Organizational Change and Employee Performance: A Case on the Postal Corporation of Kenya

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ABSTRACT

The aim of this study was to investigate the effects of organizational change on employee performance. The objectives of this study were to mainly assess the effects of technological change, structure change, the changing roles and responsibilities of employees and the changes in management on the performance of workforce. This study sought to answer questions raised regarding the effects of technological change, structure change, the changing roles and responsibilities and change in management on employee performance. The significance of this study was to track changes in the workplace over time in an organization undergoing a number of changes and to determine how it affects the employees. This study will be of use to information centres, other scholars and researchers as well as research organizations. The limitations of this study were that there was unwillingness of the respondents to co-operate and the respondents were reluctant to give their views. The employees of the Postal Corporation of Kenya - Nairobi, which this study was based on, comprised of the target population, which has a total population of 300 employees. The study focussed on the organizational changes that have occurred in the last 7 years. The sampling technique used was the stratified random sampling and the researcher sampled 20 percent of the target population of which 61 employees comprised of the sample size. The main instrument that was used to collect data was the questionnaire. This study employed descriptive research design of which the research was descriptive in nature. The data was analysed using descriptive statistics. From the findings, the study revealed that employee performance has been positively influenced by organizational change. The variable that has changed the most and influenced employee performance positively is technology. This is because it has provided an internship programme which, as a result, has provided more job opportunities. This has motivated even the existing staff leading to greater performance. When public organizations are pursuing changes, it is recommended that organizations highlight the urgency and necessity of those changes in simple, easy-to-understand terms.

Keywords: Organizational change, Employee performance, Technology

1.0 INTRODUCTION

Organizational change is any action or set of actions resulting in a shift in direction or process that affects the way an organization works. Change is the process of becoming different. It can be deliberate and planned by leaders within the organization (for instance, shift from inpatient hospital focus to outpatient primary care model), or change can originate outside the organization (budget cut by Congress) and beyond its control. Change may affect the strategies an organization uses to carry out its mission, the processes for implementing those strategies, the tasks and functions performed by the people in the organization, and the relationships between those people. Naturally, some changes are relatively small, while others are sweeping in scope, amounting to an organizational transformation (Fisher, 2001).

Change is a fact of organizational life, just as it is in human life. An organization that does not change cannot survive long much less thrive in an unpredictable world. Several factors may make organizational change necessary, including new competition in the marketplace or new demands by customers (Kotler, 1999). When organizational change is well planned and implemented, it helps assure the organizations' continued survival. It can produce many tangible benefits, including improved competitiveness, better financial performance, and higher levels of customer and employee satisfaction. Not every individual in the organization will benefit personally from change some will be casualties of change, especially if jobs are cut or realigned. But change should make the organization as a whole stronger and better equipped for the future (Mullins, 2007).

Change is inevitable in organizational life and the rate of change is accelerating. Gradually, the process of change confronts almost every individual in his work and personal life. Understanding the nature of change and how it affects people contributes to an understanding of human behavior in organizations (Durbin, 1978). Organizations are concerned with what should be done to achieve sustained high levels of performance through people (Armstrong, 2001). Organizations are under tremendous pressure to pursue organizational change in order to survive in an environment of increasing change and turbulence. Management scholars know that this level of change may have a serious negative effect on employee attitudes and performance (Osterman, 2000).

Change requires coping or adaptive responses from the individual. When individuals perceive that they have little or no control over changes or challenges, it may affect their performance (Fisher, 2001). Schein (2003) suggests that unless organizations recognise that change may give rise to stress reactions among employees, and as such implement internal organizational measures and conditions that are necessary for effective coping to occur, most change efforts will fail. As part of a change process, it is important for organizations to understand the effect that large-scale change can have in their members and to be prepared to deal with any resulting resistance in a constructive manner. Usually organizational change is provoked by some major outside driving forces. Typically, organizations must undertake organization-wide change to evolve to a different level in their life cycle. For example, transition to a new Chief Executive Officer can provoke organization-wide change when his or her new and unique personality pervades the entire organization (Mullins, 2007).

The Postal Corporation in Kenya, like any other organization, needs change because it is facing challenges like competition, government regulations and technology and will need to overcome them in order to survive. Postal Corporation of Kenya has been facing many challenges in the organization like layoffs and redundancies, which has led to the low self-esteem, self-confidence and low morale of the employees. Since employees invest a large amount of time and effort in acquiring their present skills and capabilities, pressure to change these adaptations to the requirements of their working environment are viewed as infractions on the employees' identity and reality, especially when the changes are forced from without (Schabracq et al., 2003). Employees resist change, as it is perceived as threatening their needs for job security, social interaction, current status, competence, or self-esteem (Newstrom & Davies, 1997). As a result, employees experience work stress in response to this loss or lack of control (Bergh & Theron, 2001).

Workplaces are faced with endless change (Herscovitch & Meyer, 2002), and effective management of that change is an important competency currently required by an organization (Paton & McCalaman, 2000). The growing frequency and complexity of workplace change requires employees to adapt to change without disruption; however, resistance to change is the more common reaction (Caldwell et al., 2004). As managers make decisions for coping with change, they must consider not only how firm performance will be affected but also how employees will be affected.

Successful change must involve top management, including the board and chief executive. A change agent role is usually responsible to translate the vision to a realistic plan and carry out the plan. Change is usually best carried out as a team-wide effort. Communications about the change should be frequent and with all organization members. To sustain change, the structures of the organization itself should be modified, including strategic plans, policies and procedures. This change in the structures of the organization typically involves an unfreezing, change and re-freezing process (Kotler, 1999). Like any other environment in which human beings predominate, there are always subtle changes taking place in the relationships between people. In work organizations, these changes take place on a large scale, sometimes in response to external pressures and sometimes in response to planned change (Armstrong, 2001).

The concept of change implies that a situation, person or thing has altered in some way. Change implies difference, adaptation, innovation and renewal. Organizations as relatively permanent and structured groups of people engaged in pursuit of common goals are liable to change as any other natural phenomena in our world. In their early study of innovation in British companies, Burns & Stalker (2000) described dynamic organizations with network structures and flexible attitudes towards jobs as 'organic' and noted that they were suited to conditions of change. These organizations contrasted with 'mechanistic' organizations, which had a hierarchy of jobs and roles where tasks were specialised. Although we can identify forces of change, the question of how we differentiate types of change remains open to debate. At a general level, we could formulate a definition of organizational change that encompasses all aspects of change within an organization (Schein, 2003).

In pursuit of the mandate, Postal Corporation of Kenya operates a network of 31 Head Post Offices, 472 departmental postal outlets and 204 postal agencies (sub-post offices). The population served per post office is 55,630. Among the products and services of the organization are; letter post, parcels, Expedited Mail Services, Postal Financial Services (Money Orders and Postal Orders), Philately, Agency Services (third party payments and receipts) and technology based money transfer services.

In order for the organization to create value now for the future, the corporation must have a good understanding of its value creation potential and then develop a well-crafted strategy that will help the corporation to quickly achieve its full potential. The objectives that were identified to re-position the corporation both internally and

externally within the plan period include: - to grow and maximize revenues, to reduce overall expenditure and restructure the current balance sheet, to improve efficiency and quality processes so as to enhance service delivery, to continually improve on customer satisfaction and enhance a positive corporation image and lastly to enhance, sustain and optimize the Postal Corporation of Kenya's Human Resource Capacity.

Employees in modern 'learning' organizations are increasingly expected to display effort, motivation and initiative. The success of an organization depends not only on how the organization makes the most of human competences, but also how it improves employee performance and stimulates commitment to the organization. Employee commitment, together with a competent workforce, seems to be of decisive importance for an organization to be able to compete in quality and to go along with the changes.

The skills needed in the Postal Corporation of Kenya have changed in the last 15 years mainly as a consequence of new technologies, automation and increasing globalization. From a study in Britain (Gallie & White, 1993), it was learnt that employees who participated in decisions about change in the organization were more satisfied than those that had low levels of participation, thus leading to greater employee performance. This study has aimed to answer the following question: What are the effects of organizational change on employee performance? Therefore, the general objective of the study was to investigate the effects of organizational change on employee performance at the Postal Corporation of Kenya.

2.0 LITERATURE REVIEW

Change is a pervasive influence. We are all subject to continual change of one form or another. Change is an inescapable part of both social and organizational life. For example, a report by the Institute of Management and University of Manchester Institute of Science and Technology shows that the organizations in the 1990s are in a state of constant change. An organizational change programme has affected sixty one per cent of managers in the past year. The most common forms of change experienced across industry sectors were cost reduction, redundancies, culture change and performance improvement (Kotler, 1999).

The effects of change can be studied over different time scales, from weeks to hundreds of years, and they can be studied at different levels. Change can be studied in terms of its effects at the individual, group, organization, society, national or international level. However, because of its pervasive nature, change at one level is interrelated with changes at other levels and it is difficult to study one area of change in isolation (Madson, 2003). Organizational change can be initiated deliberately by managers, it can evolve slowly within a department, it can be imposed by specific changes in policy or procedures, or it can arise through external pressures. Change can affect all aspects of the operation and functioning of the organization (Strebel, 1999).

The early approaches and theories to organizational change management suggested that organizations could not be effective or improve employee performance if they were constantly changing (Rieley & Clarkson, 2001). While Luecke (2003) suggests that a state of continuous change can become a routine in its own right. Leifer (1989) perceives change as a normal and natural response to internal and environmental conditions. There are many change theories that are widely recognized. The theories serve as a testimony to the fact that change is a real phenomenon. One of the theories proposes that change can be observed and analyzed through various steps or phases.

Lewin (1951) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change.

According to Lewin (1951) the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The unfreezing process is getting accustomed to a new organization and its procedures. The focus of this stage is to create the motivation to change. This phase of change is built on the theory that human behavior is established by past observational learning and cultural influences. Change requires adding new forces for change or removal of some of the existing factors that are at play in perpetuating the behavior.Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Managers also need to devise ways to reduce the barriers to change during this stage. Lewin's second step in the process of changing behavior is movement. Because change involves learning, this stage entails providing employees with new information or new ways of looking at things. The third step of Lewin's three-step change model is refreezing. This means changing what needs to be changed (unfrozen and moving to a new state) and making the change permanent

(refreezing). Here, change is stabilized during refreezing by helping employees integrate the changed behavior or attitude into their normal way of doing things. It is high likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken.

Lippitt, Watson, & Westley (1958) extend Lewin's Three-Step Change Theory. They created a seven-step theory that focuses more on the role and responsibility of the change agent than on the evolution of the change itself. Information is continuously exchanged throughout the process. The first step is to diagnose the problem. The second step is to assess the motivation and capacity for change. The third step is to assess the resources and motivation of the change agent. This includes the change agent's commitment to change, power and stamina. The fourth step is to choose progressive change objects. In the fifth step, the role of the change agents should be selected and clearly understood by all the parties so that expectations are clear. The sixth step is to maintain the change. Communication, feedback and group coordination are essential elements in this step of the change process. The final step is to gradually terminate from the helping relationship. The change agent should gradually withdraw from their role over time. This will occur when the change becomes part of the organizational culture.

Initially, the purpose of Prochaska & DiClemente's (1986) model of change behavior was to show where a patient was in their journey to change certain health behaviors. The model defines a more general process of change and, therefore, it tends to be less specific. Prochaska & DiClemente (1986) found that people pass through a series of stages when change occurs. The stages discussed in their change theory are: - pre-contemplation, contemplation, preparation, action, and maintenance. The first aspect of the model shows the movement of intentional change from pre-contemplation to contemplation of the issue. Pre-contemplation exists when an individual is unaware or fails to acknowledge the problems without engaging in any change process activities. Individuals in this stage do not want to change their behavior and may insist that their behavior is normal. Individuals in this stage are thinking about changing their behavior, but they are not ready to commit to the change process yet.

The next stage of Prochaska & DiClemente's (1986) change theory is preparation. Preparation occurs when the individual is ready to change their behavior and plans to do so within the next two weeks. These individuals will need counselling, social support, and assistance with problem solving during this stage of change. The action stage follows shortly thereafter. It is characterized by an increase in coping with behavioral change and the individual begins to engage in change activities. Behavioral change refers to any transformation of modification of actions. Finally, maintenance is the last stage of Prochaska & DiClemente's (1986) change theory. In this final stage, actions to reinforce the change are taken coupled with establishing the new behavioral change to the individual's lifestyle and norms. Counselling to avoid relapses is necessary to ensure a successful long-term change. In this spiral model, individuals have the ability to exit at any time if they decide not to change.

Bandura (1986) pointed out that individuals can learn by direct experiences, human dialogue and interaction, and observation. Social learning theory, later renamed social cognitive theory, proposes that behavior change is affected by environmental influences, personal factors and attributes of the behavior itself. Individuals react to how they perceive consequences of their behavior. Consequently for social learning to exist, the individual's positive expectations of the behavior should outweigh their negative expectations. Self-efficacy is believed to be the most important characteristic that determines a person's behavioral change because these expected outcomes are filtered through a person's expectations or perceptions of being able to perform the behavior in the first place. Reinforcement processes are used when an individual changes behavior due to rewards and positive incentives. The changed behaviors that are targeted will be given greater attention, better rewards, and performed more often.

Ajzen & Fishbein (1980) formulated the theory of reasoned action. This resulted from attitude research from the Expectancy Value Models. The theory of planned behavior, which is an extension from the theory of reasoned action, predicts deliberate behavior, because behavior can be deliberative and planned. The theory of reasoned action states that "individual performance of a given behavior is primarily determined by a person's intention to perform that behavior." First, the individual's attitude towards the desired behavior must be positive for change to occur. Second, the influence of the person's social environment or subjective norm is another factor that shapes the individual's attention. The theory of planned behavior includes the concept of perceived control over the opportunities, resources, and skills necessary to perform the desired behavior. A vital aspect of the behavioral change process is perceived behavioral control over opportunities, resources, and skills necessary to perform behavior (Ajzen & Fishbein, 1980).

The best predictor of behavior is intention. The theory of planned behavior holds that only specific attitudes toward the behavior in question can be expected to predict that behavior (Ajzen & Fishbein, 1980). In addition to measuring attitudes toward the behaviour, we also need to measure people's subjective norms – their beliefs about how people they care about will view the behaviour in question. To predict someone's intentions, knowing these beliefs can be as important as knowing the person's attitudes. Finally, perceived behavioral control influences intentions. Perceived behavioral control refers to people's perceptions of their ability to perform a given behavior.

Organizational change is a very prominent topic at the moment. There is a large amount of literature on organizational change and change-related areas such as motivation, leadership, organization development or change interventions. Little empirical research, however, has been done into the effect of organizational change and especially change implementation on employee performance. Amundson et al. (2004) conducted a study in order to determine which incidents helped or hindered employees who survived organizational change such as downsizing. It was proposed that these positive and negative incidents be taken note of in order to reduce negative effects of downsizing, and enhance positive influences and events thereby ensuring successful change. The general aim of organizational change is an adaptation to the environment (Leana & Barry, 2000) or an improvement performance (Boeker, 1997).

Guimaraes & Armstrong (1998) argue that mostly personal and superficial analyses have been published in the area if change management, and according to Herscovitch & Meyer (2002) there is evidence to suggest that with only a few exceptions existing, practice and theory are mostly supported by unchallenged assumptions about the nature of contemporary organizational change management. Leavitt (2003) conducted a study and identified that employees in an organization undergoing change can only perform effectively through interactions with the broader internal and external environment. The most important forces for change do not necessarily arise from the internal environment but should be given attention by anyone studying organizational change. Decisions that can arise from internal sources are likely to bring about change in the organization.

Leavitt (2003) identified some internal forces for change. These include; products and services, which refer to elements that an organization produces, for example, maintain existing products and services or introduce new range and improve inventory controls. Work tasks, which are the primary task of an organization, refers to its core business, whether this is providing a health service. Madson (2003) conducted a study and also identified some internal forces for change that includes; employees, who refers to the individuals who constitute an organization. Other examples include; appointing new people to fill key senior management positions, introducing revised staff appraisal scheme based on 360 degrees approach (for instance, where an individual's performance is appraised by everyone in the role set, including subordinate staff), changing incentive bonus scheme from an individual to a group incentive.

Mullins (2007) also conducted research and identified some internal forces for change. According to Kotler (1999), the first priority for business organizations, in particular is to study their external environment, where the triggers for change are usually out of their control. Changes in the external environment are particularly liable to affect business organizations, since this is where their customers and their competitors are. Kotler (1999) conducted a study and identified external forces for change. A study conducted by Fisher (2001) also identified some internal forces for change. Social Changes, which are changes in the population profile (for example, growing proportion of elderly, areas of ethnic minority groups, short-term burst in teenage population), changing attitudes towards work (for example, dislike of shift work and unsociable hours), changes in spending patterns among key social groups, changes in take-up rates of undergraduate courses in key skill/knowledge areas (for example, lack of engineers and scientists).

3.0 METHODOLOGY

In an effort to achieving the study's predetermined objectives, the researcher used descriptive research design of which the research was descriptive in nature. According to Sekaran (2003), descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group. In descriptive research, the problem is structured and well understood. Descriptive studies present data in a meaningful form thus helps to understand the characteristics of a group and in a given situation. This design furthered aid in drawing recommendations only tailored for the employees of the Postal Corporation of Kenya.

The Postal Corporation of Kenya has 31 post offices all around Kenya. This whole network consists of 4,114 staff. However, this study was carried out in the organization's headquarters, which is in Nairobi and has a total population of 300 staff. This formed the target population of this research. Without some form of sample frame,

a random sample of a population, other than an extremely small population, is impossible. The researcher's sample frame included employees of the Postal Corporation of Kenya categorised into various departments. The study population was sampled out using stratified random sampling procedure. The population was divided into various strata: finance, human resources, purchasing & supplies, sales & marketing, public relations, administration, production & information technology as per the organization's existing departments. The researcher used self-administered questionnaires to collect information from the employees at their place of work.

The study relied on two complementary sources of data: primary and secondary. The secondary data was collected from the organization's documentation to be obtained from the Postal Corporation of Kenya. For the primary data from employees, the researcher preferred the use of self-administered questionnaires based on ordinal scale. The researcher carried out a pilot test before the commitment of time, work and money to the actual data collection in this research study.

Once the data was received from the field, it was edited for inconsistencies, entered and analyzed using descriptive statistics such as percentages and mean scores while descriptive notes were used for qualitative data. Descriptive statistics are invaluable in describing the sample data in such a way as to portray the typical respondent and to reveal the general pattern of responses (Burns & Stalker 2000). Ultimately, for the purpose of communicative effectiveness to likely users, findings have been presented using descriptive writing. The data collected was analysed using descriptive statistics based on the total population. The analysed data was finally compared against the objectives of the study.

4.0 RESULTS

The researcher distributed 61 questionnaires to the sample group, however only 37 (61%) questionnaires were returned back.

4.1 Quantitative Analysis

The researcher got the following indications: the 20 to 35 years age group was 57%, 36 to 45 years age group was 19% and above 46 years age group was 24%. Work experience of the respondents was considered important in the study. It was regarded as an indication of maturity or productivity level within the organization and an influence on employee performance. The findings of the study on work experience of the respondents indicated the following: less than 5 years' work experience was 24%, between 6 to 14 years' work experience was 46% and more than 15 years' work experience was 30%.

The aspect that has internally embraced change the highest in the Postal Corporation of Kenya - Nairobi is Technology with 45% followed by the work tasks with 19% followed subsequently by other aspects. On the other hand, the aspect that has embraced change the lowest is the organization's administrative structure with 6% followed by employees with 9%. The aspect that has externally embraced change the highest is the government's rules and regulations with 47% followed by the globalisation of markets with 21% followed subsequently by other aspects. On the other hand, the aspect that has embraced change the lowest is pressure groups with 5% followed by suppliers with 8%.

The aspect that has changed the most in the organization is technology with 31% followed by the management of the organization with 19% followed subsequently by other aspects. On the other hand, the aspect that has changed least in the organization is the mission statement with 4% followed by the organization's vision with 5%. The factor that has led to the most resistance to change in the organization is poor timing with 27% followed by lack of trust with 22% followed subsequently by other factors. On the other hand, the aspect that has least led to the resistance of change is ignorance with 8% followed by lack of tact with 11%.

The consequence that had the most positive impact on the organization was mass output with 34% followed by better output with 28% followed subsequently by the other consequences. Mass output refers to the quantity of the services offered by Postal Corporation of Kenya. Due to their advancement in technology, they have been able to offer more services to their customers. For example, the postal service managers locally and globally have developed business models to suite the new digital environment and have also come up with residential mail boxes to boost its services. Their use has allowed it to deliver mail at the door steps of customers. Better output refers to the quality of services and their advancement in the market industry in terms of technology has made the organization able to offer quality service.

4.2 Negative consequences

The consequence that had the most negative impact on the organization was low morale with 46% followed by low organization commitment with 23% followed subsequently by the other consequences. On the other hand, the consequence that had the least negative impact on the organization was low output with 5% followed by different perceptions with 9%.

5.0 DISCUSSION

Some employees in the Postal Corporation of Kenya felt that technology change in the organization has affected them and their jobs positively. From the findings of this study, the researcher found out that technology change has lead to greater performance of employees in the corporation. This has led to better output in the services offered by the organization. One way the technology is changing the ground rules is the increasing capacity to generate more information than people can absorb, faster more interdependencies than anyone can manage and accelerated change faster than anyone's ability to keep pace.

From the findings of this research study, the employees of the Postal Corporation of Kenya felt that the structure of the organization has supported them in the change transition. The organization has been involved in restructuring the organization over the past years, which has improved the performance of the employees immensely. This restructuring of the organization has been aimed at optimizing management processes, enhancing performance, reducing costs and strengthening its competitive position. Also according to Davis and Savage (2003), changes in organizational structures like downsizing, mergers, and acquisitions not only affect employee numbers in an organization, but can also radically affect factors such as management style, organizational culture, and employee commitment and performance.

From the findings of this study, the researcher found out that the Postal Corporation of Kenya recognizes the roles and responsibilities of the employees to a high extent. Career development is one of the positive consequences that has resulted from changes in the organization. The different job descriptions and the new responsibilities that have resulted due to organizational change has often made it difficult for employees to assume the new roles without the relevant training and increased workload.

A study conducted by Beehr (2001) has shown that organizational changes such as restructuring tasks have an impact on individuals' workplaces and their day-to-day work routines. In order to be effective when work requirements change, individuals have to adapt to the direct consequences of change (Paton & McCalaman, 2000). Adaptation to changes in the workplace goes beyond merely learning new knowledge and skills. Changes in management have affected most employees in the Postal Corporation of Kenya to a high extent. From the findings of this research, some employees felt that the management of the organization has not put feasible measures in place to ensure that there's smooth transition of the changes that have occurred in the organization. On the other hand, most employees had a common view that the organization could have done better about the changes implemented. According to Mullins (2007), people tend to be resistant to change. It's important for management to adopt a clearly defined strategy for the initiation of change in order to ensure that there is a smooth transition of the changes in the organization.

5.1 Summary of findings

The study shows that the organization is not age biased. In today's modern world, work experience is regarded as an indication of an increase in production level within the organization and on the influence on employee performance. However, the study shows that majority of employees' work experience in the organization range between 6 years – 14 years (46%). The study further explains that the aspect that had embraced the most change in the organization in the internal environment is technology (45%) while the aspect that had embraced the least change in the organization is the administrative structure (6%). In today's modern world, technology is changing rapidly therefore, organizations need to keep up with that technology in order for them to keep up with competition.

During the analysing of data, the researcher found out that the postal service is one of the oldest network service firms in the country. The digital era, however, presents enormous challenges and opportunities as well for the Postal Corporation of Kenya. Employees of the organization felt that due to the rapid change of technology, the corporation faces unprecedented dips in revenue as a result of digital communication. Due to the change in technology, the corporation had sought to add young and energetic talent to the organization, including the possibility of a new technology internship programme. This has led to better output in the services offered by the organization. The study states that the aspect that had embraced the most change in the organization in the external environment is the Government (47%) while the aspect that had embraced the least change in the

organization is pressure groups (5%). Employees will be striving to accomplish the goals and objectives of the organization thus leading to greater performance.

The study also shows the number of aspects that have changed most in the organization, which is technology (31%). In the modern world, technology has rapidly changed therefore the Postal Corporation of Kenya - Nairobi has been compelled to adopt the latest technology so as to avoid stiff competition. This aspect rarely changes because an organization should have one mission to focus on throughout the future. If it keeps changing, it means that the organization lacks a definite direction. As a result, it may confuse the employees as well as leading to low productivity and poor performance. This falls almost in line with the organization's vision (5%), which should not change as often as things like rules and regulations, organizational structure and technology.

The study revealed that employees have various reasons why they have resisted change. In the Postal Corporation of Kenya – Nairobi, the main reason why employees have resisted change is due to poor timing (27%) They may mistrust their employer because probably they were not communicated to prior to the changes in the organization. On the other hand, the least reason why employees have resisted change is ignorance (5%). Some employees feel that when the changes in organization are indeed communicated to them, they know what is expected from them and know how to cope with those changes.

The study states that there were both positive and negative consequences to organizational change. This lead to greater performance by the employees However, the positive consequence that had the least impact in the organization is staff motivation (4%). Any change that has happened in any organization and takes place without the employees being informed, leads to employees having a low morale. Employees need to be committed to changes and take part very actively in change processes. Especially activities as parties, informal sessions and meetings can stimulate commitment hence improving employee performance. The purpose of the questionnaire was to measure employee performance against organizational change, that is, for both managers and the employees. The existing items in the questionnaire fit with the existing sample group.

5.2 Conclusion and Future Research

It is evident from this study that change can affect all aspects of the operation and functioning of the organization. Most changes in the organization are triggered by the need to respond to new challenges or opportunities presented by the external environment, or in anticipation of the need to cope with potential future problems. Leavitt (2003) conducted a study and identified that employees in an organization undergoing change can only perform effectively through interactions with the broader internal and external environment. The most important forces for change do not necessarily arise from the internal environment but should be given attention by anyone studying organizational change. Decisions that can arise from internal sources are likely to bring about change in the organization.

Technology in the Postal Corporation of Kenya has changed simultaneously along with other aspects. Technology in an organization can determine the success or failure of a business as it is changing rapidly. According to Mamman (1996), information technology professionals often overlook the effects of technology changes on people. Almost any change to technology will have an effect on business processes, which will directly affect the day-to-day jobs of individual employees. As a result, changes to technology require attention to the effects that they have on both processes and people. The practice of Organizational Change Management focuses on ensuring that the people side of change is addressed appropriately.

The structure of the corporation, here, has not really embraced the most change. According to Bergh & Theron (2001), fundamental changes with regard of how people work, as well as the skills required to perform such work, occur in most organizations. The introduction of new technology and the move from physical tasks to intellectual tasks has not only changed the nature of how people work, but has also forced people to acquire new skill sets in order to cope with these changes. The management of an organization may change from time to time. In an organization, most employees are threatened by the challenge of change. According to Mullins (2007), one of the most important factors in the successful implementation of organizational change is the style of managerial behavior. Some employees may actually prefer and respond better to a directed and controlled style of management.

It is important for every employer to practice open discussions with their employees about change. Employees should be told about changes in the organization prior to them occurring so that they are able to prepare themselves physically as well as emotionally. It was recommended that the perception of every employee in an organization be respected. Employees also need the goals and objectives (both current and future) of the

organization communicated to them. The results of this study demonstrated that the implementation of a number of contemporary change management strategies did not fully assist in the change transition as well as improving the performance of employees in this specific change setting. When public organizations are pursuing changes, it is recommended that organizations highlight the urgency and necessity of those changes in simple, easy-to-understand terms.

Organizations should also establish a change leadership team that includes employee representatives who must be trustworthy, possess technical skills, good interpersonal relationships and official authority. Following this, and consistent with the goals of the change, organizations should articulate logical, clear and concise strategies for making the desired change and present those strategies to employees using simple language. Doing so will reduce negative feelings about the loss of position, job insecurity and excessive workloads among employees and instead foster understanding of the changes. By doing this, it will be possible to clearly ascertain the causes of poor employee performance because of organizational change without incurring a lack of employee trust.

Research can further be done on organizational change affecting employees' performance. Future researchers might use other statistical techniques to reveal the relationship between the variables concerned with organizational change in order to improve employee performance. Drawing on the reported poor success rate of change programmes in general, the lack of empirical research on change management within organizations, and an arguably fundamental lack of a valid framework for organizational change management; it is recommended that further research into the nature of change management is conducted. Such studies should enable an identification of critical success factors for the management in change. Furthermore, in order to construct a valid framework for change management, it is arguably necessary to enable measurement of the success rate of change initiatives.

ACKNOWLEDGEMENT

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