

**INFLUENCE OF STRATEGIC CHANGE ON EMPLOYEE
PERFORMANCE: CASE STUDY OF DIRECTORATE OF
IMMIGRATION SERVICES KENYA**

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To cite this Article:

Thugi, L.W. & Gathenya, J. (2018). Influence of strategic change on employee performance: case study of directorate of immigration services Kenya. *Journal of International Business, Innovation and Strategic Management*, 1(7), 249 - 269

Abstract: The general objective of this study was to investigate the influence of strategic change on employee performance at the Directorate of Immigration services, Kenya. It was also guided by specific objectives namely; to establish the influence of restructuring, cultural change, top management change and planning horizon on employee performance at the Directorate of Immigration services, Kenya. A sample size of 119 employees in management positions was taken for the research study. The study used primary data collected using questionnaires. For quantitative data, descriptive statistics and inferential analysis was used in the analysis of data. The findings of the study affirmed that strategic change influences employee performance at the Directorate of Immigration services, Kenya. More so, the study concluded out the existence of a significant positive relationship between the four key components of strategic change namely; organizational culture change, restructuring, top management change and planning horizon change with employee performance. The study recommends that organizations in Kenya should put in place effective organizational culture change strategies, have a well-structured restructuring process, good planning horizon in place since it affects employee performance.

Key Words: *Organizational Restructuring, Organizational Culture Change, Top Management Change, Planning Horizon Change, Employee Performance*

Introduction

According to Trinh and O'Connor (2007), strategic change can either be harmful or helpful to employee performance. The authors further contend that successful implementation of strategic change will improve the business while failure will lead to catastrophic consequences including organizational decline and eventually death. Therefore, it is important for firms to engage the implementers, in this case being the employees, in undertaking strategic changes so as to secure employee performance after and during the strategic changes. Globally, many firms are currently undergoing strategic change to adapt to the new market environment in order to retain their market share and enhance their profitability (Nyamu, 2014). It is a priority by the firms implement strategic changes that are not hindrance to positive employee performance levels. According to Kazmi (2002), strategic change often involves radical transitions within an organization and encompasses strategy, structure, systems, processes and culture. Some firms have experienced negative effects of strategic changes due to employee under-performance. For example, Compaq company which was the largest supplier of PCs in the 1990, undertook drastic changes in its strategy that saw it collapse in the early 2000s since the employees couldn't perform well as expected (World Business Report, 2004).

In Kenya, The Government has been undertaking public sector reforms in order to keep pace with the constantly changing technological, economic, social, political and other advances (Daily Nation, 2014). This has called for strategic changes for various Government ministries, agencies and departments. The key implementers of the public-sector reforms are the civil servants whom are expected to perform well despite the drastic changes. When the civil servants underperform in carrying out their responsibilities, the implementation of government policies and strategies will not only fail but also the public will lose its confidence and integrity in the government as a whole (Adebabay, 2011). As a result of the foregoing, the Ministry of Immigration was dissolved to form the Directorate of Immigration services under the Ministry of Interior and Coordination of national Government (Public sector reforms report, 2014). The Directorate of Immigration services has been implementing various strategic changes in order to increase efficiency in service delivery. The changes that have occurred at the Directorate of Immigration services include downsizing, strategic focus change, management orientation and restructuring among others. The Directorate has been managing the changes through use of consultants, change planning and communication.

Statement of the Problem

Strategic change is a must in order to keep pace with the constantly changing technological, economic, social, political and other advances (Vulpen, 2016). As much as the strategic changes are necessary, the impact of the selected strategic responses is supposed to be assessed so as not to hinder positive employee performance (Lui, 2010). Some firms have experienced negative effects of strategic changes due to employee under-performance. For example, Compaq Company which was the largest supplier of PCs in the 1990, undertook drastic changes in its strategy that saw it collapse in the early 2000s since the employees couldn't perform well as expected (World Business Report, 2004).

The Directorate of Immigration services has been implementing various strategic changes in order to increase efficiency in service delivery (Wario, 2012). The changes that have occurred at the Directorate of Immigration services include downsizing, strategic focus change, management orientation and restructuring among others (DIS strategic plan 2011-2015). Implementation of these strategic changes were intended to achieve these goals of reducing corruption cases, improving accessibility of information by the public, reducing time in service delivery, improving performance, reducing customer complaints, improving revenue collection, and production of biometric formatted passports. However, strategic objectives on improving performance and reducing time

in service delivery were not met due to constraints associated mainly on employee performance since the changes were drastic for the employees to cope up with (DIS Annual Report, 2016).

In order to improve on service delivery and organization performance, it is clear that challenges associated with employee performance needs to be addressed especially the ones brought about by strategic changes. Through the SWOT analysis carried out at DIS, one of the weaknesses identified was resistance to change by employees (DIS, 2017). This is the case due to fear of loss of job by employees and lack of engagement during the formulation of the changes. Studies carried out in the Directorate of Immigration services in Kenya have not looked at the effects of strategic change on employee performance. For instance, Wario (2012), investigated the Challenges of strategy implementation at the Directorate of Immigration services, Kenya. Mak'abong'o (2015), investigated the determinants and adoption of transaction processing information systems at the Directorate of Immigration services, Kenya. Therefore, this study seeks to address this gap by investigating the influence of strategic change on employee performance in the Directorate of Immigration services, Kenya.

Research objectives

1. To examine the influence of organizational restructuring on employee performance at the Directorate of Immigration services, Kenya.
2. To establish the influence of organizational culture change on employee performance at the Directorate of Immigration services, Kenya.
3. To determine the influence of top management change on employee performance at the Directorate of Immigration services, Kenya.
4. To evaluate the influence of planning horizon change on employee performance at the Directorate of Immigration services Kenya.

Literature Review

Theoretical framework

Transformational leadership theory

The concept of transformational leadership was introduced by James Macgregor Burns in 1978 in his descriptive research on political leaders, but its usage has spread into organizational psychology and management with further modifications by Bass and Avalorio (Jung & Sosik, 2002). A transformational leader is a person who stimulates and inspires (transform) followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance.

Warrilow (2012), identified four components of transformational leadership style namely; charisma or idealized influence, inspirational motivation, intellectual stimulation and personal and individual attention. The Functionalist Theory according to Bronislaw (1942), indicates that the ultimate purpose of social institutions and cultural manifestations is to serve the needs and interests of the individual members of society. Failure to do this will lead to disappearance. The basis of this theory is that human beings have fundamental set of needs and the continued existence of an organization and other cultural products depends the extent to which these fundamental needs are provided. Companies or organizations as social cultural systems, in most cases display in their structures, policies and processes, the quest of human beings to satisfy needs through work and

organizational participation. The tenets of the Functionalist theory are two-

Group dynamic theory sees organizational change as a group rather than an individual process. It is concerned with determination of laws underlying group behavior and studies a group’s formation, structure, interaction and behavioral processes while looking at the group functioning. The main rationale being that people in organizations tend to work in groups rather than as individuals. It is within the characteristics of groups that makes them behave or respond as they do to the forces that affect them (Burnes,2009).Lewin(1951) recognized that in order for people to be engaged in and committed to changing their behavior a special process was needed. It is within this that he developed the three-step model of change, that is, Unfreezing, moving and refreezing.

The Rational planning model on the other hand, is a model of the planning process involving a number of rational actions or steps (Ali-Knight et al., 2009). Taylor (2008) outlines five steps as follows of the rational planning model; definition of the goals and objectives, identification of plans, valuation of plans, implementation of plans, and monitoring of effects of plans. Planning is process of making entrepreneurial decisions systematically and with the greatest knowledge of their futurity, organizing systematically the efforts to carry out these decisions and measuring the results against the expectations through organized feedback (Swaim, 2010). The author further contends that, planning is concerned with identifying foreseeable thrusts and weaknesses to avoid and strengths and opportunities to pursue.

Conceptual Framework

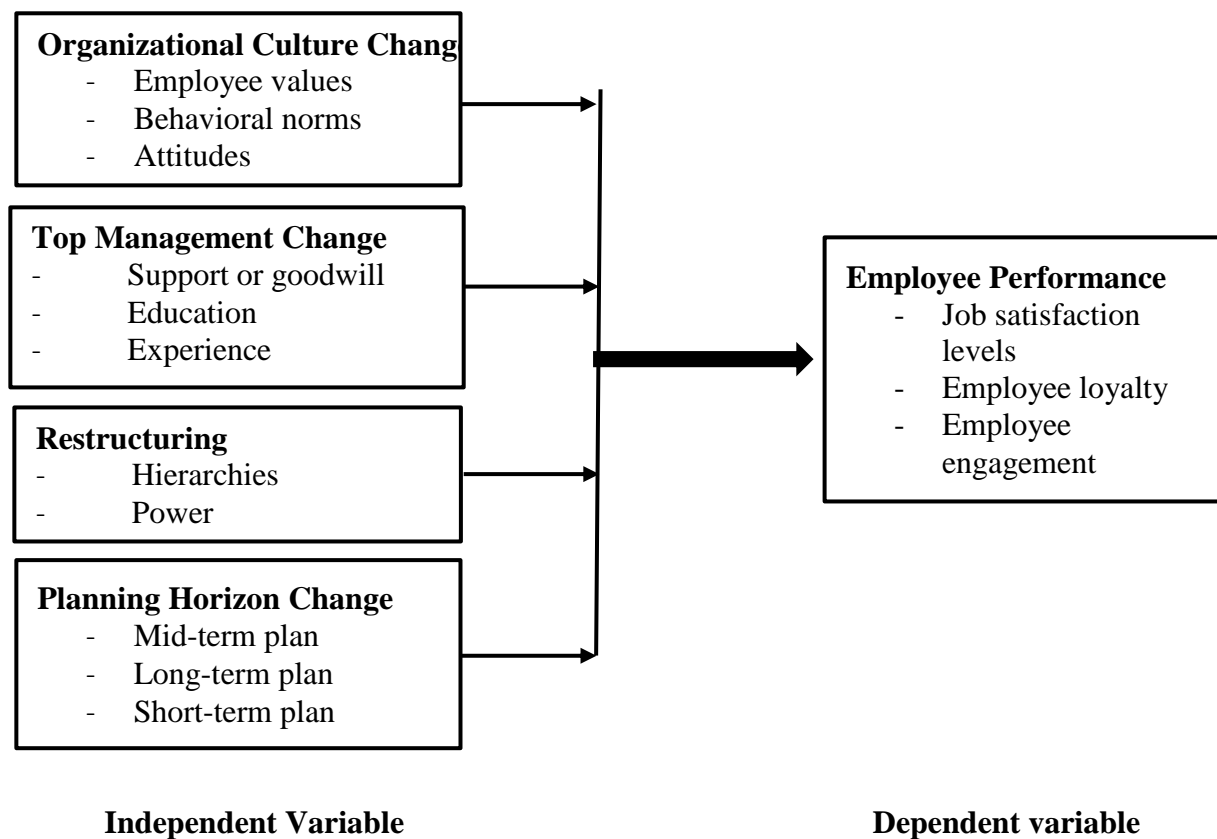


Figure 1: Conceptual framework

Empirical Literature

Omukaga (2015) studied the effects of organization culture on employee performance in AON in Kenya and concluded that positive organizational culture improves on employee performance. Njugiet *al.*, (2014) studied the effect of organization culture on employee performance in Non-Governmental Organizations in Kenya concluded that consensual culture has the greatest influence on employee performance. Adhiambo (2016) studied the influence of organization culture on employee performance in NIC bank in Kenya and found out that there was a strong positive relationship existed between organization culture and employee performance of employees as denoted by the high correlation coefficient of 0.995. In a study carried out by Ali (2013) on the effect of leadership behaviors on staff performance in selected telecommunication companies in Somalia, established that there is a moderate positive relationship between leadership behaviour and employee performance. In support to the aforementioned, Tandoh (2011) did a study on the effect of leadership behaviour on employee performance in Guinness Breweries Limited in Ghana and concluded that there is a positive relationship between leadership behaviour and employee performance. Wanjala (2014) investigated the influence of leadership style on employees' job performance in the hospitality industry in safari park hotel in Kenya and found out that there was a positive relationship between leadership style and employees' performance. The findings showed that the prevalent leadership styles were: transformational, charismatic and democratic leadership styles. In support to this, Mehradiet *al.*(2012) did a study on the impact of leadership development on employees' performance in customs headquarters in Iran and found out that there is a significant and positive relationship among leadership development and its dimensions with employees' performance. A study by Srivastava (2011), on the impact of restructuring on the organizational aspects of the publicly traded firms in China. Their study found that there were significant improvements in total revenue, profit margin, and return on assets following restructurings but there was no evidence of any significant impact on asset turnover ratio which in turn implied increased employee performance. The study by Riany *et al.*, (2012) on the effects of restructuring on employee performance of mobile phone service providers in Kenya concluded that the three methods of restructuring have a favorable effect on the companies' market share and market growth. Their results indicate that financial restructuring had the greatest impact on a company's market share followed by portfolio restructuring and organization restructuring. It is distinct that organizational restructuring had the greatest impact on market growth rate and the employee performance. Ngige (2012) studied the implication of restructuring on the employee performance and long-term competitiveness within the Kenyan banking sector and further, the significance of different modes of restructuring adopted by the banks in influencing performance. Findings revealed that generally, restructuring resulted to improvement in performance in terms of employee performance.

Research Methodology

The study adopted a descriptive research design since the phenomena to be studied namely influence of strategic change on employee performance is qualitative in nature (Kothari, 2013). Directorate of immigration services has a staff capacity of 369 employees. The employees are distributed in several departments and across 4 levels of management namely; top management, senior management, mid-level management, and operational staff. The top management, senior management and mid-level management were involved in the organisational strategic change. For this study the following formula for proportions recommended by Yamane (1967) has been used to calculate a sample size of 92.

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

$$n = \frac{119}{1 + 119(0.05)^2}$$

$$n = 92$$

Where n is the sample size, N is the population size and e is the level of precision. The level of precision is 95%, hence the value of e is 0.05 and the population size is 119. For selection of the sample, the study adopted the technique of random sampling method. The sample size for each management level was determined by using the ratio of staff of each management level to the target population multiplied by the sample size. For the purpose of this study, the primary data used an instrument of data collection as a questionnaire. For quantitative data, descriptive statistics was used in the analysis of data. A multiple regression model comprising of six variables was used for purposes of analysing data. The dependent variable in the model was organisational strategic change while the five independent variables were; Cultural change, top management, restructuring and planning horizon respectively.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: Y = is dependent variable (Strategic change) being predicted, X₁= Cultural change

X₂= Top management, X₃= Restructuring, X₄= Planning Horizon, e= Error term and β₀ is the constant term in the equation, while β₁, β₂, β₃, β₄andβ₅are coefficients of the independent variables.

Research Findings and Discussions

Response Rate

From the data collected, out of the 92 questionnaires administered, 60 were filled and returned, which represents 65% response rate. This response rate is considered satisfactory in making conclusions for the study. Mugenda and Mugenda (2013) observed that a 50% response rate is adequate, 60% good, while 70% rated very good. This implies that based on this assertion, the response rate in this case of 65% is therefore good.

Descriptive Statistics of study variables

Organizational culture change and employee performance

The study sought to understand the influence of organizational culture change on employee performance in Kenya. The respondents were asked to use the following five-point Likert Scale to score the various factors of employee values. **Where:** 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree. The responses are summarized and presented in Table 1.

Table 1: Organizational culture change that influence employee performance

Organizational culture change that influence employee performance	Response rate					Mean	Standard deviation
	1	2	3	4	5		
Staff uphold the set of values	5	5	23.3	30	36.7	3.88	1.121
Staff practice positive behavioral norms	0	3.3	20	33.3	43.3	4.17	0.867
There is existence of employee attitudes	1.7	6.7	20	40	31.7	3.93	0.972
Religious beliefs	5	8.3	20	25	41.7	3.9	1.189
Cultural beliefs	3.3	10	20	23.3	43.3	3.93	1.163

Findings in Table 1 indicate that positive behavioral norms among employees was a leading factor in terms of influencing employee performance (Mean 4.17), followed jointly by employees' attitudes and cultural beliefs held by employees (Mean 3.93) and fourth was religious beliefs held by employees at (Mean 3.9). The respondents also indicated that set of values upheld by employees influenced employee performance with a mean (3.88). Although there is a greater variation in the means of the five factors in organizational culture change (set of values, Positive behavioural norms, employee attitude, religious and cultural beliefs), this is not the case for standard deviation. Overall there is a very small variation on the standard deviations indicating that variation in responses across the means of the various factors of organizational culture change was uniform. The findings highlighted here and which were noted during this study are collaborated by Njugiet *al.*, (2005), who contends that organization culture has a great influence on employee performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. Also, Kotter (2012) contended that artifacts, espoused beliefs and values, rules and policies and management behaviors are positively related to employee performance.

Organizational restructuring and employee performance

The study sought to understand the influence of organizational restructuring on employee performance in Kenya. The respondents were asked to score using the following five-point Likert Scale. **Where:** 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree. The responses are summarized and presented in Table 2.

Table 2 : Organizational restructuring that influence employee performance

Organizational restructuring that influence employee performance	Response rate (%)					Mean	Standard deviation
	1	2	3	4	5		
Changes in hierarchy	1.7	3.3	25	28.3	41.7	4.05	0.982
Changes in higher positions	3.3	10	20	33.3	33.4	3.83	1.107
Changes in remuneration	1.7	11.7	18.3	30	38.3	3.92	1.094
Changes in roles and responsibilities	0	3.3	20	30	46.7	4.2	0.879

From the findings as summarized in Table 2 above, changes in roles and responsibilities among employees was a leading factor in terms of influencing employee performance (Mean 4.2), followed by changes in hierarchy (Mean 4.05) and third was changes in remuneration (Mean 3.92). The respondents also indicated that changes in higher positions influenced employee performance with a mean (3.83). The variation in the means of the four factors in organizational restructuring (changes in hierarchy, higher positions, remuneration and roles and responsibilities) is quite minimal and same scenario applies in the case for standard deviation. The small variation in the standard deviations indicates that variation in responses across the means of the various factors of organizational restructuring was uniform. The findings highlighted here and which were noted during this study are collaborated by Ngige (2012), who restructuring exert a great influence on the manner in which employees carry out their tasks and ultimately influences their day to day performance. Strategic change implementation is a highly interactive process both within strategists and the other employees.

Top management change and employee performance

The study sought to understand the influence of top management change on employee performance. The respondents were asked to score using the following five-point Likert Scale. *Where:* 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree. The responses are summarized and presented in Table 3.

Table 3: Top management change factors that influence employee performance

Top management change factors that influence employee performance	Response rate (%)					Mean	Standard deviation
	1	2	3	4	5		
Top management's age and experience	3.3	5	16.7	38.3	36.7	4	1.025
Top management's level of education	0	5	18.3	20	56.7	4.28	0.94
Top management support	3.3	5	18.3	36.7	36.7	3.98	1.033
Top management's change of personnel	1.7	6.7	28.3	25	38.3	3.92	1.046

As per the findings in Table 3, respondents agreed that top management's level of education played a leading role in increasing the employee performance (mean 4.28), and that top management's level of education also influences employee performance with a mean of 4. Respondents also agreed that top management support and top management's change of personnel has an influence on employee performance (mean 3.98) and (mean 3.92) respectively. There is a small variation in the means of the four factors in top management change (Top management's age and experience, top management's level of education, top management support and top management's change of personnel) this is also the case for standard deviation. Overall there is a very small variation on the standard deviations indicating that variation in responses across the means of the various factors of top management change were uniform. The findings highlighted here and which were noted during this study are in line with view expressed Wanjala (2014), who argues that top management characteristics such as experience and education influences employee performance as it dictates the kind of leadership utilized in the organization.

Planning horizon change and Employee performance

The study sought to understand the influence of planning horizon change on employee performance in Kenya. The respondents were asked to score using the following five-point Likert Scale. *Where:* 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree. The responses are summarized and presented in Table 4 .

Table 4 : Planning horizon change that influence employee performance

Planning horizon change that influence employee performance	Response rate (%)					Mean	Standard deviation
	1	2	3	4	5		
Change in timelines for objectives achievements	6.7	11.7	16.7	25	40	3.8	1.273
Change of strategic plans	0	8.3	21.7	25	45	4.07	1.006
Change of objectives and strategies	5	6.7	23.3	36.7	28.3	3.77	1.095
Change on the monitoring and evaluation framework	1.7	5	21.7	33.3	38.3	4.02	0.983

From the findings in table 4 above, change of strategic plans was a leading factor that influenced employee performance (Mean 4.07) as indicated by the respondents. This was followed by change on the monitoring and evaluation framework (Mean 4.02) while change of objectives and strategies and change in timelines for achievement of objectives was also indicated to influence employee performance (Mean 3.88) and (Mean 3.77) respectively. The variation in the means of the four factors in planning horizon change (change of strategic plans, change on the monitoring and evaluation framework, change of objectives and strategies and change in timelines for achievement of objectives) is quite minimal and same scenario applies in the case for standard deviation. The small variation in the standard deviations indicates that variation in responses across the means of the various factors of planning horizon change was uniform. The findings highlighted here and which were observed during this study are supported by view of Chussil (2017), who observes that employee performance is influenced by planning horizon both positively and negatively depending on the characteristics of the organization.

Employee Performance

The study sought to investigate the influence of strategic change on employee performance. Job satisfaction levels, employee loyalty, employee attitude, duration in the organization and employee engagement are the parameters upon which employee performance was based. Data was collected and then analyzed using Statistical Package for Social Sciences (SPSS) version 23.0. The respondents were asked to score using the following five-point Likert Scale: **Where:** 1 = Very large extent; 2 = Large extent; 3 = Moderate extent; 4 = Less extent; 5 = Not at all. The responses are summarized and presented as follows.

Table 5: High level of employee engagement

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	2	3.3		
Less Extent	5	8.3		
Moderate extent	14	23.3		
Large extent	27	45.0		
Very large extent	12	20.0		
Total	60	100.0	3.7	0.997

With respect to high level of employee engagement, the findings in table 5 show that 20% of the respondents indicated that there was a high level of employee engagement to a very large extent, 45% and a majority of the respondents indicated employee engagement to a large extent, 23.3% of the respondents noted a moderate extent of employee engagement. 8.3% of the respondents indicated a less extent while only 3.3% noted no employee engagement.

Table 6 : Employees serving more than 5 years in the organization

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	2	3.3		
Less Extent	6	10.0		
Moderate extent	9	15.0		
Large extent	17	28.3		
Very large extent	26	43.3		
Total	60	100.0	3.98	1.142

Findings in Table 6 show that the majority of the respondents 43.3% indicated to a very large extent that DIS had employees serving more than 5 years in the organization, followed by 28.3% of the respondents who agreed to a large extent. 15% and 10% of the respondents indicated moderate and less extent respectively. Only 3.3% noted that a majority of employees had not served more than 5 years in the organization.

Table 7: High level of job satisfaction

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	2	3.3		
Less Extent	7	11.7		
Moderate extent	15	25.0		
Large extent	16	26.7		
Very large extent	20	33.3		
Total	60	100.0	3.75	1.44

With respect to level of satisfaction, findings of the study in table 7 show that 33.3% of the of the respondents indicated that employees had a high level of satisfaction, followed by 26.7% who noted to a large extent and 25% noting a moderate extent of job satisfaction. 11.7% of the respondents indicated that the job provided satisfaction among the employees to a less extent and only 3.3% noted that there was no high level of job satisfaction.

Table 8 : High level of organizational commitment

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	3	5.0		
Less Extent	7	11.7		
Moderate extent	9	15.0		
Large extent	21	35.0		
Very large extent	20	33.3		
Total	60	100.0	3.80	1.176

Findings in Table 8 indicated that 33.3% noted to a very large extent that there was a high level of organizational commitment among staff to meet set objectives by DIS, followed by a majority of 35% of the respondents who indicated that to a large extent there was a high level of organizational commitment towards archiving objectives. 15% of the respondents noted that employees were committed to the organization to a moderate extent, while only 11.7% indicated there was organizational commitment to a less extent. However only 5% noted there was no high level of organizational commitment.

Table 9 : Effective monitoring and Evaluation

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	2	3.3		
Less Extent	5	8.3		
Moderate extent	13	21.7		
Large extent	22	36.7		
Very large extent	18	30.0		
Total	60	100.0	3.82	1.066

Findings in table 9 show that DIS has effective monitoring and evaluation procedures to ensure objectives are met, as indicated by (30%) of the respondents whose response was “very large extent”, (36.7%) of the respondents who indicated “large extent”, (21.7%) of the respondents indicated “moderate extent”, (8.3%) indicated ‘less extent’ and only 3.3% indicated “not at all”.

Table 10 : Organizational objectives are met on time

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	3	5.0		
Less Extent	3	5.0		
Moderate extent	15	25.0		
Large extent	17	28.3		
Very large extent	22	36.7		
Total	60	100.0	3.87	1.127

Findings in Table 10 show that the majority of the respondents (36.7%) indicated to a very large extent that organizational objectives are achieved by employees on time followed by (28.3%) of the respondents who indicated that employees meet the agreed timelines. (25%) and (5%) of the respondents indicated moderate and less extent respectively. Only (5%) noted that organizational objectives are not met on time.

Table 11: Value for money for the work done by employees

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	1	1.7		
Less Extent	4	6.7		
Moderate extent	18	30.0		
Large extent	22	36.7		
Very large extent	15	25.0		
Total	60	100.0	3.77	0.963

With respect to value for money, findings of the study in table 11 show that 36.7% of the of the respondents indicated that to a large extent there is value for money for the work done by the employees, followed by 30% who noted a moderate extent and 25% noting a very large extent to which there is value for money for work done by employees, 6.7% of the respondents indicated that work done provided value for money to a less extent. Only 1.7% of the respondents indicated that there was no value for money for the work done by employees.

Table 12 : High level of employee loyalty

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	2	3.3		
Less Extent	2	3.3		
Moderate extent	14	23.3		
Large extent	20	33.3		
Very large extent	22	36.7		
Total	60	100.0	3.97	1.025

Findings in Table 12 show that the majority of the respondents (36.7%) indicated to a very large extent that there are high levels of employee loyalty in the organization DIS followed by 33.3% of the respondents who indicated that employees were loyal to the organization. (23.3%) and (3.3%) of the respondents indicated moderate and less extent respectively. Only (3.3%) noted that there were no high levels of employee loyalty in the organization.

Table 13 : Organizational culture is embraced to accommodate all employees

Response	Frequency	Valid percent (%)	Mean	Standard deviation
Not at all	2	3.3		
Less Extent	2	3.3		
Moderate extent	15	25.0		
Large extent	19	31.7		
Very large extent	22	36.7		
Total	60	100.0	3.95	1.032

Findings in Table 13 reveal that organizational culture is embraced to accommodate all the employees, as indicated by (36.7%) of the respondents whose response was “very large extent”, (31.7%) of the respondents who indicated “large extent”, (25%) of the respondents indicated “moderate extent” and (3.3%) indicated “less extent”. Only (3.3%) noted the organizational culture is not embraced to accommodate all the employees.

Correlation Analysis

Correlation analysis was done to calculate Karl Pearson Correlation Coefficient between dependent variable (employee performance) and independent variables (organizational culture change, restructuring, top management change and planning horizon change). Correlation analysis was performed at 95% confidence level. The results were summarized and presented in Table 14.

Table 14: Correlation Coefficients

Independent variable		Karl Pearson coefficient	Interpretation	Significance level	Comment
Organizational Change	Culture	0.853	High correlation	0.000	Significant
Restructuring		0.822	High correlation	0.000	Significant
Top Management Change		0.852	High correlation	0.000	Significant
Planning Horizon Change		0.810	High correlation	0.000	Significant

Findings in Table 14 indicate that organizational culture change had a coefficient of 0.853 which signifies a high correlation between itself and employee performance at a significance level of 0.000. Restructuring with a correlation coefficient of 0.822 was found to be of high correlation at a significance level of 0.000 while top management change with correlation coefficient of 0.852 was considered high at a significance level of 0.000. This indicates that employee performance is highly correlated to top management change and planning horizon change respectively. Planning horizon change correlation coefficient of 0.810 was found to be high at a significance level of 0.000 and this indicates that planning horizon change influences employee performance to a high extent. This therefore clearly demonstrates that all the independent variables significantly influenced

employee performance.

Multiple Linear Regression Analysis

The multiple linear regression models the linear relationship between the dependent variable (employee performance) and independent variables (organizational culture change, restructuring, top management change and planning horizon change). The linear regression model; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$, where Y is employee performance, β_0 is constant and ε is the error term of the model. X_1 is organizational culture change, X_2 is restructuring, X_3 is top management change and X_4 is Planning horizon change. A multiple linear regression analysis was performed to determine the relative contribution of each of the four independent variables to employee performance. The results were summarized and presented in Table 15.

Table 15 : Regression Coefficients

Variable	Unstandardized Coefficients		Sig.
	β	Std. Error	
(Constant)	0.229		
Organizational culture change	0.535	0.027	0.011
Restructuring	0.302	0.105	0.021
Top Management change	0.391	0.037	0.007
Planning horizon change	0.106	0.090	0.019

The results shown in Table 15 indicate that all the independent variables (organizational culture change, restructuring, top management change and planning horizon change) had positive influence on employee performance in DIS. Results show organizational culture change (X_1) with ($\beta_1=0.535$) which indicates its enormous contribution to employee performance followed by top management change (X_3) with ($\beta_3=0.391$), restructuring (X_2) with ($\beta_2=0.302$) and last is planning horizon change (X_4) with ($\beta_4=0.106$). All of these variables were significant at 95% confidence level. Therefore, the multiple linear regression model is; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

$$Y = 0.229 + 0.535X_1 + 0.302X_2 + 0.391X_3 + 0.106X_4 + \varepsilon$$

Discussion of Findings

The first objective of the research was to examine the extent to which organizational culture change influence employee performance in DIS. The study sought to understand the influence of organizational culture change on employee performance in DIS. The findings show that positive behavioral norms among employees was a leading factor in terms of influencing employee performance (Mean 4.17), followed jointly by both employees' attitudes and cultural beliefs held by employees (Mean 3.93) and fourth was religious beliefs held by employees at (Mean 3.9). The respondents also indicated that set of values upheld by employees influenced employee performance with a mean (3.88). This depicts therefore that majority of the respondents agreed that organizational culture change was a necessary ingredient for employee performance. organizational culture change had a coefficient of 0.853 which signifies a high correlation between itself and employee performance at a significance level of 0.000. Simple regression analysis was also performed and the resulting R square value (72.7%) indicated a very high influence on employee performance. Regression coefficient ($\beta_1=0.535$) resulting from a multiple regression analysis at significance level (0.000) indicated that organizational culture change contributed most to employee performance compared to all other independent variables.

The second objective of the research was; to determine the influence of restructuring on employee performance in DIS. The study sought to answer the question; how does restructuring influence employee performance in DIS?. From the findings, majority of the respondents indicated that changes in roles and responsibilities among employees was a leading factor in terms of influencing employee performance (Mean 4.2), followed by changes in hierarchy (Mean 4.05) and third was changes in remuneration (Mean 3.92). The respondents also indicated that changes in higher positions influenced employee performance with a mean (3.83). A correlation analysis was performed at 95% confidence level that produced a Karl Pearson coefficient of (0.822). This showed a high correlation between restructuring and employee performance. Regression analysis produced R square value (67.6%) and regression coefficient ($\beta_2=0.302$) at a significance level of (0.021) which indicates that restructuring has a positive influence on employee performance.

The third objective of the research was; to determine the influence of top management change on employee performance in DIS. The study was guided by the research question; to what extent does top management influence employee performance in DIS?. The findings indicate that majority of the respondents agreed that top management's level of education played a leading role in increasing the employee performance (mean 4.28), and that top management's level of education also influences employee performance with a mean of 4. Respondents also agreed that top management support and top management's change of personnel has an influence on employee performance (mean 3.98) and (mean 3.92) respectively. A correlation coefficient value of (0.852) obtained from correlation analysis further indicates high correlation between top management change and employee performance at significance level of 0.000. R square value (72.7%) obtained from a correlation analysis indicates a high degree of influence on employee performance A regression coefficient ($\beta_3=0.391$) also indicates greater influence of top management change on employee performance.

The fourth objective of the research was; to evaluate the influence of planning horizon change on employee performance in DIS. The study was guided by the research question; to what extent does planning horizon influence employee performance in DIS?. From the findings, change of strategic plans was a leading factor that influenced employee performance (Mean 4.07) as indicated by the respondents. This was followed by change on the monitoring and evaluation framework (Mean 4.02) while change of objectives and strategies and change in timelines for achievement of objectives was also indicated to influence employee performance (Mean 3.88) and (Mean 3.77) respectively. Correlation coefficient of (0.810) shows a high correlation between the two variables at a significance level of 0.000. R square value (65.7%) from regression analysis performed at 95% confidence level further confirms the influence of planning horizon on employee performance while regression coefficient value ($\beta_4=0.106$) shows the influence of planning horizon on employee performance relative to other independent variables.

Conclusion

The study revealed that strategic change influences employee performance. The findings of the study affirmed existence of a significant positive relationship between the four key components of strategic change namely; organizational culture change, restructuring, top management change and planning horizon change with employee performance. The findings further indicated that of the four components, organizational culture change comparatively played a major role towards employee performance, while the role played by planning horizon change was the lowest. The findings of the study helped to demonstrate three things. First, the need for organizations to inculcate positive strategic change for improved employee performance. Second, the findings of study affirm that organization culture is one of the important factors which require to be considered in order to enhance employee performance. To be successful in managing employee performance, there is need for organizations to adopt policies which support development of an effective strategic change.

Recommendation

The study recommended that the management of DIS in Kenya should put in place effective organizational culture change strategies as it leads to improved employee performance. DIS should ensure they have an effective organization culture in place in terms of behavioral norms, employees' attitudes, cultural beliefs, religious beliefs and set of values in which all the organizational culture change processes can be well accommodated. The study also recommends that future scholars and researchers should aim to test the relationship between organizational culture change and employee performance using different sub constructs apart from behavioral norms, employees' attitudes, cultural beliefs, religious beliefs and set of values. This can bring more information and offer platforms for comparison of findings. The study also recommends that DIS Kenya should have a well-structured restructuring process. DIS should ensure that the restructuring in terms of changes in roles and responsibilities among employees, changes in hierarchy, changes in remuneration and changes in higher positions should be properly managed to allow for improved employee performance. The study also recommends that future researchers and scholars should find out the relationship between restructuring and employee performance using other variables apart from changes in roles and responsibilities among employees, changes in hierarchy, changes in remuneration and changes in higher positions.

Finally, the study recommends that DIS Kenya should have a good planning horizon in place since it affects employee performance. DIS should ensure that planning horizon change in terms of change of strategic plans, change on the monitoring and evaluation framework, change of objectives and strategies and change in timelines for achievement of objectives are well managed in the organization so as to improve on employee performance. The study also recommends that future researchers and scholars should find out the relationship between organizational culture and employee performance using other variables apart from change of strategic plans, change on the monitoring and evaluation framework, change of objectives and strategies and change in timelines for achievement of objectives

Conflict of Interest

No potential conflict of interest was recorded by the authors.

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