



EFFECT OF CHANGE MANAGEMENT ON PERCEIVED EMPLOYEE PERFORMANCE IN AFRICA INLAND CHILD AND COMMUNITY AGENCY FOR DEVELOPMENT

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Accepted: May 25, 2018

ABSTRACT

The main purpose of this research project was to analyse the effect of change management on perceived employee performance in Africa Inland Child and Community Agency in Nairobi, Kenya. Today government and private institutions are facing many challenges in many areas of operation, this is mainly due to stiff competition and lack of change or even failing to implement change if at all change has been introduced. Rapid environmental changes, competition to provide innovative products and services, changing customer and investor demands and globalization have become the standard backdrop for firms. To compete effectively, organizations must constantly improve their performance by reducing costs, enhancing quality, and differentiating their products and services. The study sought to establish the effect of organizational communication on perceived employee performance in Africa Inland Child and Community Agency for Development and to analyze the effect of organizational leadership on perceived employee performance in Africa Inland Child and Community Agency for Development. The study adopted a descriptive research design and the target population was 76 employees of Africa Inland Child and Community Agency for Development. The study was a census survey and thus involved all the 76 employees of Africa Inland Child and Community Agency. The study found that organizational communication affects perceived employee performance in in Africa Inland Child and Community Agency for Development. Effective communication in the organization ensures ideas and information are conveyed. Employees with high quality relationship with the leader practice a better job performance and satisfaction than those with low quality relationship. Leadership style plays an important role in motivating subordinates to achieve the higher goals. The study recommended that employees in the organization should always be engaged in participatory meetings to encourage the employees to give inputs and share ideas. The leaders should at all times lead the organization throughout the change processes for effective change management.

Key words; organizational communication, organizational leadership, perceived employee performance

Background of the Study

Like living things, organization change is given (De Wit & Meyer 2010). Organizations must constantly align themselves with their environments either by reacting to external event or by proactively shaping the businesses in which they operate in (De Wit & Meyer 2010). Change is the only constant in today's life for individuals and organizations. Some changes can be reversible while others are not hence the risk involved in managing change. The concept of change management is a familiar one in most organizations today. How organisations manage change and how successful they are at it varies enormously depending on the nature of the organisation, the change and the people involved. Balogun and Hailey (2008) argue that all organizations are currently undergoing some type of change. Many of these change programs arise from management fads such as culture change, business process engineering, empowerment, competition, environment and total quality.

Prosci (2013) defines change management as the application of a set of tools, processes, skills and principles for managing the people side of change to achieve the required outcomes of a change project or initiative. The above view is also shared by Rouse (2009) who defines "Organisational change management (OCM) as a framework for managing the effect of new business processes, changes in the organisational structure or cultural within an enterprise".

According to Yukl (2008), leaders can influence the performance of an organization by influencing the performance indicators, a feat which can be achieved by first, the use of specific leadership behaviors in their interaction with their subordinates, peers and outsiders, making the appropriate decisions about their management programs, systems and organizational structure and

lastly, by making the appropriate decisions about the organization's competitive strategy.

Zigarmi, et al (2008) singles out strategic leadership as one of the key driving forces for improving an organization's growth, leaders need to create an atmosphere of trust and genuine concern for how the proposed change will affect people personally. If leaders do not take the time to specifically address individual needs and fears near the beginning of the change process, they will find themselves retracing their steps because their concerns linger. Employees may comply with the proposed change for a short period of time, but if they have unresolved personal concerns, they will not commit successfully to implement and sustain the change.

Organizational change involves moving from the known to the unknown, from the relative certainty to relative uncertainty, from familiar to unfamiliar territory. These are firm's efforts that are directed towards moving from one stage to another to achieve the mission and vision of the organization taking care of the major stakeholders (Rouse, 2009). The rate of change experienced or happening around firms nowadays is faster than yester years this fact makes it very important for organizations to consider and therefore put in place speedy adaptive measures in order to remain competitive. Every organization goes through periods of transformation from one state to another. This transformation process can cause stress and uncertainty and in order to be successful the organization must embrace many types of change. Failure to adapt appropriately and timely implies organizational failure.

A study conducted in US according to Dicke (2007) concluded that employees who are engaged during a change management initiative are likely to have increased "buy-in" and better performance. Views concerning change management strategies,

lists employee engagement as a primary function for successfully implementing a change management initiative.

In Kenya, organizations are faced with issues concerning change management. Different organizations have been announcing that there would be staff lay-offs due to increasing costs. In the banking sector for instance, there are restructuring programmes which have seen a number of staff leave the banks especially through Voluntary Early Retirement. These years over 2000 staff have also left through the same programme and a number have also resigned hence raising questions on how change is managed within the organization.

Statement of the Problem

Employee performance should be key to any organization as it determines whether the organization will succeed or fail in its change processes. As noted by Zigarmi, et al (2008) strategic leadership as one of the key driving forces for improving an organization's growth, leaders need to create an atmosphere of trust and genuine concern for how the proposed change will affect people personally. Furthermore, research on organizational change has suggested that a proper communication from management tends to help employees understand a situation and a need for organizational change, thereby facilitating change processes and reducing employees' resistance to change (Kotter and Schlesinger, 2008).

There is another research which also states that communication is also one of the important elements for the organizational change. It can affect the employees performance as well (Jamison, 2008) as cited in (Dulger, 2009). Funding is perhaps the most powerful and pervasive policy steering change instruments available to any government or organization. A study by Drummond-Hay and David Branford (2009) investigated how organizations

should plan and implement change management. Kumar (2009) has also done a case study on employee perception towards organizational change with reference to an industry in India. His study seeks to find various factors that influence employee's perception towards change.

Local Studies in change management practices have also been done in Kenya. Leadership and management of strategic change at Equity bank Ltd Kenya (Achitsa, 2013); Leadership attributes and management of strategic change at commercial banks in Kenya (Ojwang, 2013); Perceived influence of employee participation on the change management at the Ministry of Housing, Kenya (Oganga, 2012). To the researchers knowledge no known local study has been done to establish the effects of change management on employee performance, this study seeks to bridge the existing research gap by conducting a study to establish the effects of change management on perceived employee performance with special reference to Africa Inland Child and Community Agency for Development, Kenya.

Objectives of the Study

The main objective of the study was to establish the effect of organizational change management on perceived employee performance in Africa Inland Child and Community Agency for Development (AICCAD). The specific objectives were;

- To establish the effect of organizational communication on perceived employee performance in Africa Inland Child and Community Agency for Development.
- To analyze the effect of organizational leadership on perceived employee performance in Africa Inland Child and Community Agency for Development.

LITERATURE REVIEW

Theoretical Review

Organization Communication Theory

Hatch and Cunliffe (2006) argue that the organisation is the primary phenomenon of interest in organisation theory, which studies its workings and how external factors influence it. Embracing multiple perspectives and offering a broad perspective on organisational life, it creates possibilities for the effective design and management of organisations. Different disciplines contribute, ranging from natural and social sciences to the humanities and arts. The organisation theory has been influenced by theorists such as Max Weber, whose theory of bureaucracy led modernist organisation theorists to believe that bureaucratic rationalisation will promote technical efficiency.

The modern perspectives of organisation theory focus on finding universal laws, methods and techniques of organisation and control, and are in favour of rational structures, rules, standardised procedures and routine practices.

The symbolic perspective describes how people give meaning and order to their experiences within a specific context, through interpretive and symbolic acts, forms and processes. Lastly, the modernist perspective deconstructs organisational texts and destabilises managerial ideologies and modernist modes of organising and theorising. The postmodernist perspective reveals marginalised and oppressed viewpoints, whilst encouraging reflexive and inclusive forms of theorising and organising. The modernist theorists believe that only once a person understands how and why organisations function the way they do and how environmental conditions influence their functioning, they have complete knowledge of organisations. Organisation theory is continuously evolving and will continue to

explore new ways of studying and managing organisations (Hatch & Cunliffe, 2006).

Jones (2010) regards organisational theory as the study of how organisations function and how they affect and are affected by the environment in which they operate, pointing a relationship between organisational theory, leadership, resources, performance and change, all of which are factors influencing the operations and effectiveness of an organisation. Organisations must design themselves in such a way that the resources and leadership contribute positively to their employee's effective performance.

The researcher believes that people studying organisations and organisation theory must be aware of the relationship among these concepts, in order to have a complete picture of the influences on one another. The theory helps the researcher to understand that in this study there will be environmental, internal and human factors influencing the organisation.

These influences bring about change in the organisation and in turn result in change communication being required from management and change agents in the organisation. The organisational management have to understand the theory in order to develop effective change and communication strategies.

Strategic Leadership Theory

This study was based on the strategic leadership theory as developed by Ireland and Hitt (2005). According to Beatty and Quinn (2007) strategic leaders influence their organizations by aligning their systems, culture, and structures to ensure consistency with the strategy. Different scholars have proposed different models, which suggest different roles for strategic leaders. However, this study was based on the Ireland and Hitt (2005) strategic leadership model, which argues that

organizational growth can be achieved through the configuration of six activities, which are: determining the organizational strategic direction (which is also the organization's purpose or vision), exploiting and maintaining the core competencies, developing the human capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balanced organizational controls. In relation to the study strategic leadership is a key to the change initiatives of the organization, leaders should act as a catalyst for productive changes to take place in a particular organization. According to Volberda, Morgan, Reinmoeller, Hitt, Ireland and Hoskisson (2011), the goal is to pursue the firm's short-term need to adjust to a new vision and strategic direction while maintaining its long-term survivability.

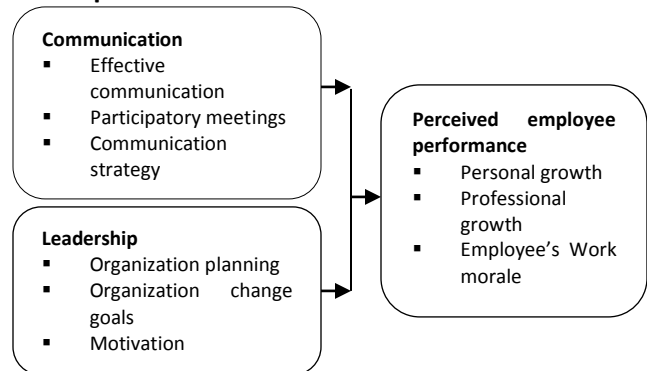
Secondly, according to Ireland and Hitt (2005), human capital is composed of the knowledge and skills of the firm's entire work force and is a capital resource that requires investment both in training and development and knowledge management. They explain further that it also includes the social capital, which refers to the relationships inside and outside the firm that help it accomplish tasks and create value for customers and shareholders.

Thirdly, according to Ireland, Hoskisson and Hitt. (2009), changing a firm's organizational culture is more difficult than maintaining it, but effective strategic leaders recognize when change in culture is needed. Subsequently, according to Ireland and Hitt (2005), the effectiveness of the processes used to implement the firm's strategies increases when based on ethical practices. This is because ethical practices create social capital and goodwill for the firm.

Fifthly, according to Carpenter, Bauer and Erdogan (2014), organizational controls refer to the process by which an organization influences its sub-units to behave in ways that lead to the attainment of

organizational goals and objectives, and which (when properly designed) lead to better performance, as they enable the organization to better execute its strategy. Lastly, Ogholaya (2010) defines organizational growth as the organization's ability to generate larger profits, expand its workforce and increase production, and relies heavily on the leadership, their expectations for success and the quantitative and qualitative measures used to determine expansion readiness.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Two of the most influential studies were the ones by Teck, Hongand ,Waheed (2011) and Hyun (2009). Teck-Hong (2011) applied Herzberg's theory on a sample of sales personnel in Malaysia only to find out that Hygiene factors dominated Motivation factors where the 'working conditions' was the most significant factor for prediction of job satisfaction. As their research hit a bulls eye in making distinction between Motivation and Hygiene factors where the variables of their study matched perfectly to the current research, the questionnaire used by them was adopted in the current research for measuring Herzberg's Motivation and Hygiene factors.

The second study by Hyun (2009) was able to portray the resemblance of Intrinsic job satisfaction

and Extrinsic job satisfaction to Motivation and Hygiene factors respectively with profound precision, by using the 'Minnesota Satisfaction Questionnaire' which founded a basis for measuring the factors of Motivation-Hygiene that closely predicted Intrinsic-Extrinsic job satisfaction respectively, forming the basis of scales for the current research. According to Story et al. (2009), individuals high in intrinsic motivation seem to prefer challenging cognitive tasks and can self-regulate their behaviors, so offering rewards, setting external goals, or deadlines, will do little for them, unless they are also high in extrinsic motivation. For employees high in intrinsic motivation, emphasis could be placed on the engaging nature of the task and encouragement of self-set goals and deadlines (Story et al., 2009).

In the case of monetary rewards, Belfield and Heywood (2008) described workers who intended to work longer hours or perform additional tasks to be more likely to receive performance related pay. They go on to admit that performance is difficult to measure in some professions such as education because it takes a team effort of teachers combined with counselors, coaches, administrators, and specialists, to name a few. As a conclusion to their study with teachers, Belfield and Heywood, failed to find that job satisfaction is generally higher for those receiving performance pay. In the case of performance pay, Vroom's theory suggests that teachers would be adjusting their efforts based on several outcomes such as amount of pay, what their colleagues are to be paid, and as well as feelings of satisfaction in doing the job.

Organizational Communication

The process during which employees and management make sense of complex situations, analyze organizational problems, decide on alternatives for action, and organize events is referred to as organizational communication

(Putnam & Poole, 2008). Communication in organizations is a complex and continuing process during which members create, maintain and change the organization. An organization cannot exist without communication between staff members and external parties. Keyton (2011) emphasizes its importance for all members, and not only managers. For the purpose of this study, organizational communication is defined as any means of communication used in the organization to share the message of anticipated change initiatives.

Lawlor (2013) noted that communication in any change initiative is very important element in an organization's existence, which with the communication strategies as regarded to by Hayes (2008) as important contributors to the success of change projects in an organization. The form of communication used to communicate change must be of good quality, without spelling and grammatical errors, and understandable to the audience. The communication strategies used by the organization must involve how to approach employees, the manner in which communication takes place and the relationships between the communicator and the audience. Hence, communication of change can take place whilst having conversations with people or staff within an organization (Lawlor, 2013).

Jabri et al. (2008) warn that people communicating change must think about whether people in the organization are objects of communication or subjects in communication. The importance of developing a well thought out communications strategy is often overlooked when embarking on a change initiative. Effective communication during a change effort will serve to provide employees with timely and accurate information, which can positively influence whether the organization can maintain employee productivity and morale and overcome resistance to change (Kotter, 2011).

Fraser and Hemmings (2010) caution organizations that participation, involvement of staff and open, early and full communication are important factors in implementing change initiative in the organization. It is not only important for staff to understand the necessity of change, but also to have the full picture on how the change will be implemented. Conversations must be held in the language understood by all staff members, in order for everybody to comprehend the change plans and processes. Therefore, management should be proactive in communicating the reasons, rationale and plan of implementation to staff members in a clear and understandable fashion. The organizational management must be aware of the change readiness of employees when communicating change (Fraser and Hemmings, 2013).

Hammond et al., (2011) noted that in organizational change, employee participation and effective communication are cited as two of the most effective means to increase the change readiness of individuals. Management must use face-to-face meetings to discuss sensitive issues around organizational change with staff members. E-mails and written notices do not always convey the message intended and so should not be used to replace personal interaction with staff members (Fraser and Hemmings, 2010). It is their opinion that because change has a naturally unsettling effect on staff, management should take their time and plan the change strategy carefully before communicating it to staff members.

Managers should not try to make fast or quick changes but rather take time to plan properly, receive support from staff through communication, and then begin working on implementation of change (Hammond et al., 2011).

One of the reasons identified by Salem (2008) is insufficient communication during which inadequate information forms a big role. Employees

feel that the managers often have all the information but do not share it, leaving employees uncooperative (Salem, 2008). He adds that because employees feel they do not get enough information the organizations fail to implement change successfully. For this reason organizational change cannot take place without the entire corporation's participation (Salem, 2008). He further concludes that too little communication results in employees not having enough information on the planned change initiatives and so is not convinced to participate.

Hayes (2008) argued that organizational silence as a major barrier to organizational change. It referred to as situation in which employees do not voice their opinions or concerns about planned changes, and develops when managers avoid or dismiss negative feedback from subordinates because of their own insecurities. Pearse (2010) found that as employees identify with their organizations they experience disturbance of their personal identity when changes occur, and so lapse into the equivalent of a grieving process. Therefore, the management must ensure that they are informed of what is happening and what their identities will be after the changes have taken place or been implemented (Salem, 2008).

Change Oriented Leadership

Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively and the process of facilitating individuals and the collective efforts to accomplish the shared objectives (Yukl, 2008). Management of change also needs compassionate leaders and staff to embrace it.

Bearing in mind that change is inevitable, organizations and the management in particular need to come up with a change management plan to help lead the employees on the path of making that leap to permanent change together it is the

leadership's behavior that makes the change situations more effective (Yukl, 2008).

Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes, products or services and gaining commitment to change (Salem, 2008). Change management demands strong leadership to rapidly push through stressful, discomforting and risky shifts in the business and organizational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing change in an organization. Ultimately managers should know when to change and when it is wiser to seek stability, they should also know when to trigger a change and when to avoid one (De Wit and Meyer, 2010).

Salem (2008) identified interpersonal skills as a key in implementation of organization change. If managers or change facilitators do not have the necessary interpersonal skills it is more likely that communication of change will be poor and its implementation unsuccessful. Employees will have difficulty understanding what is being communicated to them, inaccurate perceptions will be formed and feelings of anxiety will not be resolved (Salem, 2008). Millar, Hind and Magala (2012) argue that organizational leaders need to have a change of thinking and attitude in order for change to be implemented and sustainable. This means that even before organizational change plans are communicated to employees the leadership, which usually fulfil the role of change agents, needs to have a positive attitude towards the planned changes. Goehrig (2008) argues that leadership, executives and consultants need to understand and then implement changes or new strategies, in order for an organization to change business outcomes and existing business structures.

Boleslaw (2009) argues that creation and design of change processes within an organization is most often a role of the participatory leaders within it. Change processes are the mandate of leaders engaged in the management of change. It is up to the participatory leaders to make these change initiatives tangible rather than abstract and to awaken enthusiasm and ownership of the proposed changes within the organizations.

For an effective change, the study revealed that charismatic leadership and trust in top management both are important. They are strongly correlated (positively) with change implementing behavior, monitoring of anticipators, management level, and department connection (Michaelis, Stegmaier & Sonntag, 2009). The leader's spirit, insight, wisdom, compassion, values, and learning skills are all important facets in the capabilities to lead others to embrace change and redesign. The leader who prompts change within a firm is often subject to approximate thought (Ajmal, Farooq, Sajid, & Awan, 2012). It is the leadership's behavior that makes the change situations more effective.

As a leader of change your role will be to support and encourage your staff throughout each phase. It is important to recognize that transition is not linear and therefore, those that are impacted sometimes find themselves moving back and forth between the phases. Given this possibility, you will need to expect and anticipate that people will go through the transition process at different speeds and in different ways (Hammond, 2011). Your skills in communication, listening and coaching will be pivotal in identifying how to support your staff, both as individuals and as a group, so they can move through the phases as quickly and effectively as possible (Hammond, 2011).

Millar et al. (2012) suggest that besides having the vision of the proposed change, leaders must ensure that all required steps are taken for the vision to

become a reality. Such steps will involve priority setting, and exercising choice and compromise in favor of the vision.

All of these factors are required for leaders to experience an action before communicating organizational change to employees. I argue that employees will be able to pick up in the communication when leadership is not sharing or understanding the same vision of the change they are supposed to promote. Therefore, it is important for leaders to be prepared and understand what it is that they need to communicate and potentially obtain the support of the employees (Senior and Swailes, 2010).

Research Methodology

This research was conducted through a descriptive research design. A descriptive survey, seeks to ascertain respondents' perspectives or experiences on a specified subject in a predetermined structured manner. The population of the study consisted of all staff working for Africa Inland Child and Community Agency for Development, Nairobi County. The total number of staff for Africa Inland Child and Community Agency for Development in Kenya was then seventy six (N= 76). The structure of the organization consisted of Management staff (6), Supervisory Staff (13), middle level (24) and support staff (33).

Findings and Discussion

Effect of organizational communication on perceived employee performance

The study requested the respondents to indicate their level of agreement on the statement relating to the influence of organizational communication on perceived employee performance. From the study findings, respondents agreed on the statements that the management needs communication strategy to win the trust of the employees enhance perceived employees about management new styles as shown by a mean of 4.3, effective communication in the organization ensures ideas and information are conveyed as shown by a mean of 4.26 and that the internal communication with the workforce is essential in order to lessen the employees negative impact when changes done in the organization as shown by a mean of 4.25. The respondents also agreed on the statement that communication is more effective to influence the lower level employees because they are directly related to production of the organization as shown by a mean of 3.92 and that through effective communication managers of the organization build strong relationship with peers and sub-ordinates as shown by a mean of 3.6. The respondents however disagreed on the statement they always have participatory meetings to encourage the employees to give inputs and share ideas as shown by a mean of 2.39. Similarly Hayes (2008) found that communication is an important contributor to the success of change projects in an organization.

Table 1: Statements on the effect of organizational communication

Statements	Mean	Standard Deviation
The Internal communication with the workforce is essential in order to lessen the employees negative impact when changes done in the organization	4.25	0.292
Effective communication in the organization ensures ideas and information are conveyed	4.26	0.230
The Management needs communication strategy to win the trust of the employees enhance employees perception about management new styles	4.30	0.290
We always have participatory meetings to encourage the employees to give inputs and share ideas	2.39	0.158
Communication is more effective to influence the lower level employees because they are directly related to production of the organization	3.92	0.178
Through effective communication managers of the organization build strong relationship with peers and sub-ordinates	3.60	0.269

The study sought to find out how else organization communication affects perceived employee performance in Africa Inland Child and Community Agency for Development. From the study findings, respondents stated that the communication strategies used by the organization are not effective in communicating the need for organization change in the organization. Jabri et al. (2008) stipulated that people communicating change must think about whether people in the organization are objects of communication or subjects in communication.

Effect of organization leadership on perceived employee performance

On the statements relating to the effect of organization leadership on perceived employee performance, the respondents agreed on the statements that employees with high quality relationship with the leader practice a better job performance and satisfaction than those with low quality relationship as shown by a mean of 4.21, leadership style plays an important role in motivating subordinates to achieve the higher goals as shown by a mean of 4.2 and that the leaders in the organization lead the organization towards the

execution of the organization planning as shown by a mean of 4.12.

The respondents also agreed on the statement that the leaders use the reward and punishment system to motivate the employee to do more than they are expected to do to accomplish the organizational goal as shown by a mean of 3.98 and that here is a change oriented leadership concerned with the organization change goals as shown by a mean of 3.89. The respondents were however neutral on the statement that the leadership in the organization creates change adaptation environment and increase innovation as shown by a mean of 3.4. To concur with the findings, Goehrig (2008) argues that leadership, executives and consultants need to understand and then implement changes or new strategies, in order for an organization to change business outcomes and existing business structures.

The study sought to find out how else organization leadership affects perceived employee performance in Africa Inland Child and Community Agency for Development. From the study findings, respondents stated that leaders have a role to lead the organization in the change processes within an organization. Boleslaw (2009) argues that creation

and design of change processes within an organization is most often a role of the participatory leaders within it. Change processes are the

mandate of leaders engaged in the management of change.

Table 2: Statements on the effect of organization leadership

Statements	mean	Standard deviation
The leaders in the organization lead the organization towards the execution of the organization planning	4.12	0.242
Leadership style plays an important role in motivating subordinates to achieve the higher goals	4.20	0.209
The leaders use the reward and punishment system to motivate the employee to do more than they are expected to do to accomplish the organizational goal	3.98	0.219
Employees with high quality relationship with the leader practice a better job performance and satisfaction than those with low quality relationship	4.21	0.261
There is a change oriented leadership concerned with organization change goals	3.89	0.232
The leadership in the organization creates change adaptation environment and increase innovation	3.43	0.257

Perceived Employee Performance

The study sought to find out the respondents' level of agreement on the statements on perceived employee performance. From the study findings, majority of the respondents agreed that employees share their ideas and values with each other as shown by a mean of 4.18 and that they have personally grown in the organization as shown by a mean of 3.56. The respondents however disagreed on the statements that there is very low employee absenteeism in the organization as shown by a mean of 2.4, their profession has well grown in the organization as shown by a mean of 2.37, they have

a high morale to work and effectively perform their tasks in the organization as shown by a mean of 2.22 and that employees are regularly reward for their performance as shown by a mean of 2.09.

The respondents were further requested to describe perceived employee performance in Africa Inland Child and Community Agency for Development. From the study findings, the respondents recommended that the organization should have better performance appraisal systems so as to motivate employees. The leadership should as well adopt better leadership styles so as to lead the organization in the change process.

Table 3: Statements on perceived employee Performance

Statements	Mean	Standard deviation
I have personally grown in the organization	3.56	0.250
I have a high morale to work and effectively perform my tasks in this organization	2.22	0.260
My profession has well grown in this organization	2.37	0.258
There is very low employee absenteeism in this organization	2.40	0.189
Employees share their ideas and values with each other	4.18	0.125
Employees are regularly rewarded for their performance	2.09	0.186

Regression Analysis

Model Summary

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent

Table 4: Regression analysis model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 ^a	.440	.414	.2511

a. Predictors: (Constant), X1, X2, X3, X4

This showed that 41.4 percent changes in perceived employee performance could be accounted to changes in organizational communication and organizational leadership. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a positive relationship between the study variables as shown by 0.664.

ANOVA Analysis

Table 5: ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.315	2	23.1575	19.736	.001b
	Residual	69.2277	59	1.17335		
	Total	115.543	61			

a. Dependent Variable: Y

Coefficients

$$Y_i = 1.152 + 0.643 X_1 + 0.653 X_2 + \epsilon$$

From the regression equation above it was found that holding organizational communication and organizational leadership to a constant zero,

variables: From the findings in the above table the value of adjusted R squared was 0.414 an indication that there was variation of 41.4 percent on perceived employee performance due to changes in organizational communication and organizational leadership at 95 percent confidence interval.

The processed data, which is the population parameters, had a significance level of 0.001% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The F critical at 5% level of significance, 2 d.f, 57 d.f was 2.413 while F calculated was 19.736, since F calculated is greater than the F critical (value = 2.5336), this shows that the overall model was significant. Pandya, (2010) contends that when F calculated is greater than the F critical the ANOVA model is significance.

perceived employee performance would be 1.152. A unit increase in organizational communication would lead to increase in perceived employee performance by 0.643 units. A unit increase in organizational leadership would lead to increase in perceived employee performance by 0.653. Overall

organizational leadership had the greatest effect on perceived employee performance followed by organizational leadership. At 5% level of significance

and 95% level of confidence, all the variables were significant ($p < 0.05$).

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.152	0.272		4.235	.000
	Communication	0.643	0.174	0.618	3.695	.006
	Leadership	0.653	0.172	0.625	3.797	.005

a. Dependent Variable: Y

Conclusion and Recommendations

Conclusion of the Study

Organizational communication affects perceived employee performance in Africa Inland Child and Community Agency for Development. Effective communication in the organization ensures ideas and information are conveyed. Internal communication with the workforce is essential in order to lessen the employees negative impact when changes done in the organization. Employees in the organization do not always have participatory meetings to encourage the employees to give inputs and share ideas and the organization communication strategies fail to communicate the need for organization change.

On the effect of organization leadership on perceived employee performance in Africa Inland Child and Community Agency for Development, the study concludes that employees with high quality relationship with the leader practice a better job performance and satisfaction than those with low quality relationship. Leadership style plays an important role in motivating subordinates to achieve the higher goals.

Recommendation

The study established that the management needs communication strategy to win the trust of the employees and enhance employees' perception about management new styles. The employees in the organization should always be engaged in participatory meetings to encourage the employees to give inputs and share ideas.

The study established that the leadership in the organization do not actively create change adaptation environment, the study therefore recommend that leaders should at all times lead the organization throughout the change processes for effective change management.

Areas for Further Research

The current study focused on the effect of organizational change management on perceived employees' performance in Africa Inland Child and Community Agency for Development (AICCAD). Having established the effect of organizational change management on perceived employees performance in an NGO, further studies should be conducted on the effect of organizational change management on perceived employees' performance in a public institution for comparison.

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