

**CHANGE MANAGEMENT AND EMPLOYEE PERFORMANCE: A CASE
STUDY OF SOMTEL TELECOMMUNICATION COMPANY, GALKAO**

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DECLARATION

I hereby declare that this research is due to my own knowledge, effort and it has never been submitted by any other person for a degree or diploma in any University or institution of higher level

Signed  Date 19/05/2015

SUPERVISOR'S APPROVAL

This report has been submitted with my approval as the university supervisor

MR:

Signed -----

Date 19/05/2015-----

DEDICATION

I dedicate this research dissertation with great humility and love to my lovely parents, family members, my brothers and sisters, for their support financially, socially and in all corners of life. God bless you all.

ACKNOWLEDGEMENT

I thank the Almighty Allah for enabling me complete this research report. Thanks for the knowledge, wisdom, and grace he has given me.

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LIST OF ACRONYMS

Ltd	Limited
Mgt	Management
NY	New York
OP	Operational Risk.
PBL	Print British limited
SSM	Strategic Service Management
UN	United Nations
US	United States

ABSTRACT

The study was about the impact of change management and employee performance while considering SOMTEL telecommunication company-Galkao. The study was guided by three objectives that is; to establish the effect of readiness to change and employee performance, to find out the effect of resistance to change and employee performance and to find out the effect of feedback analysis in Change management and employee performance. It used data collected using a questionnaire Interviews, and during data collection purposive sampling technique and snowball method were used. Both qualitative and quantitative were used to analyze data as it used a sample size of 60 respondents.

The study concludes the ways of change management at SOMTEL Telecommunication Company Limited include; readiness to change, resistance to change and feedback analysis. It also concludes that change management plays a significant role towards employee performance. Still, that the challenges faced by SOMTEL Telecommunication Company in change management include; power problem, lack of enough funds, labour turn over, competition from other telecommunication companies and lack of constant market for the products. Lastly, that there is a positive relationship between change management and organizational performance.

The study recommended government involvement in the provision of change management needs through adjusting in the labor laws, a greater balance between employees' needs and organizational needs, refresher courses given to managers and career guidance and counseling of workers in case their expectations are not met should be done by the management in organizations.

And the impact of change management and employee performance of SOMTEL Telecommunication Company Limited Somalia, the influence of corporation tax on the performance of SOMTEL Telecommunication Company Limited Somalia and the relationship between corporate social responsibility and performance of employees of SOMTEL Telecommunication Company Limited Somalia are suggested areas for studies.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter of the research covers the background of the study, statement of the problem, objectives, the research questions, scope and significance of the study.

1.1 Background of the study

Management in today's world is about management in times of repaid change (Robbins, 2000:3). In today's world, the biggest task of the human- resource manager is to change and retain employees. Change management is a company's life- blood (Sharma, 2006) a well managed company can change and retain its employees and hence has the following competitive advantages: reduced turnover; an increase in productivity; reduced absenteeism; increase revenue; and improved performance. However; managers tend to assume that know what the employees want from their work. This assumption can lead managers into making mistakes while trying changing their employees (Simons &Enz, 2006). This study is thus an attempt to help managers to understand the factors that changes their employees to perform to the best of their ability.

Under the contextual background; According to Herzburg (1959), Change management is an approach to transitioning individuals, teams, and organizations to a desired future state. In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced and approved or the definition of change management defined on this page. Change management processes should include creative marketing to enable communication between changing audiences, as well as deep social understanding about leadership's styles and group dynamics.

According to Shanks.N. H (1999), employee performance is whether a person performs their job well. Job performance is studied in industrial and organizational psychology, the branch of psychology that deals with the workplace. Job performance is also part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell (2000), describes job performance as an individual level variable, or

something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables.^{[1][2]}

Bartol and Martin (1998) describe change management as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farhad et al, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations.

In view of Bedeian, (1993) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Change management is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behavior and organizational distinctiveness (IRCO). It symbolizes those psychological procedures that foundations the stimulation, route and determination of deliberate actions that are target oriented (Farhad et al, 2011).

Also change management is a progression of moving and supporting goal-directed behavior (Chowdhury.M.S, 2007). It is an internal strength that drives individuals to pull off personal and organizational goals (Reena et al, 2009). Change management is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010). According to Barron (1983), it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions (Rizwan et al, 2010). Porter and miles (1974) proved that the change management boosts expresses and continues conduct (Khadimetal). The change management of an individual envelops all the motives for which he selects to operate in a definite approach (Lefter et al). In fact change management is “inside another person’s head and heart” (Khadim et al).

Employee change management is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A changed employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that change management formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade change management of

their employees (Kalimullah et al, 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through changing them.

Further to that, employees need to feel comfortable at their place of work so as to be productive. A nice desk, a clean working area, enough space, allowing each employee his/her own personal space in form of a drawer, desk or locker helps to minimize dissatisfaction in organizations. This is one of the most important dissatisfies (Jensen, 2000). In some institutions workers use second class desks as furniture. Some organizations have a tendency of using a common office shared by top and middle level management. Others have shabby and disorganized file/record management systems (Jensen, op cit). Such conditions are likely to impact on the workers' output.

Under the theoretical background, the kurtlewin theory was revealed. This theory of change is commonly referred to as Unfreeze, Change, Freeze(or Refreeze). It is possible to take these stages to quite complicated levels but I don't believe this is necessary to be able to work with the theory. But be aware that the theory has been criticized for being too simplistic. A lot has changed since the theory was originally presented in 1947, but the Kurt Lewin model is still extremely relevant. Many other more modern change models are actually based on the Kurt Lewin model. I'm going to head down a middle road and give you just enough information to make you dangerous...and perhaps a little more to whet your appetite!

According to (Clark, 2005), The EI based theory. Emotional intelligence (EI) that reflects how an individual's potential for mastering the skills of Self-Awareness, Self-Management, Social Awareness, and Relationship Management translates into on-the-job success. This model is based on EI competencies that have been identified in internal research at hundreds of corporations and organizations as distinguishing outstanding performers. Focusing on EI as a theory of performance, this chapter presents a new version of that model, looks at the physiological evidence underlying EI theory, and reviews a number of studies of the drivers of workplace performance and the factors that distinguish the best individuals from the average ones.

According to kolmery 2001, SOMTEL Somalia (Somali: Shirkadda Isgaadhsiinta ee SOMTEL Soomaaliya), shortened to SOMTEL, is the largest telecommunications operator in northeastern Somalia. It was founded in 2002 with the objective of supplying the country with GSM mobile services, fixed line and internet services. The firm has an extensive network that covers all the major cities and more than 40 districts in both Galkao and Bosasao

1.2 Statement of the problem

SOMTEL Galkao branch change management in different ways has been a prominent issue to discuss due to various categories of outcomes that result as a result of change of management. Probably, many employee have found it difficult to accept change because of the working environment they have created to the current work positions they operate in without being aware that it affects the organization in one way another. This resistance has led the organization to operate in deficit due to poor coordination, poor team work at the work place, poor solvency of the organizational materials thus leading to poor performance of SOMTEL telecommunication. This will be curbed down when all the employees participation in decision making especially during meetings, encouraging transparent communication, and allowing for reasonable change decisions. Therefore, the study sought to find out the relationship between change management and organizational performance while considering SOMTEL telecommunication company-Galkao branch as a case study. I have conducted this study because no similar study has ever been conducted in this similar study in Galkao.

1.3 Purposes of the Study

The main purpose of the study was to establish the effect of change management and organizational performance while considering SOMTEL Telecommunication Company in Galkao.

1.4 Objectives of the Study

- i. To establish the effect of readiness to change and employee performance of SOMTEL Telecommunication company in Galkao
- ii. To find out the effect of resistance to change and employee performance of SOMTEL Telecommunication company in Galkao

- iii. To assess the effect of the feedback analysis to change management and employee performance of SOMTEL Telecommunication company in Galkao

1.65 Research questions

- I. What is the effect of readiness to change and employee performance?
- II. What is the effect of resistance to change and employee performance?
- III. What is the effect of feedback analysis in Change management and employee performance?

1.6 Scope of the study

1.6.1 Geographical scope.

The study was carried out in Galkao which is the capital city of Mudug region. Galkao is located in the central part of Somalia. The researcher chose this area because this is the central point of Somalia.

1.6.2 Content scope

The study was about change management and performance of the employees. It will collect data in relation to establish ways how organization changes its employees, to establish organizational performance indicators in SOMTEL Telecommunication Company and to find out the relationship between change management and organizational performance

1.6.3 Time scope

The research data and information fall between May2014 and May 2015.

1.7 Significance of the study

The study generated information that may guide the management of SOMTEL to choose which level of change management should be applied according to released benefits realized.

The study contributed to the body of knowledge/management of what now exists and the future prospects of the changed employees. Therefore, it may also be used by other researchers as source of literature review.

The research report also contributed to the researcher to acquire award of Bachelors Degree Kampala international University. The study that at this point may also provide the benchmark data to guide in the formulation of plans, policies and decision making.

1.8 Conceptual framework

Readiness to Change

- Feel situation is hopeless
- No intention of changing

Resistance to change

- Transparency
- Foster openness and two-way communication.

Feed back analysis

- Employees perception to change
- Employee participation in decision making

Performance

- Awareness of the workers
- Sensitization of the workers
- Proper decision making

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher was going to look at the literature review, with sub-topics of change management, organizational performance indicators and the relationship between the variables.

2.1. Theoretical review

An emotional competence is "a learned capability based on emotional intelligence that results in outstanding performance at work" (Goleman, 1998b). To be adept at an emotional competence like Customer Service or Conflict Management requires an underlying ability in EI fundamentals, specifically, Social Awareness and Relationship Management. However, emotional competencies are learned abilities: having Social Awareness or skill at managing relationship does not guarantee we have mastered the additional learning required to handle a customer adeptly or to resolve a conflict—just that we have the potential to become skilled at these competencies. Emotional competencies are job skills that can, and indeed must, be learned. An underlying EI ability is necessary, though not sufficient, to manifest competence in any one of the four EI domains, or clusters that I introduced in Chapter Two. Consider the IQ corollary that a student can have excellent spatial abilities yet never learn geometry. So too can a person be highly empathic yet poor at handling customers if he or she has not learned competence in customer service. Although our emotional intelligence determines our potential for learning the practical skills that underlie the four EI clusters, our emotional competence shows how much of that potential we have realized by learning and mastering skills and translating intelligence into on-the-job capabilities.

2.2 The effect of readiness to change and employee performance.

The Readiness-to-Change ruler is used to assess a person's willingness or readiness to change, determine where they are on the continuum between "not prepared to change" and "already changing", and promote identification and discussion of perceived barriers to change. The ruler represents a continuum from "not prepared to change" on the left, to "already changing" on the right. The Readiness-to-Change ruler can be used as a quick assessment of a person's present

change manage mental state relative to changing a specific behavior, and can serve as the basis for change management-based interventions to elicit behavior change. Readiness to change should be assessed regarding a very specific activity such as taking medications, following a diet, or exercising, since persons may differ in their stages of readiness to change for different behaviors. (Zimmerman et al., 2000).

Behavior change is rarely a discrete, single event. During the past decade, behavior change has come to be understood as a process of identifiable stages through which people pass The Stages of Change model describes five stages of readiness (Figure 5) - precontemplation, contemplation, preparation, action, and maintenance - and provides a framework for understanding behavior change (DiClemente and Prochaska, 1998).

For most people behavior change occurs gradually over time, with the person progressing from being uninterested, unaware, or unwilling to make a change (precontemplation), to considering a change (contemplation), to deciding and preparing to make a change (preparation). This is followed by definitive action, and attempts to maintain the new behavior over time (maintenance). People can progress in both directions in the stages of change. Most people will "recycle" through the stages of change several times before the change becomes fully established (Zimmerman et al., 2000).

The Stages of Change model is useful for identifying appropriate interventions to foster positive behavior change (Table 6); by identifying where a person is in the change process, interventions can be tailored to the person's "readiness" to change. Anything that moves a person along the continuum towards making a positive change should be viewed as a success. Once the person reaches the contemplation stage, additional strategies can be employed to help the person move along the stages of change. It is important to evaluate a person's readiness to change for any proposed intervention. Interventions that are not staged to the readiness of the individual will be less likely to succeed. Also, interventions that try to move a person too quickly through the stages of change are more likely to create resistance that will impede behavior change. (Zimmerman et al., 2000).

For example, if trying to get a person to quit smoking, it is essential to know where the person is in his or her readiness to stop. A person who is not even thinking about quitting smoking (precontemplation) is generally not ready to receive information about specific smoking cessation aids. In this case, focusing the intervention on smoking cessation aids sends the message that the health care provider is not really listening. This may not only damage rapport but can also make the person even more resistant to quitting smoking. A more stage-specific intervention with this person would be to try to get the person to think about quitting (contemplation). Once the person reaches the contemplation stages, additional strategies can be employed to continue to move the person through the stages of behavioral change. Anything that moves a person along the continuum toward making a positive change should be viewed as a success. Employing stage-specific interventions will decrease provider frustration by lessening the unrealistic expectation that change will occur with a single intervention. Cole (1998),

The Readiness-to-Change Ruler is used to assess a person's willingness or readiness to change, determine where they are on the continuum between "not prepared to change" and "already changing", and promote identification and discussion of perceived barriers to change. The Readiness-to-Change Ruler can be used as a quick assessment of a person's present change management state relative to changing a specific behavior, and can serve as the basis for change management-based interventions to elicit behavior change, such as change management interviewing. Maslow, A (1954)

According to Cole (1998), Change management plays an important role in any organization since the task of managing change is not an easy one. When we say managing change we mean to say that making changes in a planned and systemic fashion. With reference to the IT projects we can say the change in the versions of a project and managing these versions properly. Changes in the organization or a project can be initiated from within the organization or externally. For example a product that is popular among the customers may undergo a change in design based on the triggering factor like a competitive product from some other manufacturer. This is an example of external factor that triggers a change within the organization. How the organization responds to these changes is what that is more concerned. Managing these changes come under change management. Reactive and proactive responses to these changes are possible from an organization.

Change management is done by many independent consultants who claim to be experts in these areas. These consultants manage the changes for their clients. They manage changes or help the client make the changes or take up the task themselves to make the changes that must be made. An area of change that needs attention is selected and certain models, methods, techniques and tools are used for making these changes that are necessary for the organization. When there is a process in an organization it is not an easy task to make changes to this process immediately. Sometimes a single organization may have varied business entities and changes in an entity may be reflected in another entity. In such organizations changes are not so easy. There are different types of organizations which have many branches across the world with varied cultures. Implementing a change in such organizations is a task by itself. Oluseyi, S., & Ayo, H. T., (2009).

The change process can be thought of a process which stops the current process, makes the necessary changes to the current process and then run the new process. It is easy said than implemented. Stopping a current process in some industry is fatal for that organization. Hence it has to be done in steps which have the minimal effect in the process. These changes cannot take place for a longer time in the organization since that may also be a disaster for the organization. The involvement of the staff concerned is also very important for the change process to be smooth. The change process could also be considered as a problem solving situation. The change that is taking place could be the result of a problem that has occurred. You should know that a problem is a situation that requires some action to be taken positively to handle that situation. This positive action is known as problem solving. The change process could be problem solving for a particular situation. In this process there is a move from one state to another so that the problem gets solved. The change process is leaving the current state and moving to the final state through some structured organized process. Smith, B., (1997).

Managing the changes in an organization requires a broad set of skills like political skills, analytical skills, people skills, system skills, and business skills. Having good analytical skills will make you a good change agent. You should evaluate the financial and political impacts of the changes that can take place. You should know that following a particular process at that instant would fetch you immediate financial effects and start that process so that the change process is noted by the management. The workflow has to be changed in such a manner to reflect

the financial changes that are taking place. Operations and systems in the organization should be reconfigured in such a manner that you get the desired financial impact. Hence change management plays an important role in an organization. This allows the organization to give a reactive or a proactive response to the changes that happen internally or externally. Knowing the change management and its process would help an organization and its processes to be stable.

To learn more about this process, check out our Change Management Course, which provides in depth change management training. It further offers a detailed examination of the change process and how a leader overcomes resistance to change .Zammuto, R. F., (1982).

2.3 The effect of resistance to change and employee performance

The most baffling and recalcitrant of the problems which business executives face is employee resistance to change. Such resistance may take a number of forms persistent reduction in output, increase in the number of “quits” and requests for transfer, chronic quarrels, sullen hostility, wildcat or slowdown strikes, and, of course, the expression of a lot of pseudological reasons why the change will not work. Even the more petty forms of this resistance can be troublesome. All too often when executives encounter resistance to change, they “explain” it by quoting the cliché that “people resist change” and never look further. Yet changes must continually occur in industry. This applies with particular force to the all-important “little” changes that constantly take place changes in work methods, in routine office procedures, in the location of a machine or a desk, in personnel assignments and job titles. Sikora, Beaty and Forward, 2004).

Performance is a measure of the results achieved. Performance efficiency is the ratio between effort expended and results achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone. Performance assumes an actor of some kind but the actor could be an individual person or a group of people acting in concert. The performance platform is the infrastructure or devices used in the performance act (Malcom, S. 2005).

Organizational change is an inevitable challenge for organizations which exist in competitive and changing environments. Therefore, it is critical for all organizations to effectively manage change. In the issue of change management, the resistance to change is acknowledged as being a basic block to change, and a major reason that change does not succeed or get implemented

(Mabin, Forgeson and Green, 2001). Any change, no matter how obviously beneficial to workers and the organization, will be met with and often be sabotaged by resistance (Spiker and Lesser, 1995).

Studies of resistance to change often concentrate on employees' cognition or response when organizations implement change (Piderit, 2000). In contrast, it is rare to view this issue from the perspective of change agents. The internal change agents, not the external agents or consultants, are close to employees and can identify the general response of all of the employees instead of individual workers. In addition, they implement change, evaluate the effectiveness of organizational intervention, and involve themselves in the whole process of change. Therefore, the viewpoints and the insights of internal change agents into employees' reaction are valuable and should not be ignored. This article highlights the perspective of internal agents to investigate employees' resistance and organizational intervention in changing employees' behavior when organizations implement change. Goodman and Rousseau, (2004)

Organizational change is expected to lead to increasing performance. The resistance to change has usually been recognized as a significant factor that can influence the outcomes of an organizational change effort. Unfortunately, many companies fail to accomplish the results of change since their employees resist (Ness and Cucuzza, 1995). That resistance to change is negatively related to change outcome seems to be definitely confirmed. However, the almost generally accepted axiom that people resist change has recently come under challenge (Jansen, 2000). Some studies argue that the utility in resistance has been largely ignored by current prescriptions for the management of change; they propose resistance as a necessary and positive force. The advantages of resistance include being better than apathy, avoiding group-think, and providing alternative ideas for consideration (Mabin, Forgeson and Green, 2001). Summarily, despite the strength or the direction, the relationship between resistance to change and change outcome is significant and even causal.

Since the internal change agents belong to the changing organizations, recognize the culture and obstacles within the organizations, drive the progress of organizational change, and finally are responsible for the outcomes of change, they would be sensitive about employees' resistance to

change and would see the employees' resistance to change as one of the important factors to the change outcomes. Consistent with the inferences, we suggest one prediction which is stated formally. Ullrich, Wieseke and Van Dick, (2005)

Constructing the relationship of cognition-behavior-outcome, cognitive theory and research have been applied in an effort to better understand the underlying bases of appraisers' judgments in the evaluation of performance (Hodgkinson, 2003). Lewis (1996) points out that only if the change agents possess compelling explanatory frameworks for viewing organizational behavior, will they be able to change organizations and the members of organizations. Based on cognition theory and research, while the change agents identify employees' resistance as a significant factor to change outcomes, they will try to adjust employees' behavior to cater to the need of organizational change.

It is recommended that an exploration of the social dynamics at play that reflect the constitutive and regulative rules or normative expectations from the viewpoint of internal change agents is needed (Saka, 2003). In addition, consideration of cognition can improve the effectiveness of interventions designed to improve individual and organizational performance (Hayes and Allinson, 1998). In the attempt to change employees' behavior to cater to the need of organizational change in a social context, many organizations use training or shaping behavior (Smith, 1995), behavior modeling (Hultman, 1986), and changing expectative behavior (Michael and Lawson, 2000). It is proposed that cognition advances behavior intention and then improves the outcome. As points out, managers often view resistance as the enemy of change; they must defeat the resistance if a change effort is to be successful. In other words, based on the relationship of cognition-behavior intervention-outcome, the change agents' perceptions of employees' resistance would affect the implementation of intervention to change employees' behavior, in turn affecting the change outcomes. Stated formally. Waddell and Sohal (1998)

2.4 The effect of feedback analysis in change management.

In change management, the change agents often play important roles in initiating, managing or implementing change (Caldwell, 2003), feel the bottleneck more than others (Maurer, 2005), and must help organizations accomplish their desired outcomes (Zaplin, 2004). It is proposed that successful turnaround will require a powerful change agent (Durand and Calori, 2006). In addition, the organizational characteristics were found to be the strongest predictors of rapid change adaptation (Kontoghiorghes, Awbre and Feurig, 2005). Consistent with the inferences, we suggest that the characteristics of organizations or internal change agents vary the relationship between agents' perceptions of employees' resistance and change outcomes. Stated formally:

An internally satisfied, delighted and changed worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.J. et al, 2009). Thus from the literature and various studies the third hypothesis is fully supported that there exists a positive relationship between change management and organizational effectiveness.

According to Waterman (1982). Change management is the degree of effort an employee exerts to accomplish a task; it shows an excitement about work. From the managers' point of view, person who is changed has such characteristics as hardworking, sustaining a pace of hard work, self directed behavior towards important organizational goals. Change management is the key to performance improvement. There is a saying that "you can take a horse to the well to drink water but you cannot force it to drink", it will drink if only it is thirsty-so with people. They will do what they want to do or otherwise changed to do. Whether it is to excel on the workshop floor or in the ivory tower, they must be changed or driven to it, either by themselves or through external stimulus.

Employee satisfaction and change management towards work refers to prospects of the employee about the organization and his approaches forward his service (Ali et al, 2011). Organizational effectiveness refers to locating targets and attaining them proficiently in spirited and energetic surroundings (Constant.D, 2001).

A study was done to examine the relationship of organizational effectiveness and employee performance and change management in the telecommunication and banking sector of Pakistan. A sample of 103 respondents was taken and Pearson correlation was applied. The results showed that there exists significant positive correlation (0.287) between change management and organizational effectiveness (Muhammad et al, 2011).

The autocratic leadership styles, mechanistic design of organization and authoritarian rules as practiced in African organizations, are all where decision making is concerned only to top management and employees are just given orders to accomplish different tasks. In these types of organizational environment the employees may suppress innovativeness and their change management hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant.D. et al, 2001).

When employees are satisfied, with work and work environment, then they identify themselves closely with the employing organization. Organizations cannot buy loyalty yet they constantly wish to foster it. Employees who are committed to the organization are likely to work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers. With highly changed staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing (Buford et al, 1995)

2.5 Research gaps

Much of the studies reviewed have been seen to have weaknesses which require to be addressed. Some studies were conducted a while ago and their validity is in question. It is not expected that findings from 10 years in the past could still be valid at present and so this warranted for a new study to be conducted to provide more recent confirmation of the information. Some studies were also not geared towards explaining the relationships between the two variables of study. Some were even only interested in explaining the constructs identified in this study. There is need to have a wholesome view of how change management and employee performance of Somtel telecommunication Company of, Somalia. There were very few literature materials denoting the relationship between change management and employee performance so this study would add to that body of knowledge. All the studies reviewed were not from the context of Somalia or

Galkao for that matter. It is possible that a study conducted in Galkao, Somalia may provide varying findings and so this motivated the researcher to take on the responsibility of carrying out the study within the specified parameters.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher looked at the methods that were used to collect data, research design, sample size, sample selection, methodology, data analysis tools, the limitations faced during research.

3.1 Research Design

The study employed exploratory design using both qualitative and quantitative tools. The qualitative tool was used to give insight vividly on institutional characteristics, opinions, beliefs, feelings and perceptions of respondents on the topic of interest. The quantitative research technique was basically be used because of the desire to solicit and present data numerically. It was also applied in this study to deal with quantifiable measurements which could be counted; for example the number of employees and the working hours.

3.2 Study Population

The study considered 71 employees particularly those who will be involved in marketing and managerial level regarded as supervisors at SOMTEL Telecommunication Company Galkao – Branch. The rest of the employees played a key role in the study because they were to beneficiaries and all equally important, they were the people who were involved in the day to day running of the activities of the organization. Since the employees' performance determines the organizational output, they considered the most important people that this study focuses.

3.3 Sample Size

The study involved a total of 60 respondents from workers at SOMTEL telecommunication Company Galkao –Branch as illustrated in the following table. This sample size was got by the use of the sloven's formula; $n = \frac{N}{1 + N (e^2)}$

Where n is the sample size

N is the sample population

e²is the level of significancy (0.05²)

Therefore, $n = 71$

$$\frac{1}{1 + 71(0.05^2)}$$

$$n = \frac{71}{1.175}$$

1.175

$n = 60$ employees.

Table 1: Showing the Number of Proposed Respondents

Respondents	Number
Managers	02
Supervisors	08
Marketers	50
Totals	60

Source: Primary Data 2014

3.4 Sample Selection

The fact that SOMTEL has many employees, Galkao regional branch was considered to represent the diverse views of all company employees. The study used purposive sampling to study the whole population of Galkao regional branch employees and managers. It also used snowball sampling to identify one member of the population of SOMTEL to obtain information. The person was asked to refer the researcher to be a more important person, office depending on the branch bureaucracy and chain of command. The researcher was convincing the offices referred too, to obtain information and interview other company employees.

3.5 Data Sources

Both primary and secondary data were the main sources of data were used in the study. Concerning the primary data, the study used questionnaires to supplement the collected data from different sources like text books, internet, magazines and Journals as secondary data.

3.6 Instruments of Data collection

Self administered questionnaire: A questionnaire tool used to collect primary data where by a set of questions were designed to collect data from the study respondents. The respondents filled the questionnaire themselves during the process of data collection. This questionnaire tools were

collected from marketers. The method was used since it was provided by high level of confidentiality as the study respondents would answer the questions at their convenient time.

3.7 Research procedures

The researcher respected human dignity by not revealing the identity of the respondents in the study. To this, a letter of introduction was obtained from the Dean Faculty of Business and development Studies seeking permission to conduct the study after being directed by the supervisor to do so. This letter was presented to the respondents where the study was conducted for permission.

3.8 Data Analysis

Editing of collected data was done to make the data ready and simpler for presentation. The filled questionnaires were edited one by one to correct errors done by the study respondents. Data was edited in order to check for accuracy, completeness, consistency and uniformity and presentation of data involved use of tables which was generated from the questions that were relevant to the study variables.

The edited data was analyzed both quantitatively and qualitatively. Quantitative data were grouped and statistical description such as tables showing frequencies and percentages and pie-charts as well as graphs for better interpretation. However, qualitative data was analyzed in a way of identifying the responses from respondents that was relevant to the research problem and such data was analyzed by explaining the facts collected from the field under which the researcher enable to quote respondents responses.

3.9 Limitations of the Study

The study faced with a problem of not finding all respondents in the study area especially the manager of the centre. The researcher was however arranged with him/her to fix appropriate time in order to collect reliable and valid information.

The study was expensive in terms of stationary and transport costs. The researcher mobilized financial resources to complete her study successfully in time with the help of the supervisor.

The researcher was further faced with a problem of some respondents not providing information for the study as information relating to the study variables. The researcher explained to the respondents that the information was only for academic purpose while making them to understand the study variables.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS

4.0 Introduction

The chapter highlights the biographic descriptions of the respondents in terms of gender, marital status, age range, and level of education level in relation to their views and perceptions about change management and performance in Somalia. The chapter also presents responses concerning the study objectives such as; to establish the effect of readiness to change and employee performance, to find out the effect of resistance to change and employee performance, to find out the effect of feedback analysis in change management and employee performance.

4.1 Background Information on the Respondents

With regard to background characteristics of the respondents, a number of variables were investigated. The researcher regarded investigating the background variables about the respondents a necessary undertaking because it helped him to know the extent to which the respondents' possess acquaintance with the study area as well as the variables under study. The study involved respondents of varying characteristics which enabled the researcher to get sufficient information on the study variables as follows.

4.1.1 Gender of the respondents

The gender of respondents was established. This aimed at knowing how males and females as community members actively participate in running performance activities. The study targeted both male and female which gave a variety of findings that were not biased making it gender sensitive and the findings were revealed as in table 2.

Table 2: Showing gender of the respondents

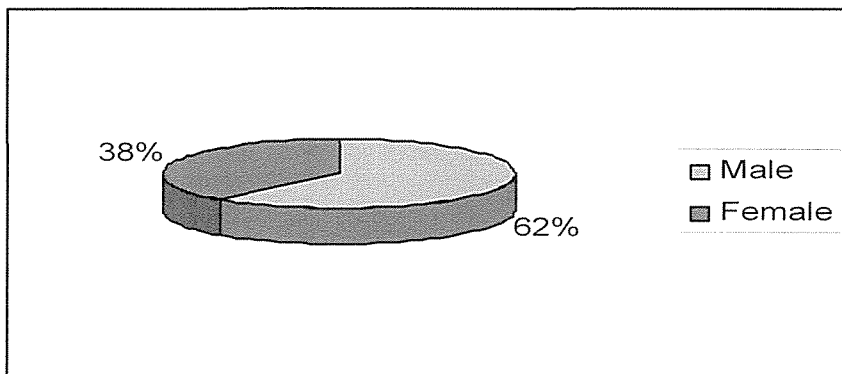
Gender	Frequency	Frequency
Male	37	61.7
Female	23	38.3
Total	60	100

Source: Primary Data, 2014

As seen in the table 2 above, most of the study respondents were male as they constituted 37(61.7%) of the total 60 respondents compared to the least 23(38.3%) of the respondents who were female. The gender difference could be due to the fact that most of works working at

SOMTEL Telecommunication Company require energetic people which can easily be done by men who can move for long distances marketing the products of the company.

Figure 1: Showing gender of the respondents



Source: Primary Data, 2014

4.1.2 Age group of the respondents

The age composition of the study respondents was also an important factor in the process of understanding the effect of change management on organization performance. Findings from the study respondents revealed different age groups as in table 3 below;

Table 3: Showing age group of the respondents

Age group	Frequency	Percentage
18-25	45	75
26-31	10	16.7
32-37	02	3.3
38-43	03	05
Total	60	100

Source: Primary Data, 2014

The table 3 shows that most of the respondents were between the ages of 18-25 accounting for 45(75%). This was followed by the group of respondents accounting to 10(16.7%) who were in the age range of 26-31, then those with 03(5%) lying in the age group of 38-43, and only 02(3.3%) had 32-37 as illustrated in the table above. All the respondents were likely to understand better the effect of change management on performance performance which they

were in position to provide as most of them reported to have worked in the organization for at least more than a year. Most of the respondents comprised of people in age of 18-25 as such people could move around and outside Galkao Town looking for the market of the company products.

4.1.3 Marital status of the respondents

The marital status of the respondents was also covered and analyzed to assess their views in relation to the study variables of change management and performance in performance.

Table 4: Showing marital status of the respondents

Marital Status	Frequency	Percentage
Single	47	78.3
Married	13	21.7
Total	60	100

Source: Primary Data, 2014

The table 4 above, indicates that majority of the study respondents 47(78.3%) were single and these were followed by respondents who were married as reported by 13(21.7%) of the respondents as none of the study respondents reported to fall under the category of Separated/divorced and widowed respectively

The study findings revealed that most 47(78.3%) of the respondents were single as compared to any other marital distribution. It was informed by the study that people who work at SOMTEL Telecommunication Company are single. This could mean that single people are employed at SOMTEL Telecommunication Company as such people have no much responsibility and can easily be moved to work in place and at any time that is seen in the company.

4.1.4 Level of education of respondents

In order to get information from all categories of respondents, those that have attained primary, secondary, tertiary, and university levels of education were all approached during the study process. This established the levels of education of the respondents as indicated in table 5.

Table 5: Showing level of education of the respondents

Level of education	Frequency	Percentage
Secondary level	20	33.3
Diploma	17	28.4
Bachelor's	17	28.3
Others like certificates	06	10
Total	60	100

Source: Primary data, 2014.

Table 5 above shows that majority of the respondents had reached secondary level; diploma and degree were the same respondents, and other levels like certificates. These were represented by 20(33.3%) for those who had secondary level of education, 17(28.4%) with diploma and degree level respectively and 06(10%) with other levels of education like certificates.

It was further discovered by the researcher that majority of the respondents had attained secondary level of education and these were mainly the respondents who were the causal workers at SOMTEL Telecommunication Company in Galkao Municipality working as company marketers while selling the company products like Sim Cards, Air time and phones. These findings showed that the information was from literate respondents and who could understand the effect of change management on performance in performance at SOMTEL Telecommunication Company.4.2.5. Period spent at SOMTEL Telecommunication Company

The study also considered the number of years respondents had spent working with the company of SOMTEL Telecommunication Company in Galkao Municipality. The respondents had spent different years in the organization as in table 6.

Table 6: Showing years of service with Somtel Telecommunication Company

Number of years	Frequency	Percentage
Less than 3	55	92
3 – 5 years	04	6.7
Above 5 years	01	1.3
Total	60	100

Source: Primary Data, 2014

4.2.3 Ways of change management at SOMTEL Telecommunication Company Limited

Table 7: Showing whether SOMTEL Telecommunication Company was changing its employees

Responses	Frequency	Percentage
Yes	48	80
No	09	15
Not sure	03	05
Total	60	100

Source: Primary Data, 2014

As illustrated in table 7, most of the respondents revealed SOMTEL Telecommunication Company Limited was changing its workers with 48(80%). The same respondents were able to reveal that the organization was changing its employees in number of ways including negotiation with them, direct change when they are aware and indirect change when they are not aware. However, 09(15%) of the respondent said that the organization was not changing its employees while a small number of the respondents indicated that were not sure of the same question. It was further established by the study that the respondents 03(05%) who were not sure of whether SOMTEL Telecommunication Company Limited was changing its employees were all the internee students at the organization.

Respondents from the study were also required to indicate the forms of change management that SOMTEL Telecommunication Company Limited was using to change its employees to improve their performance at the same organization, and the findings from the respondents revealed the following as indicated in table 8.

Table 8: Showing the effect of readiness to change at SOMTEL Telecommunication Company Limited

Forms of change management	Frequency	Percentage
Yes	25	30
No	35	70
Total	60	100

Source: Primary Data, 2014

Table 8 shows that majority of the respondents' responses 35(70%) were not willing to change at SOMTEL Telecommunication Company Limited, where as 25(30%) revealed that change at SOMTEL Telecommunication Company Limited is evitable in a way of changing employees of the organization. The study also revealed whether forms of change management offered to SOMTEL Telecommunication Company Limited employees were changing.

4.3. Findings on the effect of resistance to change and employee performance in SOMTEL Telecommunication Company.

Table 1: shows whether employees resist or not

Response	Frequency	Percentage
Strongly agree	32	53.3
Agree	18	30
Not sure	4	6.7
Disagree	6	10
Total	60	100

Source: Primary Data 2014

From table 9, 53.3% of the total respondents strongly agreed that has been indicator SOMTEL Telecommunication Company, 30% agreed, 6.7% were not sure, 10% disagreed and none strongly disagreed. This indicates that profitability is an employee performance indicator given a higher percentage for the strong agreement of 53.3%.

Table 2: Net worth determines the effect of resistance to change.

Response	Frequency	Percentage
Strongly agree	24	40
Agree	28	46.7
Not sure	2	3.3
Disagree	2	3.3
Strongly disagree	4	6.7
Total	60	100

Source: Primary Data, 2014

Table 10 portrays that 40% respondents strongly agreed that net worth determines how financially strong the firm is, 46.7% agreed, 3.3% not sure, 3.3% disagreed and 6.7% strongly disagreed. This indicates that the firm employs net worth to indicators its employee performance and more net worth imply more financial strength.

Table 3. Real cash flows determine the effect of resistance to change

Response	Frequency	Percentage
Strongly agree	24	40
Agree	26	43.3
Not sure	6	10
Disagree	4	6.7
Total	60	100

Source: Primary data.

As reflected in table 11, 40% strongly agreed that real cash flows enable management to report on the employee performance financial position of the firm, 43.3% agreed 10% not sure, 6.7% disagree and none of the respondents strongly disagreed. This means that real cash flows constitute a financial performance measure.

Table 4: The Company reviews its balance sheet deficit weakness as a factor of resistance to change

Response	Frequency	Percentage
Strongly agree	19	32.2
Agree	31	50.8
Not sure	6	10.2
Strongly disagree	4	6.8
Total	60	100

Source: Primary Data 2014

From table 12, 32.2% of the total respondents strongly agreed that the company review its balance sheet to declare performance, 50.8% agreed, 10.2% were not sure, none disagreed and 6.8% strongly disagreed. This indicates that balance sheet weakness is reviewed to indicator the

employee financial performance of SOMTEL Telecommunication given the greater percentage of agreement than disagreement.

Table 13: Risk/Exposure

Response	Frequency	Percentage
Strongly agree	10	16.7
Agree	24	40
Not sure	10	16.7
Disagree	14	23.3
Strongly disagree	2	3.3
Total	60	100

Source: Primary Data 2014

Table 13 portrays that, 16.7% of the total respondents strongly agreed that the firm assesses its financial performance in terms of risk/exposure confronted, 40% agreed, 16.7% were not sure, 23.3% disagreed and 3.3% strongly disagreed. This means that SOMTEL Telecommunication risk constitute an employee performance indicators as a result of resistance to change.

Table 15: Fair Market Value (FMV) is an indicator of resistance to change

Response	Frequency	Percentage
Strongly agree	10	16.7
Agree	30	50
Not sure	12	20
Disagree	6	10
Strongly disagree	2	3.3
Total	60	100

Source: Primary Data 2014

From table 14, 16.7% strongly agreed that fair market value is an indicator of good performance, 50% agreed 20% not sure, 10% disagreed, and 3.3% strongly disagreed. This indicates that, SOMTEL Telecommunication employs fair market value to measure its financial performance given a higher percentage of 50% in agreement.

4.4 The effect of feedback analysis in change management

The above aspect was also covered by the study and according to the research findings, different views as per respondents were revealed regarding change management agents and employee performance as follows.

Table 14: Showing whether there is feedback of employees

Relationship	Percentage	Frequency
Yes	58	97
No	02	03
Total	60	100

Source: Primary data, 2014.

From the table 15 above, majority of the respondents said that there is need for feedback and this comprised of 58(97%) of the study respondents while only two of respondents said that there are no need for the feedback as this was cited by 02(03%).

The study established that the respondents who revealed that there are agents claimed that change management tools provided to employees help them to perform well by maintaining employees to employers relationship, encouraging performance of work efficiently and effectively, help employees to solve of personal problems, encouraging team work, improve on workers morale at their work places to perform better for improved employee performance. These findings indicate that change management of employees has a role towards employee performance especially telecommunication companies.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter of the study deals at length with addressing the objectives of the study as: to establish ways how SOMTEL Telecommunication Company changes its employees, to establish employee performance indicators in SOMTEL Telecommunication Company and to find out the relationship between change management and employee performance. The section further summarizes the main findings of the study by making conclusions, and recommendations.

5.1 Discussion of the study

5.1.1. Findings on the readiness to change at SOMTEL Telecommunication Company Limited

The study findings showed that the many employees are not willing to change from their departments of work at SOMTEL Telecommunication Company Limited due to fear their beneficial attributes from their fields of work such as; provision of allowances such as food, transport, medical, study leaves among other tools, holding workshops, workers retreats. These findings can be related with Chandan (1987) who argued that there are four types of change management such as, positive change management which involves proper recognition of employees efforts and appreciation of employees contributions towards the employee goal, negative or fear change management which is based upon force, fear and threats, intrinsic change management which is concerned with the state of self-actualization and, satisfaction of accomplishing something worth and extrinsic change management which is induced by external factors that are primarily financial in nature. These external motivators include; higher pay, fringe benefits like retirement plans, stock options, profit sharing schemes, health and medical insurance, maternity leave, paid vacation among others.

Findings from the study revealed that the biggest number of the respondents were able to say that change management plays a role in helping performance to perform well. The respondents were also able report that the forms of change management provided to employees by the organization help them to perform well by maintaining employees to employers relationship, help in

encouraging performance of work efficiently and effectively, help in solving employees personal problems in their homes, encourage team work as well as improving morale of employees at their work places to perform better for improved performance. Respondents during an interview revealed that monitoring and evaluating of employees during the time of performing their work periodically create fear of being dismissed from work hence work with one heart of remaining in the organization.

The above findings can be related with McCoy (1992) who cited that high change management is the key to success in any endeavor. It may come from within a person (intrinsic change management) or from external influences (extrinsic change management). For example, intrinsic change management is derived from engaging in exercise for its own sake, for the satisfaction and the sheer enjoyment it brings, and for no external reasons. Those who are intrinsically changed give up less easily and generally achieve higher levels of fitness than those who are solely changed by external rewards such as praise, money, and trophies.

5.1.2. Findings on the effect of resistance to change in SOMTEL Telecommunication

Company

Findings indicated that the company used to establish employee resistance to change in SOMTEL Telecommunication Company which includes: Profitability, net worth, real cash flows, balance sheet strength, risk/exposure and fair market value. A considerable proportion of respondents testified that the measures are effective only a few areas need some improvements to achieve perfection.

5.1.3 Findings on the effect of feedback analysis

The study established there is a positive response in the feedback analysis. This is so because, change management tools provided to employees help them to perform well by maintaining employees to employers relationship, encouraging performance of work efficiently and effectively, help employees to solve personal problems, encouraging team work, improve on workers morale at their work places to perform better for improved employee performance. These findings indicate that change management of employees has a role towards employee performance especially telecommunication companies. This was evidenced by the chi square calculated (X_o^2) that was 48.6 while chi square tabulated (X_c^2) was 3.84 at 1 level degree of

freedom from 5% level of significance. Since chi square observed was greater than chi-square tabulated, it made the findings statistically significant. Basing on the findings from most of the respondents, this lead to the conclusion that there is a relationship between employee change management and employee performance.

5.2 Conclusions

The study concluded that readiness to change at SOMTEL Telecommunication Company Limited include; Feel situation is hopeless , No intention of changing ,Want others to change ,Others see problem they cannot ,Minimize or rationalize at the company especially during every year end.

It also concluded that change management plays a significant role towards employee performance. This is because, respondents were also able to report that the forms of change management provided to employees help them to perform well by maintaining employees to employers relationship, help in encouraging performance of work efficiently and effectively, help in solving employees personal problems in their homes, encourage team work as well as improving morale of employees at their work places to perform better for improved organization's performance.

The study also concluded that there are a number of challenges were faced by SOMTEL Telecommunication Company Limited. These challenges include; power problem, lack of enough funds, lab our turn over, competition from other telecommunication companies and lack of constant market for the products.

Lastly, that there is a positive relationship between employee change management and employee performance. This is so because, change manage mental tools provided to employees help them to perform well by maintaining employees to employers relationship, encouraging performance of work efficiently and effectively, help employees to solve of personal problems, encouraging team work, improve on workers morale at their work places to perform better for improved employee performance.

5.3 Recommendations

Basing on the study findings, the following recommendations were highlighted as follows;

Government involvement should take part in recommending the provision of change management needs through adjusting in the labour laws. This will ensure that all performance provide basic requirements to their employees and eventually enable them to work hard for improved performance in performance.

It is also recommended that there should a greater balance between employees' needs and employee needs. It is the duty of all stake holders to ensure that this is achieved. This will reduce employees' selfishness.

Refresher courses should be given to managers to improve upon their management skill so as to effectively and appropriately tackle employees' diverse needs. This can contribute towards reducing on the rate of labour turn over in performance.

The SOMTEL Telecommunication Company Limited management should take an initiative to visit other management in other performance so as to copy some of the measures used to change employees to perform better. This can also go a long way in changing more employees to work hard to improve their performance.

Performance should endeavor to rob by for more funds from international donor so as to increase the budget allocations for their staff in terms of providing them with better change management tools after understanding their needs. This can lead to increase in staff salary among other change management tools hence promoting confidence among to stay and work for long in such performance.

Career guidance and counseling of workers in case their expectations are not met should be done by the management in performance to ensure that their employees are changed. This can best be achieved if done in form of training

5.4 Area for further studies

For comprehensive and exhaustive study further research should be done on.

The impact of salary change management and performance of SOMTEL Telecommunication Company Limited Somalia.

The influence of corporation tax on the performance of SOMTEL Telecommunication Company Limited Somalia.

The relationship between corporate social responsibility and performance of SOMTEL Telecommunication Company Limited Somalia.

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APPENDICES

APPENDIX A: QUESTIONNAIRE TOOL

I am **IDIL MOHAMUD MOHAMED** a student of kampala international university conducting a research study on change management and employee performance as a partial fulfillment of the requirements for the award of a bachelor's degree in human resource management. I assure you that this research is highly academic and highly confidential and therefore will be the data obtained and your genuine contribution to this success is highly appreciated.

Thanks and God bless you.

SECTION A: RESPONDENTS BIO-DATA

1. Gender of the respondent

a). Female ☐ b). Male ☐

2. Age of the respondent

a). 18 -25 ☐ b). 26 -31 ☐
c). 32 -37 ☐ d). 38- 43 ☐

3. Marital status of the respondents

(a) Single ☐ (b) Married ☐
(c) Separated/divorced ☐ (d) widowed ☐

4. Level of Education of the respondent

a). Secondary ☐ b). Diploma ☐
c). Bachelors ☐ d). Others; specify.....

5. For how long have you been working in this company?

a) Less than 3 years ☐ b). 3 -5 years ☐
c). above 5 years ☐

SECTION B: READINESS OF EMPLOYEES TO CHANGE

6. Does this company change workers?

a). Yes ☐ b). No ☐

7. If yes, what change manage mental ways does SOMTEL Telecommunication Company use?

.....
.....
.....

8. How often is the mentioned ways of change management provided?

.....
.....

SECTION C: THE EFFECT OF RESISTANCE TO CHANGE IN SOMTEL TELECOMMUNICATION COMPANY

SA: Strongly Agree; A: Agree, D: Disagree; SD: Strongly Disagree, NS: Not sure

Extent of agreement	SA	A	D	SD	NS
9. Profitability is employee performance measure in Somtel telecommunication company.					
10. Net worth determines how financially strong the company is.					
11. The company reviews its balance sheet strength to declare its employee performance.					
12. Real cash flows enable management to report on the financial position of the Somtel telecommunication company.					
13. Somtel telecommunication company employee performance is assessed in terms of Risk/Exposure experienced.					
14. Fair Market Value (FMV) is an indicator of good employee performance.					

SECTION E: THE FEEDBACK ANALYSIS IN CHANGE MANAGEMENT

15. Do you think there is feedback analysis in SOMTEL telecommunications company?

Yes ☐ b). No ☐

16. If yes, how do employee place their feedbacks?

.....
.....
.....

17. Any other comment?

.....
.....

THANK YOU & BE BLESSED!!!

APPENDIX B: TIME FRAME WORK 2014

Activity	Time of the year							
	Oct	Nov	Dec	Jan	Feb	mar	Apr	May
Proposal writing								
Data collection								
Data analysis								
First draft submission								
Handing in the last collected draft.								

APPENDIX C: BUDGET FOR THE STUDY

ITEMS	QUANTITY	UNIT COST	TOTAL
Flash	1	30,000	30,000
Internet		1,500	20,000
Stationary			
Papers	1 ream	15,000	15,000
Book	1	1,000	1,000
Pencil	1	300	300
Pens	4	500	2,000
Binding	2 books	10,000	20,000
Typing and printing	1 book	35,000	35,000
Final draft	2 books	35,000	70,000
Photocopying questionnaires	60 copies of 4 pages each	200	60,000
Transport			20,000
TOTAL		128500	273300