INFLUENCE OF STRATEGIC CHANGE IMPLEMENTATION ON EMPLOYEE PERFORMANCE IN STATE DEPARTMENT FOR CORRECTIONAL SERVICES IN KENYA

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ABSTRACT

The purpose of the study was to explore the influence of strategic change management implementation on employee performance in the state department of correctional services in Kenya. The study was guided by the following objectives; to establish the influence of vision and strategy, communication, transformative leadership and organizational culture on employee Performance in the state department of correctional services 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 KPS and DPAS. Both quantitative and qualitative data was analyzed. The study used a standard questionnaire to obtain data from respondents. Validity of the data collection instruments was ascertained using pilot studies and expert opinion while reliability was ascertained by use of test-retest method where Cronbach's Alpha coefficient was computed. 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 state department of correctional services, a significant relationship between communication and employee performance, a significant relationship between transformative leadership and employee performance and a significant relationship between organizational culture and employee performance in the SDCS. Findings of this study bridged the gap in knowledge with regard to the contribution of strategic change implementation and employee performance in the SDCS and beyond.

Key Words: Vision and Strategy, Communication, Transformative Leadership, Organizational Culture, 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.

A study by Ng'ong'a and Alang'o (2015) established that organizations are characterized by high levels of turbulence which changes with political, economic, social, technology, environmental, and legal factors that present opportunities, threats, and constraints which are external influences to be dealt with in order for the organization to survive, grow, or die. Firms face the paradox of simultaneously needing change to maintain their competitive position and stability, and to try to control uncertainty because both aspects are essential for the firm's effectiveness (Farjoun, 2010; Klarner & Raisch, 2013).

On the global scale, a paradigm shift in change management has been widely embraced as organizations both in the public and private sectors inculcate best practices in governance. According to Parlalis (2011) a radical change that gave rise to greater accountability, transparency, human rights and public participation occurred in public services from the 1980s due to the inability of the government to respond to the social and economic changes and to deliver policy appropriate to the existing conditions. The Balanced Scorecard framework that focuses on the use of formal steps such as developing change themes and results, setting change objectives, developing lead and lag performance measures for measuring strategic objectives has been suggested as an approach to track the progress of change initiatives (Jayashree & Hussain, 2011; Băcală, 2014).

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.

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 was 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.

Objectives of the Study

The general objective of this study was to explore the influence of strategic change implementation on employee performance in State Department for Correctional Services in Kenya. The specific Objectives were:-

- To establish the influence of vision and strategy on employee performance in State Department for Correctional Services in Kenya
- To examine the influence of communication on employee performance in State Department for Correctional Services in Kenya
- To establish the influence of transformative leadership on employee performance in State Department for Correctional Services in Kenya
- To ascertain the role of organizational culture in employee performance in State Department for Correctional Services in Kenya

Research Hypotheses

- **HO$_1$**: Vision and strategy does not have a significant influence on employee performance in State Department for Correctional Services in Kenya
- **HO$_2$**: Communication does not have a significant influence on employee performance in State Department for Correctional Services in Kenya
- **HO$_3$**: Transformative Leadership does not have a significant influence on employee performance in State Department for Correctional Services in Kenya
- **HO$_4$**: Organizational Culture does not have a significant influence on employee performance in State Department for Correctional Services in Kenya.

LITERATURE REVIEW

Theoretical Review

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 Sapieca (1990) alluded to customers, employees, managers, and the general public being categorized as stakeholders by Johnson and Johnson in 1947.

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).
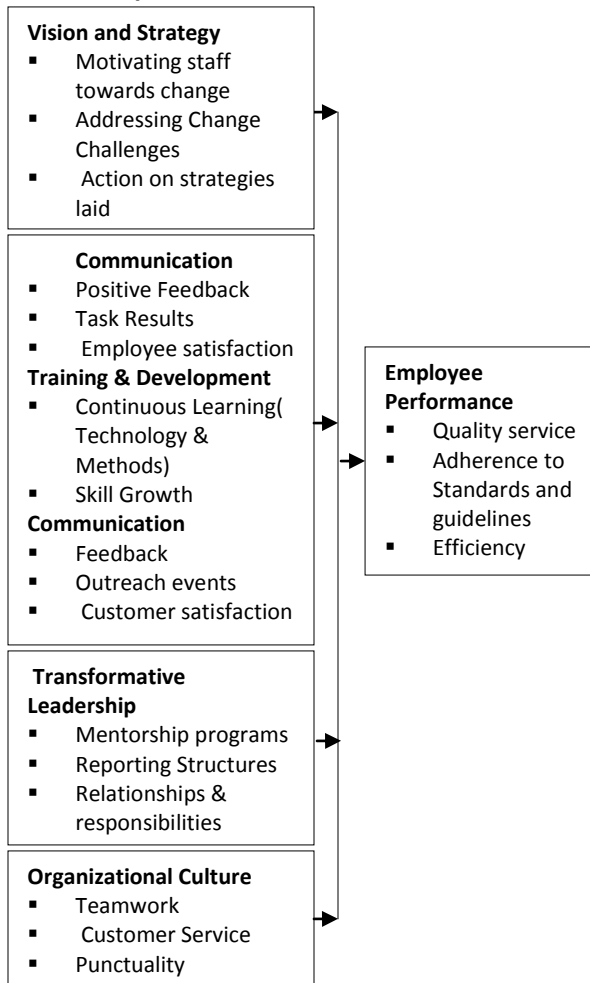
Models of Change

D'Ortenzio (2012) portends that models are basic frameworks that guide implementation of strategies for change and that a variety of models exist that aid in understanding the nature of change processes and the basis for successful change implementation. Model refers to a set of assumptions and beliefs which together represent reality (Tichy, 1983). For purposes of this study, the Kotter Model (1995) and Kurt Lewin's (1947) change model are the primary models that underpin this study on both independent and dependent variables.

The Planned Approach to Organizational Change – Kurt Lewin's Model of Change: According to Lewin (1947) successful change is premised on a three-step model of change that views behaviour as a dynamic balance of forces working in opposing directions. Lewin (1951) argues that whereas driving forces facilitate change because they push employees in the desired direction, restraining forces hinder

change because they push employees in the opposite direction. Lewin (1947a) believed that a successful change project involved three steps: Unfreezing, Moving and Refreezing.

The Conceptual Framework

Vision and Strategy
▪ Motivating staff towards change
▪ Addressing Change Challenges
▪ Action on strategies laid

Communication
▪ Positive Feedback
▪ Task Results
▪ Employee satisfaction
Training & Development
▪ Continuous Learning(Technology & Methods)
▪ Skill Growth
Communication
▪ Feedback
▪ Outreach events
▪ Customer satisfaction

Transformative Leadership
▪ Mentorship programs
▪ Reporting Structures
▪ Relationships & responsibilities

Organizational Culture
▪ Teamwork
▪ Customer Service
▪ Punctuality

Employee Performance
▪ Quality service
▪ Adherence to Standards and guidelines
▪ Efficiency

Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

Empirical Review

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.

Communication and Employee Performance

Kreps (Husain, 2013) defined organizational communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. According to Akam (2011) communication is a transaction of ideas, directory, command or guide into oral or written words, or actions in such a way that the receiver gets the same message and reacts in manner envisaged by the communicator. 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 (Sheikh, 2013).

Transformative Leadership and Employee Performance

Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behaviour and attitudes of another person (Ganta & Manukonda, 2014). According to Akbar (2017) Leadership is a process of social influence that a person deliberately exercises against others to structure activity and influence within a group or organization towards the achievement of one or several specific purposes. Bass (1985) defines transformational leadership as change agents that elicit and transform followers' beliefs, attitudes and motivations. These leaders provide a vision and develop an emotional relationship with their

followers, increasing the latter's consciousness and belief in higher goals, above their own interests.

Organizational Culture and Employee Performance

Schein (1985) defines organisational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Elsewhere Organisational Culture (Hill & Jones, 2009; Chatman & Eunyoung, 2003) is defined as the collection of norms, beliefs, and values shared by people and groups in an organisation that controls the way they interact with each other and with stakeholders outside the organisation.

Employee Performance

Iqbal et al. (2015) define Employee Performance as the way to perform the job tasks according to the prescribed job description. Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed in which Employee performance is manifested in improved production, ease in use of new technology, and highly motivated workers. According to Hameed and Waheed (2011) Employees are considered as the major element of every firm and their success and failure is mainly based on their performance.

The concept of Change management on employees` performance grew out of the need to make some alterations within the organization in order to cope with the dynamic changes in the markets. Change management on employees consists of a hard side which refers to the processes, systems, strategies, tactics, and technologies that will help to implement changes and the soft side which involves behavioural and attitudinal change. (Carter, 2008 as cited in

Njuguna & Muathe, 2016). The study established that there is a relationship between change management on employee performance and the general environment affecting change and that well-informed conceptualization is vital and critical to facilitate proper and in-depth insight in regards to change management on employee's performance in modern organizations.

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. According to Mugenda (2008) descriptive survey design is considered to be relevant in a survey because it involves collecting data which can then be used to answer the research question and/or test study hypotheses within the confines of the current state of the objectives of the study. The population of the study comprised all employees of the SDCS. This included all probation officers and prison officers deployed within Kakamega County. The total number of both Probation and Prison officers serving within the SDCS in Kakamega County was 873 (HR State Department of Correctional Services, 2018). The study used a standard questionnaire to obtain data from respondents. The researcher employed the drop and pick method when administering the questionnaire and allowed respondents up to one week to respond to the questionnaire items at their convenience. 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. The following regression model was tested;

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X3 + \beta_4 X4 + \varepsilon_i$$

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)

RESULTS

Inferential Statistics

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. The combined effect of all independent variables on the dependent variable was tested using multivariate regression.

The overall regression model was given as: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y is employee performance, X_1 is vision and strategy, X_2 is communication, X_3 is transformative leadership, X_4 is organizational culture and ε is the error term. β_0 is constant whose influence on the model is insignificant, and β_1- β_4 are intercepts for the independent variables which are large enough to have a significant influence on the model.

As shown in Table 1, the R^2 value of 0.973 showed that the overall model explained 97.3% of the variation in the dependent variable while only 2.7% was explained by other factors outside the regression model.

Table 1: Variation of the Overall Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.974	0.973	0.929	4.1024619

As shown, the result of ANOVA gave a p-value of the above regression model as 0.000 which was less than 0.001. This impliied a highly significant overall model at 0.000 (Field, 2009). Therefore, it was concluded that the overall regression model was a significantly better prediction of the relationship between change strategy implementation and employee performance in the state department of correctional services in Kakamega County.

Table 2: Significance of the Overall Regression Model in Prediction of Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21683.580	4	5420.895	322.093	0.000
	Residual	1110.793	66	16.830		
	Total	**22794.373**	**70**			

Testing for the Assumptions (Linear Regression modelling)

To determine the Casual and Effect relationship between strategic change implementation (vision and strategy, communication, transformative leadership and organizational culture) and employee performance in SDCS Kenya, a Multiple Linear Regression was used. The following diagnostic tests; Multicollinearity test, Normality, Homoscedasticity, Linearity and test of the presence of Outliers were done to ascertain validity the of the linear regression analysis in modelling the dataset.

Multicollinearity Test

Multicollinearity denoted the circumstance in which explanatory variables were very much correlated, thus resulting into an absurd effect in that the model wee-fits the data, but none of the explanatory variables has a significant influence in forecasting the dependent variable (Petrini, Dias, Pertile & Mourao, 2012). The researcher used the Pearson correlation coefficient and Variance Inflation Factor (VIF) to detect any problem of Collinearity.

For the Pearson correlation coefficient, the independent variables were not supposed to have a coefficient above 0.75 (Malhotra *et al.,* 2004). Otherwise, the multicollinearity of the variables becomes problematic. Consistently, the independent variables should not have VIF above 10. Otherwise, a problem of multicollinearity arises (Myers, 1990). *O'Brien (2007)* demonstrated that a tolerance value of less than 0.20 and a VIF 10 and above indicated a multicollinearity problem.

Table 3: Collinearity Tests using Variance Inflated Factor (VIF)

Variable	Tolerance (1/VIF)	VIF
Vision and strategy	0.395	2.349
Communication	0.351	2.553
Transformative Leadership	0.417	2.295
Organizational Culture	0.382	2.648

From the results of Table 3, tolerance values for all the independent variables were above 0.20, and VIF values were below 10 for all the variables; an indication that there was no problem of multicollinearity. Consistently, the low inter-correlation among the explanatory variables used in the regression as shown in the correlation matrix, were all below 0.75, thus indicated no reason to suspect severe multicollinearity.

CONCUSIONS

The first objective of the study sought to determine the influence of vision and strategy on employee performance in the SDCS in Kakamega County. Study findings revealed statistically significant positive relationship between vision and strategy and employee performance in the SDCS. Based on the study findings, it was concluded that vision and strategy have a significant effect on employee performance in the SDCS in Kakamega County.

The second objective sought to establish the effect of communication 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 was made that communication is a significant predictor of employee performance in the SDCS in Kakamega county.

The third objective of the study sought to examine the effect of transformative leadership on 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 was concluded that transformative leadership significantly

influences employee performance in the SDCS in Kakamega County.

The fourth objective of the study sought to investigate the influence of organizational culture on 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 was made that organizational culture is a significant predictor of employee performance in the SDCS in Kakamega County.

RECOMMENDATIONS

It was 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 was 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.

It was further recommended that organizational leadership should be able to effectively promote change by creating vision, possessing a clear understanding of the strategic objectives of an organization, identifying the actions needed to reach those objectives, and conducting an analysis of the existing ideologies of the organization. Leadership consists of interpersonal influence, exercised in a situation and directed, by means of the communication process toward the attainment of specified goals. Management in the state department of correctional services are encouraged to espouse transformational leadership since such kind of leadership is associated with increased levels of performance and helping behaviors and that subordinates of individuals that are perceived as transformational leaders report stronger identification with their superiors and higher levels of self-efficacy regarding their work. Transformational leaders are known to achieve high levels of employee trust, admiration, motivation, commitment, loyalty and performance. This is supported by findings from other empirical studies that revealed that democratic, participatory and supportive leadership style greatly influence employee performance and organizational output and that harmony should be created between workers, management and the task environment (Pradeep & Prabhu, 2017).

It was further recommended that management in the SDCS develops organizational culture that provides a sense of identity to members, enhances employee commitment, strengthens organizational values and shapes employee behaviour this is because organizational culture has the ability to increase job satisfaction, and awareness about problem solving and organization performance. Organizational culture is argued to be unique to every organization and is widely agreed to compose of seven key characteristics commonly known as the organizational orientations to; risk, precision, achievement, fairness, collaboration, teamwork, competitiveness, and rules. A positive culture embraces adaptation and strengthens employees' performance by inspiring them and moulding their characters towards achieving of organizational corporate objectives.

Areas for Further Research

Given that in many organizations, management plays a significant role in ensuring motivation of employees and stakeholders, the researcher recommends that another study be undertaken on the effect of managerial practices on employee performance which was not the concern of this study.

Whereas these findings may be well applicable in Kenya, further research needs to be carried out in other regions of the country to provide more validation to these findings. This will generate more knowledge on the role of strategic change implementation on employee performance within the SDCS in Kenya as a whole.

Whereas the study was premised on Kurt Lewin's and Kotter's change models, more research needs to be conducted using other change models to further interrogate and explore the relationship between strategic plan formulation and employee performance. This will generate more knowledge as regards how strategic plan formulation influences employee performance.

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