

**CONTRIBUTION OF CHANGE MANAGEMENT ON STAFF
PERFORMANCE:
A CASE STUDY OF TANZANIA AIRPORT AUTHORITY**

**By
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**A Dissertation Submitted in Partial fulfilment of the Requirements for the
Degree of Master of Human Resources Management
of Mzumbe University
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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ; Contribution *of Change Management on Staff Performance: The Case study of Tanzania Airport Authority*, in partial/fulfillment of the requirements for award of the degree of Master of Human Resources Management of Mzumbe University.

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DEDICATION

I dedicate this dissertation to my beloved parent's late father Mr. J. M Mtondoo together with his beloved wife Mrs.Hadija M. Said. I thank God for giving me such lovely and responsible parents, may God's blessings be upon them .Amen.

ACRONYMS AND ABBREVIATIONS

ATCL	Air Tanzania Company Limited
HURIS	Human Resource Information System
IT	Information Technologies
JNIA	Julius Nyerere International Airport
KADCO	Kilimanjaro Airport Development Company
KIA	Kilimanjaro International Airport
OPRAS	Open Performance Review and Appraisal System
PPP	Public Private Partnership
RFFS	Rescue and Fire Fighting Services
SO	Strategic Objective
TAA	Tanzania Airports Authority
TCAA	Tanzania Civil Aviation Authority
TPDF	Tanzania Peoples Defense Forces

ABSTRACT

Change has become a constant phenomenon which must be managed properly for an organisation to survive. Knowledge and awareness about many of the critical issues involved in the management of such change is often lacking. The central focus of this study was to investigate the contribution of change management on staff performance, understanding of change and the contribution of change management within a public sector organisation. Tanzania Airports Authority was selected as the case study where intensive investigation was done to get information related to the research problem.

The study was guided by the following specific objectives: to analyse the effect of change management on organisational culture specifically aimed to identify the reality of change management in TAA; to determine the extent to which change management contributes to staff performance of TAA; to evaluate the effects of change management on staff performance of TAA; to explore the contribution of change management in areas of organisational structure, planning, technology change, changes in level of management and change in staffing; and, to explore how management change reflects the performance culture.

The study was based at TAA headquarters. Both quantitative and qualitative methods of the data collection were adopted using interview, review of documents and copies of a questionnaire comprising 18 questions that were distributed to 269 respondents. The response rate was 216 staff which was 83.7% of the targeted sample. Based on this sample the results obtained indicate that change in management has a clear effect on the performance of employees. The findings can prove useful to human resource policy and decision makers, human resource departments, as well as government and academic institutions. For achieving successful staff performance, workers should be properly motivated and trained on change programmes and should be educated on the reasons for change.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

There is no doubt that staff worldwide is an integral segment of the organisation management for success and high-quality performance of the organisations. To do that, the organisation should achieve and use her human resources effectively. Likewise, human resources have to be updated accordingly and the organisation needs to be more realistic in the utilisation of human resources.

Equally, to maintain this, senior staffs have to give extraordinary concentration to every hub roles of human resources management. Management plays vital roles in different economic, social and organisational linked areas, amongst other powerful to achieve the organisational target and hence high-quality performance as well as organisational success in the industry (Thomas, 2014).

1.2 Background of the Study

Employee performance is important for an organisation to achieve its objectives and goals. Employees are one of the important assets to an organisation that may affect it either positively or negatively. Due to unavoidable environmental changes, organisations today have been challenged to advocate for changes that influence employees' performance. Therefore, the top management has to ensure that factors that influence employees' performance are taken into consideration.

There are many definitions that have been provided regarding the concept of management. However, in this study management can be defined as a creative and systematic flow of knowledge that can be applied to achieve quality results by using human as well as other resources in an effective way (Drucker, 2003).

The importance of having management in organisations today has increased to a great extent. Strategic outcomes depend on ways of management in an organisation, therefore key management functions that include learning to delegate, planning, organising, communicating clearly, motivating employees, adapting to various changes and constantly generating innovative ideas are of great importance. Change is unavoidable in organisations today and is vital to study how change factors affect employees' performance. Kitur (2015) has pointed out that change comes in an organisation in many forms: merger, acquisition, joint venture, new leadership, technology implementation, organisational restructuring, and change in products, services or regulatory compliance.

The change may be planned years in advance or may be forced upon an organisation due to the shift in environment. Organisational change can be radical and alter the way an organisation operates, or it may be incremental and slowly change the way activities are performed. Change management refers to the style of management that aims at encouraging organisations and individuals to effectively deal with the changes taking place in their work (Green, 2007).

For change management to be successful and have positive impact, managers or supervisors in the organisations need to understand what motivates their team mostly and enrolls employee participation. In fact separating management from leadership in terms of style is difficult because every manager needs to have leadership skills to accomplish activities and every leader should have managerial skills to induce workers to change directions. This is of vital importance especially to institutions or organisations which are going through a change where constant motivation and guidelines are needed for effectiveness of employee performance (McLagan, 2002).

In Africa, change is as well inevitable. Most African countries have undergone series of changes. The empirical studies undertaken on public and private organisation have shown the similar results. Thus, there is increasing rate of change management in public and private sectors in Tanzania.

The Daily newspaper reported that president Dr. John P. Magufuli has dissolved the board and revoked appointments of the leaders on grounds of 'very poor performance' at the Tanzania Ports Authority and the act of the said leaders of not taking action in the face of scandals at the port.

This implies that the management has to pay special attention to the core role of the organisation, and if not, the change management may occur as a result of large shocks in the organisational performance and radically affect the financial performance of the institution (The Citizen Nov 2015). Thus, from an employee's perspective, any form of organisational change can impact directly or indirectly upon their personal lives and the nature of their work. Its impact can be experienced through changed working conditions, benefits, and future aspirations. It is for this reason that it is important that employees are able to understand the change process, analyse its effectiveness, eventually locate their place in it and act by influencing those factors that are affecting them (Fullan, 1997).

According to Clarke (1999), whilst most employees may have been given limited opportunities to be involved in the development of organisational change practices, it has not necessarily hindered them from observing and thereby formulating their own views regarding change and change management in their work environment.

This was also evident among employees within the Tanzania airports authority (TAA) too. Feedback obtained from the data gathering process confirmed this. On this basis, the viewpoints of employees within the Tanzania airports authority (TAA) formed the greater contribution to this study and contributed considerably to understanding the meaning that they attributed to the phenomenon of change and its effects upon them. As such, this study furthered the argument for the need to include a study of change from employees' perspectives in the debate around change management in public sector organisations.

Airports infrastructure in Tanzania plays a significant part in the country's transport. It provides international gateways and has been used in domestic travel and that fit for new opportunities in remote rural areas development. Generally, there are 368 airports in United Republic of Tanzania and 58 airports are under the Tanzania airports authority (TAA) on the Tanzania mainland. TAA was established and inaugurated in 1999 under the Executive Agencies Act. Even though, the history of Tanzania Airports Authority (TAA) previously in 1974 it was in the Ministry of Works under the Department of Roads and Airports Authority.

Later in 1980, the airports' authority became independent in the Ministry of Works, Transport, and Communication. The department passed in several formats in 1980 and 1999 well-matched with the various changes that were occurring in the Ministry of Communications and the Ministry of Works. Various changes observed in the airports following the formation of the Authority allowed the organisational structure to be reviewed and modified in the financial 2003/2004 and it was adopted in 2004 which is still used until today.

There is the great need for the result that each change looks forward to in making a positive change in performance. Thus, the study sought to examine the contribution of change management on staff performance through a case study of Tanzania Airports Authority. The researcher focused on change in four areas. These are; change in organisational structure, change within levels of management, technology change and change in staffing. Management in any organisation performs the functions of planning, organising, staffing, directing and controlling for the accomplishment of organisational goals (TAA Company profile, 2014).

1.3 Statement of the Problem

Many organisations are taking change management as the resource for staff performance in the organisation development. Currently, it has turned into a very serious subject for any organisations due to its unconstructive results on operation and performance of organisation.

On the other side of the coin, the change management is a threat because it is accompanied with a direct and indirect cost to the organisation. Thus, change management needs special attention and control relying on the unconstructive reasons.

There is the tendency of falling of staff performance if change management is not properly managed as a result of organisational bankruptcy or total closure like what happened in the firms, industry as well as loss of valued employees or failure to meet financial shareholders' objectives. Finally, this may create the customer disappointment and attract them to move into other competitors and affect the general performance of the firm (Thomas, 2003).

Furthermore, if the change management is properly managed it can lead to the organisational expansion, high revenue and new customers which have been pushed up by high staff performance in the organisation due to positive change management results. This is what any organisation expects when restructuring the management and makes a positive change in performance.

TAA has passed into series of change management such as an organisational structure in 2003/2004, technology, planning and individuals/staffing. The series of changes was targeting to achieve the quality provision of services and facilities for the passengers and cargo in the airports. Then the authority is dedicated to the growth, development of its employee and makes efforts to hold up them with the essential skills, training, and self-assurance which they need to reach their highest potentials. The organisation is proud of having a competent and effective workforce behind its achievement.

Regardless of change management occurred on various organisation, institution, firms or industry but they are still facing the same challenges on the productivity. These are caused by various factors that contribute to change management that might be external or internal factors.

Therefore, this study revealed the hidden facts of how management changes contribute to staff performance of Tanzania Airports Authority focusing on four areas that change in organisational structure, change in planning, change in Technology and change in staffing/individual.

1.4 Objectives of the study

1.4.1 General Objective

The general objective of this study was to examine the contribution of change management on staff performance, particularly at Tanzania Airports Authority.

1.4.2 Specific objectives

In line with the key objective, below were the study specific objectives;-

- i. To find out whether there is change management and its contribution on staff performance at Tanzania Airports Authority
- ii. To assess the effects of change management on staff performance of Tanzania Airports Authority.
- iii. To examine how technological change, organisational culture, and individual behavior affects staff performance in the organisation
- iv. To find out how management change influence staff performance in the organisation.

1.5 Research Questions

- i. What is the reality of change management in the TAA?
- ii. What are the effects of change management on staff performance in TAA?
- iii. To what extent has an increasing technological change affected organisational performance in the organisation?
- iv. To what extent does management change influence staff performance in the organisation?

1.6 Limitations of the Study

Although this study was carefully conducted, still there were unavoidable limitations and shortcomings that were encountered during the study. The research study used primary and secondary data. This made research work to abandon direct information, and explanations directly from respondents.

The study was conducted at TAA Headquarters, but the time given was not enough to interview and observe the performance of all respondent to be interviewed. Research time was not enough, particularly the amount of time the researcher had to use in data collection. Likewise, the questionnaires have designed to evaluate the contribution of change management on staff performance of TAA gave useful information, but did not provide enough evidence of employee actual performance. In spite of these limitations, the Author tried to gather all necessary information to come up with the credible findings.

Also, the findings and interpretations were not specifically applicable to other situations, as per the limitations of case study research. Since the study was carefully conducted the researcher faced these challenges in the way that the objective of the study was not affected.

1.7 Significance of the study

The study is essential to the researcher, as it is adding the theoretical and practical knowledge to the academics. The study also helped the researcher to complete the dissertation submitted as the partial fulfillment of the requirements for an award of Master of Human Resources Management of Mzumbe University.

This study sought to examine the contribution of change management on staff performance of TAA. Therefore, it can be used as an orientation for further actions if they are to be taken by other Tanzania organisations to tackle the same issue.

The findings of the study will help in managing of change management and implementation of special strategic decisions in the area of the Planning, organisational structure, technology, and staffing. The study provides suggestions that would be useful to bring development in the field of air transport in Tanzania and its effectiveness and success in achieving customer satisfaction. The research contributes to increasing and enriching knowledge in the area of Human resources management and to enlarge the chances for further studies in the area of change management and staff performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review on change and change management, focusing on both the external and internal environments within which some organisations operate. As stated in Chapter One, this study was concerned primarily with making sense of public sector (specifically, Tanzania Airports Authority) employees' understanding of change and change management. With this in mind, the researcher argues that management should be sensitive to any alterations of current activities in an organisation.

These change activities can involve virtually any aspect of an organisation including innovative technological developments; overall organisational restructuring which could impact on the span of management, the basis for departmentalisation; and the compilation and execution of work schedules, all of which affect the people employed by the organisation (Sadler 1996). Serious repercussions may occur if proper measures are not taken to introduce the change, explain the reasons for the change and manage the change effectively. Employees, arguably those least often consulted about change initiatives, are intrinsically involved in, and capable of, analysing the effectiveness of change processes.

The literature review is divided into three major sections, which correspond to the most prevalent change management theories. The first section demonstrates the theoretical part of literature review based on journal, books, documentaries and magazine related to a research topic.

The second section demonstrates empirical part of literature review based on numerical facts collected from the field. It classifies the reviewed literature according to the suggested change management model so as to compare literature and theories with actual studies.

2.2 Theoretical Review

Several scholars and authors have discussed the general overview of the contribution of change management on staff performance. “ It should be noted that the term ‘literature review’ encompasses the evaluation of all sources of information or data that relate to the topic and is not confined solely to academic publications ” (Baker, 2003). This section shows published documents from various sites and libraries that were written by reputable scholars or researchers on change management and staff performance.

Before reviewing different information on change management and staff performance, it is important first to articulate both Change Management and its effects of staff performance thereby defining key concepts as follows:

2.2.1 Definition of Key Concepts

2.2.1.1 Change Management

At any level of the organisation the change management can occur and it may occur constantly. Development of change management can occur at different levels such as team, project, programme and executive management. Thus, its refers to any move toward changing the individuals, teams, and organisations using approaches proposed to redirect the used capital, business procedure, budget allocations or any other modes of a process that considerably restructures the organisation.

Equally, Change management is an organised style for making sure that changes are systematically and easily applied for attaining long-term benefits of change. Its focus is on the broader influences of change, mainly on individuals, as individuals and teams change from the current state to the coming national (Bourd, 2013).

Management can be categorised into three levels which clarify authority relations in an organisation. Taking into consideration the hierarchy of authority and responsibility, there are three levels of management such as firstly top management that includes Board of Directors, its Chairman, Owners/Shareholders, Managing Director or the Chief Executive, General Manager or Executive Committee. Secondly, its middle management which includes Heads of functional departments (for instance Marketing manager, Production Manager, Purchase Manager, Financial Controller) as well as divisional and sectional officers working under these Functional Heads. Lastly, is operative management or lower level of an organisation that includes foremen, supervisors and superintendents.

2.2.1.2 Staff Performance

This is the point of achievement and completion of duty of the individual, it reflects the way to achieve it, or how the individual perform the job requirements, and often there is a confusion and overlaps between presentation and exertion.

The presentation is measured basing on the individual achievement and the exertion is the used energy (Mohammed, 2001). The change management actions can be a contributory in achieving organisational goals, this can happen on both planned and unplanned changes internally and externally when applied. It also can be an alarm to show coming difficulties related to the change before a coming of disaster in the organisation. When there are successful changes in organisation staff tends to be deeply involved in the way business manage change and its business nature. That also depends on how well the staff understand the need for the change and the process involved (Bourd, 2013).

Also, the organisations can attain success if there is change management which has elites and experts on decision making. Any successful management change is essential for the organisational development and survives in the competitive world.

This can extend the business environment and provide the planned room for the transformation of an organisation to the dreamland through the organisations, groups, and individuals. Thus successful management change is critically essential and should be taken as important like to change ourselves (Thomas, 2005).

Organisations are facing increased competition due to globalisation, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002, 32) and therefore prompt these organisations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on a growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards the development of organisational human resources.

It is organisation's responsibility to enhance the job performance of the employees and certainly, implementation of training and development is one of the major steps that most companies need to achieve. As is evident that employees are a crucial resource, it is important to optimise the contribution of employees to the company aims and goals as a means of sustaining effective performance. This, therefore, calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran & Nasir, 2012, 646).

The accomplishment of the organisation objectives depends on its employee performance and the past researchers provide guidelines for Employee Professional Evaluation and Development appropriate for all organisations to evaluate the staff performance. Many organisations consider the mentioned guidelines to control the factor causes the performance problem and on the other side how best to correct it (Elnaga and Imran, 2013).

Table 2.1. Guidelines for Employee Performance Evaluation

Guideline	<i>Employee Performance Evaluation</i>
Ability	Used to evaluate the employee's physical ability and health issues, if there are any, to decide to what extent can he or she perform the job, furthermore, evaluate the employee's present and past psychological state in order to decide if he or she has the mental ability to actually start or even continue the tasks.
Standards	That evaluate how the employees perceive their jobs in term of understanding their tasks and duties, smooth cooperation with their supervisors, and awareness of time limits. In addition, evaluate how goals and procedures are presented to employees in terms of clearance, and availability (soft or hard copies).
Measurement	To evaluate if employee evaluation is based on measuring the employees' performance in terms of task performance or if it is biased to the employee
Knowledge and Skills	Employee's background knowledge and adeptness are evaluated to see if they are compatible with tasks and duties. If they are not, check if there is any training to narrow the knowledge and skill gaps. And if there are no training, decide whether it is absolutely necessary for the employee to complete the tasks.
Feedback	Check if the employee receives regular feedback on his or her work and performance or not. And if feedback is received, check if it is related to compensation and if the employee chooses his evaluator
Motivation	Check if there is any sort or incentive for good performance or punishment for bad performance. Additionally, for effective employees, check for any guard for those employees if they are punished with extra tasks to do just because of their good performance
Environment	Check if the employee is surrounded by the necessary tools needed for task completion and if enough time is given for task completion, or if the working environment is comforting for task completion

Source: Elnaga and Imran, 2013

NB. Updated and modified from European Journal of Business and Management (Guidelines for Employee Professional Evaluation and Development), The Effect of Training on Employee Performance Journal.

Thus, some organisations improve staff performance through the staff training, adding new skills amongst staff and implement long-term planning for the staff performance. These facilitate the staff to match with the speed of change management that might happen in future as a result of good staff improvement because of high level of commitment and motivation.

After the organisation acknowledges, this can plan to provide the training programmes for their staff as a result of high performance and achievement of organisation goals through the application of best efforts from the trained staff (Elnaga and Imran, 2013).

2.3 Empirical Review

2.3.1 Change Management and Staff Performance Globally

There are some studies that demonstrate association between change management and performance of an employee. A good example is the study of impact of change management on the performance of employees in university libraries in Jordan done by Al-Jaradat in 2003. In this study, three things were addressed which were the change in individuals, technology, and organisational structure and revealed that change in the organisational structure is not flexible, and therefore this organisational structure is not appropriate for the business requirements within the University Library, leading to overlapping powers and responsibilities. There is a positive relationship between the areas of change (organisational structure, technology, individuals) and the performance of workers.

The study found a range of recommended that, it is appropriate to focus on organisational structure, human relations, and technology and there must be a balance between these aspects to ensure the success of the change programme by doing so the performance of employees will be improved and this, in turn, will reflect the quality of productivity (Al-Jaradat, 2003). The study of Organisational Change Management for semiconductor was conducted by Teng Chu, aimed to understand how to effectively manage organisations, negative and positive impacts on the effectiveness of organisations, internal control, helping advanced technology companies in the facing the change in the structure of the industry, enhance its competitive edge in the work efficiency.

Change management according to Szamosi and Duxbury (2002), is an integral part of life and is constant in most organisations. Some public sector organisations, for example, the TAA face competition from other government funded tourism commissions nationally and internationally. In this particular case study, it has become necessary for the TAA to manage change effectively in order to maintain its competitive advantage both nationally and internationally. Barnes (1996a, 1996b) maintains that organisations that effectively manage change have a greater advantage over their competitors.

The study of Chu, focused on the form of the Administrative Board and has studied organisational structure and change management, the study also described the company's strategic environment, use the corresponding and appropriate document review of the organisational structure and change the administrative body at the same time and try to understand the evolution of the community within the organisation and suggest to form an administrative body that suits organisational change and reform the current deficiencies. The study also focuses on organisational change and re-engineering of processes as well as individuals. This study reveals that the organisational structure is highly complex and need to be changed to conform to the requirements of the work (Chu, 2003).

2.3.2 Change Management and staff performance in Africa context

Change management can be seen as a generative process that changes according to organisational needs whilst still maintaining its overall vision. For organisations to survive in the 21st century, they must shift from traditional practices of management, as highlighted by Kotter (1996) to contemporary practices characterized by attributes commonly described as vision; contemporary values; quality mindset; stakeholder focus; speed orientation; innovativeness; flat structures; cross functionality; flexibility; global focusing; and networking (Wind and Maine 1999).

Thomas (2005) shows the changes in technology has an important effect on the performance of the staff and organisational performance. The technology changes also affect the customer taste which is very important in every organisation that wishes to add its customer and improve staff performance. He claimed that this is critically important to leadership and change management which has its effect on staff performance. In a business setting, "change management" refers to an intentional, systematic and organised approach to negotiating significant change.

A typical example is from Tanzania where this process refers to organisational restructuring or major shifts in strategy that requires employees to alter their roles. President Magufuli has won praise in and outside the country over the measures he has taken to reduce government expenditure and increase revenue collection. Three days after his inauguration, President Magufuli banned all non-essential travels by government officials. He ordered high commissioners and ambassadors to fully take over government engagements in the international system, The Citizen (Dar es Salaam) 8 December 2015. During his address to Parliament, he declared that it would not be business as usual on foreign travels. He restricted business class flight tickets to the President, Vice President and Prime Minister only. His suggestions insisted the organisation to be pro-active to changes which make easy on the application and results into strong on the competitive environment.

Thus, the only thing in the business and competitive world is technology change which remains crucial for staff improvement. The change in the top management should be well handled to manage and avoid strikes amongst staff for the aim of running parallel with the change strategies, thus the application of overall performance of the organisation.

Nadler and Tushman (1995), maintain that organisations are made up of many differing parts, providing a range of interrelated and differing challenges to all employees, these writers identified the four main components of an organisation as follows;

People: This comprises the employees' behaviour, knowledge, skills, needs, perceptions, expectations, background, demographics, and experiences that are brought into the organisation.

Work: This refers to the basic and inherent tasks to be done by the organisation and its units. It may include the activity in which the organisation is engaged, particularly in light of its strategy.

Informal organisational arrangements: These are the implicit and unwritten arrangements (also known as 'organisational culture') that sometimes complement formal organisational arrangements. They also involve the common values and beliefs and the new relationships that develop within and between groups, communication, influence and political patterns that combine in the creation of the informal organisation.

Formal organisational arrangements: These arrangements include structures, systems, processes, methods and processes formally developed to enable employees to perform tasks consistent with organisational strategy, as well as mechanisms for control and coordination, human resource management, reward systems, job design and work environment.

Nadler and Tushman (1995) stated that for change management to succeed, the view that organisations are simply about the 'task' must be ignored. Rather, emphasis should be directed to the range of formal and informal arrangements that are influenced by those that act on them, namely, the employees themselves. Employees operate in 'complex adaptive systems' that bring all the formal and informal components into simultaneous action through constant adaptation within and between organisations.

2.4 Research Mode and Approaches to Change and Change Management

This discussion on models and approaches to change and change management is important in that it sets the scene for change interventions in organisations, be it either public or private. To elaborate, change interventions fall into three main types: Top-down change management is based on the assumption that if initiators of change plan things properly, change can be executed smoothly. The only obstacle comes from the resistance of some employees; hence the focus is on changing the culture of an organisation or the 'way we do things around'.

Transformational change management relies on transformational leaders setting a personal example and challenging people to think 'outside the box' and innovate while providing a safe environment for doing so.

Strategic change management is based on a certain recipe and is in contrast with the top-down models in that it aims to introduce new behaviours at work, allowing employees to witness the benefit of the organisation and, thus, based on the evidence, internalise the change in their ways of working (Hait and Creasey 2003).

Each of these approaches can be effective, depending on the situation, although it is generally accepted that the first category is often the category that fails the most. All approaches highlight the importance of leadership, communications and involving employees in the change process. Thus, the key challenge for organisations is to match the model to the context (Barnes, 1996a).

There is a great need for making a positive change in performance, hence, it is appropriate to focus on organisational structure, human relations, and technology and there must be a balance between these aspects to ensure the success of the change programme; by doing so, the performance of employees will be improved and this, in turn, will enhance the quality of productivity (Al-Jaradat, 2013).

Change management is mainly based on the inside of the organisation as well as on the staff within the organisation and can be labeled as a nonstop process. This study adopted the ADKAR model of change recognised by Prosci.

2.4.1 ADKAR Model

Prosci established ADKAR Model and is known as a leader in change management research and its content creation. This model demonstrated on managing changes starting with the single person which can manage and make the change take place successfully on the individual as results of fully managing the organisational change. Note that, the term ADKAR is an abbreviation word which stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. Thus, the model describes that to make a change successful it should start with the individual needs. Prosci has given out the meaning of ADKAR term which are;

Awareness of the need for change, Desire to participate and support the change, Knowledge on how to change, Ability to implement required skills and behaviors and Reinforcement to sustain the change.

This model also stands as the effective planning tool for change management activities, gaps identifier, establishing corrective action, as a result it helps the supervisors and managers on their activities for achieving the targeted goals. In fact, the model specifically demonstrates the successful change at the single staff level and mentions the goals or consequence of successful change.

2.4.2 Mintzberg and Quinn's model of change

According to Mintzberg and Quinn (1991), there are four broad situational headings that play an important role in determining the extent to which an organisation can implement change. These include the age and size of the organisation; its technical systems; the environment in which the organisation is situated; and the nature of control exerted within and upon it from various sources.

Firstly, the age and size of the organisation are important indicators of its ability to accept and implement change. Mintzberg and Quinn (1991, pp. 340-341) asserted that 'the older the organisation, the more formalized the behaviour'; 'the larger an organisation, the more elaborate its structure'; 'the larger the organisation, the larger the size of its average unit'; and 'structure reflects the age of the industry from its founding'. Young organisations have less time to establish a set of traditions and practices that inhibit change.

As a result, these organisations are more likely to adjust and accept the changes being implemented. On the other hand, older organisations maintain strong ties to established traditions and practices thus making it difficult to accept new processes. Large organisations also tend to favour more elaborate, complex structures and do not encourage flexibility in the organisation. Rather, they tend to 'specialise their jobs more finely' (Mintzberg and Quinn 1991, p. 340). This, in turn, results in greater levels of hierarchy required to supervise or coordinate the work of employees, and in some instances, to maintain control.

Furthermore, the formalisation of work practices leads to increases in the size of work groups, which affect the interpersonal relations among the group membership. In relation to the structure of the organisation and its historical origins, Mintzberg and Quinn (1991, p. 341) stated that 'an organisation's structure seems to reflect the age of the industry in which it operates, no matter what its own age is'. In the context of public sector organisations, it must be stressed that, like private sector organisations, they too are subject to change depending upon either internal or external forces of change as discussed earlier in this chapter. Thus, within the changing landscape of public sector reforms in Australia, related organisations must adhere to the axiom 'adapt or die'. It must also be emphasized that an organisation's way of life is embodied in all aspects of the organisation's profile. Likewise, Kotter (1989) stated that many organisations, historically, have had rigid structures with built-in mechanisms to resist change.

Secondly, the technical system, that is 'instruments used in the operating core to produce the outputs' (Mintzberg and Quinn 1991, p. 341), may also limit an organisation's ability to change. According to Mintzberg and Quinn (1991, p. 341) the technical system can influence the organisational structure in three ways:

- Highly regulated organisations dominated by their technical systems tend to display more bureaucratic structures;
- Organisations with highly complex technical systems delegate the decision-making process to professional or skilled staff with regard to the management of the technical system; and Organisations with automated technical systems embrace more organic structures that are characterised by fluidity and flexibility, in order to accommodate particular circumstances.

Thirdly, the environment also plays an important role in the organisation's ability to accept change. The environment, according to Mintzberg and Quinn (1991, p. 341) 'refers to various characteristics of the organisation's outside context, related to markets, political climate, economic conditions, and so on'. Organisations are influenced by the above-mentioned characteristics in the following ways:

- Organisations located in dynamic environments tend to adopt more organic structures;
- Organisations in complex environments adopt more decentralised structures;
- Organisations located in diversified markets adopt market-based divisional structures; and
- Organisations in hostile environments adopt centralised structures (Mintzberg and Quinn 1991, p. 342). Fourthly, power also has a determining effect on organisations. The exercise of power, either internally or externally, may influence the organisation's response to change. Mintzberg and Quinn (1991, pp. 342-343) explained that power influenced organisations in the following ways:

- The greater the external control of the organisation, the more centralised and formalised its structure
- A divided external coalition will tend to give rise to a politicised internal coalition and vice versa and

Fashion favours the structure of the day (and of the culture), sometimes even when inappropriate in his studies of the role of managers in organisations, Mintzberg found that although individual employee's capabilities play a significant contribution in the implementation of a role in the organisation, it is the organisation that is responsible for the creation of that role based on the belief that a particular skill set will determine success. Effective managers, who are more often than not, the change initiators, will develop relevant protocols for successful action given their job description and personal preference, and match these with the situation at hand in the organisation (Mintzberg, 1979).

It is also important to note that before implementing change initiatives in the organisation, change initiators must pay careful attention to the structure of the current organisation. According to Mintzberg (1992), organisations are made up of five main components; these are;

Operating core

Employees who perform the basic work related directly to the production of goods and services.

Strategic apex

Employees who are charged with ensuring that organisation serves its mission in an effective way. This tends to serve the needs of those who are in control in the organisation or those who have power in an organisation.

Middle-line managers

These managers form a chain that joins the strategic apex to the operating core through the use of delegated formal authority.

Technostructure

Employees (analysts) who serve the organisation by affecting the work of others. These analysts may design the change, plan the change, or train other employees to initiate the change.

Support staff

These employees belong to specialised units. They provide support to the organisation outside the operating work flow. These components need to fit together in a tightly knit fashion to enable the organisation to perform well because each component has the tendency to pull the organisation in different directions.

Mintzberg (1979) also states that successful organisational structures can be identified as follows: the entrepreneurial organisation; the machine organisation (bureaucracy); the professional organisation; the divisional (diversified) organisation; and the innovative organisation ('adhocracy'). Of importance in the context of this discussion is the 'machine organisation (bureaucracy)'.

According to Mintzberg (1979), the machine organisation is defined by its standardisation; work is very formalised; employees are subject to many routines and procedures; decision-making is centralised; and tasks are grouped by functional departments. Furthermore, jobs are clearly defined; with formal planning processes with budgets and audits; and procedures are regularly analysed for efficiency and effectiveness.

Mintzberg (1979) also explained that the machine organisation has a tight vertical structure. Functional lines go all the way to the top, allowing senior managers to maintain centralised control.

These organisations can be very efficient, and they rely heavily on economies of scale for their success. However, formalisation leads to specialisation and, pretty soon, functional units can have conflicting goals that can be inconsistent with overall organisational objectives. Government agencies are often machine organisations that perform routine tasks. If following procedures and meeting precise specifications are important, then the machine structure works well. It must be stressed that there is no one 'right' organisational structure. It is for this reason that it is important to understand how structure relates to the variety of attributes in an organisation.

This researcher finds shortcomings in Mintzberg and Quinn's model of change as follows:

- Mintzberg and Quinn's model does not consider, before introducing the change, what an (in) effective successful change initiator's role entails.
- The model ignores the relationship between managerial behavior and organisational effectiveness.
- It presumes a 'neutral' position of the managerial role, omitting influences such as, for example, ownership. The contingency factors Mintzberg and Quinn identified only serve to explain the differences in the make-up of managerial work and do not reflect the opinions of the employees themselves. Thus, the voices of the employees are marginalised in their model.
- Some of their research studies were based on small organisations in action. In these instances, the sample size meant that the results could not be applied to all industries or to all organisations (both private and public).
- They argued that the manager's position is always the best in organisational analysis and that managerial roles are sequential –a manager first makes interpersonal contact through his formal status that in turn allows information processing and leads to decision-making. However, this is not true for all organisations.

2.4.3 Anderson and Anderson's Model of Change

The Anderson and Anderson model of change is a totally comprehensive model designed to address all kinds of organisational change and one that also captures the cyclical nature of organisational change (Anderson and Anderson, 2001, p. 13). This model consists of three areas: content (organisational and technical areas that need change); people (the mindset, behavioral and cultural changes required to deliver the proposed change); and process (actions required to plan, design and implement the proposed change). All three processes must be carried out in an integrated and unified manner. The model has nine phases which are:

Phase I: (Prepare to Lead the Change), change initiatives are resultant of a 'wake-up call' that an employee in the organisation hears. There is consensus in the organisation that there is a need for change. It now becomes imperative to establish this shared intention, devise a strategy and/or strategies for successful change to occur and also to prepare employees for the change process by:

- Clarifying roles; explaining the status of the change effort; and choosing the most suited employees in relation to expertise and experience;
- Determining the reasons for change; stating the desired outcomes; and explicitly arguing a clear case for the change to be implemented. These actions will assist to 46
- Openly seeking employee inputs on key change issues that influence change initiators' thinking; and
- Allocating responsibility for high- leverage action for key players throughout all levels of the organisation (Anderson and Anderson, 2001, p. 130).

Phase III:(Assess the Situation to Determine Design Requirements)as Anderson and Anderson (2001, p. 147) explained, 'surfaces information that defines what success means and what the organisation already has in place that supports this success'. The successful achievement of this phase is dependent upon:

- The creation of clear expectations required to achieve the change successfully;
- The creation of various design scenarios that might affect the change;

- The evaluation of design options that might impact the change;
- Assistance in corrections needed to keep the change on track during its implementation;
- Assistance in identifying those areas in the organisation that are need to be stopped or dismantled so as not to effect the change; and
- What is needed to create afresh in order to make the change a reality? (Anderson and Anderson, 2001, p. 148).

Phase IV: (Design the Desired State), the role of change initiators is to design the specific organisational and cultural solutions that will enable successful achievement of the 'vision' that change will encompass (Anderson and Anderson, 2001, p. 159). To achieve this 'vision', change initiators must:

- Create the processes and structures that will facilitate achieving desired state;
- Decide on how the four levels of design (vision, strategic, managerial and operational) will be managed; this includes giving nominated employees the power to approve each level of design per desired state scenario;
- Decide on whether to use a pilot test or not; and
- Decide on what communication modes to be used throughout the whole organisation (Anderson and Anderson, 2001, p. 168). 47

Phase V: (Analyses the Impact), focuses on an analysis of the magnitude of impact the future state design will have on the existing organisation; and ensuring that the desired state will function effectively as an integrated state (Anderson and Anderson, 2001, p. 171). Assessing the 'magnitude of impact' can be achieved by use of the 'Gap Analysis' tool.

This tool will highlight issues to be addressed to best plan a realistic implementation process. The technique of 'projection' could be used to examine how the variables built into the desired design state might interact over time (Anderson and Anderson, 2001, p. 172). In this phase, it is also important that change initiators focus on the following areas:

- The formal organisation (structures, management systems, business processes, skills, numbers of people, technology, and work practices);
- The human and cultural aspects of the organisation (mindsets, behavior, relationships and other elements of culture); and
- The interconnections between the formal organisation and human and cultural aspects

of the organisation (Anderson and Anderson, 2001, p. 178).

Phase VI: (Plan and Organise for Implementation) is concerned primarily with identifying the actions required to implement the desired state and developing the master plan. This particular action requires change initiators to create processes identifying the required actions; developing an implementation master plan; create plans resolve the individual impacts of the desired state; integrating the individual impact plans to identify actions for the detailed implementation master plan; designing strategies to sustain the energy for change throughout implementation and integrate them to the plan; and determining the pacing strategy and timeline and apply them to the implementation master plan (Anderson and Anderson, 2001, pp. 180-188).

Change initiators must also be in a position to support the implementation of the plan. This can be achieved through refining and establishing the conditions, structure, systems and policies and resources supporting the implementation; initiating strategies for supporting employees to embrace the desired state and managing their reactions to the change; and communicating the implementation master plan to the organisation and all relevant stakeholders (Anderson and Anderson, 2001, pp. 191-196).⁴⁸

Phase VII :(Implement the Change Plan) as described previously, Phases I to VI were primarily concerned with preparing the ground for implementation. These steps also involve the processes of checking and rechecking activities to ensure that nothing has been left to chance with regard to achieving successful change in the organisation.

This phase is concerned with carrying out the implementation master plan to achieve the desired state and to implement any changes required in accordance to the needs of the organisation in its current state (Anderson and Anderson, 2001, p. 201). For this phase to be successful, change initiators must ensure that the following criteria are met:

- Rolling out of the implementation master plan with particular attention being paid to dealing with resistance; responding to employees' reactions; and supporting employees' internal changes (Anderson and Anderson, 2001, p. 202).
- Monitoring and correcting the implementation process by focusing on communication delivery, impact and rumor management; employees' reactions; mindset and behavior successes and failures; the need for training and coaching; and opportunities to celebrate success (Anderson and Anderson, 2001, p. 204).
- Monitoring and course correct the desired state by paying attention to fulfillment of design requirements; measurement of desired state; effectiveness of each aspect of the organisation (structure, systems, policies, technology, facilities, culture, skills, and so on); and how well the 'new' organisation works as an integrated system (Anderson and Anderson, 2001, p. 206).

Phase VIII: (Celebrate and Integrate the New State), according to Anderson and Anderson (2001, p. 211), phase VIII is concerned with ‘celebrations’. The organisation must celebrate the milestone of achieving the desired state. These acts of celebration would serve to integrate employees; and support employees towards mastering the new mindsets, behaviours, skills and practices that make the new state successful. This phase serves to help employees to master their new way of working and relating in a way that energises them through celebration.

Celebrations within the organisation can take the following forms: public addresses by executive management; special edition newsletters; a party or dinner; rewards such as 49 bonuses, personalised appreciation letters, and so on; and media coverage (Anderson and Anderson, 2001, p. 212).

The support of integration and mastery of the new state by supporting employees and could be achieved in the following ways, namely, in-house training and follow-up application meetings; coaching and mentoring; identifying and rewarding best practices; job, project and skills seminars/workshops; further benchmarking of similar organisations; and process improvement (Anderson and Anderson, 2001, p. 216).

In addition, the supporting of integration and mastery of the new state to optimise its performance can take the following forms, namely, change initiators setting the expectation for strengthening any aspect of the new state so that it better supports the effectiveness of the whole; designing implementing a process that all key players understand as to how the organisation operates in the new state; and sensitising each part of the organisation to gain appreciation of how the whole system works and how it contributes towards the greater good of the organisation (Anderson and Anderson, 2001, p. 217).

Phase IX :(Learn and Course Correct), this final phase also important in that it requires the organisation to have the following in place:

- Mechanisms for continuous improvement of the new state;
- Evaluation and learning strategies of how the change strategy and process were designed and implemented;
- The initiation of actions designed to improve the organisation's readiness and ability to facilitate future changes successfully; and
- The closing down of the change process by dismantling temporary infrastructure and conditions that do not serve the needs of the 'new' organization (Anderson and Anderson, 2001, p. 223).

In addition to the above, the organisation has to design a system to refine and continuously improve the new state by stretching goals to seek opportunities for course correction; have in place a wake-up call recognition system; has an on-line information generation network; and engages in periodic visioning processes (Anderson and Anderson, 2001, p. 224). 50.

The organisation has to also learn from the change process and establish the best practice for change. In this regard, detailed attention should be paid to the following issues:

- How well the change process expectations were met;
- How well was the change strategy balanced with regard to speed and thoroughness;
- How well the deliverables of each phase were created;
- How effective the changes were for building readiness and capacity for change in the organisation and its leaders;
- How clear and effective the decision-making processes were; and
- How well the relationships and partnerships were created, developed, managed, and maintained to support the change process (Anderson and Anderson, 2001, p. 223).

The dismantling of the temporary change support structures, management systems, policies and roles could be achieved by ending the special roles that people have played to support the transformation; managing the transitions of those employees into their old jobs and ensure that some attractiveness is introduced in their jobs to retain them; and celebrating the successes of employees who held temporary jobs (Anderson and Anderson, 2001, p. 228).

It must be noted that the Anderson and Anderson model of change is a comprehensive and well suited to address the different types of organisational change. In addition it also captures the cyclic nature of change in nine distinct phases. The model takes into consideration the strategic decisions that need to be considered by change initiators and those that are affected in each phase. The model also provides a viable mechanism of dealing with challenges that might arise during the different phases.

However, the researcher is of the opinion that for any model of change to be implemented successfully, the following criteria should be met or considered: The organisation must initially establish a reason for the change. This initial step has to start with the leaders of the organisation. Leaders have the challenge of selecting the right organisational 'leaders' who have the ability to create an atmosphere where employees are motivated to go beyond the minimum expectations wanted of them. It must be stated that employees will not accept change if they see no reason for the change. According to Wischenevsky (2004), organisational leaders are most likely to act if they perceive that there are changes that require their action stemming from management changes, environmental shifts or a decline in employee performance.

The model must incorporate the development of a vision and move from the status quo to a future state. A good vision helps employees know where they are going. However, having a 'vision' alone is not enough to direct employees to a future state or assist them in getting there. Leaders need to communicate the vision to employees and will have to lead by example to make the vision a reality.

Differences between what leaders say and what leaders do, leads to distrust (Simonson, 2005). The model must address the concept of changing processes to empower employees in the organisation to change. This includes evaluating the current systems, processes and capabilities to facilitate change (Farrell, Flood, Mac Curtain, Hannigan, Dawson and West, 2005). Also, leaders should be involved in steward ship that is, involving other employees in finding solutions and taking action; and creating a healthy work environment that provides the framework for a positive and professional practice agenda (Herrick, 2005).

The model must incorporate the idea of reinforcing and creating small improvements to encourage additional change. Employees need to understand that every process in the organisation can be improved. Leaders must focus on continuous improvement and reinforce small successes. This will encourage employees to seek more opportunities for improvement (Pryor, White and Toombs, 1998).

The model should cater for resistance to change; individually and collectively. Employees respond differently to change. Some employees enjoy and embrace change whilst others resist it. Resistance is a normal reaction to change and should be expected. Greater resistance is encountered during the developmental stages of change –leaders must understand this reaction and need to support employees as they go through these stages of change. Leaders need to plan strategies to enable employees to work through their resistance (Kohles, Baker and Donaho, 1995).

Change plans should not be created in some high level office and then forced upon employees who are supposed to implement the change. All planning in relation to change should involve a vertical and horizontal microcosm of the organisation. This creates a sense of ownership of the change on the part of all employees (Collins, 2001).

The issue of communication should be an integral part of this change model. Communication is important to gain support of the change and to encourage employees to 'buy in'. Successful organisations have to acquire, integrate and use new knowledge to the best of its advantage. Furthermore, they have to be able to combine and exchange information in order to enhance their processes to guard against failure. All change initiatives must be discussed, explored and communicated to all stakeholders (Farrellet al.2005).

The change should be monitored and measured while it is being implemented. It must be noted that the successful implementation of change involves discipline. Employees must be

disciplined and should be held accountable for their actions. This cannot occur unless measurements of accountability are in place (Collins, 2001). Leaders, too, have to be accountable to the organisation for the results of their plans and outcomes. Thus, accountability will require a master plan that can be evaluated at any time (Newcomb, 2005). Change initiators must have strong leadership qualities. According to Kotter (1996) and Shields (1999), strong leaders have charisma; inspiration to gain support for their vision; individual consideration; and intellectual stimulation. According to Newcomb (2005), strong leaders must meet the following requirements, namely, have the ability to assess the environment on a continuous basis; know what their visions are and be able to gain support for them; and have the ability to execute the plan in order to achieve the vision they have established.

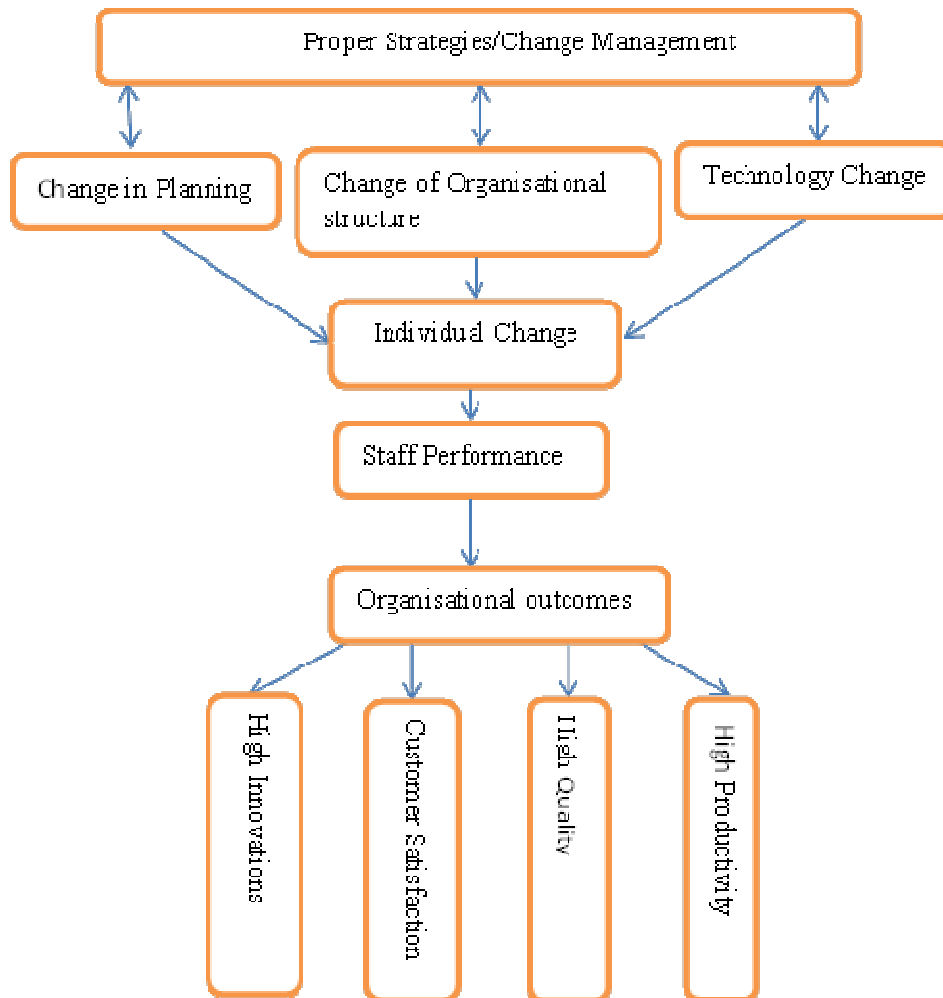
The model chosen to implement the change must be acted upon immediately. We are living in an era of rapid change, sophisticated communication and technological systems and variables that make preparation for the future complex. With this in mind, the speed or pace at which the steps, phases or stages of the model occur should be given priority. Thus, in today's world of constant, complex change, leaders who react rapidly and responsibly are successful (Pryor, Humphreys, Taneja and Moffitt, 2007).

2.4.4 Lewin's Change Model

Lewin's three phase model of change (Unfreeze, Move and Refreeze) provide an important framework on the centrality of changing the individuals who comply the organisation and the explicit recognition that change will be resisted (Branch,2002). Lewin's suggested three ways through which the organisation change can be accomplished. He first suggested changing the individuals who work in the organisation through changing their skills, values, attitudes and eventually their behaviour with an eye to instrumental organisational change.

Secondly, he suggested changing various organisational structures and systems, to reward systems, reporting relationships and work designs. Finally, Lewin argued that directly changing the organisational climate or interpersonal style, engagement of the people, the way conflict are solved and the way decisions are made. Change in technology and physical setting has been added to the ways change can be accomplished. As illustrated in Figure 2.1, individual performance can be contributed through the implementation of proper strategies which influence the changes in management; the management change leads to change in planning, change in organisational structure and change in technology; these changes in management process lead individuals to change their behaviour; these individual behavioural changes impact their performance and organisational outcomes.

Figure 2.1. Change Management and Staff performance Outcomes



Source: Adapted from Branch M Kristi (2002). A theoretical Model of the Dynamics of Intentional Organisational Change

2.5 Research Hypothesis

H1: There is association between change management and staff performance in the TAA.

H2: There is relationship between the effects of change management and staff performance in TAA.

H3: There is no link between technological changes; organisational culture and individual behavior affect staff performance in the organisation.

H4: There is no connection between management change and staff performance in the organisation.

2.6 Research Gap

The papers and documentary studies on change management on staff performance display certain elements of performance preparation without considering successful deep analysis as to how exactly management changes contribute to performance. Also, due to the advancement in environment and technology there are various studies that were undertaken years ago that cannot well be illustrated in today's environment on change management and staff performance due to being either outdated or old fashion.

Furthermore, the contribution of change management on staff performance is under-researched in the context of air transport sector in developing countries like the United Republic of Tanzania. These various studies attracted and motivated the researcher to undertake this study on TAA in the United Republic of Tanzania, based on the contribution of change management on staff performance of Tanzania Airports Authority.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodology of the study in terms of research design, target, population, means of data collection, sample and sampling techniques and data analysis techniques. Basically it demonstrates how the study was carried out and how analysis and presentation of data collected were done. Also, this part is very significant as it gives out the reasons why a specific way such as sampling, data collection, and data analysis was chosen and used in the study. In fact, this part shows the research designs and it stands as the master plan stipulating procedures and methods of the study as well as population and its area where the data was collected and its analysis.

3.2 Study Design

The study employed a case study and descriptive analytical approaches which reflect the social phenomenon to be studied. They allow the application of both quantitative and qualitative expression, which depends not only on data collection on the phenomenon to explore various manifestations and their relationship, but also to analyse and interpret phenomenon and reach conclusions that contribute to the development and improvement of reality. Therefore, the use of this approach in this study enabled to examine the contribution of change management on staff performance.

3.3 Study Area

This study was conducted in Dar es Salaam at TAA Head office and Julius Nyerere International Airport (JNIA). The area was selected by a researcher because the researcher has worked at TAA for four years therefore majority of these researched changes occurred during this time.

Apart from witnessing these changes, research find it easier to access data from co-workers, files and different sources in the organization.

3.4 Study Population

The target population of the researcher was inclusive of all levels of management from Director General to the office attendants'. The aim was to get views from respondents of all cadres on the study

3.5 Sample Size

Sample size refers to the number of items to be selected from that population to constitute a sample. In the study conducted a sample size of 94 respondents was drawn out of a population of 534 employees, equivalent to 17.60 per cent of the targeted population working at TAA Head office and JNIA was taken from nine divisions and five units. The researcher decided to use this sample size because she regarded it as reasonable figure to work with as it was easy to manage and quite representative.

3.6 Sampling Technique

To obtain the above sample size, the researcher applied both judgmental or purposive sampling and simple random sampling procedures as explained below:

3.6.1 Judgmental sampling

This technique was used by the researcher to obtain the sample which meets certain criteria of the study. In this procedure, certain group of respondents is selected out of the huge population. The researcher used Judgmental sampling in selecting senior employees to be included in the sample, as these officers were on decision making role possessing vital information concerning the contribution of change management on staff performance since they were holding the executive functions and they were responsible for ensuring that change of management did not hinder effective organisational performance.

Simple random sampling technique was used to obtain the sample from employees of the lower level of management due to the fact that it allowed for all employees to have an equal chance of being selected and included in the sample; also the technique reduces the room for biasness.

Table 3.1 Composition of the sample

The variation is due to the response of the respective staff from all departments. Some staff in other departments did not fill and other did not returned the questionnaires despite of accepting researcher requests.

s/no.	Department /division	(y) number of employees	Proportion	Sample size
1.	Internal audit unit	10	100%	10
2	Compliance unit	12	98%	11
3	Legal service &public relations	10	6.4%	4
4	Rescue &fire services unit	76	33%	9
5	Procurement management unity	18	50%	6
6	Human resources development & administration department	140	66.6%	21
7	Engineering technical services department	51	13.6%	17
8	Regional airports department	20	67%	6
9	Julius Nyerere international airport	181	22%	12
10	Finance & business department	19	36%	4
	TOTAL	537		94

Source: Research findings, 2016

3.7 Data Collection Techniques

The data for this study were obtained through questionnaires that were distributed to respondents, documentation of different information from journals, reports, policies and face to face interviews. Both closed and open-ended questionnaires, prepared in both English and Swahili were distributed to different employees who were picked into the sample as representative respondents.

The questionnaire as a tool for collecting data and it is the most commonly used research tool in most preceding studies in this area. The researcher preferred questionnaires for saving time and respondents felt free to answer them honestly since anonymity was assured as there was no need of writing one's name on them. The questionnaires were given to 42 employees out of 94 as the sample size.

Table 3.2 Questionnaire Distribution

Questionnaires	%	Returned	%	Lost	%
94	100	83	88	11	11

Source: Research findings, 2016

3.7.1 Interviews

The interview is a form of verbal interaction between the interviewer and the interviewee designed to collect information from the interviewees. Structured interviews, in which a researcher had interview guide with a set of prepared questions was used were conducted to 28 respondents, most of them senior employees such as directors and heads of departments, the researcher opted for this method because it was the most suitable to those officers who had the time constraint, and also more information could be obtained from these respondents through non-verbal clues such as gestures and facial expressions.

3.7.2 Documentation

The researcher also relied on various written documents concerning the subject matter. In this regard, she read the brochures, handouts, policies and publications on the changing management issues. For example, the document concerning the effect of changing management on government sectors, using a change management approach to implement its programmes, Employees involvement in decision making, change management and its effects on Organisational Performance.

The research decided to use this method because it enabled her to get deeper understanding of the subject matter as well as providing a sound platform for carrying out the interview and the preparing the questionnaires which were relevant to the study . Moreover, the data obtained supplemented what she got through other methods.

3.7.3 Observation

It is a systematic process of viewing of specific phenomena from a specific situation. The researcher observed the day to day operations, by involving herself in meetings of different departments, and getting involved in tasks assigned in teams. Thus, she observed how employees contribute in organisational performance. The researcher used this method because it enabled her to get on-the-spot information such as employees attitudes on the subject under study even without the management knowing it.

3.8 Data Analysis Methods

This study collected qualitative and quantitative data. The data analysis involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organising these data in such a manner that they answer the research questions. Data analysis is the computation of certain measures along with searching for patterns of relationship that exist among the data group. In processing, the data collected the researcher applied both qualitative and quantitative approaches. Quantitative methods involved the use of charts, percentages and tables to clarify the collected data largely for comparison purposes. Qualitative method, on the other hand, entailed the use of descriptions discussions and arguments regarding the findings in relation to the objectives.

CHAPTER FOUR

FINDINGS, ANALYSIS, AND DISCUSSION

4.1 Introduction

This chapter presents the study findings and their implications regarding the contribution of change management on staff performance particularly in Tanzania Airports Authority. It shows information obtained from various sources and its analysis and discussion. Research questions guided this study to obtain the required findings and digest it on statistical packages using data from TAA Head Office and JNIA staff questionnaire, and interview. This section specifically discusses the change management at TAA and its contribution to staff performance, evaluation of the effects of change management on staff performance of TAA, whether staff performance is supported by technology, organisational culture, and individual change; finally, it establishes how management change reflects the performance culture of the organisation.

4.2 Individual Characteristics of Employee and Staff Performance

The data collected from 216 respondents shows that total male employees were 154 and female were 62 out of 216 and 104 have bachelor's degree out of total. From these data of 216 respondents 34 are male and 22 female in the 18-29 year age group, those who have master's degree are 14 and 30 have a bachelor's degrees and among them only 5.4 percent have 5-10 year job experience. Also, from 216 respondents 65 are male and 23 are female in the age group 30-39, among them those who have Ph.D. are 2, master's degree are 19, bachelor's degree are 44, diploma are 23 and 35.2 percent have 5-10 year job experience.

Furthermore, 50 year or above old males are 9 and females are only 6 out of 216 respondents, and only 2 have Ph.Ds., 4 have master's degree and 53.3 percent have 10 year job experience.

Table 4.1. Individual characteristics of respondents

Age	Gender		Education				Experience				Total
	Male	Female	PhD	Master's	Bachelor	Diploma	Less than a year	1-5	5-10	10-Above	
18-29	34	22	0	14	30	12	11	41	4	0	56
30-39	65	23	2	19	44	23	21	29	31	7	88
40-49	46	11	4	10	34	9	3	14	29	11	57
50-Above	9	6	2	4	6	3	0	3	4	8	15
Total	154	62	8	47	114	47	35	87	68	26	216

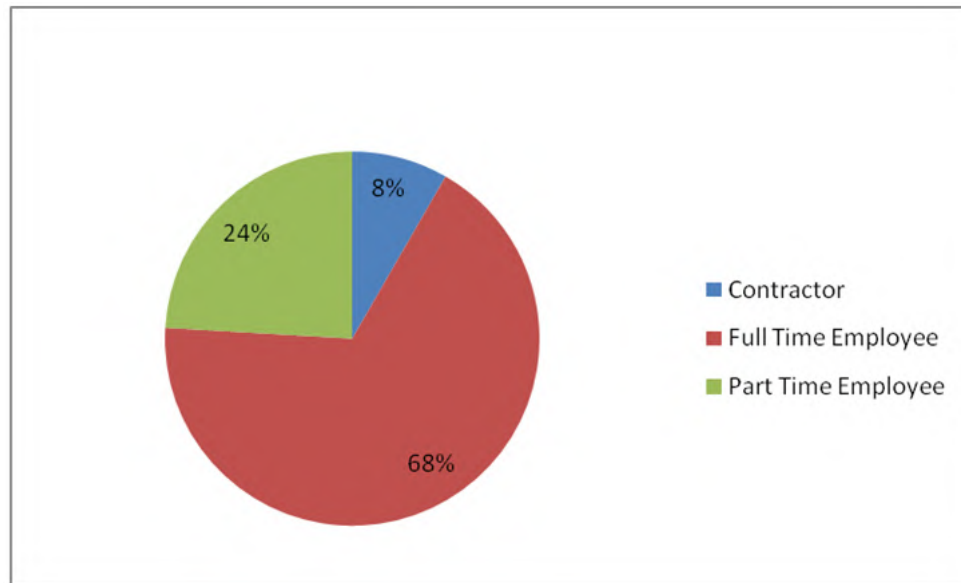
Source: Survey at TAA, 2016

The result of this section shows that there is a link between individual characteristics such as age, gender, educational level and the performance of the staff of Tanzania Revenue Authority. It is therefore important that top management takes into consideration individual characteristics in every stage of planning and implementation to ensure high performance. The performance of the staff of TAA is very important because it has a multiplier effect. The performance of employees ultimately results in organisation's performance with the final aim of achieving customer satisfaction.

4.3 Change management and its contribution on staff performance at Tanzania Airport Authority

Most of the employees had limited knowledge and understanding on the term of change management and staff performance and how change affects employee; results from questionnaires show that (100%) of 216 respondents knew or were familiar with the term. This suggests that the term of change management and staff performance and how change affects employees are known to all employees. Furthermore, the results of the analysis show that many respondents are full time employees which constitutes 146 (68%), though part time employees were 52 (24%) and 18 (8%) under contract.

Figure 4.1 Job Status of Respondents, Survey TAA 2016



Source: Survey at TAA, 2016

4.3.1 The experience of change at TAA/Change management observed at TAA and its contribution on staff performance

The purpose of this section was to answer the research question on the Change management observed at TAA and its contribution on staff performance of TAA. This was done by analyzing the question which asked respondents to indicate from a list the statement that best applied to how change was managed (or to change management observed) in the study area as examined in the questionnaires and interviews and how it contributed to staff performance TAA. Table 4.1 shows that when respondents were asked to indicate from a list the statement that best applied to how change was managed (or to change management observed) at Tanzania Airport Authority, the most commonly mentioned statement was TAA exists in a state of rapid and continuous change, followed by TAA is constantly undergoing small management change.

There was a change in organisational structure and TAA undergoes through long periods of stabilities with short bursts of essential modification. Furthermore, there was a difference in the experience of change across the different job status with 60% of full time employees reporting that TAA exists in a state of rapid and continuous change while only 53% of part time employees reported the same

Table 4.2 The existing of change management at TAA, Survey TAA 2016
(Type of changes = number of response in percentage)

Statement	Frequency	Percentage (%)
There was a change in organisational structure	42	19.4
TAA exist in a state of rapid and continuous change	86	39.8
TAA is constantly undergoing small management change	45	20.9
Department within TAA deals with change incrementally and separately	10	4.6
TAA undergoes through long periods of stabilities with short bursts of fundamental change	33	15.3
Other	0	0
Total	216	100

Source: Survey TAA, 2016.

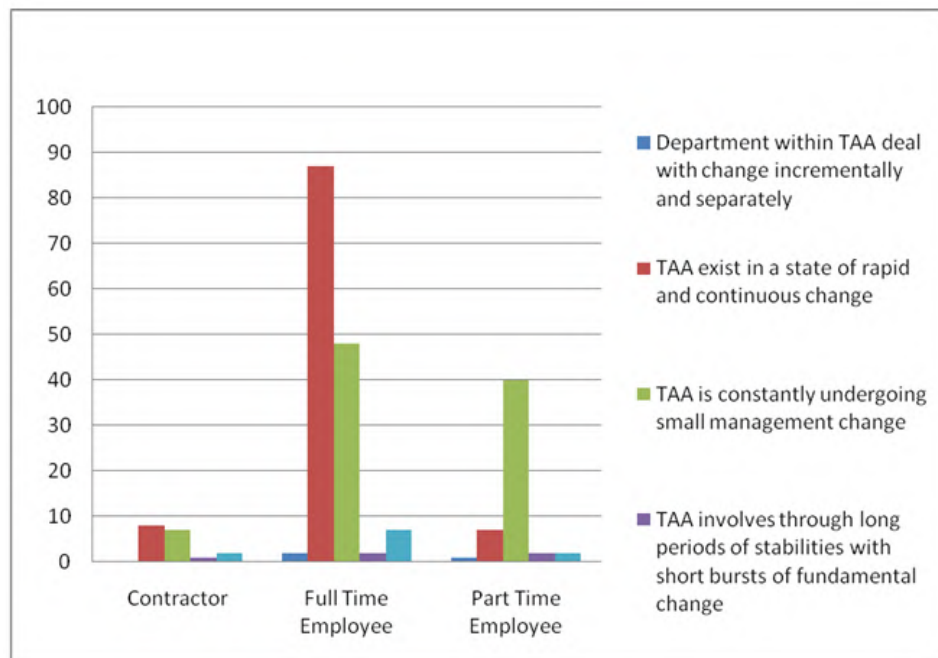
The above table and figure show that 86 respondents representing 39.8% reported that TAA exists in a state of rapid and continuous change, followed by 45 respondents which is 20.9% indicating that TAA is constantly undergoing small management changes. 42 respondents representing 19.4% indicated that there was a change in organisational structure.

Also, 33 out of the total 216 respondents representing 15.3% indicated that TAA undergoes through long periods of stabilities with short bursts of fundamental change. Furthermore, 10 which is (4.6%) of all respondents indicated that Departments within TAA deals with change incrementally and separately.

Lastly, 0 (0.0%) respondents indicated the statement that there is no any change in management and other, that mean no any employee choose that statement.

The findings in this section indicate that changes in management are available and practised at TAA. Therefore, changes in management exist in Tanzania Airport Authority.

Figure 4.2 Existence of change at TAA, Survey TAA 2016



Source: Survey TAA, 2016

When respondents were asked to indicate from a list of types of change observed at TAA, the most commonly experienced (observed) change was a Structural change followed by change in planning (changes to work priorities), change in leadership (changes in supervisors or head of department/branch or change of top management) and change in (increase in staffing numbers) as can be seen in Table 4.2 below.

Moreover, there was a difference in the contribution of change to the performance across the different job status with 70% of full time employees reporting that they experienced a major contribution of change to their performances while only 62% of part time employees reported the same.

Table 4.3 Types of change observed or experienced by TAA employees

Types of change	Category
Structural Change	Change in Division
	Change in branch structure
Change in Leadership	Change in Supervisor
	Change in Top management
	Change of Heads of Departments
Change in Staffing	Increase in staffing numbers
	Decrease in staffing numbers
Change in Planning	Change in work priorities
	Change in Responsibilities
	Change in Physical workplace
Change in Technology	
Government change	Machinery of Government change
Other	

Source: Survey TAA, 2016

4.3.2 Change management and employee performance

This segment covers issues concerning the contribution of change management on staff or employee performance. Responses from questionnaire and those interviewed show that 100 respondents which is 46% of employees or respondents indicated that Change in Management contributed on their performances and ability to work positively. Fifty six (26%) respondents indicated that Change in Management motivated and increased their morale to work.

Also, Fifty (50) respondents which is 23% of all respondents indicated that Change in Management contributes to increase in their knowledge and skills. Only 8 respondents (4%) indicated that Change in Management contributes in their performance and ability to work negatively. Besides, no body indicated the statement that Change in Management does not contribute anything to my work performance and Change in Management contributes to decreasing your knowledge and skills.

In addition, 2 respondents picked up on the other. Those employees who opted for “other” mentioned that change in management distorted their performance. These findings can be seen in Table 4.3 and Figure 4.4 below.

Basing on the above findings which show that 206 respondents out of 216 which is about 95% indicated that changes in management at TAA contribute positively to their performance, the surveyor deduced that change in management contributes positively on staff performance of Tanzania Airport Authority.

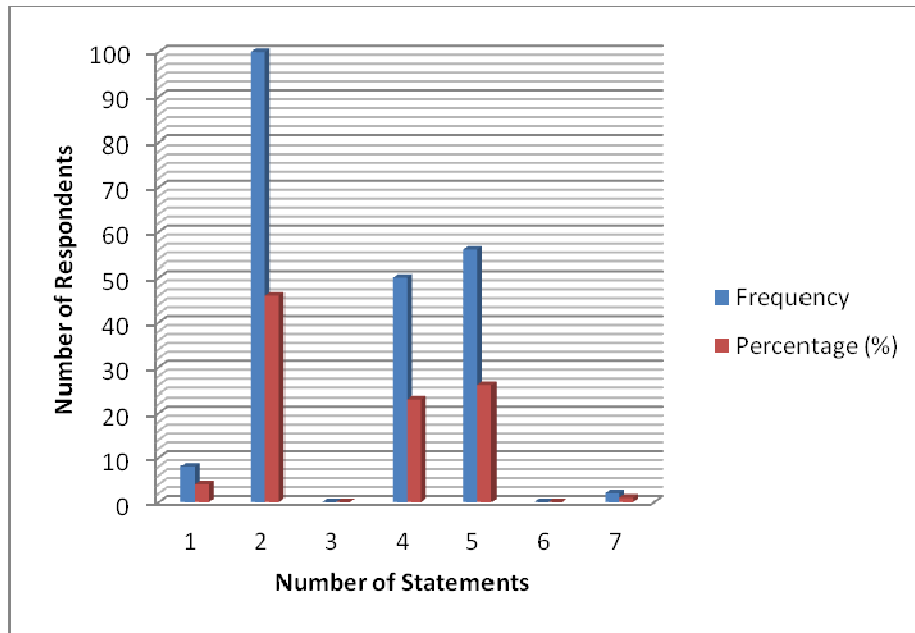
Table 4.4 Contribution of change management and the number of staff performance affected of TAA

Statement	Frequency	Percentage (%)
Change in Management contributes on my performance and ability to work negatively	8	4.00
Change in Management contributes on my performance and ability to work positively	100	46.00
Change in Management contributes to decreasing your knowledge and skills	0	0.00
Change in Management contributes to increasing my knowledge and skills	50	23.00
Change in Management motivates and increases my morale to work	56	26.00
Change in Management does not contribute anything to my work performance	0	0.00
Other (Mention)	2	1.00
Total	216	100.00

Source: Survey at TAA, 2016

The above table can also be elaborated using Figure 4.4 below, basing on the fact that statement number 1 represents change in management contributes on my performance and ability to work negatively; 2 represents change in management contributes on my performance and ability to work positively; 3 represents change in management contributes to decreasing your knowledge and skills; 4 to change in management contributes to increasing my knowledge and skills; 5 for change in management motivates and increases my morale to work; 6 for change in management does not contribute anything to my work performance and 7 for Other.

Figure 4.3The contribution of change management on staff performance



Source: Survey at TAA, 2016

Responses from questionnaire and those interviewed also show that more than 60% of employees or respondents covered by the survey agreed that their work efficiencies increased whenever the change in management occurs. About 23% of respondents strongly agreed on the same. When asked if the changes contribute to their morale to work, about 30% of employees interviewed strongly agreed on it and 56% agreed on the same while about 14% were neutral on it.

Also, the respondents were asked if the changes increased their engagement at work. The responses to that were 65% neutral and 35% of respondents agreed on it. Furthermore, the researcher wanted to know if the changes increased their tensions to leave the job. When responding to that, 10% strongly disagreed, 54% disagreed, 12% neutral and 24% agreed on it.

These results are well elaborated in Table 4.4 below.

Table 4.5 Change management and increase in performance

Statement	% Strongly agree	% Agree	% Neutral	% Disagree	% Strongly disagree
Increase your work efficiency	23	67	10	0	0
Increase your effectiveness at work	29	64	7	0	0
Increase your morale to work	56	30	14	0	0
Increase your engagement at work	0	35	65	0	0
Increase your tension to leave the job	0	24	12	54	10

Source: Survey TAA, 2016

4.3.3 Managing for change

On the issue of how well change is managed in their authority, the responses from the interview show that the employees who believed change was managed well were seen to be more in number than those who believed that change was not managed well regardless of whether they experienced a major change or not as can be seen in Table 4.5. The positive impact on employee performance of experiencing change is only higher when employees believe that change is managed well in their authority than when they do not.

On responses to the question which aimed to know how the organisation (TAA) manages changes as indicated in Table 4.4, the results show that respondents agreed that, there is timely and relevant communication for change by (58%), the implementation of change within their role is managed solely by TAA, 60% agreed that conflicts within the change are identified and are solved, 67% of respondents agreed that they are given seminar and training whenever there is change.

Also, the results show that 59% disagreed that communication about change is limited to only those directly concerned, and 49% strongly disagreed on the statement that good ideas for change are hidden and for personal agenda.

Furthermore, the respondents were neutral on the statement that there are long periods before the change is delivered.

Table 4.6 Managing for change at TAA and the responds of staff

Statement	% Strongly agree	% Agree	% Neutral	% Disagree	% Strongly disagree
Communication about change is limited to only those directly concerned.	0	41	0	59	0
Good ideas for change are hidden and for personal used agendas	0	0	31	20	49
There are long periods before the change is delivered	63	23	11	3	0
Change implementation process is flexible and reactive	0	2	29	61	8
Conflicts within the change are identified and are solved	60	38	2	0	0
There is timely and relevant communication for change	21	58	11	10	0
There are logical reasons for change which are visible and the goals are transparent	70	26	4	0	0
The implementation of change within your role is managed solely by TAA	3	7	45	34	11
You are given seminar and training whenever there is change	67	23	0	0	0

Source: Survey TAA, 2016

4.4 Change Management and Performance Culture

The question about technological change, organisational culture and individual changes was asked to the respondents so as to examine the technological, individual and change in organisational culture and how they affect staff performance in the organisation.

The study found that advances in technologies like information technology and other programmed systems, change in organisational culture like training and employees' engagements, consultation and advice to individual employees and in meetings, giving permission for training purposes as well as promotion to trained employees,

and individual changes like change in people, attitude, behaviour and commitments are positively influencing the performance of employees.

4.5 Change in Technology and staff Performance

Technological changes have the ability to impact how employees go about their daily activities. This includes how they complete tasks around the office and at the field. The question about whether change in technology affects staff performance in the organisation was also asked to the respondents with the aim of knowing if there were effects.

Results show that, all respondents interviewed (100%) said that change in technology affects staff performance in the organisation. Results further showed that other departments cannot even function without the use of computer technology, mobile technologies and the internet that enable workers to work separately from time and place. Most of the employees interviewed had limited knowledge and understanding of Change in Technology and staff Performance. This view was evident in the statements made respondents on responding to the question answered that;-

*The changes in Technology have positively affected my performance.
.....even other activities in our department cannot be done without
the use of internet which necessitated us to have computer and mobile
phones that can access internet in our office and in the field that made
it easy to perform our duties efficiently and effectively.*

Her view of Change in Technology and staff Performance suggested a simple understanding of the processes and practices associated with change. However, technology has also made it easy for stakeholders to access the organisation information and eliminate the need for workers to work directly in the field. The results show the changes in information technology makes it possible for TAA employees and stakeholders to access and get directions from the TAA management that speed up the productivity of workers.

When responding to interview question concerning the change in technology and how it affects staff performance, Likewise one of the top management answered;-

.....information technology helps us to communicate in a more efficient manner with our subordinates through instant massaging that allows us to solve their problems that arise in the office and address issues in the field instantaneously.

Furthermore, the results also show that the change in technology increased the productivity of Human resources professionals at TAA through improved work process. Information technologies (IT) has proven cost prohibitive for training and recruiting. The changes in technology have made it easy for human resources to recruit efficiently and effectively. Likewise, When responding to interview question, one of human resources personnel answered the following;-

.....nowadays we use computerised system for recruiting. We do not necessarily have to receive printed applications we can receive them on line. We can also shortlist required applicant with right qualifications on line. We can train a large number of staff or employee quickly and at low cost.

4.5.1 Changes in organisational culture, structure and staff performance

According to Dra (2013) (The Impact of Individual Characteristics and Organisational culture on Performance and Career Development of Employees), “Organisational culture will give employees the freedom to practice their faith, thus, organisational culture will make the employee feel satisfied with his work.” Dra (2013) further argues that organisational culture enables an employee to comply with company regulations and organisational effectiveness can be improved by creating a culture that leads to the achievement of organisational objectives and at the same time satisfy employees.

Results show that changes in organisational culture observed at TAA affected the performance of employees positively. The observed organisational cultures were the cultures of giving permission to employees so that they could undergo training, the culture to provide internal training and employees' engagements, the culture of consultation and advice to individual employees and in meetings, as well as promotion to trained employees, motivating employees.

Providing training to employees, the culture of giving permission to employees so that they could undergo training to uplift their educational level, promotion culture to those who completed training and passed their prescribed courses this motivated them to perform their duties more effectively. When interviewed one staff responded

TAA has the culture to promote us when we complete our studies. The good example is myself; I was permitted to go for master's studies and got promoted to higher position in 2014 after completing my studies.

The results also show that the culture of providing seminars and meetings to TAA staff encourages employee engagements, consultation and advice to individual employees and in meetings exists. This contributes to staff performances as they share ideas and experiences of their work responsibilities and other related duties.

The results obtained from the field also showed that motivation culture affects the performance of employees at TAA. The study reveals that motivation given to workers at TAA has a major influence on their work performance. Interviewed respondents reported to receive fair salaries; thus, fairness in the remuneration package tends to produce higher performance from workers.

4.5.2 Change in organisational structure and how it affects staff performance

Changes of Organisational structures can hamper or promote staff performance, depending how effectively the management relationships and workflow influence productivity.

Organisational structure defines departmental structure, policies, reporting hierarchy and procedure that are consistently enforced throughout the organisation. Performance management involves goal-setting activities and periodic reviews by managers in the reporting hierarchy.

Employees can achieve or fail to achieve their desired goal of providing quality services to customer depending on performance management strategies defined in the organisational structure. It is stated in TAA Approved Business plan for financial year 2015-2016 that;-

The Authority assumed the functions of the former Directorate of Aerodromes under the Ministry of Communications and Transport, now renamed Ministry of Transport and has adopted a commercial management style with the view to become financially self-sufficient in the provision of airport services. Since then the Authority has enjoyed a semi-autonomous status to operate commercially by formulating its own Strategic and Business plans.

4.5.3 Individual changes and staff performance

Some of interview respondents said that employees were discouraged when their leaders such as supervisors changed or got transferred to other departments which sometimes distorted their performance. This suggests that there is a strong relationship between the behaviour of the leader and performance of his followers. Management inspires people and motivates them to bring out the best in them. Thus, the behaviour of a leader, the style that he chooses to adopt can have an effect on work outcomes, on the way tasks are completed. In other words, leadership style can have an effect on employee work performance.

Table 4.7 Change of Top leaders at TAA

	Director	Year	Reasons for change
A. Changes at TAA			
1	Prosper Tesha	1999-2011	Retired
2	Suleiman Suleiman	2012- Jan 2016	Dead January 2016
3	George Sambali	Feb 2016-Aug 2016	Transferred to the Ministry
4	Salim Msangi	Aug 2016	Present
B. Changes at TAA			
1	Faraja Makasi	1999-2008	Appointed for other responsibilities
2	Moses Malaki	2009-2015	Retired
3	Thomas Haule	July 2015-Dec 2015	Transferred to head office
4	George Sambali	Dec 2015- Jan 2016	Appointed to be director TAA
5	Paul Rwegasha	Feb 2016	Present

Source: Survey at TAA, 2016

Executive and senior leader needs to be an enthusiastic champion of staff performance. The leader should make sure that they are supportive of the performance, communicate its value and engage others to participate in organisational performance. Share your support through a variety of employee communications vehicles.

To have a truly effective organisational performance you need to have the management process that supports employee performance, development and success, you need to get everyone in the organisation involved. Having engaged and informed senior executives, managers and employees will ultimately result in higher participation rates and better quality performance management. So, the organisation (TAA) clearly communicates to everyone, what they are responsible for as part of their new performance management process.

Table 4.8 Training and Seminar provided at TAA

Training and Seminar	Time to be conducted
Airport Manager Conference	June every Year
Airport Security recertification training	February and August annually
Basic airport operations course	When need arises
Apron Management Course	When need arises

Source: Survey at TAA, 2016

4.6 Staff Performance and Organisational performance

The past studies show that factors such as empowerment and recognition from the management increased, employees are motivated. Dobre (2013) on Employee motivation and organisational performance stated that “If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organisational performance.” On the other hand, if employees do not get satisfied that may be caused by boring jobs and pressure from top management, this situation might weaken the organisational performance.

Performance in aviation sector is the ability of air services givers and airports to perform required function effectively and efficiently, qualitatively and quantitative whilst protecting health, safety and the environment. Traffic statistics is among the performance sign which shows the routine at different periods in TAA’s life span. This study based on three major categories which are Aircraft movements, number of Passengers, Cargo, Mails and Freight (kgs) throughout in and outside the country particularly at JNIA airport. Following the tables provided below, the aircraft movements show the positive trend at the initial stage to 2008 and begin to vary in 2009, in turn around 2012 the aircraft movement rapidly increased following the increased staff performance and changes in management (See Tables 4.8 and 4.9 below).

Table 4.9: Traffic Records for Government Airports From 1999 to 2015

Year	Aircraft Movement	Annual % change	Freight	Annual % change	Mails	Annual % change	Cargo	Annual % change
1999	62,221	-	15,404,667		1,058,683		16,463,350	
2000	78,990	27	33,402,621	116.8	1,367,525	29.2	34,770,146	111.2
2001	81,218	2.8	34,745,219	4.0	1,439,344	5.3	36,184,563	4.1
2002	84,153	3.6	29,270,685	-15.8	1,464,441	1.7	30,735,127	- 15.1
2003	96,631	14.8	27,114,827	-7.4	1,408,229	-3.8	28,523,056	- 7.2
2004	102,739	6.3	35,734,100	31.8	1,573,377	11.7	37,307,477	30.8
2005	109,583	6.7	30,971,012	-13.3	1,977,877	25.7	32,948,889	- 11.7
2006	113,340	3.4	27,046,496	-12.7	1,467,505	-25.8	28,514,001	-13.5
2007	114,945	1.4	26,711,394	-1.2	1,624,184	10.7	28,335,578	- 0.6
2008	123,494	7.4	30,107,888	12.7	1,486,955	- 8.4	31,594,843	11.5
2009	115,620	6.4	22,587,809	- 25.0	1,490,541	0.2	24,078,350	- 23.8
2010	124,356	7.6	22,364,533	- 1.0	1,089,387	- 26.9	23,453,920	- 2.6
2011	139,020	11.8	25,703,445	14.9	1,129,412	3.7	26,832,856	14.4
2012	152,033	9.4	27,105,033	5.5	1,244,008	10.1	28,349,040	5.7
2013	154,163	1.4	23,532,806	-13.2	1,066,138	-14.3	24,598,945	-13.2
2014	151,245	1.9	23,439,929	- 0.4	1,079,777	1.3	24,519,707	- 0.3
2015	143,467	5.1	24,348,072	3.9	817,428	- 24.3	25,165,501	

Source: Consolidated TAA Statistics up to 2015

Note that: These statistical data exclude KIA, Zanzibar and Pemba Airports.

From Table 4.9 the number of passengers shows the different nature of increase from 1999 up to 2008, and suddenly in 2009 there was decrease in the number of passengers by air transport into and out of TAA airports. From 2010 up to 2015 there was rapid increase in number of passengers.

Also, there was a different nature of increase in aircraft movements up to 2008, that suddenly decreased in 2009 and shows the different nature of varying from 2010 to 2015, Aircrafts movements decreased from 123,494 in 2008 up to 115,620 in 2009, equal to the decrease of 6.4 percent.

The improvements in aircraft movement and passengers are highly accelerated by staff performance of TAA which has been influenced by change in management, improvement of airport infrastructures, and improvement in business activities, tourism activities, and awareness of people in using air transport as their means of transport.

Based on the results obtained and interpreted above, the staff performance significantly improved the growth of the Tanzania airport Authority. Thus, from the foregoing, we can conclude that ‘the change in management (change in top management) despite its positive effect on staff performance of the Tanzania airport authority has not significantly improved the growth of the organisation, due to many factors like capital to implement projects, government policies, challenges from neighbouring countries, nature of business activities taking place in our country, airport infrastructures being not supportive in some regions, and awareness of people in using air transport as their means of transport.

4.6.1 Staff performance and JNIA outcomes

From Table 4.10 below, the number of passengers shows the different nature of increase from 1999 up to 2008, and suddenly in 2009 there was decrease in the number of passengers by air transport into and out of JNIA. From 2010 up to 2015 there was rapid increase in number of passengers. Also, there was the different nature of increase in aircraft movements up to 2008 that suddenly decreased in 2009 and shows the different nature of varying from 2010 to 2015. The improvements in aircraft movement and passengers are highly accelerated by staff performance of TAA which has been influenced by change in management, improvement of airport infrastructures, and improvement of business activities, tourism activities and awareness of people in using air transport as their means of transport.

Table 4.10: Traffic Records for JNIA From 1999 to 2015

	Aircraft	Passenger	Freight	Mail	Cargo
1999	21,879	586,325	10,704,781	862,403	1,567,184
2000	31,539	621,513	13,503,389	1,114,940	14,618,329
2001	32,074	652,002	13,274,929	1,192,247	14,467,176
2002	37,035	703,483	11,326,390	1,225,505	12,551,895
2003	44,289	822,398	11,176,162	1,161,650	12,337,812
2004	49,523	1,011,392	13,106,873	1,269,023	14,375,896
2005	50,604	1,124,235	13,957,941	1,616,862	15,574,803
2006	53,218	1,249,419	14,516,310	1,100,277	15,616,587
2007	55,938	1,450,558	17,265,371	1,190,571	18,455,942
2008	61,954	1,542,778	21,873,635	1,165,743	23,039,378
2009	57,790	1,422,846	17,814,001	1,030,433	18,844,434
2010	62,620	1,556,410	18,746,276	928,763	19,675,039
2011	70,460	1,829,219	22,971,351	974,891	23,946,242
2012	75,564	2,088,282	24,370,175	1,042,190	25,412,365
2013	77,185	2,348,819	20,950,640	940,007	21,890,647
2014	77,990	2,478,055	20,351,761	902,819	21,254,580
2015	75,240	2,496,394	21,356,273	657,274	22,013,547

Source: Consolidated TAA Statistics up to 2015

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion of the Findings

The study has demonstrated the contribution of change management on staff performance of Tanzania Airport Authority with TAA headquarters and Julius Nyerere International Airport as study cases. The information collected from the target group as well as sampling views and opinions were analysed and presented.

The study showed that there are observed change management practices within TAA and changes have contributed to staff performance. It has based on eventuality which appreciates the difficulty. It also revealed that the demand for management change and technology change is on the constant increase in the organisation. Some of the many reasons for the argument that there is employee performance at TAA are that there are predetermined guidelines for their performance, ideas for change are openly communicated and stimulated within the application of changes. It was also discovered that change management and its three areas of changes, technology, structure and individual changes are one of the major effects of employee performance in the organisation; in other words, it generates or increases employees' morale to work, increases employees' work efficiency and creates jobs within the organisation. It then implies that it impacts the performance of TAA staff through increased morale to work, employment creation, which has a multiplier effect on the organisational performance.

It was also found that an increase or change in technology has a slight corresponding increase in the performance of employees. Those who adopt changes more often realise increased performance more than those who do not adopt the changes alongside for example with engineers, operations officers, and human resources officers.

The findings showed that the majority of employees who do not get involved in decision making for changes are those at low levels, what we call subordinates, hence, it can be said that communication about change is limited to only those directly concerned.

It was also revealed that the improvements on aircraft movement, passenger's movements, cargo, and mails are highly accelerated by staff performance of TAA which has been influenced by the change in management, improvement of airports' infrastructures, and improvement of business activities, tourism activities and awareness of people in using air transport as their means of transport.

5.2 Conclusion

In this research work, we have empirically verified and discussed the contribution of change management on staff performance. The aim of the study was to ascertain the contribution of change in management on staff performance of Tanzania a case study of Tanzania Airport Authority. The study explored the association between change in management and staff performance of Tanzania Airports Authority.

The results have shown that change in management can surely lead to staff performance, organisational performance and customer satisfaction of Tanzania Airports Authority particularly at JNIA. When changes are managed effectively, they contribute to employee performance which is very helpful to the productivity of an organisation. They provide employees with the ability to adopt new environment, experience, and efficiency in delivering services and provide tools to gather information and communicate individual and organisational goals to all employees. They also provide a culture or a structure that motivates employees for successfully achieving those goals.

These changes have the ability to make everyone more productive and engaged in their jobs and therefore make the organisation more successful. However, whether or not the various contributions in the change in management as regards staff performance, have actually led to a positive improvement in service delivery of the staff, the findings revealed that the changes in management contributed to staff performance of TAA. Furthermore, reviews were conducted extensively on various literature and existing works regarding the change in management on staff performance of Tanzania Airport Authority and revealed that there is an association between the change in management and staff performance.

Generally, it is indicated that change in management had a positive contribution to staff performance in Tanzania. Consequently, based on the results obtained and interpreted above, the change in management significantly improved staff performance and the growth of Tanzania Airport Authority. Thus, from the foregoing, we can conclude that 'changes in management contribute to staff performance of Tanzania airport Authority.

5.3 Recommendations

In this section, the researcher gives some recommendations that may assist in ensuring effective staff performance of TAA. The Tanzania Airport Authority is ever turbulent and sensitive to change; so, the authority should be ready to accept changes which would eventually lead to change in plan in order to achieve predetermined performance. Organisation in aviation sector should take cognisance of their employees' needs as this is the only way by which pressure on it can be reduced during a change. For achieving successful staff performance, workers should be properly motivated and trained on change programmes and should be educated on the reasons for change.

To increase staff performance when there is change, appropriate change strategies should be put in place by top management and participative strategy is recommended for change managers.

Also, organisation's management should work hand-in-hand with experts employed externally so as to facilitate growth in performance and smooth implementation of observed changes. Top management is also advised to anticipate in change efforts especially at TAA where changes occur every second to reduce the negative effect on organisational performance.

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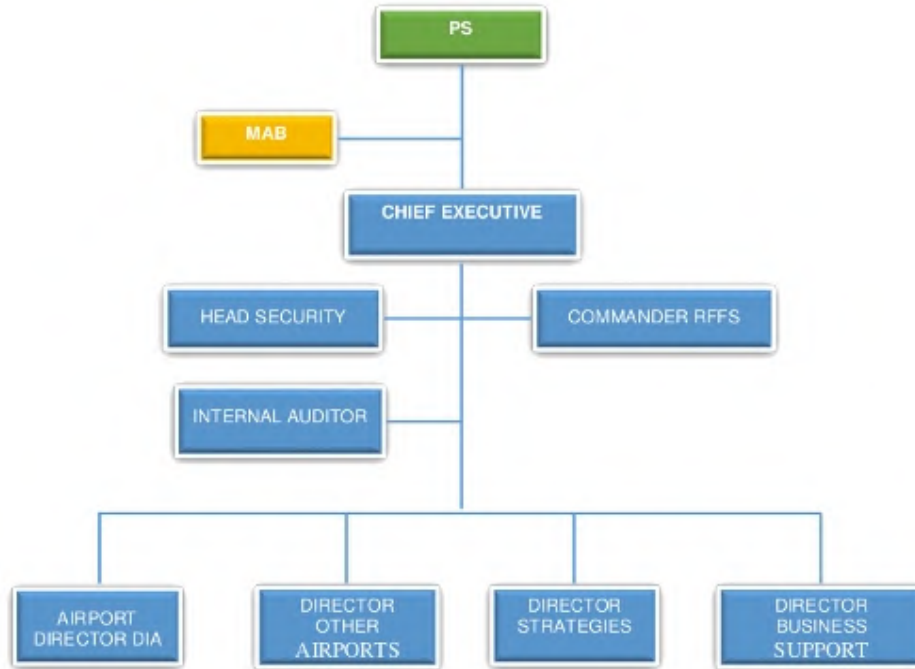
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APPENDICES

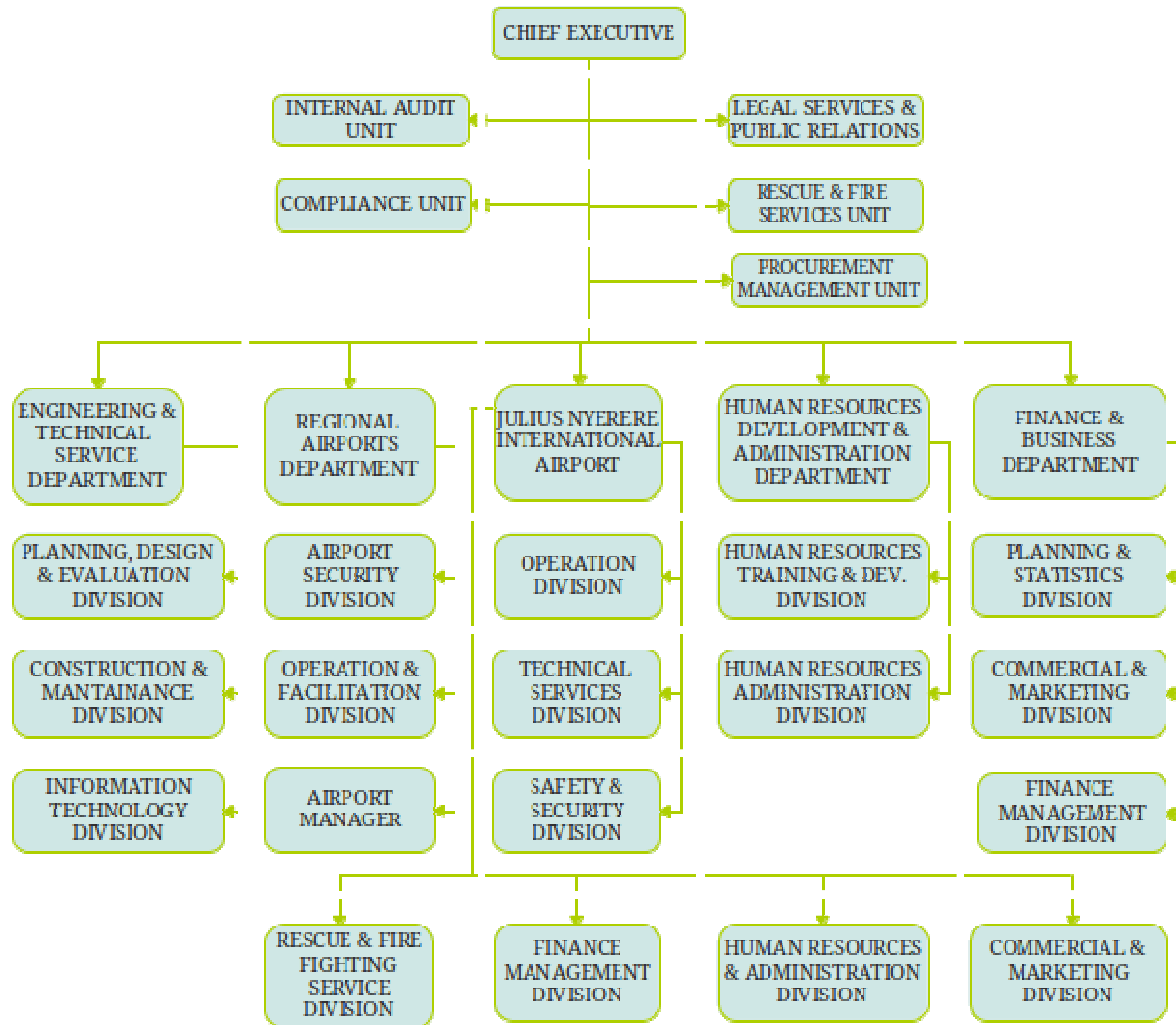
APPENDIX I

The former TAA Organisational structure



APPENDIX II

The current TAA Organisational structure



APPENDIX III

Questionnaire

This questionnaire is part of a dissertation research survey to be conducted by Sabrina Mtondoo, a Student at Mzumbe University pursuing Masters Degree in Human Resources Management. This questionnaire is focused to examine the contribution of Change Management on staff performance, a case study of the Tanzania Airport Authority.

1. There are 18 questions in this survey and it will take no longer than 14 minutes to complete the questionnaire.
2. Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate.
3. Your information will be coded and will remain confidential.
4. Please make your answer by selecting (put tick ✓) in the necessary box, or entering an answer in the text box, where applicable.
5. If you have questions at any time about the survey or the procedures, you may contact Sabrina Mtondoo by phone through the mobile number provide at the end of each questions paper.
6. Please note questions with a star (*) require an answer to be given. Thank you very much for your time and support. Please you can start now.

1). what is your Designation? (Please select as applicable)*

- () Director
- () Airport manager
- () Human resources officer
- () Head of Department
- () Operation officer
- () Engineer
- () Lawyer

- () Planning officer
 () Field service officer
 () Customer service officer
 () Production line workers
 () Other (please specify)

--

2). what is your current job status?*

- () Full time employee
 () Part-time employee
 () Contractor
 () Vendor
 () Other (please specify)

--

3) a. Gender (1) Male () (2) Female ()

b. Age (tick in the respective box)

Age year 18-35 () 36-45 () 46-55 () 55-Above ()

c. How long have you been working at TAA?*

- 1-5 Years ()
 6-10 Years ()
 10 years-Above ()

d. Education level (Please tick the higher level of education you attained).

Diploma	Bachelor Degree	Master's Degree	Phd

4). Are you familiar with the term of change management and staff performance and how change affecting employee?*

If the answer is “NO” please contact the surveyor

Yes ()

No ()

5). Which of these statement best applies to how change managed (or to change management observed) at Tanzania Airport Authority?*

() There was a change in organisational structure

() TAA exist in a state of rapid and continuous change

() TAA is constantly undergoing small management change

() Department within TAA deal with change incrementally and separately

() TAA involves through long periods of stabilities with short bursts of fundamental change

() Other (please specify)

--

6). Please select how applicable each of these statements are in describing the management of change affecting your job role?

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Prefer not to say
Communication about change is limited to only those directly concerned.*						
Good ideas for change are hidden and used for personal agendas.						
There are long periods before the change is delivered						
Change implementation process is flexible and reactive*						
Conflicts within the change are looked for and try to be solved*						
There is timely and relevant communication for change						
There are logical reasons for change which are visible and the goals are transparent*						
The implementation of change within your role is managed solely by TAA*						
You are given seminar and training whenever there is change						

7). Please select how applicable each of these statements is in describing how the management change affecting you perform your work?

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Prefer not to say
Increase your work efficiency*						
Increase your effectiveness at work*						
Increase your morale to work						
Increase your engagement at work						
Increase your tension to leave the job*						

8). Which of these statement best describes the TAA top management?

(). TAA changes in timescales and deliverables. It has focus on contingency which appreciates the complexity.

(). TAA is managed within a set timeframe with clear objectives and methods that were communicated in advance and managed in a controlled way.

() A combination of the above two statements but not necessarily in equal proportion

() Other (please specify)

--

9. Which of the below statements best applies to how you feel to the changes done on the Top management of TAA?

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Prefer not to say
The reasons for change are unclear and there are different views of the goals of implementation.						
Ideas for change are openly communicated and encouraged within the implementation.*						
Key implementation personnel are chosen and put in charge and left unchanged						
Changed management are not utilised effectively						
There is predetermined guideline for their performance*						
TAA strategy, system design and process are determined completely outside of TAA control*						
Each management put in charge (release) begins with no anticipated planning						
There is conflict within the implementation of change*						

10. Please rank these requirements about change in order of importance to you
(your work performance) from 1 to 5*

1= most important 5= least important

Requirement	Rank
Having assistance from the management, smart planning, management to create a supportive environment	
Awareness of who is ultimate responsible for TAA	
Feeling that everyone is responsible and focused on the same goals and organisation objectives	
Recognise that TAA is being operated by the people with the necessary core skills in a clearly defined and tracked manner.	
Being able to perform work responsibilities and influence the change	

11. Please describe if the change in Technologies used at TAA influence or affects your work performances.*

12. Please describe if any challenges concerning TAA staff performances have been mirrored with previous technology change?*

13. Please describe if the change in Planning at TAA influence or affects your work performances?*

14. Are you involved in planning department objectives and targets? (tick the right position).

- (a) Not at all ()
- (b) To some extent ()
- (c) To high extent ()
- (d) Highly involved ()

15. Please describe any management change excluding top management change, change in planning or technology that contribute to your work performance?

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16. Have you achieved to complete your responsibilities or to reach your work target in the last financial year?*

Yes ()

No ()

17. Please describe if any challenges contributed for you to or not to reach your work target in the last financial year?*

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Thank you