LEADERSHIP and GOVERNANCE

LEADERSHIP CHANGE MANAGEMENT AND EMPLOYEE PERFORMANCE IN THE PARLIAMENTARY SERVICE COMMISSION OF KENYA

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Abstract

Purpose: Leadership determines whether an organization, a nation or a group will achieve its goals and also satisfy the followers' needs. This study focused on leadership change management and its influence on employee performance in the parliamentary service commission in Nairobi-Kenya.

Methodology: The design of the study was descriptive and stratified sampling methodology was used. The results of this study revealed that a majority of the respondents agreed that ethical leadership practised in the organization increased their focused on employee involvement in strategy formulation and this increased their trust in the organization.

Results: The results further showed that majority of departmental heads in the parliamentary service commission practiced participative and a combination of transactional and transformational styles of leadership. Majority of the respondents indicated that most of the leaders practice effective leadership. The study respondents revealed that effective leaders are guided by a leadership philosophy. They also stated that valued-based leadership practice is at the core of effective leadership.

Unique contribution to the theory, practice and policy: Based on the results of these findings, the researcher proposed a value-based leadership model and several values that effective leaders ought to possess have been suggested. The conclusion made as a result of this study is that effective leadership is both task and people-oriented.

Keywords: *Leadership Change Management, Ethical Leadership, Employee Performance June 2018*

1.0 INTRODUCTION

1.1 Background of the study

Organizations need highly performing employees to accomplish their goals; to deliver the products and services they specialized in, and finally to achieve competitive advantage. Performance is also important for an individual employee, accomplishing tasks and performing at a high level can be a source of satisfaction. Low performance and failure in achieving set objectives might be experienced as dissatisfying or even as a personal failure. Moreover, performance is often rewarded by both financial and other benefits and is a major prerequisite for future career development and success in the labour market (Wagner & Hollenbeck, 2014). Wright and McMahan (2011), define Employee Performance as those job related activities expected of a worker and how well those activities were executed and that many organizations assess performance of each of their employees on an annual or quarterly basis in order to identify suggested areas for improvement.

According to Schein (2010) Leadership change management works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization. Shin, Taylor and Seo (2012) recommended that Managers and leaders should develop a strong culture in the organization to improve the overall performance of the employees and organization. Walumbwa, Mayer, Wang, Wang, Workman and Christensen, (2011) investigated the link between ethical leadership and performance using data from the People's Republic of China. Results from 72 supervisors and 201 immediate direct reports revealed that ethical leadership was positively and significantly related to employee performance.

Liden, Wayne, Liao and Meuser (2014) investigated a key tenet of servant leadership theory; "that servant leaders guide followers to emulate the leader's behavior by prioritizing the needs of others above their own". The study found that serving culture was positively related both to restaurant performance and employee job performance, creativity, and customer service behaviours, and negatively related to turnover intentions, both directly and through employee identification with the restaurant (Liden, Wayne, Liao & Meuser ,2014).

1.2 Problem Statement

The adoption of the Constitution of Kenya, 2010 with stringent time limits for its implementation created new challenges and opportunities faced by Parliamentary Service Commission (PARLSCOM). The new constitutional dispensation had far reaching implications on the leadership, structure, roles and functions of Parliament. This entailed availing all the infrastructure including, offices and other amenities required for the two Houses of Parliament in time for the new Parliament (Republic of Kenya, 2010). Despite all these, there is little scholarly literature on how management of these changes, especially in leadership affected performance of the employees of PARLSCOM.

Change management is a broad discipline that involves ensuring that change is implemented smoothly and with lasting benefits, by considering its wider impact on the organization and its employees (Lewis, Passmore & Cantore, 2016). According to Berman (2015), on Performance and productivity in public and non-profit organizations; the causes of poor performance in the public sector organizations include lack of proper working techniques, use of poor technology, absence of professional management, overstaffing and political interference. To overcome the problem of poor employ performance in government; Scholars

have proposed public organizations to address their cultures, technologies, service delivery mechanisms and leadership effectiveness (Risher, 2011; Budiarso & Mir, 2012). However, few studies have been done to show how these changes affect employee performance in the public sector.

Public sector reform has been advocated by scholars as a necessary remedy for poor employee performance for many developing countries. The public sector in Kenya has witnessed massive changes aimed at improving the administrative system to better serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance (Hope, 2012).

1.3 Research Objective

The objective of this study was to examine the effect of leadership change management on performance of employees in PARLSCOM.

1.4 Study Hypothesis

$H_{01:}$ Leadership change management has no effect on performance of employees in PARLSCOM.

2.0 REVIEW OF RELATED LITERATURE

2.1 Employees' performance

Employees' performance is about employees doing their defined duties and meeting set deadlines and targets (Iqbal, Anwar & Haider, 2015). Hameed and Waheed (2011) argued that success or failure of an organization depends on employee performance. Therefore, organizational change management whose objective is to promote organization success must priotize activities, policies and practices that promote employee performance.

Ochoti, Maronga, Muathe, Nyabwanga and Ronoh (2012) investigated factors influencing Employee Performance Appraisal System in the Ministry of State for interior and coordination, Nyamira county Kenya. The study used multiple regression analysis technique to explain the nature of the relationship between Employee Performance Appraisal System (PAS) (dependent variable) and the factors that influence it, (independent variables) which included implementation process, interpersonal relationship, ratter accuracy, Informational factors and employee attitudes. The results of the study showed that 55.1% of the variation in performance of employees can be explained by the changes in implementation process, interpersonal relationships, ratter accuracy, informational factors and employee attitudes. The study recommended further research to be conducted to determine the influence of the PAS outcome on employee performance.

The current study used employee performance as the dependent variable and organizational change management which included technological change management, structural change management, cultural change management and leadership change management as the independent variables. The findings indicated that organizational change management had a positive significant effect on performance of employees in the parliamentary service commission in Kenya. Cultural Change Management, Technological Change Management, Structural Change Management and Leadership Change Management were all found to be significant in explaining the variation of employee performance.

An empirical study carried out by Uzonna (2013) to identify the impact of monetary and non-monetary motivation on employee performance found that the use of non-cash rewards is more effective and cost-efficient way to boost employee performance. The non-monetary motivation variables discussed included: Recognition, challenging work, advancement and opportunities, job autonomy, authority, job security, prestigious job titles and responsibility. The monetary motivation variables discussed include; fringe benefits, salary, bonuses, pensions, profit sharing and performance pay. The study further found that when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money.

The study used monetary and non-monetary motivation as the independent variables while the current study technological change management, structural change management, cultural change management and leadership change management as the independent variables. The dependent variable which is employee performance was the same for both studies. Change management affects employees' performance in various dimensions (Wanza & Nkuraru, 2016). The study was investigated the influence of change management on employee performance at University of Eldoret, Kenya; similar to this in the Public Sector Organizations in Kenya with regard to the Parliamentary Service Commission.

2.1.1 Leadership Change Management and Employee Performance

Effective leadership is a process whereby an individual influences a group of individuals to achieve common goals. It is the key source of ethical guidance for an organization (Avolio & Yammarino, 2013). Van der Voet, Kuipers and Groeneveld (2016) noted that Public organizations often need to implement changes in governance, design and delivery of public services and that, employees play a central role in implementation of these changes. Carter, Armenakis and Mossholder (2013) tested a theoretical framework concerning the relationship between transformational leadership behavior and affective commitment to change in a public sector context.

The results showed that direct supervisors contribute to processes of organizational change, thereby increasing effective commitment to change among employees. The results further showed that, specific context of public organizations determined the transformational leadership behavior of direct supervisors. Walumbwa, Mayer, Wang, Workman and Christensen (2011) investigated the link between ethical leadership and employees' performance using secondary data from the People's Republic of China.

The results revealed that ethical leadership was positively and significantly related to employee performance as rated by their immediate supervisors. The findings were also consistent with social exchange, social learning, and social identity theories that the study employed.

The findings of this study are also consistent with (Chen, Eberly, Chiang, Farh & Cheng, 2014; Kalshoven & Boon, 2012; Yidong & Xinxin, 2013). The study used ethical leadership as the independent variable, employee performance as the dependent variable and leader–member exchange, self-efficacy, and organizational identification as mediators of the ethical leadership to employee performance relationship. The current study proposes to use organizational change management as the independent variable and employee performance as dependent variable within the Kenyan public sector context. Ogari (2014) investigated Factors influencing implementation of Judiciary System projects in Kenya and the findings from this study ranked leadership the most influential factor.

The study established that good leadership influenced the financial capacity and steered the direction of the technical capacity as well as determined the organizational culture of the project. Poor leadership on the other hand would lead to the opposite. The study recommended that the Judiciary needed to empower its staff through training to reduce the incompetence levels and improve the performance. The variables studied were the Leadership of the Judiciary, the Financial Capacity, the Technical Capacity and the Organizational Culture of the Judiciary. Bello (2012) examined ethical leadership and its impact on employee job performance. The study considered two independent variables under ethical leadership; trust and commitment and employee job performance as the dependent variable.

The study pointed out that leaders must create an ethically friendly work environment for all employees, communicate ethical issues, serve as role models and put mechanism in place for the development of responsible employees. A study by Toor and Ofori (2009) revealed that ethical leadership may play a mediating role in the relationship between organizational culture and employee outcomes. The study showed that ethical leadership is more likely to bring about leader's effectiveness, willingness of employees to put in extra efforts, employees' job satisfaction, and an atmosphere for ethical leadership to flourish; which was ultimately lead to increased employees' job performance.

2.2 Theoretical Literature

2.2.1 Lewin's Three-Step Change Theory

Lewin (1951) introduced the three-step change model. Lewin viewed behaviour as a dynamic balance of forces working in opposing directions. 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 developed a three-step change model to analyse these forces and help shift the balance in the direction of the planned change. The steps in the model are: unfreezing, changing and refreezing (Cummings & Worley, 2014).

According to Lewin, the first step in the process of changing behaviour is to unfreeze the existing situation or status quo. The goal during the unfreezing stage is to create awareness of how the status quo is hindering the organization in some way. Old behaviours, ways of thinking, processes, people and organizational structures must all be carefully examined to show employees how necessary a change is for the organization to create or maintain a competitive advantage in the marketplace. Communication is important during the unfreezing stage so that employees can become informed about the imminent change, the logic behind it and how it benefits each employee. The idea is that the more the employees know about a change and the more they feel it is necessary and urgent, the more motivated they are to accept it (Brisson-Banks, 2010). This changing is marked by the implementation of the change; the change becomes real. During the changing step people begin to learn the new behaviours, processes and ways of thinking. During this step, education, communication, support and time are critical for employees as they become familiar with the change (Hamel & Prahalad, 2013)

The final stage of Lewin's three-step change model; is the stage of reinforcing, stabilizing and solidifying the new state after the change. The technological, cultural, structural changes made are accepted and refrozen as the new norm or status quo. Lewin found the refreezing step to be especially important to ensure that people do not revert back to their old ways of thinking or doing prior to the implementation of the change (Wambua, 2012; Vincent, 2013;

Coghlan, Rashford & Figueiredo, 2015). Efforts must be made to guarantee the change is not lost; rather, it needs to be cemented into organization's culture and maintained as the acceptable way of thinking or doing.

Positive rewards and acknowledgment of individualized efforts are often used to reinforce the new state because it is believed that positively reinforced behaviour was likely be repeated. Some argue that the refreezing step is outdated in contemporary business due to the continuous need for change. They find it unnecessary to spend time freezing a new state when chances are it was need to be re-evaluated and possibly changed again in the immediate future. However, the proponents defend refreezing step by arguing that without the refreezing, there is a high chance that people was revert back to the old way of doing things. Taking one step forward and two steps back can be a common theme when organizations overlook the refreezing step in anticipation of future change (Briody, Trotter, Meerwarth, 2010, & Matali, 2010)

2.2.2 The Expectancy Theory

Expectancy theory was developed by Victor Vroom in 1964. It explains why individuals choose one behavioral option over the other. Together with Edward Lawler and Lyman Porter, Vroom submitted that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities. The theory says that individuals have different sets of goals and can be motivated if they believe that there is a positive correlation between efforts and performance, Favorable performance was result in a desirable reward, the reward was satisfy an important need, the desire to satisfy the need is strong enough to make the effort worthwhile (Kotze, Zeeman, Niehaus-Coetzee & Roux, 2014).

Vroom's theory is based upon the following three beliefs: expectancy, instrumentality, and valence. Expectancy is the belief that one's effort was result in attainment of desired performance goals. Instrumentality is the belief that an employee was to receive a reward if the performance expectation is met. This reward may be in the form of a pay increase, promotion, recognition or sense of accomplishment. Valence refers to the value an employee personally places on the rewards (Osabiya, 2015).

In order to enhance employee performance, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients (Greene, 2010). This theory was relevant in analysing the expectations and value employees attach on changes in leadership, structural, technology and culture and the effect of these change management on employee performance.

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This study was carried out through a descriptive research design. According to Kothari (2014) the purpose of descriptive research design, is to collect detailed and factual information that describes an existing phenomenon. It attempts to describe such things as possible behaviour, attitudes, values and characteristics as they exist. Explanatory research design was also be used in giving clarifications as to why and how the variables are interdependent and also explain the relationship between the variables and the results of the research.

3.2 Sampling Method

Stratified proportionate random sampling were used to draw a sample of 91 respondents from the population of 914 employees as shown in the table below drawn from the top, middle and lower levels of management in the stratum.

3.3 Sample Size

The sample size was determine by following Gay as quoted by Mugenda and Mugenda 2003 who suggests that for descriptive studies, at least 10% of the accessible population is enough (Mugenda and Mugenda, 2003). This study selected a sample size of 91 individuals which was equal to 10% of the accessible population.

3.4 Data collection procedure

The researcher used pilot testing and Cronbach's alpha methods to address validity and reliability of the study instrument. Questionnaires were administered using self-administered method. Every questionnaire was accompanied by a transmittal letter which contained a brief about the research. The researcher engaged two assistants to hand deliver the questionnaires to the respondents using a drop-and-pick method and collected after two weeks. The researcher also conducted interviews with the key informants at their workplace.

3.5 Data Analysis

Data analysis is the process of systematically searching and arranging materials obtained from the field (questionnaires filled by respondents and interviews forms filled by interviewers) with the aim of increasing understanding of collected data and enabling the researcher to present them to others. Analysis involves working with data, organizing them, breaking them into manageable units, synthesizing them and searching for patterns (Silverman, 2015). After collecting the questionnaires from the field, data cleaning was done to correct any error that might have occurred during data collection and data was coded for analysis. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics was used to describe and summarize the data. Descriptive statistics of mean and standard deviation were computed to make it possible to interpret the information. Inferential statistics; multiple linear regression analysis was carried out using Microsoft excel 2013 Analysis ToolPak. The regression results was used to test the hypotheses. Qualitative data collected using interview schedules was analyzed using thematic analysis. The linear regression was conducted using empirical model below.

$E_P = \beta_0 + Lcm + \varepsilon$

Where;

E_P = Employee Performance

β_0 = Constant

Lcm   = Leadership change management

E   = Error Term

3.6 Data Management and Ethical Considerations

Authority to carry out research on this topic was sought from the National Commission for Science, Technology and Innovation (NACOSTI) for which the researcher got the authorization. The commission's authority also required the researcher to report to the county commissioner and the county director of education, Nairobi City County before

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embarking on research project. The researcher met all these requirements before conduction the study.

Participants were guaranteed privacy, confidentiality and anonymity in carrying out the research. The researcher assured them that their names will not be used in the report. The data collected from the field was scrutinized and processed in order to ensure proper data management.

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Research Findings

4.2 Response Rate

The sample size on which the questionnaires were administered was ninety one employees of the parliamentary service commission who had worked for the commission for at least three years on permanent and pensionable terms. Therefore a total of 91 questionnaires were administered to 18, 10 and 63 employees serving in the National Assembly, the Senate and the Joint Service of the Parliamentary Service Commission respectively. Out of the 91 questionnaires that were distributed, 76 were correctly filled and returned while 15 questionnaires were not received even after follow-up. The results are show below.

4.2.1 Demographic Profile of the Respondents

This section presented the demographic characteristics of respondents, based on gender, age, educational qualification and length of service.

Table 4. 1 Gender of the Respondents

Parliamentary Service	Male	Female	Total
National Assembly	10	6	**16**
Senate	4	4	**8**
Parliamentary Joint Service	29	23	**52**
Total	43	33	**76**
Percentage	**57**	**43**	**100**

Table 4.2 shows that 57% of the respondents were males and 43% were females.

Table 4.2 Age of the Respondents

Age Group (Years)	Male		Female		Total	
	n	%	n	%	N	%
18 – 30	18	24	12	15	30	40
31 – 45	14	18	15	20	29	38
Above 45	11	15	6	8	17	22
Total	**43**	**57**	**33**	**43**	**76**	**100**

Table 4.4 shows that 40% of the respondents were in age bracket of 18 – 30 years, 38% were in age bracket of 31 – 45 years and 22% were of age 45 years and above.

 A majority of the respondents (78%) were of age between 18 – 45years.

Table 4. 3 Level of Education

Level of Education	Frequency	Percentage
High School	17	**22**
College Diploma	31	**41**
Bachelor's Degree	22	**29**
Postgraduate Degree	6	**8**
Total	**76**	**100**

Table 4.5 shows that 22% of the respondents had High School level of education, 41 percent of the respondents were Diploma holders, 29 % had a Bachelor's Degree and 8% had a Postgraduate Degree. This shows that the parliamentary service commission in Kenya is managed by highly skilled individuals. This guarantees reliable responses and therefore reliable findings by the study.

Table 4. 4 Duration of Service

Level of Education	Frequency	Percentage
Below 5 years	30	39
5 – 10 years	21	28
Above 10 yrs	25	33
Total	76	100

Data in Table 4.6 above showed that 30 out of the 76 sampled respondents (39%) had served the parliamentary service commission for a length of not more than 5 years. Further, 28 % of the respondents had served for at least five years and not more than 10 years and (33%) of the respondents had served for more than 10 years. Therefore, the respondents' responses can be relied upon for analysis of the effect of organizational change management on employees' performance.

4.2.2 Employee Performance in the Parliamentary Service Commission

The responses were on the level of 1 to 5. The results are given in Table 4.5.

Table 4.5: Employee Performance in the Parliamentary Service Commission

Description	Response Rate Scale of 1 - 5					Mean	STDEV
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)		
Employee Performance has been affected by change in leadership	8%	7%	21%	38%	26%	3.684	1.169
Employee Performance is influenced by environmental factors like politics	1%	7%	17%	45%	30%	3.961	0.930
Employee Performance is affected by structural change	4%	11%	25%	41%	20%	3.618	1.045
Evolving cultures in the three services influences the Performance of Employee	1%	8%	25%	42%	24%	3.789	0.943
Organizational values' change influences Employee Performance	3%	9%	21%	41%	26%	3.789	1.024
Employee's performs better with technological innovation	4%	5%	18%	38%	34%	3.934	1.050
Employees performance goes up with Automations in ICT	7%	11%	16%	42%	25%	3.684	1.157
Communication among the Employees increases their performance	3%	8%	25%	34%	30%	3.816	1.042
Organizational procedures affect the Performance by Employees	4%	7%	14%	46%	29%	3.895	1.027
Level of training improves employees output	4%	4%	17%	36%	39%	4.026	1.045
Good leadership tenets can impact on employee performance looking at satisfaction and timeliness	5%	5%	13%	41%	36%	3.961	1.089
Organization Leadership Plans can impact on employee performance and meet client and customer satisfaction	3%	8%	18%	42%	29%	3.868	1.011
There are other leadership supports provided by management supporting employee efficiency.	4%	7%	24%	43%	22%	3.737	1.012
Support given by Top management to boost creativity and innovation from employee is recommendable for efficiency in employee performance.	7%	5%	28%	22%	38%	3.803	1.200
There is high level of employees' involvement in Organisational Change Management; and this involvement gives them motivation in performance.	11%	13%	17%	41%	18%	3.434	1.237
The performance appraisal system (PAS) by the organization has improved the performance of employees.	8%	16%	20%	38%	18%	3.434	1.193
Employee empowerment makes their Performance improved.	8%	7%	17%	53%	16%	3.618	1.083
Top management in the organization make decision/ policies while middle and lower management implements; this improves employee performance.	9%	12%	24%	36%	20%	3.447	1.204
Roles and responsibility scheduling enhances performance of employees.	5%	7%	24%	41%	24%	3.711	1.069
Discrepancies in employee enlisting, duty allocations, promotions, training and absenteeism affects performance in the organization; this has affected employee performance.	3%	5%	18%	37%	37%	4.000	1.007
Average						**3.761**	**1.077**

The aggregate mean score for employee performance was 3.761 and standard deviation of 1.077. This implies that on average the respondents agreed organizational change management influenced employee performance. The result is supported by the low standard deviation, showing that only a few employees vary in their opinions. Employees were neutral on employees' involvement in Organisational Change Management; and whether this involvement gives them motivation in performance of their duties with a mean of 3.434 and a large standard deviation of 1.237. On the other hand, the respondents agreed with a mean score of 4.00 and a standard deviation of 1.007 that the ddiscrepancies in employee enlisting, duty allocations, promotions, training and absenteeism negatively influenced employee performance in the organization. The respondents too were neutral with a mean score of 3.434 and standard deviation of 1.193 that the current performance appraisal system used by the organization has improved the performance of employees.

These findings are supported by those of Ochoti, Maronga, Muathe, Nyabwanga and Ronoh (2012) in the Ministry of State for interior and coordination, Kenya. The study used multiple regression analysis technique to explain the nature of the relationship between Employee Performance and the factors that influence it. The results of the study showed that variation in performance of employees can be explained by the changes in organizational management in leadership, technology and culture.

4.3 Leadership Change Management Factors that affect Employee Performance

4.3.1 Leadership Change Management and Employee Performance

Table 4. 6: Leadership Change Management and Employee Performance

Leadership Change Management Factors that affect Employee Performance							
						Mean	**SD**
	Employee participation in decision making improves work output in	5%	7%	17%	36%	36%	3.895	1.126
	Leadership inspiration by personal example enhances employee job satisfaction	3%	3%	17%	39%	38%	4.07	0.949
	Communication between employees and management enriches performance appraisals	8%	9%	16%	41%	26%	3.68	1.191
	Ethical leadership gives trust to employees in the organization	4%	8%	12%	53%	24%	3.84	1.007
	Employee-supervisor relationship informs customer satisfaction	1%	6%	22%	51%	20%	3.82	0.86
	Employee training results in timely completion of job assignments	1%	5%	12%	48%	34%	4.09	0.87
	Leadership change management is associated with increased employee performance	5%	3%	20%	36%	37%	3.96	1.076
AGREGATE							**3.91**	**1.01**

Table 4.6 shows that the aggregate mean score for Leadership Change Management Factors is 3.91 and standard deviation is 1.01. The finding shows that the respondents to a moderate extent agree that Leadership Change Management positively affect the performance of

employees. The respondents agreed with a mean of 4.07 standard deviation 0.94 that leadership inspiration by personal example improved employee job satisfaction.

They also agreed with a mean of 3.68 and standard deviation 1.19 that improved Communication between employees and management resulted in enriched performance appraisals. These findings are supported by Yukl (2013), Belias and Koustelios (2014) and Văcar (2015) who asserted that leadership is not only the process of influencing others but determining them to act in order to achieve goals. Effective communication was emphasized as the main factor that generates a positive relationship between leaders and their followers, resulting to improved organizational performance.

A majority of the respondents also agreed that ethical leadership in the commission gave them trust and involvement in strategy formulation for the organization. The results further showed that employee-supervisor relationship and employee training led to increased customer satisfaction and timely completion of job assignments respectively. Similar results were reported by Kuipers, Higgs, Kickert, Tummers, Grandia and Van der Voet (2014) and Zhang, Ahammad, Tarba, Cooper, Glaister and Wang (2015). According to them, successful project management is building relationships of cooperation between different groups of people. Employees expect leaders to be trustful about the real facts of the situation, of the problem and to have vision about the way of getting out of a crisis. In difficult times, it is important for the leader to listen to the employees' concerns, to show them empathy and to remind them of the previous successes, as well as to motivate them to obtain a new success in that given issue and the only way they can obtain it, is to work together as a team. The most essential thing is the unity of the team he leads, and above that is to gain their trust (Belias& Koustelios, 2014).

4.4 Testing of Hypotheses

Multiple Regression analysis was used to test all the hypotheses. The findings based on each hypothesis are presented in table 4.7.

Table 4.7 Regression results for Testing of Hypotheses

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660	.435	.428	.48765

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	1.606	.291		5.526	.000
Leadership Change Management	.553	.073	.660	7.552	.000

Table 4.7 shows that R-Square is 43.5% meaning that Leadership Change Management explain percent of variations in Employee Performance while the remaining 56.5% of the variations in Employee Performance is explained by other variables not included in the model. Leadership Change Management coefficient is positive and significant at 0.553 and P

value = 0.000 which is less than 0.05. At five per cent level of significance, the study rejects the null hypothesis and concludes that Leadership Change Management has a positive effect on employee performance. An increase in Leadership Change Management by one unit would result into an increase in employee performance by 0.553 units

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Organizations need highly performing employees to accomplish their goals; to deliver the products and services they specialize in. Improved employee performance implies better delivery of public services to both government and the citizenry. This has the potential to improve livelihoods, and sustain good governance (Hope, 2012). In this study, the researcher examined how organizational change management affected performance of employees in the parliamentary service commission in Kenya, and the following conclusions were made, based on the findings of the study. Leadership Change Management had a significant effect on the performance of employees of Parliamentary Service Commission in Kenya. The study therefor concluded that leaders should involve employees in decision making for better performance of their employees.

5.2 Recommendations for policy implementation

These findings confirm the study's conceptual model and recommend that organizations place employees at the centre point when managing the organizations change. Organizations resource managers need to put more effort by investing in employee through pre-training on the change in technology to enhance their knowledge and skills. Organizations in public sector should ensure that their organizational employees participate in setting the culture that organizational employees operate from such as rules and regulations. Organization management should pay more attention to technological changes and encourage their employees to use ICT in innovating their duties that can give quality performance since they were found to be leading to high employee performance turnout.

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