

## **Influence of Change Management on Employee Performance: A Case of University of Eldoret, Kenya**

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### **Abstract**

*This study investigated the effects change management on the performance of employees in relation to technological changes, organizational leadership, structure and culture. The study adopted a case study research design. The target population was 403 employees. A sample size of 121 employees was selected using simple random sampling technique. Primary data was collected using questionnaires and interview schedules. Analysis was done using descriptive statistics and presented using graphs and tables. The study found that structural changes and organizational leadership influenced university employees' performance positively. The study further revealed that technological changes have a great impact on employees' performance due to the rapid technological changes that the world is rapidly adjusting that eases employee's work load and to increase efficiency and effectiveness at work place. A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. The study concluded that structural changes, leadership, technology and organizational culture influence the performance of employees positively. The study recommended that the university leadership needed to change their mindsets on the impact of change management, leadership styles that increase employee motivation to exceed expected results and a change process that is result oriented thus increasing their levels of employee's performance.*

**Keywords:** Change, Change Management, Employee Performance.

### **Background of the Study**

Employee performance is important for an organization to achieve its objectives and goals. Employees are an important asset to an organization that may affect it either positively or negatively. 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. Change is unavoidable in organizations today and is of paramount importance to study how change factors affect employees' performance.

Change is what presses us out of our comfort zone and it is inevitable (Sidikova, 2011). Kitur (2015) is of the view that change comes in an organization in many forms: merger, acquisition, joint venture, new leadership, technology implementation, organizational restructuring, and change in products or regulatory compliance. The change may be planned years in advance or may be forced upon an organization because of a shift in the environment. Organizational change can be radical and alter the way an organization operates, or it may be incremental and slowly change the way things are done. Change management can be defined as a style of management that aims at encouraging organizations and individuals to deal effectively with the changes taking place in their work. (Green, 2007). For change management to be successful and its impact positive, managers or supervisors in the organizations need to understand what motivates their team and enroll employee participation. In fact separating managers from leadership in terms of style is difficult because every manager needs to have leadership skills to get activities done and every leader should have managerial skills to induce workers to change directions. This is especially important in organizations or institutions which are going through change since constant motivation and guidelines are needed for effectiveness of employee performance (McLagan, 2002).

In the global market economy, technology introductions, aging boomer population, and less than honest world competition have all had an impact of change management. With the sudden financial shock in late 2008, many employers rushed to downsize their organizations to capture possible profits. In today's business environment, it's becoming obvious that nothing remains still (Olubayo 2014). He emphasizes that the rate of change which business organizations face have continued to increase more and more in the last five decades. This is as a result of advances in information and communication technology increasing democratization of economies and liberalization of economies across the globe. Universities today operate in such a competitive environment and the need to adopt change is inevitable and ought to be discussed.

In Africa, change is as well inevitable. Most African countries have undergone series of changes. Universities in Africa have gone through tremendous changes due to growth and expansion of institutions of higher learning. In order to compete globally, universities have embraced change management factors such as culture, technology, leadership and structure which affects both employee and organizational performance. In order to remain competitive universities have adopted cultural systems known to every employee which add value to their performance, for instance we value quality education. Leadership changes may influence employee performance. The leader as a person in charge or as a change agent can manage an organization or the process of organizational change more effectively and successfully if he/she is capable and competent. (Asghar, 2010). He noted that rapid technological advancements, high expectations of customers, and ever changing market situations have compelled organizations to incessantly reassess and reevaluate how they work and to understand, adopt and implement changes in their business model in response of changing trends. Organizational change is a demand of the day, and needed for universities to survive. On the other hand organizational structure changes are thought to influence employees' performance. A structure is an arrangement of task or activities being performed in an organization. This study conceptualized that changes in structure may affect employees' performance in a university.

The University of Eldoret has undergone through a transition (change) from a diploma teachers college to a full pledged university in the year 2010 (CUE, 2015). The university has continuously renewed its organization's strategic direction, structure and capabilities to serve the ever changing needs. The performance of employees has been affected by these changes. This influence of this change on employees' performance has not been documented. The university still has to embrace change based on the current dynamics of university education worldwide. The university is still in the process of restructuring in order to meet the requirements of the Commission for University Education in Kenya. It has to implement and constitute new structures, technology, culture and leadership changes in order to meet its goals. This study therefore sought to establish the influence of these change management factors on employee performance at University of Eldoret in Kenya.

### ***Statement of the Problem***

Ideally, employee performance has been on the rise as a result of improvement and adoption of change management by most organization. This is because the change in management influences greatly on employees and therefore if proper change is adopted and implemented, it results in increased performance of employees. This is simply because in every change proposal, there are always forces for change and forces against change (Sidikova, 2011). Past empirical studies have mixed results on the effect of change management on employee performance.

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. Due to dynamic changes worldwide, universities as well tend to change over time in order to fit the current situation and at the same time maintain and retain customers. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress (Kamugisha, 2013).

The University of Eldoret has gone through a process of transition from an agricultural college offering diplomas to a university campus; and later constituent college of Moi university and finally to an independent university in 2010. As a result, these changes were instituted in the areas of leadership, structure, technology and cultural perspectives. This study sought to investigate how organization structure, leadership changes, technological changes, and culture changes have affected the performance of employees in a university. It is on this context therefore that the study sought to investigate the influence of change management on employee performance, a case of University of Eldoret.

### **Research Objective**

The objective of the study was to determine the influence of change management (structure, leadership, culture and technology) on employee performance at the University of Eldoret, Kenya.

### **Conceptual Model**



### **Literature Review**

Human resource has become a strategic resource to gain sustainable competitive advantage in this age of globalization (Kute & Upadhyay, 2014). The researchers emphasized that human resource is the most important aspect, indeed the backbone of every organization and it is also the main resource of the organization. Ndauro, Shukla and Oduor (2015) are of the view that organizations today have increasingly become aware and value the importance of change management practices. They further elaborated that real life experiences substantiate the assumption that no matter how sophisticated and modern the business activities of the organization may become, it will be extremely difficult to sustain its growth and effectiveness unless there are strategies that complement its operations. It is therefore fitting for universities like any other organization operating in such an environment to investigate the effect of change factors on its performance. Khosa, Rehman, Asad, Bilal & Hussain (2015) retaliated that employees have the feelings of stress, nervousness and lack of confidence when the organization changes like restructuring, downsizing and as well as merging. Although it is a fact that change is a process and it is essential to go in its direction, yet employees are reluctant to accept it willingly.

Past scholars Salerno and Brock (2008) argued that change is inevitable and necessary. The scholars articulated that with each new day, the environment is no longer the same. Other scholars such as Pugh (2007) have dealt with change management based on human relations. Usually workers do not understand very easily the need for change. They may not agree with the forces and actions taken behind the change. McLagan (2002) pointed out that people can accept changes that affect them adversely if they believe the change is right and procedural justice is followed. People will support changes that make sense, that make work easier and more effective, that make employees happier and that improves their performance. Armstrong (1998) noted that business change means the redesigning of business processes, the improvement of its products and/or services, and organizational changes to organizational structure and/or culture deemed necessary for better performance.

Universities operate in a dynamic environment where change is an importance factor to determine its existence as well as performance. There are many factors affecting change in universities and employee performance; such as type of change, organizational structure, individual changes of people, technological changes, among others. This study specifically focused on changes in university in terms of technology, structure, culture and leadership. One of the cornerstone theories for understanding organizational change was developed by Kurt Lewin in the 1950s, and is still used today. His model is a simple and easy-to-understand framework for managing change known as Unfreeze – Change – Refreeze. Lewin, a physicist as well as social scientist, explained organizational change using the analogy of changing the shape of a block of ice, which is, unfreezing a large cube of ice to change it and reform it into a cone of ice. By recognizing these three distinct stages of change, leaders in a university can plan to implement the change(s) required. First, need to create the motivation to change (unfreeze) as it is necessary to change existing attitudes towards working practices and prepare the ground for change. Communication about the proposed change is vital at this stage if employees are to understand and support it. Secondly, the university can move through the change process by promoting effective communications and empowering employees to embrace new ways of working and learn new values, attitudes and behaviors. Problems are identified and action plans developed to enable smooth implementation. The process ends when the organization returns to a sense of stability (refreeze) and the benefits of the change are realized, which is necessary for creating the confidence from which to embark on the next inevitable change. Praise, rewards and other reinforcement by managers are required on an individual level and more effective performance at an organizational level (Adair, 2006). However, Lewin's further argued that it is not until the change has become incorporated into the culture can it be said to be frozen.

### ***Effects of Organization Structure on Employee Performance***

Organizational structure enables an organization to have common views and mission. Well-functioning organizational structure is important for an organization going through change, because if there are flaws in the structure it will affect communication flow. With unclear roles conflicts and misunderstandings occur that lowers motivation and work morale. It can also drift different departments apart from common organizational goal, where decision making processes becomes slow and employee effectiveness disappears. According to McLagan (2002), there are three types of changes in the organization structure. They are transactional, transitional and transformational. Transactional changes only need minor interventions, for example, training or changing the incentive system, switching software. Transitional change is more complex and require change in roles/responsibilities, power bases and systems. Example of this kind of change could be opening a new plant in another location, where more detailed planning and expertise is needed. Transformational change requires redesigning the entire organization, especially the fundamental beliefs and norms, in order to adapt to global business demand.

According to Duggan (n.d) organizational structure can inhibit or promote performance, and this may depend on how effectively the supervisory relationships and workflow influence productivity. He further elaborates that organizational structure affects how performance is measured and managed in an organization. A study by Csaszar (2008) developed and tested a model of how organizational structure influence organizational performance. Organizational structure was conceptualized as the decision-making structure among a group of individuals. The empirical setting was over 150,000 stock-picking decisions made by 609 mutual funds. The findings suggested that organizational structure has relevant and predictable effects on a wide range of organization performance. In their study Hao, Kasper and Muehlbacher (2012) 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. Organizational structure had more effects on organizational learning than on innovation, organizational learning has an indirect effect on performance through innovation, except the direct effect of structure on performance. No matter how big or small change is in organization it affects workers either positively or negatively. Impact of change on employees depends on whether they were well informed about change or not.

As Edwards and Walton (2000) noted that greater understanding helps reduce uncertainty which inevitably accompanies change. But since change initiative doesn't concern everyone at the same level it is important to choose target groups and try to identify means of communication, whether it is trying to get workers to know change, understand it, agree upon it or get involved. Communication should not stop once everyone is involved in change, but rather adapted in each step. For example during early stages of change it is crucial to explain why change is important and how it is going to be enacted, during the implementation phase making sure that people know their efforts have not been in vain, after implementation phase praising and rewarding employees contribution to change.

### ***Effects of Technological Change on Employee Performance***

Organizations have undergone a revolution in the adoption and application of complex information technology. In the hope of extracting the greatest value from innovations, organizations have adjusted their management structures, work processes and culture (Orlikowski 2000). Yet, swift technology enhancement unintentionally reduces the presumed lifespan of many Information Technology (IT) systems. Organizations build and rebuild their existing IT systems in response market changes. The results of these initiatives are often rather disappointing. The world has more technology than ever before with technological changes increasing at an accelerating pace. The amalgamation of data processing, communications and the advances of software allows firms to gain a competitive advantage, improve performance and develop new businesses from various areas. Use of information technology is now shifting from a supportive role to a more strategically oriented role in organizations (Lucas & Turner, 2002). The 2000s were marked by major breakthroughs in computing in organizations as organizations had undergone a revolution in the adoption and application of complex information technology. Nevertheless, swift technology enhancement unintentionally reduces the presumed lifespan of many IT systems. Organizations build and rebuild their existing IT systems in response to needs and market changes. The outcomes of these initiatives are often rather unsatisfactory. Half of these technological change projects experience failure (Adam, 2003).

A study by Dauda and Akingbade (2011) 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. Question based on the hypotheses were formulated and 1256 questionnaires were distributed to select 30 manufacturing industry in beverages, textile, steel, cement and chemical industry in Nigeria. 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. The data was gathered through unstructured interviews. 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 study recommended that organizations which implement new technology should provide proper training to its employees to increase their performance. Kute and Upadhyay (2014) examined the relationship between technological changes and its impact on employee performance in commercial printing industry. The study found that technological changes affect employee's performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the commercial printing industry. It is worth studying whether technological changes affect performance of employees in universities.

### ***Effects of Organizational Leadership on Employee Performance***

Employees are the most important assets in organizations, which without, the goals and objectives may not be attained (Bello, 2012). 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). 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.

In order to increase the employee performance, leadership in universities need to have ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and to improve their individual performance. 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). Numerous studies have reported positive relationships between organizational leadership and outcomes at the individual level and firm levels. Most recently, many empirical studies have reported that organizational leadership has a positive impact on follower performance and firm outcomes. 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).

A paper by Bello (2012) examined the concept of ethical leadership, the characteristics of an ethical leader and its impact on employee job performance and how organizations can develop leaders that are not only sound in character but sound in action. From various empirical literatures, the paper recommended that corporate leaders must ensure a strong culture within the work place, organizations should strive to hire ethical people and corporate leaders should reward ethical conduct and discipline unethical conduct. A study by Abbas and Yaqoob (2009) examined the effect of leadership development on employee performance in Pakistan. This study was conducted considering five factors of leadership development, that is, coaching, training and development, empowerment, participation and delegation. The study found that the combined effect of these factors influenced employee performance with 50%. However, rest of the 50% contribution towards employee performance other factors such as: attitude, commitment, motivational factors, and trust in the organization, compensation, reward and bonuses that increase the employee performance.

### ***Effect of Organizational Culture on Employee Performance***

Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behaviour that provides guidance to people (Awadh & Saad, 2013). Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the rules of the game for decision-making, structure and power (Wambugu, 2014). She is of the view that culture is based on shared history and traditions of the organization combined with current leadership values. Organizational culture has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment as norms, values and objectives helps in improving culture of an organization. The system of organization is based upon effective establishment of culture that keep learning/work environment strong.

The performance of employees improves by establishment of strong culture of an organization. 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 (Denison, 2004). Nowadays organizational culture has generally been interrelated to management. The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture (Baca & Claudia, 2005). Certain characteristics of organization culture have been established in which set of norms, values and beliefs helps in perfect association between them. At different level of organization culture different background, ethics and racial differences impact upon performance. The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability (Baca, 2005).

Awadh and Saad (2013) investigated the relationship between organizational culture and performance. Literature review is adopted as methodology to assess the culture of an organization impacts upon process, employees and systems. The study found certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. The study recommended that strong culture of an organization be based upon managers and leaders help in improving level of performance. Managers need to relate organizational performance and culture to each other as they help in providing competitive advantage. A study by Wambugu (2014) 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. The results suggested that managers should focus on the factors that have a significant effect on employee performance.

The study revealed that organizational values had a more significant effect to employee's job performance at Wartsila, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wartsila having more effect to employees performance. Khosa et al., (2015) analyzed the impact of organizational change towards employee performance in the banking sector of Pakistan. Questionnaires were used for primary data collection. The study used descriptive statistics and correlation analysis technique for the analysis of data. The results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan. The study suggested that further research should be conducted in various sectors and also by increasing factors of organizational change in order to observe the overall impact of organizational change towards employee performance. The current study sought to fill this gap.

A study by Kamugisha (2013) on the effects of change management in an organization; a case study of National University of Rwanda (NUR) sought to find out the effects of change management in National University of Rwanda. This study found that there are changes in the management of faculties. There are also changes in the requirements and performance of the staff, where administrative staffs are now to have at least a bachelor's degree in relation to the positions they occupy. These changes were found to affect the organization human resources in terms of downsizing, outsourcing and recruiting more staff to fill some new posts. Technological changes in terms of enhanced internet bandwidth in the university have considerably had a significant impact on the operations of the university both in academic and administration. Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) conducted a study that aimed to identify the impact of change management on employee's performance, through a case study of university libraries in Jordan. Three areas of change were addressed, the change in organizational structure, technology change and change in individuals. The researcher designed a questionnaire for the purpose of collecting the raw data, and used the random sample in data collection, 220 questionnaires were distributed on the members of the sample. The study found that change in the organizational structure is not flexible, and therefore this organizational structure is not appropriate for the business requirements within the University Library, leading to overlapping powers and responsibilities. The study found a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers at a level  $\alpha = 0.05$  with 0.589, 0.648, 0.711 correlation coefficient respectively. The study recommended that in order to ensure the success of the change program, it is appropriate to focus on organizational structure, human relations and technology and there must be a balance between these aspects to improve the performance of employees and this in turn reflects the quality of productivity.

Osei-Bonsu (2014) carried out a study to assess the extent of employee involvement in the change management processes, assess the impact of change management on employee job satisfaction and thirdly, attitude of employees after organizational change. A descriptive survey research design was employed to administer a self-designed questionnaire consisting of open and closed- ended items to one hundred and forty respondents using simple random sampling. Descriptive statistics was used to analyze the data. The main findings indicated that employees' involvement in the process was limited to provision of adequate information. It was also revealed that generally, the change had a positive impact on employees' job satisfaction. Finally, employee attitudes after the change were found to be positive.

### ***Research Methodology***

The study adopted a case study design. The researcher targeted a total of 403 respondents working in the University of Eldoret comprising 43 Heads of Departments, 157 Teaching staff, and 203 Non-teaching staff. The study employed the use of simple random sampling technique and purposive sampling technique. Simple random sampling technique was used to select the teaching staff (47) and non-teaching (61); while purposive sampling technique was used to select 13 Heads of Departments. The researcher used both the questionnaire and interview schedule as data collection instruments. Data was analyzed using descriptive statistics that involved the use of frequencies and percentages.

### ***Findings of the Study***

The study found that change management factors (leadership, culture, structure and technology) influenced employees' performance at all levels in the university. The study revealed that structural changes are most effective when direction come from a clear line of authority.

These findings concur with Hao, Kasper and Muehlbacher (2012) findings which reinforced the important infrastructure position of organizational structure on performance. Organizational structure enables an organization to have common views and missions as they emanate from a single point ensuring there are no conflicts of commands and smooth information flow. It is evident from the findings that technological changes have driven the university to install the most recent systems of technology in teaching, registration, admissions, internet access, among others. This may be due to the fact that the world is rapidly adjusting in to the new forms of technology to ease work load and to also increase efficiency in the work place. The research findings agrees with Kute and Upadhyay (2014) who found that technological changes affect employee performance like redundancy, employee turnover and level of motivation.

It is also in agreement with the statement that technology has the power to change the nature of employees' working conditions including workload, working environment, and interpersonal relationships and, in the process, have a considerable impact on employees' job performance and satisfaction, a salient predictor of work behaviors. It is evident from the findings that strong organizational culture improves on performance of the employees at the University. A positive culture boosts and guides operations by employees helping them have positive minds. Compensations and rewards enhance strong culture. Wambugu (2014) revealed a positive relationship between organization culture and employee performance. The study further revealed that the attitude and behaviors of the leaders substantially shape the functioning of employees in an organization. The behaviors of leaders in an organization will shape the organization either positively or negatively. Hurduzeu (2015) found that organization leadership positively influenced the productivity of employees hence productivity of the company. Effective leadership skills results in high levels of cohesion, commitment, trust, motivation, and performance in these new organizational environments

### ***Conclusion***

Change management affects employees' performance in various dimensions. This study sought to investigate the influence of change management on employee performance at Eldoret University in Kenya. Change management was measured in terms leadership, technology, structure and culture. Technology has both positive and negative effect on employee performance. Computers being the most available form of technology worldwide, it is widely applied mostly in institutions, organizations and many others as they will be connecting their self with the ICT world. The old-fashion form of typewriter has been overtaken by computers today. Technology enhances quality service delivery to university customers. Computers are being embedded in to most operating systems to also improve on the quality of services as compared with the previous systems. Technology has resulted in increased efficiency in work as it is with most Universities, computers are used by the students and lectures for their research purposes and also for purposes of day to day learning process, that during class presentations, lecturing, among others. Generally it is used for communication purposes like sending mails to ease movement and online services. The changes in technology have influenced the changes in structure. To ease workload computers are the most available and affordable technology used.

Organizational culture improves on performance of the employees. Organizational culture is how the organization carries itself on its operations. A strong organization will focus on the environment it creates for its workers. Focusing on building and sustaining organizational culture shows employees that they are considered as an important part of the company. 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. The excitement and energy will end up being a positive influence that affects employee performance positively. A strong and positive organizational culture will help make everyone more efficient and successful. Leadership in an organization provides direction. A leader influences others to follow. The attitude and behaviors of the leaders substantially influence the performance of their subordinates. A quality leadership skill evaluates the relationship between leadership style and employee levels of organizational commitment, job satisfaction, and job involvement. A positive attitude and good behaviors from managers will critically help in changing the behaviors and performance of the employees at work.

### ***Recommendations of the Study***

Following the findings and conclusions, the study made the following recommendations.

- i) Technology has influenced employee's performance since it simplifies the work to be done and also making work more efficient.
- ii) Strong organizational culture will help to build good relationships based on their values, norms, behaviours, and perceptions. Culture improves on how the individuals view their work.
- iii) Leadership change leader's mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalyses employees to want to participate, to choose to contribute, rather than force them to do so.

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