

Influence of Strategic Change Implementation on Employee Performance in State Department for Correctional Services in Kenya

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Abstract

The success of a correctional system is not any different from that of any other organization as it is founded on autonomous work of highly motivated and educated individuals and systems and processes that should be both effective and efficient. Not many studies have been carried out in Africa and Kenya in particular to determine the factors contributing to a myriad of challenges ranging from repeat offending, prison congestion, insufficient funding, lack of appropriate skills and ineffective rehabilitative treatment modes and processes that have bedeviled the State Department for Correctional Services (SDCS). The purpose of the study was to explore the influence of strategic change management implementation on employee performance in the SDCS in Kenya. The study was guided by the following objective; to establish the influence of vision and strategy on employee Performance in the SDCS in Kenya. The study adopted a descriptive survey research design on a target population of 873. Simple random sampling technique was used to select the sample of 238 respondents from the Kenya Prison Service (KPS) and Department of Probation and Aftercare Services (DPAS). Both quantitative and qualitative data was analyzed. The study used a standard questionnaire to obtain data from respondents. Statistically quantitative data was analysed using both descriptive and inferential statistics with the aid of the Statistical Product and Service Solutions (SPSS) software (formerly known as the Statistical Package for the Social Science) and all statistical procedures were performed within 95% confidence interval. Study findings revealed a statistically significant relationship between vision and strategy and employee performance in the SDCS. Findings of this study have bridged the gap in knowledge with regard to the contribution of strategic change implementation and employee performance in the SDCS and beyond.

Keywords: Strategic Change, Implementation, Vision and Strategy, Employee Performance

Introduction

Change can ideally be defined as doing things differently with a view of improving on a situation or making it much better. Change in an organisation creates the conditions for predictive quality strategy, performance and economic effectiveness, enables minimisation of the negative impacts of the transformation, and helps people adapt more quickly (Zgodavova, Kisela, & Sutoova, 2016). Lichtenthaler (2016) portends that change calls for the renewal of a firm's strategies and processes. Change is the only constant as it keeps occurring, its consequences unforeseen and not really subject to control or accurate prediction (Denton, 2012).

Organisational change is a process by which an organisational entity alters its form, state, or function over time as it strides to leverage on its strengths and weaknesses in order to gain competitive advantage (Reissner, 2011; Rezvani, Dehkordi, & Shamsollahi, 2012). Jaynes (2015) argues that strategy is often employed as a body of language and set of analytical tools to frame organizational change thus it is a natural and inevitable aspect of organizational life.

According to Dominguez, Galán-González, and Barroso (2015) strategic change is a dynamic process that occurs within an organization in response to the managers' interpretation of multiple events that are both external and internal all which have a wide variety of decision-making capabilities and influences on an organization. Strategic change is defined as "changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy" (Hofer & Schendel 1978 as cited in Naghibi & Baban, 2011). Elsewhere, strategic change has been defined as the change in decisions about products and markets in response to dramatic environmental shifts (Boeker, 1997 as cited in Wang & Wang, 2017).

According to Manning (2012) strategy implementation is of particular concern to those managing change in the Public sector in the UK and its success is hinged on strategic thinking, leadership, task management, relationships and resources. Hughes (2011) observes that strategic plans are tools Public Service organizations in the UK employ to provide accessible information about change in order to stimulate transformation by citizens and businesses. Findings by of a study by Omondi, Ombui and Mungatu (2013) showed that policy regulations, management competencies and resource allocation determine successful implementation of strategic change. This is in congruent with findings by Rusly, Corner and Sun (2012) that knowledge management with a clear

vision addressing psychological and structural issues and aligned to business strategy is an imperative for success in change implementation.

Employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas, 2010). Tinofirei (2011) defined Employee Performance as the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilising available resources within a changing environment. Studies (Abbas, Muzaffar, Mahmood, Ramzan, & Rizvi, 2014; Kute & Upadhyay, 2014) found a positive relationship on change management factors and employee performance.

Correctional Services (Constitution of Kenya, 2010) are administered by the State Department for Correctional Services in Kenya and entail the provision of specialized services to individuals who have been tried and convicted for committing offences under various laws as established by the Constitution of Kenya and respective statutes. According to Ings and Joslin (2011) Correctional Services encompasses the administration of court-imposed sentences, managing institutions of various security levels, and supervising offenders under conditional release in the community by offering a variety of accredited cognitive intervention programs to help address attitudes and thinking patterns.

According to Penal Reform International (2012) DPAS is one tier of Correctional Services in Kenya that is responsible for the supervision of non-custodial court orders, namely, Probation and Community Service Orders, whose key functions entail the preparation of reports including those at the pre-bail, pre-sentence and pre-release stages and victim impact reports; the reintegration of ex-offenders; participation on crime prevention initiatives; and carrying out work with victims, including reconciliation. In May 2011 there were 14,798 offenders on probation orders and 22,000 offenders serving Community Service Orders in Kenya (Oloo, 2011). A total of 51,604 offenders were serving Probation and Community Service Orders in 2015 (Penal Reform International, 2016). The second tier of Correctional Services is composed of institutional court sanctions otherwise known as KPS that derives its mandate from Chapters 90 and 92 (Prisons and Borstal Acts) of the Laws of Kenya. KPS has three basic functions which include; securing and controlling offenders; to punish offenders and to rehabilitate or reform offenders (Nyaura & Ngugi, 2014). According to Murage (2011) Kenya Prisons Service has 97 penal institutions with an average inmate population of 55,800 against an established capacity of 18,600 and 20,000 members of staff.

Statement of the Problem

Correctional Services have years on end grappled with the problem of repeat offenders the world over which situation is not any different in Kenya. In a study by Owila (2015) between 2000 and 2003, 75% of the 1.3 million convicted prisoners were repeat offenders or recidivists. Similarly, in July 2004, 55% of the 240,000 inmates were repeat offenders. A study by Onyango (2013) recidivism portends an enormous threat to public safety by way of increased crime and soaring prison populations that push up the cost of prisoners' maintenance beyond what the economy can support. According to UNODC (2013) the SDCS in Kenya has embraced a cocktail of strategic changes in form, structure and processes in a deliberate effort to adjust to the challenge of recidivism that are all anchored in Kenya's Vision 2030 and The New Constitution of Kenya promulgated in 2010. These strategic changes in the justice sector target among others areas like an integrated support for rehabilitation, classification of offenders and the individualization of interventions and capacity building that has been the missing link in employee performance improvement. According to Gatotoh, Omulema, and Nassiuma (2011) changes in Correctional programs from punitive approaches to behaviour change have often been slow and subtle leading to penal facilities becoming training grounds for inmates to become hardened criminals. Findings in a study by Kiplangat, Shisia, and Kiilu (2015) concluded that changes initiated in the Correctional institutions have not been effective owing to impacts of organizational culture, managerial behavior, power and politics, and recommended that change management implementation strategies need to be properly and adequately managed to successfully reap the benefits of change in employee performance. It is therefore increasingly critical for the manifest inordinate gap between what is done by practitioners in the Correctional Service who are ideally change agents on one hand and what they are supposed to know and do on the other hand, in order for them to achieve total success in performance be extensively investigated.

Objective of the Study

To establish the influence of vision and strategy on employee performance in State Department for Correctional Services in Kenya

Research Hypothesis

H₀₁: Vision and strategy does not have a significant influence on employee performance in State Department for Correctional Services in Kenya

Review of Related Literature

Both theoretical and empirical reviews were undertaken.

Theoretical Review

For purposes of this study however, stakeholder theory and OD theory have been adopted.

Stakeholder Theory

Richard Edward Freeman is heavily credited as one of the forefathers of the stakeholder theory. Freeman (1984) initially defined a stakeholder as any group or individual who can affect or is affected by the achievement of the organization's objectives and later as "those groups who are vital to the survival and success of the corporation" (Freeman, 2004). Friedman (2006) went further and enumerated the main groups of stakeholders as including customers, employees, local communities, suppliers and distributors, and shareholders. On the other hand, Preston and Sapienza (1990) alluded to customers, employees, managers, and the general public being categorized as stakeholders by Johnson and Johnson in 1947. To the extent that stakeholder theory argues that firms should pay attention to all their constituencies, the theory is unassailable and is completely consistent with value maximization, which implies that managers must pay attention to all constituencies that can affect the firm (Jensen, 2002). Studies (Lin, Chang & Dang, 2015; Brown & Forster, 2013; Russo & Perrini, 2010) conclude that a good relationship with stakeholders ensures survival in a social environment, attainment of legitimacy, and securing of critical resources that positively affect financial performance in the long term. According to Santos and Brito (2012) measuring performance involves identifying the stakeholders and defining the set of performance outcomes that measure their satisfaction.

Organizational Development Theory

OD (Child, 2005; Cacioppe & Edwards, 2005; Beckhard, 1969) refers to a deliberately planned, organisation-wide effort to increase an organization's effectiveness and/or to enable an organisation to achieve its strategic goals. The concept formally emerged in the 1950s, encompasses both the theory and practice of planned, systemic change in the attitudes, beliefs and behaviour of employees through long-term training programmes often described as action-oriented and is generally credited to psychologist Kurt Lewin. French and Bell (1973) define OD as a long-range effort to improve an organization's problem-solving and renewal processes through a more effective and collaborative management of the culture of formal work teams with the assistance of a change agent, or catalyst, and the use of the theory and technology of applied behavioral science. OD is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values and structure of organisations so that they can better adapt to new technologies, markets and challenges and the dizzying rate of change itself (Bennis, 1969).

OD (Garrow, Varney & Lloyd, 2009; Levy & Merry, 1986) has increasingly moved into the area of large-scale transformational change that is multi - dimensional, multi - level, qualitatively discontinuous, and radical organizational change that involves a paradigmatic shift in leadership. Leadership produces a direct positive effect, as well as indirect, on the learning organisation via affective employee commitment (Delić, Slåtten, Milić, Marjanovi, & Vulcanović, (2017). Khato (2012) identifies possessing the requisite strength, ethics, communication, a grasp of the worldview, and championship as critical cornerstones of the role of leadership in OD. According to Krishnan (2012) Transformational leadership plays a crucial role in enhancing followers' meaning in life and subjective well-being by way of empowerment which the cornerstone of OD.

Vision and Strategy and Employee Performance

Scholars and practitioners generally agree that a vision comprises two fundamental elements: an idealized future state of the organization; and a direction for employees to follow (Barge, 1994; Kotter, 1982; Nelson & Gardent, 2011). Vision is a picture of excellence, that the person, team or organization wants to create in its best possible future (Papulova, 2014). A vision is a basic status of the future of the organization, which shows belief and expectations about contingencies regarding the desired future (Joachim, 2010). According to Kaplan, Norton & Barrows (2008) a vision being the aspirational goal of the organisation with a time frame attached. A strategy is the theory of the firm on how to compete successfully. It also considers performance as a factor influenced by strategy, as it can be considered that to compete successfully means having a satisfactory performance (Barney, 2001). Strategy is the set of plans from top management to achieve results consistent with the organizational mission and objectives (Wright, Kroll, & Parnell, 1997). Since it represents an important tool for business management in a competitive and turbulent marketplace, the main objective of strategy involves preparing the organization to confront the current hostile environment, to this end systematically and objectively deploying the skills, qualifications and internal resources of the enterprise (Dess, Lumpkin, & Eisner, 2007).

Strategy maps (Kaplan & Norton, 2004) are used to derive business strategies from the vision of an organization. Strategy mapping is a method used to describe the vision and strategies of the organisation by

means of processes and intangible assets (Marr & Adams, 2004; Kaplan & Norton, 2004). It is used to align intangible assets with differential advantage such as information technology with the organisational strategies and ultimately the vision of the organisation. Strategy maps are used to describe and visualise the vision and strategies of an organisation in terms of objectives (Labuschagne & Marnewick, 2006)

A strong vision helps a business to guess future events, prepare for changes and innovations, courageously face the future, forecast changes in the demand of customers and boost employee efficiency (Powers, 2012). Findings of a study by Mahmood and Rehman (2015) clearly show that an effective vision that is anchored on clarity and brevity, future orientation, stability and abstractness improves the understanding and acceptability amongst employees and thus increasing the attitude to work hard to enjoy the desirable future state of the organization. A study of Sydney and Bangkok retailers by Kantabutra and Avery (2010) established that managers who actively communicate their visions, model their visions through their own actions, and who motivate and empower their staff to act on the visions, and align store management systems to match their visions positively enhanced satisfaction of both customers and staff which are frequently correlated with financial and other performance measures.

Lynch (2000) made a strong case for vision statements as tools for communicating organizations uniqueness in terms of ownership, resources or environmental circumstances to both internal and external stakeholders. Internally vision statements communicate desirable attitudes, work ethic, cultures, and values that employees can operationalize in their choice of actions and inactions. According to Bartkus, Glassman, and McAfee (2004) the primary role of a vision statement is to communicate the strategic direction of the organization in order to guide strategic planning as well as to motivate and inspire employees. Darbi (2012) explored employees' knowledge and perceptions about mission and vision statements and demonstrated their relevance as strategic management tools that can lead to a sense of ownership and impact employee performance.

Several studies by (Ilesanmi, 2011; Papulova, 2014; Sotunde, 2012) conclude that the role of vision in strategic change implementation include; providing a consistent and constant sense of direction to the organization, inspiring the management to move towards a defined course, helping the organization to define, set and clarify its goals, providing the management with a sense of warmth and encouragement when the going gets tough, giving the organization a moral content and helps define social responsibilities, guiding the generation and development of strategies for the organization, supporting the leadership and communication strategy in order to influence and persuade others to perform, and create a new consensus and unite people behind common organizational aspirations or widely shared endeavours.

Findings (Hameed & Waheed, 2011; Rumasukun, Rante, Wambrauw, & Bharanti, 2015) established that proper Human Resource Management strategy practice in recruitment, training-development, performance appraisal, empowerment and work arrangement flexibility influences work motivation which in turn improves employee performance through the mediation of work culture. This is congruent with findings by Osibanjo, Adeniji, Falola, and Heirmsmac (2014) that compensation through salary, bonus, incentives, allowances and fringe benefits is strategic tool that ensures employee satisfaction, employee retention, employee development and better organizational performance. A study by Amangala and Wali (2013) also determined that internal marketing strategy is a strong tool for motivating employee's commitment to work and to be optimally productive.

A study by Kibe (2014) concluded that for any organizational performance to be effective, the communication strategies applied should be open, two-way, inclusive, result-driven, and multi-channeled. Results from a study by Kuye and Sulaimonb (2011) also reveal that firms that highly use employee involvement strategies in decision making outperform firms with low employee involvement in decision making. A study Lilly and Juma (2014) found out that strategic measures such as cost management, marketing innovativeness, process innovation and quality improvement in the operations of organizations through adoption and support of modern technology improved performance.

Methodology

The study adopted a descriptive survey research design. This method was found appropriate because the research intended to explore the influence of Strategic Change Management on Employee Performance in the SDCS in Kenya. The population of the study comprised all employees of the SDCS. This includes all probation officers and prison officers deployed within Kakamega County. The sampling frame for the study comprised all probation officers and prison warders deployed within correctional facilities in Kakamega County. This is because these individuals possess unique information that will be beneficial to addressing the study objectives. Given that Kakamega County has 52 probation officers and 821 prison officers, the study used an appropriate sample size determination formula to arrive at the desired sample. The study therefore used 264 respondents as the sample size.

The study used simple random sampling to obtain representative samples of respondents from the different departments of the SDCS. The study used a standard questionnaire to obtain data from respondents. A five-point

Likert type scale ranging from 1(strongly disagree) to 5 (strongly agree) was used where respondents were required to put a tick against the answer that best describes their opinion regarding the question at hand.

The data was analyzed by use of both descriptive as well as inferential statistical procedures with the aid of the Statistical Product and Service Solutions (SPSS) software. Each question related to a variable was assigned a score or numerical value on the likert scale. The numbers on a likert scale were ordered in such that they indicated the presence or absence of the characteristics being measured. Pearson Product Moment Correlation coefficient was used to test the relationship between study variables. Multivariate Regression was employed to determine the causal effect between and among study variables. All statistical measurements were performed within 95% confidence interval.

The following regression model was tested;

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where;

Y is the value of the Dependent variable (Employee Performance)

β_0 is the Constant (intercept)

β_1 is the Slope (Beta coefficient) for X_1

X_1 represents Vision and Strategy

β_2 is the Slope (Beta coefficient) for X_2

X_2 represents communication

β_3 is the Slope (Beta coefficient) for X_3

X_3 represents Transformative Leadership

β_4 is the Slope (Beta coefficient) for X_4

X_4 represents Organizational Culture

ϵ represents the Stochastic Error Term (accounting for change in Y that is not a function of X)

Findings

Quantitative data for the study was analyzed using both descriptive and inferential statistics while qualitative data was coded and summarized for ease of reporting. Descriptive statistics were calculated to describe the demographic characteristics of respondents and included measures of central tendency, measures of dispersion and variability as well as measures of relative position. Inferential statistics were computed to deduce relationships and associations between and among study variables. Research findings are presented in the form of frequency tables, percentages, and pie charts.

In order to determine if the collected data was appropriate for such an analysis, the Kayser-Meyer-Olkin (KMO) measure of sampling adequacy was applied to give a value that provides an indication as to the sampling adequacy for the study. Field (2009), referring to Hutcheson & Sofroniou (1999), states that values above 0.9 are superb; values between 0.8 and 0.9 are great; values between 0.7 and 0.8 are good, and values between 0.5 and 0.7 are mediocre. This study recorded a value of 0.884 which implied that the study data was significantly adequate (table 4.1).

Bartlett's Test of Sphericity was also conducted in order to test if there were any relationships at all in the correlation matrix or if the matrix was an identity matrix (in an identity matrix all correlation coefficients would be zero).

For the data at hand, Bartlett's Test gave a highly significant result at 0.05 level of significance. In conclusion, the data was significantly adequate and appropriate for this kind of statistical analysis.

Table 4.1: Test of Sampling adequacy and Sphericity of data

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.884	
Bartlett's Test of Sphericity	Approx. Chi-Square	29990.854
	Df	2789
	Sig.	.000

Due to the nature of this study where the relationship between vision and strategy and employee performance was investigated, assumed, univariate and multivariate normality were analysed. Typically, there are two ways of analyzing normality. Firstly, graphical tests plot data of empirical observations and their distribution in comparison to a theoretical distribution, to identify mismatches. Secondly, numerical tests can be used to derive the skewness and kurtosis statistics. Although graphical tests are more intuitive and potentially easier to interpret, numerical tests are more objective; therefore, numerical method was employed. Univariate normality was analysed by merging responses from the study respondents and conducting the Shapiro-Wilk D

test on the total factor scores (Refer to table 4.2). The statistical procedure analysed if the distribution as a whole deviates from a normal distribution.

Table 4.2: Test for Normality in data distribution for the study

Variables	Shapiro-Wilk		
	Statistic	Df	Sig.
Vision and Strategy	.796	45	.002

- a. Test statistic is normal
- b. Test statistic is uniform

N =238 listwise

The test resulted in significant results, indicating that the data was normally and uniformly distributed. Such normal and uniform distribution made it safe for the researcher to use statistical techniques that assume normality and uniformity in data distribution such as regression analysis and ANOVA.

The study targeted 264 respondents being 212 prison officers and 52 probation officers working within Kakamega County. Out of the targeted sample, 238 respondents being 189 prison officers and 49 probation officers participated in the study and returned their data collection instruments. This gave the study a response rate of 90%. According to Newing (2011), a response rate of 50% and above is statistically adequate to facilitate decisions of generalization of findings from a sample onto the entire population from which such sample was drawn.

Inferential statistics were computed to deduce relationships and associations between study variables. In this regard, Pearson Product Moment Correlation Coefficient, Multiple Regression and ANOVA were used.

Study data were subjected to Pearson Product Moment Correlation Coefficients and regression analysis to measure relationships between study variables.

Table Correlation for the Four Actions Framework and Performance

Vision and Strategy		Employee Performance
		Pearson Correlation
	Sig. (2-tailed)	.000
	N	238

**Correlation is significant at 0.0 level (2- tailed)

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

Source: Research data, 2018.

It was established based on the study findings that there was a significant relationship between vision and strategy and employee performance in the SDCS ($r = 0.571$; $P < 0.05$). The interpretation of the results is that as organizations adopt the use of vision and strategy in their operations in terms of staff motivation towards change, prompt addressing of change related challenges and prompt action of laid strategies it brings about increased employee performance and the reverse also holds true. This is so since the positive correlation coefficient suggests that where there is an increase in the use of vision and strategy, employee performance also increases (direct relationship).

Regression analysis was computed to investigate the influence of individual constructs of vision and strategy on employee performance.

Table 4.5: Regression Results for Vision and Strategy and Employee Performance

Variable	Coefficients	t-value	p-value
Constant	0.541	2.523	0.005
Staff Motivation towards change	1.049	2.536	0.001*
Addressing change challenges	1.295	2.443	0.002*
Action on Strategies	1.362	2.286	0.002*

Goodness of Fit:

R² 0.557

Adjusted R² 0.531

F-value 3.397

Findings in table 4.5 show regression analysis for the effect of vision and strategy on employee performance in the SDCS in Kakamega County where the study constructs involved were staff motivation towards change, addressing change challenges and action on strategies laid. The result showed that, calculated t-statistics ($t = 2.536, 2.443$ and 2.286 for parameters; staff motivation towards change, addressing change challenges and action on strategies laid were greater than tabulated t-statistics at 0.05 level of significance. This finding reveals that staff motivation towards change, addressing change challenges and action on strategies laid had a significant effect on employee performance in the state department of correctional services in Kakamega County.

The coefficient of determination (R^2) was 0.557 implying that staff motivation towards change, addressing change challenges and action on strategies laid accounted for 55.7% of variation in employee performance in the SDCS in Kakamega county. The remaining 44.3% unexplained variable was largely due to variation in other variables outside the regression model which are otherwise included in the stochastic error term. The overall regression model was statistically significant in terms of its overall goodness of fit ($f=3.397, P < 0.05$).

Findings of this study were compared with findings from empirical studies on the relationship between vision and strategy and employee performance. A study by Powers (2012) revealed that a strong vision helps an organization to guess future events, prepare for changes and innovations, courageously face the future, forecast changes in the demand of customers and boost employee efficiency. Findings of a study by Mahmood and Rehman (2015) clearly show that an effective vision that is anchored on clarity and brevity, future orientation, stability and abstractness improves the understanding and acceptability amongst employees and thus increasing the attitude to work hard to enjoy the desirable future state of the organization. A study of Sydney and Bangkok retailers by Kantabutra and Avery (2010) established that managers who actively communicate their visions, model their visions through their own actions, and who motivate and empower their staff to act on the visions, and align store management systems to match their visions positively enhanced satisfaction of both customers and staff which are frequently correlated with financial and other performance measures.

Conclusions

Based on the study findings, the following conclusions are made;

Study findings revealed statistically significant positive relationships vision and strategy and employee performance in the SDCS. Based on the study findings, it is concluded that vision and strategy has a significant effect on employee performance in the SDCS in Kakamega County

The study findings revealed a significant relationship between communication and employee performance in the SDCS. Based on the findings of the study, a conclusion is made that communication is a significant predictor of employee performance in the SDCS in Kakamega county.

It was revealed based on the study findings that there was a significant relationship between transformative leadership and employee performance in the SDCS. As regards the findings on this objective, it is concluded that transformative leadership significantly influences employee performance in the SDCS in Kakamega County.

Findings of the study revealed a significant relationship between organizational culture and employee performance in the SDCS. Based on the findings of the study as regards the fourth objective, a conclusion is made that organizational culture is a significant predictor of employee performance in the SDCS in Kakamega County.

Recommendations

With regard to the study findings and conclusions, the following recommendations are made;

It is recommended that organizations develop and follow their vision help them navigate through their future performance projections, prepare for changes and innovation, forecast the need for changes in the demand of customers and boost employee efficiency and productivity. This is because an effective vision that is anchored on clarity and brevity, future orientation, stability and abstractness improves the understanding and acceptability amongst employees and thus increasing the attitude to work hard to enjoy the desirable future state of the organization. Management should actively communicate their vision, model their visions through their own actions, motivate and empower their staff to act on the vision and align their managerial decisions to match their visions positively enhanced satisfaction of both customers and staff which are frequently correlated with improved organizational.

It is also recommended based on the study findings and conclusions that organizations encourage free and open communication as a way to clarify aspects of strategic change implementation process. Staff should be able to freely and easily gather pertinent information about their organization and the changes occurring within it. Communication is important in organizational change because change always triggers a variety of emotions in its recipients and therefore, it is of utmost importance that the change message is communicated in a way that best reaches the target audience. This helps people in the organization to prepare accordingly for the impending change. Effective and appropriate communication plays a vital ingredient in any change program and especially

in the three facets of Lewin's Change Model as referred to in this study. Accurate and prompt communication during change in organizations is an essential ingredient for successful change management and apprehensions amongst employees who are the key sources of change must be addressed for the desired change to be realized.

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