable. F value was 492.33 is greater than 10 indicates good model of fit.

Table 7 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.215			2.275	0.024.

	LCTOTAL	0.236	0.023	0.361	10.131	0.000
	TCTOTAL	0.362	.0023	0.453	15.750	0.000
	OSTOTAL.	0.252	0.023	0.374	10.862	0.000
	OCTOTAL	0.085	0.013	0.185	6.385	0.000

Source: SPSS Regression results output, 2023

Accordingly, Standardized beta coefficients (β) tell us the unique contribution of each factor to the model. A high beta value (β) and a small p value ($p < 0.05$) indicate the predictor variable has made a statistically significance contribution to the model. On the other hand, a small beta value (β) and a high p value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003). Above table indicates that leadership change had statistically significant contribution to employees performance at 95% confidence level, since their p-values were 0.000 and which was less than 0.01 ($p < 0.05$). Also, technology change, organizational structure change and organizational culture change had statistically significant contribution to employees performance since their p value is 0.000, 0.000, and 0.000 respectively which was less than 0.01 ($p < 0.05$). In this study the standardized coefficients used to figure out which of the independent variables is more importantly effect the dependent variable. Therefore, technology change had the highest standardized coefficient $\beta = (.453)$, followed by organizational structure change $\beta = (.374)$. Leadership change was the third important variable which affects employee performance $\beta = (.361)$. The remaining variable organizational culture change had beta value of standardized coefficient $\beta = (.185)$.

Model specification of regression model:

The model specification of regression model through the simple regression equation is mentioned below.

$$Y_{it} = \beta_0 + \beta_1 X_{it} + \epsilon_{it}, i = 1 \dots N; t = 1 \dots T$$

$$EP = \alpha + 0.453TC + 0.374OS + 0.361LC + 0.185OC + \epsilon$$

Therefore, Technology change = 0.453 means that when the explanatory variable Technology change increase by one-unit, dependent variable (Employee performance) is also increased by 45.3%, then keeping the other significant explanatory variables are constant. Organizational structure change ($\beta = 0.374$, $p < 0.05$) indicate that, the existence of significant and positive relationship between organizational and employee performance. That means when explanatory variable is increased by one unit, the response variable (employee performance) is also increased by 37.4 %, then keeping the other significant explanatory variables constant. Leadership change ($\beta = 0.361$, $p < 0.05$) indicate that, the existence of significant and positive relationship between the Leadership change and Employees performance. That means when explanatory variable is increased by one unit, the response variable (Employees performance) is also increased by 36.1 %, then keeping the other significant explanatory variables constant. The smallest contributor in this study was organizational culture change ($\beta = 0.185$, $p < 0.05$). That means when explanatory variable is increased by one unit, the response variable (Employees performance) is also increased by 18.5%, then keeping the other significant explanatory variables constant.

Therefore, researcher can conclude that from the correlation analysis there is a significant and positive relationship between dependent variable and five independent variables. From regression analysis there was a significant effect of the independent (Leadership change, Technology change, Organizational structure change and organizational culture change) to a dependent variable Employees' performance.

Hypothesis testing

The following hypothesis was framed based on the objectives articulated in chapter one to know whether there is any significant effect between independent variables and dependent variable.

Table 8 Hypothesis testing summary.

Variables	Hypothesis	p	Decision
Leadership change	H ₀ : Leadership change has not significant effect on employees' performance.	P<0.05	Rejected
	H ₁ : Leadership change has significant effect on employees' performance.	P<0.05	Accepted
Technology change	H ₀ : technology change has not significant effect on employees' performance.	P<0.05	Rejected
	H ₁ : Technology has significant effect on employees performance.	P<0.05	Accept
Organizational structure change	H ₀ : Organizational structure change has no significant effect on employees performance.	P<0.05	Rejected
	H ₁ : Organizational structure change has significant effect on employees performance	P<0.05	Accept
Organizational culture change.	H ₀ : Organizational culture has no significant effect on employees performance	P<0.05	Rejected
	H ₁ : Organizational culture change has significant effect on employees performance.	P<0.05	Accept

4. CONCLUSION

Change management affects employees' performance in various dimensions. Change management was measured in terms leadership, technology, structure and culture. It can therefore be concluded that the research objective which was to explore the effect of change management on Employees' performance was positively achieved. The frame work of the study conceptualized that four Change management factors such as Leadership change, technology change, organizational structure change and organizational culture change had effect on Employees' performance. The study also examines the relationship between change management indicators and Employees performance. The results revealed that there is significant relationship between four independent and one dependent variable of the study Therefore, addressing change management indicators is the significant role to improve organizations Employee performance. It is therefore concluded that organizations that pay great attention to change management directly able to enhance its employee's performance decisively.

RECOMMENDATIONS

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations to worabe University that can be used to improve the level of employee's performance.

Worabe University should focus exceeding employee's performance in one of change management indicator these means organizational culture change since its contribution according to this study is very less. Strong organizational culture will help to build good relationships based on their

values, norms, behaviors and perceptions. Culture improves on how the individuals view their work. Employee performance would be considered as backbone of an organization as it leads to its development effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization. Once a strong organizational culture is built, it will gain a momentum of its own and will help to allow people to feel valued and express themselves freely. And it has relationship with employees' performance.

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