# Effect of Change Management Practices on Performance of Teachers Service Commission

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**Abstract:** *Change Management (CM) emphasizes the need for plans and strategies to be formulated within the context of overall organizational strategies objectives to be responsive to changing nature of the organization's external environment. This study aimed at establishing the influence of change management practices on the performance of Teachers service commission of Kenya. The objective of the study was to establish how communication influences the performance of TSC. Descriptive survey research design was employed. The target population for the study included the directors, senior deputy directors, deputy directors, county directors, deputy county directors and human resource officers. A sample of 80 respondents was taken. The study employed a questionnaire as the main data collection instrument. The collected data was analyzed using statistical package for social sciences (SPSS) version 24. Data was presented in form of both descriptive (means and standard deviation) and inferential (Linear regression) statistics. The presentation of findings was done on tables and discussions thereof. The study established that communication had positive influence on performance of TSC. The study concluded that communication have a significant effect on TSC performance and recommended that TSC should put in place better communication systems within its structures to enhance communication thus improving performance.*

**Keywords:** Change Management, performance, TSC, Communication, Management

## 1. Introduction

In today's dynamic and rapidly changing workplace and globalised economy, development of organizational performance is associated with the development of personal performance, skills, knowledge and experience [12]. However, the ability to achieve and maintain high performance and productivity in organizations is a key challenge facing management today. Organizations' aiming to improve productivity, with rigorous planned strategies, staff with balanced and mixed thinking skills can produce more efficient and innovative organizational outcomes [12].

The external changes that have been facing the organizations provide an avenue for thinking. Managers have adopted change practices with varying levels of success. While studies on change have been done on manufacturing, [38] public sector [30] International Development organizations [39] and in other corporations, none has been done on the education sector. This study will therefore provide insights on change practices in teachers' service commission. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Clearly, if organizations are ever to experience a greater level of success in their development efforts, managers and executives need to have a better framework for thinking about change and an understanding of the key issues which accompany change management.

Organizations today have increasingly become aware of the importance of Change Management practices. This awareness in a system is a critical dimension in the performance of organizations [14]. Change Management practices is a recurring theme examined by academicians, consultants and practitioners. The frequent and uncertain changes, greater competition between firms and the demand for more advanced customer services drives management today. Change Management (CM) emphasizes the need for the Change Management Plans and strategies to be formulated within the context of overall organizational strategies and objectives and to be responsive to the changing nature of the organization's external environment [5]. It is an approach which requires interpretation and adaptation by practitioners to ensure the most suitable fit between business strategies and plans. Thus, the overall themes of Change management are the integration of all institutional functions, adherence to broad organization goals and responsiveness to the external environment [5].

There are a number of studies [4, 38] focusing on the change management of business organizations because of their contribution in the global economy. The quest for change management has long been a central tenet of the field of strategic management [5]. The Kenyan economy is going through great changes, as business organizations operate in a dynamic, turbulent and constantly increasing competitive environment. These changes are brought about by forces such as economic fluctuations, new product developments, technological change, globalization as well as shifting customer preferences. This dynamism is throwing up new opportunities and challenges to organizations as well as institutions. This also implies that future survival of organizations is not guaranteed unless they can adapt to the changes presented in the environment. Managers need to act constantly to secure a firm's future success. The biggest challenge for managers is how they can cope with the dynamism in the environment given the constraints, challenges and threats they face. Change has become an enduring feature of organization life [10].

Change management has been linked to the organization's competitiveness and response to changes in the environment. Changes arise out of the need for organizations to exploit existing or emerging opportunities and deal with threats in the market [3]. It is crucial that organizations seek to create a competitive advantage and wherever possible innovate to improve their competitive positions. This implies the

readiness to change within the organization and the ability to implement the proposed change.

Organizational change is the movement of an organization away from its present state towards some desired future state to help increase efficiency and effectiveness. The organization must therefore adapt to the changing environment by controlling all the change activities and make them a routine and predictable [24]. Change is a departure from the existing status quo [17]. Change management has been said to be a structured approach for ensuring that changes are thoroughly and smoothly implemented in order to achieve lasting benefits of change by focusing on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state [9]. The change process could range from a simple process change to a major system change to achieve the organization's potential. Change is a continuous and inevitable phenomenon and since an organization has no option but to change, it must formulate strategies and long term plans to manage the change. Change management is the process of helping organizations to effectively adapt to change without causing negative entropy of resistance to change. Change exhibits the nature of resulting from external or internal factors, is inevitable and occurs in all parts of an organization [36].

## 2. Statement of the Problem

In order to enhance organizational performance, change management practices that involve the use of systematic methods should be initiated to ensure that organizational change is conducted as planned. Organizations do not function in a vacuum and therefore have to act and react to what happens outside its business environment. These external factors affect the main strategies and objectives of the business and internal functioning. A major factor that affects business is the social aspect which encompasses how employees, consumers, households and communities behave and believe. These are very dynamic and due to this turbulence organizations need to adapt and respond appropriately [32].

TSC have undergone through a series of organizational changes involving the restructuring of its functions and structure. Organizational change in the commission was triggered by the legal provisions that made TSC a constitutional commission and is therefore enshrined in the Kenyan Constitution (2010) in chapter 13, article 237 and chapter 15 [19]. The process of making TSC an independent commission as enshrined in the constitution commenced in 1st May, 2012 after the commission withdrew the agency functions from MOEST and consequent deployment of the first TSC county Directors (CD) [20]. Further, the commission has establishment seven directorates, and developed legal and policy documents such as The TSC Act,2012,Code of Conduct and Ethics,2015,Code of Regulation for Teachers, 2016,Strategic Plan,2015 and Handbook for Decentralized Functions,2016. To effectively manage the change, the commission has employed the use of systematic change management practices such as enhanced communication, staff motivation, decentralization of functions and availing the necessary resources [21]. The

many changes are likely to influence the perceptions, commitment and attitudes of the employees towards their responsibilities in the organization.

Studies have been done to investigate the challenges experienced by organizations in Strategy implementation. The findings indicate that non involvement of employees in the change process and budgetary constraints inhibit the CM process [7, 37]. To manage the challenges of CM, different researchers have advocated for the use of systematic change management practices [7, 37, & 39]. Since 2012, the commission has embarked on several change management practices. However, little research have been conducted to find out the effect of change management practices on organizational performance and more so focusing on TSC. Therefore, this study sought to establish the effects of change management practices on the organizational performance of teachers' service commission of Kenya.
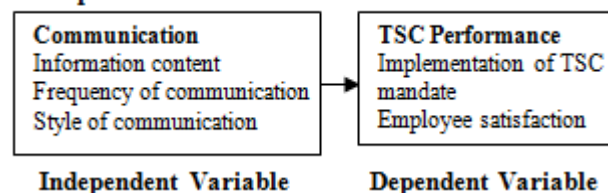
### Objective of the Study

The general objective of the study was to assess the effects of change management practices on the performance of Teachers Service Commission of Kenya. Specifically, the study sought to examine the effect of communication on performance of Teachers Service Commission in Kenya.

### Hypothesis of the Study
$H_{01}$: Communication has no statistically significant effect on performance of Teachers Service Commission in Kenya.

## 3. Conceptual Framework



### Conceptual Framework

| Communication | TSC Performance |
|---|---|
| Information content Frequency of communication Style of communication | Implementation of TSC mandate Employee satisfaction |
| **Independent Variable** | **Dependent Variable** |

## 4. Theoretical Literature Review

### Kurt Lewins Three Stage Model of Change
This model was created in the 1950s by psychologist Kurt Lewin who recognized three stages of change namely unfreeze, Change and Refreeze [29]. The unfreeze stage involves preparing the organization to accept that change is necessary, which involves breaking down the existing status quo before you can build up a new way of operating through determining what needs to be changed through a Survey of the organization to understand the current state and understand why change has to take place. In this process the manager calls for strong support in order to win key stakeholders in an organization through the creation of the need for change by use of compelling messages as to why change has to occur.

Communication is intensified to make the members understand and get rid of the doubts and concerns through the sending of compelling message showing why the existing way of doing things cannot continue and therefore a

need to challenge the existing beliefs, values, attitudes, and behaviours that currently define it [9]. The next stage is the Change process where people begin to resolve their uncertainty and look for new ways to do things through planning and the implementation process. Communication of the change benefits and how the changes will affect everyone is very critical in order to dispel the rumours' since they may inhibit the change. Employees are empowered to act through the provision of lots of opportunity for employee involvement and having line managers to provide day-to-day direction and short term wins to reinforce the change. The success of this stage is marked by people starting to believe and act in ways that support the new direction but of course with some posing resistance to the change [17].

The final stage is the Refreeze stage in which the expected change has already taken place and shape and people have embraced the new ways of working and thus the need to create stability in the established change. This is the process of anchoring the changes into the culture by identifying what supports the change and the main barriers to change and developing ways to sustain the change through supportive leadership, creating a reward system, establishing a feedback systems and adapting the organizational structure as necessary. At this point, support, training and celebration of success should be facilitated to create sustainability of the change. The stage is characterized by a stable organization chart, consistent job descriptions, internalized organizational culture, changes become incorporated in the everyday business and a feeling of confidence and a new sense of stability is developed among employees as they feel comfortable with the new ways of working and develop confidence to embark on the next, inevitable change [9].

This model is most practical in planned change since it is consciously done and it involves a process of moving from one fixed state to another and takes responsibility over the outcome since it does not happen by accident or impulse through a systematic process in which all stages are calculated to avoid making mistakes. The model is very practical to this study since it helps to understand the change management process in which the TSC has embarked on. The expected changes in the commission are very intense and structured in the constitution and therefore the need to create awareness for the need for change in the unfreezing stage through communicating the change and how the change will enhance the performance of the TSC mandate.

In the change process stage, the commission may plan on how the change will be implemented through certain change management practices such as decentralization of functions, effective communication, resource mobilization and managing the challenges that may inhibit change. In the final unfreezing stage, the changes are now internalized and become part of the organizational culture. This is marked by defined roles and structures, organizational stability and the top management engages in staff motivation to ensure that the desired attitude towards change is achieved and maintained through various policy documents to help operationalize the TSC mandate as it is stipulated in the constitution.

## 5. Empirical Literature Review

**Communication and Organizational Performance**
Communication has been recognized as a relevant dimension to the success of organizational change, and it is considered important in building change readiness, reducing uncertainty, and as a key factor in gaining commitment. Communication within the context of change has been seen as a way to inform, involve and even motivate collaborators to participate in the change process wholeheartedly [33].

The connection between communications and organizational change has been attracting increasing interest from scholars and practitioners during the last decade [23]. Several of them have emphasized the important role of communications in change processes [13, 15], and according to some of them, communications and organizational change are inextricably linked processes [28]. It can be easily found, throughout the literature review, that change is a communicative challenge [1], or in another similar view, that change implementation is primarily a communication problem. Communication processes are inherently a part of the implementation activities [8].

In a recent study the change process was evaluated by three process variables; information, participation and trust in management, using a 7-point Likert scale [28]. One of the findings in Oreg's study was that trust in management is the only variable which significantly influences the affective, cognitive and behaviour dimensions. It also stressed that information influenced the behaviour and cognitive dimensions. Although it had been anticipated that there would be an inverted relation with cognitive dimension, that is, the more information given, the less resistance shown (based on the assumption that resistance is due to unfamiliarity with details of change), the opposite was found to be true. Oreg pointed out that the relationship between information and resistance would therefore appear to depend on the content, rather than on the mere existence of information. Furthermore, the manner in which the information is communicated is also likely to influence change acceptance.

Frahm and Brown [16] applied Kent and Taylors' [26] five Principles of Dialogic Communication to Public Relations to an organizational change setting, and by means of comparisons between two organizations immersed in incremental change processes they established a starting point for further investigations. They studied the impact of change communication on change receptivity. The study employed a mixed methodology of surveys, participant observation, focus groups, and document analysis. Findings indicate that a shift from monologic to more dialogic communication occurred and improved receptivity to change.

According to research findings, the most frequently noted categories of problem encountered by the company in transition are "communicating vision" and "negative attitudes." If an organization's management does not consider which communication behaviors it wishes to foster for its success, the signals it sends to employees may be inconsistent or counterproductive [28]. Thus, managers

should consider conveying clear communication-behaviour expectations as a fundamental element of strategy. In doing so, firms might pursue communication audits which involve ethnographic analysis, including observation and interviewing, to learn exactly what organizational policies are operating [18]. Moreover, Gilsdorf moves on to argue that analysis of organizational culture should be conducted in order to help determine the communication strategy used to solve the problem.

A study on Employee Perception of Change Management Practices at Kenya Commercial Bank Nairobi County and found out that leadership, communication, organization culture, change agents and the employees' readiness to accept change are all great factors of change management [31]. This led the researcher to recommend that there is need for the organization to increase employee participation and involvement during the change process in order to reduce resistant to change and increase acceptability of change among employees since they are the key implementers of change in an organization.

One step of involving the employees is through communication so as to create awareness of change such as in the TSC that used a top down approach [37]. This would go a long way in ensuring continued performance in the organization. Thus, a series of comprehensive communication plans for change serves as one of the most important tools enabling adaptiveness in people and organizations [6].

**Organizational Performance**

In today's dynamic and rapidly changing workplace and globalised economy, development of organizational performance is associated with the development personal performance, skills, knowledge and experience [12, 24]. However, the ability to achieve and maintain high performance and productivity in organizations is a key challenge facing management today.

Firm performance is positively impacted by the presence of change management practices which tend to create a significant contribution on organizational competencies, and this in turn becomes a great boost for further enhancing innovativeness. Organizations link the maximization of performance with change management practices [2]. As a result of intensive competition, shorter product life cycles, volatile product and market environments, firms constantly search for newer sources of competitive advantage, one of the most important being change management practices, that has the potential to improve and determine an organization's fate [25]. Effective Change Management Practices systematically organizes all individual to directly influence employee attitude and behaviour in a way that leads business to achieve its competitive strategy [22]. The firm can thus obtain a competitive advantage and thus achieve superior performance [22].

Organizational performance should be related to factors such as profitability, improved service delivery, customer satisfaction, market share growth, and improved productivity and sales [34]. Organization performance is therefore affected by a multiplicity of individuals, group, and task, technological, structural, managerial and environmental factors. He claims that there can be no change management without a modicum of information as to performance information in basis period and, ideally, a targeted performance in a future time period. He refers to four dimensions of evaluating performance; the customer dimension, employee dimension, internal process dimension, and the financial dimension. Different approaches used in managing change will result in either a decrease or increase in the variables under each dimension [34].

Organizational performance is the accumulated result of all the activities in an organization [35]. It is the extent to which the broad organizational goals are met and is viewed as either qualitative or quantitative [11]. Performance in an organization is attributed more to team and individual performance and therefore the need for effective management of the Human Resource through proper utilization and motivation [41]. Job satisfaction is viewed as a key indicator of organizational performance since a satisfied worker contributes to the productivity and effectiveness of an organization [36]. In this conceptual framework the independent variables will be perceived to influence the dependent variable outcome.

## 6. Research Methodology

A Descriptive survey research design was adopted for this study. This design was deemed appropriate for this study as it will help the researcher to gather data at a particular point in time with the intention of describing the nature of the existing conditions [27]. The target population for this study included all the TSC senior staff working in TSC headquarters and TSC county offices. A sample was taken from the county directors, deputy county directors and county human resource officers by use of a formula by Nassiuma (2009) for estimating a sample size, n, from a known population size, N. From the calculations a sample of 80 respondents was obtained. Data was collected by use of a questionnaire. Data was processed and analyzed by use of descriptive statistics and inferential statistics. The findings were presented in tables accompanied by relevant discussions.

## 7. Finding and Analysis

The response rate for this study was 93.8% which can be characterized as an excellent indicator that the results are externally valid and therefore can be generalized. Descriptive analysis in regard to communication yielded the findings shown in the table below.

**Table 1:** Respondents perceptions on communication in TSC

| | n | Mean | Std. Dev |
|---|---|---|---|
| i. TSC has elaborate channels through which they pass information to the staff members | 76 | 1.76 | .630 |
| ii. Due to up to date information, there has been little resistance to change in TSC | 76 | 2.58 | .928 |
| iii. Communication of change strategies brings greater involvement of employees in the change process | 76 | 1.64 | .667 |
| iv. Comprehensive communication plans for change have been an enabling tool for adapting change among TSC employees | 76 | 1.91 | .615 |
| v. Meaningful change messages are communicated in a strategic manner to achieve employees corporate acculturation and commitment | 76 | 2.12 | .799 |
| vi. Communication in the change process has acted to bring together the stakeholders to be involved in the change process | 76 | 1.95 | .728 |
| vii. Communication on information regarding changes in the future prepares ground for easier adaptation to change by TSC employees | 76 | 1.53 | .599 |
| Valid n (listwise) | 76 | | |

**Table 2:** Organizational performance

| | n | Mean | Std. Dev |
|---|---|---|---|
| i. TSC has improved its efficiency in operation through adapting to change | 76 | 1.87 | .525 |
| ii. There has been great improvement in the hiring and recruitment processes due to adaptation to technological change | 76 | 2.03 | .765 |
| iii. Over the years, TSC has seen a reduction in its operational costs | 76 | 2.78 | .810 |
| iv. The organization has been able to align individua employees objectives with the organizations objectives | 76 | 2.47 | .871 |
| v. TSC is among the institutions registering greater customer satisfaction due to its improved services | 76 | 2.14 | .725 |
| vi. Due to greater feedback mechanisms, there have been increased employee performance in the organization | 76 | 2.24 | .746 |
| Valid n (listwise) | 76 | | |

From the analysis, the researcher observed that the respondents generally disagreed that TSC has elaborate channels through which they pass information to the staff members and that communication of change strategies brings greater involvement of employees in the change process. Further, they disagreed that comprehensive communication plans for change have been an enabling tool for adapting to change among TSC employees and that meaningful change messages are communicated in a strategic manner to achieve employees' corporate acculturation and commitment. Additional respondents failed to agree that communication in the change process has acted to bring together the stakeholders to be involved in the change process and that communication on information regarding changes in the future prepares ground for easier adaptation to change by TSC employees.

These aspects registered mean values approximately equal to 2 (Disagree). The respondents were however indecisive on whether due to up to date information, there has been little resistance to change in TSC. The researcher noted that the respondents tended to have close knit views with all responses registering standard deviations less than one. As such, there were no diverse views on the side of the respondents. Researchers have affirmed the importance of communication in implementing change processes. Previous research has shown that communication and organizational change are inextricably linked processes [23]. Further change implementation is primarily a communication [1]. Based on this study' findings, TSC have a long way to go in order to have proper communication channels in order and consequently have the ability to implement organizational changes.

The descriptive analysis in regard to the respondents' views on the organizational performance in TSC yielded the following results shown in table two.

Regarding performance in TSC, respondents disagreed that TSC has improved its efficiency in operation through adapting to change, that there has been great improvement in the hiring and recruitment processes due to adaptation to technological change and that the organization has been able to align individuals employees objectives with the organizations objectives. Further, they disagreed that TSC is among the institutions registering greater customer satisfaction due to its improved services and that due to greater feedback mechanisms, there have been increased employee performance in the organization. However they were uncertain that over the years, TSC has seen a reduction in its operational costs. Greater agreement in responses was observed with all the responses demonstrating standard deviation values less than one.

In general, respondents indicated that TSC has had dismal performance in their operations. This is contrary to previous research which showed that organizations link the maximization of performance with change management practices [2]. This goes ahead to show that TSC is getting it wrong as far as change implementation is concerned. Change implementation should be reflected in the organizational performance. Effective Change Management Practices systematically organizes all individual to directly influence employee attitude and behavior in a way that leads business to achieve its competitive strategy [22]. The firm can thus obtain a competitive advantage and thus achieve superior performance [25].

**Relationship between Communication and Organizational Performance**
The objective of the study was to establish the influence of communication on TSC performance in Kenya. In order to realize this objective, the following hypothesis was formulated.
$H_{01}$: Communication has no statistically significant effect on performance of Teachers Service Commission in Kenya.

The hypothesis presumed that communication has no statistically significant influence on the TSC performance. To determine the certainty of this postulation, a simple linear regression analysis was done and the results were as presented hereafter.

**Table 3:** Model Summary of Simple Linear Regression between Communication and TSC Performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .288[a] | .083 | .070 | .44262 | .083 | 6.668 | 1 | 74 | .012 |

a. Predictors: (Constant), Communication

The table 4.9 shows that communication had a significant positive linear correlation with TSC performance (r=.288, p=.012). The r-squared value of 0.083 further indicates that communication accounted for 8.3% of the variance in the TSC performance in Kenya. This implied that statistically, communication and TSC performance were not independent of each other. The F-ratio was found to be significant ($F_{(1, 74)}$ =6.668, p=.012). This indicates that communication had a significant influence on TSC performance in Kenya.

In this regard, the null hypothesis that communication has no statistically significant effect on TSC performance was consequently rejected at p<0.05 level of significance. Therefore, the researcher concluded that enhancing communication in TSC will also lead to improved performance in the organization. The findings are in tandem with observations by other scholars who acknowledged the importance of communication on change management and performance of the organization. According to Bordia et al [8] Communication processes are inherently a part of the change implementation activities and key determinant of organizational performance.

## 8. Conclusion and the Recommendations of the Study

The study findings enabled the researcher make various conclusions regarding the effect of change management practices on performance of teachers' service commission. The researcher concluded that communication has a significant effect on the TSC performance. The findings established positive relationship between communication and the performance of TSC in Kenya. As such the researcher observed that improved communication across all the TSC departments would enhance the performance of their functions. The researcher recommended that TSC should be able to put up communication networks to enhance effective communication within its structures. This could be done by adopting the current communication technology to enhance communication. This would go a long way in improving the performance of TSC.

## 9. Scope for Future Research

The researcher recommended the replication of this study in other institutions in order to authenticate its findings and enable the generalization of the results. Further, the researcher recommended that future scholars should focus on other change management practices apart from communication that influence the organizational performance.

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