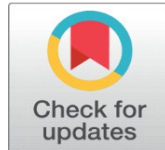


EXISTENTIAL ANALYSIS OF CHANGE MANAGEMENT PRACTICES AND THEIR INFLUENCE ON PRODUCTIVITY OF SELECTED PUBLIC SECTOR ORGANIZATIONS IN GHANA

Joseph Owusu ¹  

¹ Department of Human Resource Management, Valley View University, Ghana



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Corresponding Author

Joseph Owusu, a.belal@seu.edu.sa

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ABSTRACT

This study assessed change management and its influence on the productivity of selected public sector organisations by focusing on three public sector organisations in the Bono Regional capital, Sunyani. The study specifically investigated the change management practices, examined the challenges to change management and ascertained the influences of change management on employee productivity in the selected organisations. A mixed method approach was used, and this involved the use of questionnaires and interviews to gather data from fifty-one (51) staff and management of the selected public sector organisations (Non-formal Education Division, Ghana Tourism Authority, and the Ghana Insurance Commission). It was discovered that public sector organisations have undergone minor adjustments to their strategies, which are perceived as effective. Change management practices are nuanced and rely on special teams and external consultants. Employee productivity is positively influenced by organisational change management, but it is hampered by inadequate funding, poor communication, poor team coordination, and low employee involvement. The impact of organisational change on productivity depends on the implementation, employees' perception, and organizational conditions. Addressing challenges and barriers to change is recommended to improve its success rate and impact on employee productivity.

Keywords: Changes Management, Productivity, Public Sector, Employee Involvement

1. INTRODUCTION

Organizational change is a critical aspect for both public and private organizations, influenced by various factors such as leadership styles, organizational culture, resistance to change, employees' readiness for change [3], and contextual factors in public organizations (Zainol et al (2021); Metz, M. (2021)). The study emphasizes the importance of effective change management to navigate the complexities arising from globalization, ensuring organizational viability and competitiveness. Understanding the diverse goals, cultures, and contexts within

which organizations operate is crucial for successfully managing change, as it remains a challenging yet essential process for organizational survival and growth in today's dynamic and competitive business environment. Continuous adaptation, innovation, and a proactive approach to change have become imperative for organizations of all sizes and industries to thrive amidst evolving market demands and competition [Kuipers et al. \(2014\)](#).

Political milieu, influenced by political actors, leads to the pursuit of distinct values and goals. Change in the public sector is also shaped by funding availability and development partners' interests. Public sector entities face similar change pressures as private ones, necessitating quick and effective responses for survival [Mowles and Norman \(2022\)](#). Managers in public organisations play a crucial role in implementing reforms by engaging in situational work that accommodates local contexts and everyday contingencies, broadening the scope of managerial activities for successful reform implementation [Klemsdal et al. \(2022\)](#). Additionally, change-oriented organizational citizenship behaviour can aid public organisations in adapting to evolving conditions, with public service motivation acting as a counterforce in contexts resistant to change [Campbell \(2022\)](#). In light of this, the current study investigates the influence of change management practices in selected public sector organisations, namely, the Non-formal Education Division (NFED), Ghana Tourism Authority, and Ghana Insurance Commission.

2. PROBLEM STATEMENT

Despite administrative reforms and process innovations aimed at aligning objectives with national development goals, the quality of change management in the public sector is generally poor, negatively impacting the outcome of the change process. The study highlights the need for better implementation and application of change management principles. [Boahen \(2016\)](#). As a result, there is a need to investigate change management in three selected public sector organisations; the Non-formal Education Division (NFED), Ghana Tourism Authority, and Ghana Insurance Commission within the Ghanaian context.

3. OBJECTIVES OF THE STUDY

This paper seeks to;

- 1) Investigate the change management practices at the selected public sector organisations
- 2) Examine the challenges to change management in the selected organisations
- 3) Ascertain the influences of change management on employee productivity in the selected organisations

4. RESEARCH QUESTIONS

The study shall address the following questions;

- 1) What are the change management practices at the selected public sector organisations?
- 2) What are the challenges to change management in the selected organisations?
- 3) How does change management influence employee productivity in the selected organisations?

5. REVIEW OF LITERATURE

The thematic areas captured in the literature review include understanding change, organisational change, change management practices and the challenges of change management in public sector organisations.

5.1. UNDERSTANDING ORGANISATION

Organisations can be understood from two perspectives: sociological and business. Sociologists study organisations as complex human systems established to fulfil societal goals, such as families, clans, and chieftaincy groups. They focus on their structure, behaviour, leadership, and interaction with their social environment. From a business perspective, organisations are structures of relationships, positions, and jobs created to achieve specific objectives. They are interdependent, with management goals being achieved through the organization. Modern organisations are hierarchical, and function according to rules, procedures, and division of labour. They are also influenced by social systems and are constantly changing to meet new demands. The main difference between the two viewpoints lies in operations and objectives. [Yaqun et al. \(2017\)](#).

5.2. CHANGE IN ORGANISATIONS

Organizational change has significantly increased in the last decade, with most organizations experiencing five major changes in the past three years. Change can take various forms, including structure, strategy, policies, procedures, technology, or culture. To remain competitive, organizations must ensure good planning and genuine implementation of change. However, some organizations resist change, leading to complex reactions. Change can be planned, unplanned, continuous, or episodic. Planned change involves deliberate actions, while unplanned change is spontaneous and emergent. Continuous change involves ongoing innovation and improvement, while episodic change may involve replacing strategies or programs. Exploring new opportunities and resources can generate revenues and help organizations adapt to environmental changes. [Odour \(2018\)](#).

5.3. MANAGING ORGANISATIONAL CHANGE

Change management is the process of influencing and directing a change to make it more successful. Originating in the 1950s, it has evolved into a central and enduring subject in management literature. Organizational change can be adaptive or transformational, driven by innovation or large-scale changes. Adaptive change involves minor tweaks and adjustments, while transformational change involves a simultaneous shift in the company's structure, mission statement, strategy, and work team. Implementing and managing change can be challenging, especially for transformational change. Organisational change is complex and often resisted by employees, so it must be introduced procedurally or step by step. Employee involvement in the change process can make it more successful. Change management is a top priority for business leaders today, as it determines organizational performance and overall business growth. [By \(2020\)](#); [Suddaby and Foster \(2017\)](#).

5.4. CHANGE MANAGEMENT PRACTICES IN PUBLIC SECTOR ORGANISATIONS

Public sector change management differs from private sector change management in terms of context, content, process, leadership, and outcomes. Context refers to the organization's external and internal environments, content refers to the implemented change, process refers to the interventions and procedures involved, outcomes refers to the outcomes, and leadership refers to the individuals or teams that championed the change. Effective change management in public sector organizations requires large-scale alterations to organizational structure, decision-making lines, and operating procedures. Purposeful managerial action is crucial for change management, as managers face pressure from multiple stakeholders, including government and civil society organizations. Change management cannot happen in a bubble and requires input and involvement from all stakeholders, especially employees. Successful organizations set up change management teams to lead the change process, which may vary depending on the organization's resources and administrative bureaucracies. [Beer, M., & Nohria, N. \(2010\)](#); [Schmidt et al. \(2017\)](#).

5.5. CHALLENGES TO CHANGE MANAGEMENT IN THE PUBLIC SECTOR

One-third of organizational change failures occur in the public sector, with challenges such as funding issues, leadership gaps, low employee morale, and stakeholder conflicts. Effective change management strategies emphasize assessing organizational readiness and addressing key success and failure factors like communication, leadership commitment, and employee resistance. A thorough evaluation of internal readiness and potential obstacles is crucial for the success of change programs. Public sector processes are bureaucratic, less flexible, and difficult to navigate, making it difficult to implement major changes. Managers must consider the political expediency of their actions and consider the political cost of their actions. Employee resistance is a common reason for organizational change failure, leading to dissatisfaction, low morale, and even industrial action. [Akbar et al. \(2020\)](#), [Al-Alawi et al. \(2019\)](#); [Damawan and Azizah \(2019\)](#).

5.6. INFLUENCES OF ORGANISATIONAL CHANGE ON EMPLOYEES

Organizational change, including major restructurings, downsizing, and outsourcing, can lead to health problems, role conflict, new job demands, and job insecurity. These issues are more common in public organizations as they adopt enterprise management strategies. Employees may experience both positive and negative effects, with some experiencing negative effects. Structural changes, such as downsizing and mergers, can decrease performance, lead to job loss, budget cuts, and reduce employee morale. These changes also affect task quality, quantity, work locations, and time constraints. [Fløvik et al. \(2019\)](#); [Daniel \(2019\)](#).

6. THEORETICAL REVIEW

One of the hallmarks of successful change management is adopting a structured approach or model to implement change. This section of the literature review explores some of the often-used models of change management.

Kotter's 8-Step Process for Leading Change is a methodology that outlines the success factors in change management. It consists of eight steps: creating a sense of urgency, building a guiding coalition, forming a strategic vision and initiatives, enlisting a volunteer army, enabling action by removing barriers, generating short-term wins, sustaining acceleration, and instituting change.

The ADKAR model aims to implement change from both organizational and employee perspectives simultaneously. The building blocks of the model include awareness, making people desire change, knowledge, ability, and reinforcement. Awareness reduces anxiety and helps kickstart the planned change process. Desire encourages employees to participate in the change process. Knowledge is a precondition for change, as people need to learn new skills and modify existing behaviour. Ability refers to the capacity to incorporate the change into company processes. Reinforcement strengthens or firm-ups the changes implemented.

Lewin's change management model is simpler and has three steps: unfreezing, movement, and freezing. The first step is to prepare the organization for change, while the second stage is the transition stage. The third stage is the refreezing or freezing stage, where changes made to organizational goals, processes, structure, products, or any aspect of operations must be reinforced and solidified.

However, Lewin's model has been criticized for oversimplifying the change process and being problematic in today's turbulent business environment. The current study is more inclined to Kotter's model, which is more thorough and practical. Kotter's model will be used to explain the findings of the study, but other change models may also be applicable. [Kotter \(1996\)](#); [Rajan and Ganesan \(2017\)](#); [Kachian et al. \(2018\)](#).

7. METHODOLOGY

7.1. RESEARCH DESIGN

The mixed-method approach was used for this study mainly because a combination of research methods compensates for the limitations inherent in the separate approaches. Secondly, the mixed method design is suitable because it is pragmatic. The main strength of the mixed method is that it allows for the use of qualitative and quantitative research methods in a manner that compliments the limitations of using any one method.

7.2. POPULATION OF THE STUDY

The target population for this study consisted of staff and management of the Non-formal Education Division (NFED), Ghana Tourism Authority and Ghana Insurance Commission. The accessible population was however staff and management who are based in the Bono Regional offices of these organisations.

7.3. SAMPLING TECHNIQUE AND SIZE

This study used probability and non-probability sampling, specifically cluster and purposive sampling, to select fifty-one (51) staff from three organizations: Non-

formal Education Division, Ghana Tourism Authority, and Ghana Insurance Commission. Cluster sampling segmented the population into heterogeneous subgroups, while purposive sampling selected three management members from each organization based on the researcher's judgement or predetermined criteria.

7.4. INSTRUMENTATION

Primary data was obtained using in-depth personal interviews and questionnaires. Interviews are commonly used to gather qualitative data from respondents.

7.4.1. INTERVIEWS

The researcher personally designed an interview guide to direct the interviews in their field.

7.4.2. QUESTIONNAIRES

The researcher used a semi-structured questionnaire to gather data from staff and management of the Non-formal Education Division, Ghana Tourism Authority, and Ghana Insurance Commission in Sunyani, allowing respondents to express themselves freely and select from predetermined responses.

7.5. DATA COLLECTION

The researcher conducted interviews with selected organizational heads via introduction letters and questionnaires, conducting interviews in person at their office premises, and obtaining permission to audio record all interviews.

7.6. DATA ANALYSIS PROCESS

Thematic data analysis was used to analyze interview responses, identifying patterns, topics, and ideas as key points. The process involved familiarization, coding, generating themes, reviewing themes, defining themes, and writing up the write-up. Descriptive analysis was used to analyze questionnaire results, coding and inputting data into computer software. This method helps to identify the variability of measures in a data set and helps to identify measures of central tendency like mean and median. The descriptive analysis was conducted using the Statistical Package for Social Scientists (SPSS) version 22. Both methods were essential for understanding the data collected.

7.7. ETHICAL CONSIDERATIONS

The study was conducted with responsibility, ensuring legitimate access to research sites and adhering to the principle of beneficence, which encourages kindness and charity. During the COVID-19 outbreak in Ghana, social distancing and preventive measures were followed, including wearing masks and maintaining a two-meter physical distance. Informed consent was sought from all respondents, who were informed of the study's purpose, right to disengage, and that their participation was for academic purposes. The researcher also addressed any questions or clarifications.

8. FINDINGS AND DISCUSSIONS

8.1. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This study collected data from staff of three public sector organizations, obtaining 60 questionnaires with an 85% response rate. The data included demographic information like gender, age, and years of work.

8.2. ORGANISATION

The research participants were selected from three public sector organisations in the Bono regional capital, Sunyani. Specifically, the respondents were selected from the Non-Formal Education Department (NFED), Ghana Insurance Commission and Ghana Tourism Authority. The number of properly completed questionnaires obtained from each organisation is shown in [Table 1](#).

Table 1

Table 1 Selected Public Sector Organisations		
Organization	Frequency	Percentage (%)
Non-Formal Education Division	20	39.2
Ghana Insurance commission	15	29.4
Ghana Tourism Authority	16	31.4
Total	51	100.0

Source: Field Data (2025)

It is evident from [Table 1](#) that, of the 51 public sector workers that participated in this study, 20 (39.2%) were staff of the Non-formal Education Division of the Ghana Education Service. There were 15 (29.4%) who worked with the Ghana Insurance Commission and 16 (31.4%) work with the Ghana Tourism Authority.

8.2.1. GENDER

The gender distribution of respondents is presented in [Table 2](#), below.

Table 2

Table 2 Gender Distribution of Respondents		
Gender	Frequency	Percentage (%)
Male	27	52.9
Female	24	47.1
Total	51	100.0

Source: Field Data (2025).

It can be observed from [Table 2](#) that 27 (52.9%) of respondents are Male, and the remaining 24 (47.1%) are female. This implies that the sample was slightly dominated by male staff.

8.2.2. AGE DISTRIBUTION OF RESPONDENTS

The age distribution of respondents is presented in the [Table 3](#).

Table 3

Table 3 Age Distribution of Respondents		
Age	Frequency	Percentage
20-29 years	7	13.7
30-39 years	31	60.8
40-49 years	10	19.6
50-59 years	3	5.9
Total	51	100.0

Source: Field Data (2025)

It would be observed from [Table 3](#) that 7 (13.7%) of respondents were 20 to 29 years old and 31 (60.8%) were 30 to 39 years old. In addition, 10(19.6%) of respondents were 40 to 49 years old and 3 (5.9%) were 50 to 59 years. The age distribution shows that the majority of respondents were in their middle age.

8.2.3. PERIOD OF SERVICE

The number of years for which respondents have worked with their organisations is presented in [Table 4](#)

Table 4

Table 4 Period of Service		
Period of service	Frequency	Percentage (%)
1-3 years	6	11.8
4-7 years	14	27.5
7 - 10 years	13	25.5
Over 10 years	18	35.3
Total	51	100.0

Source: Field Data (2025)

[Table 4](#) shows that most (35%) of the respondents have been working with their organisations for more than 10 years. There were 13(25.5%) and 14 (27.5%) who have been working with their organisations for seven to ten years and four to seven years respectively. Also, 6 (11.8%) respondents indicated that they have been working with their organisations for one to three years.

8.3. DATA PRESENTATION

8.3.1. THE CHANGE MANAGEMENT PRACTICES AT SELECTED PUBLIC SECTOR ORGANISATIONS

The first research question sought to examine the change management practices of the selected public sector organisations. This objective was addressed through questionnaires administered to staff of the selected organisations. As

shown in Figure 1, staff of NFED, the Insurance Commission of Ghana and the Ghana Tourism Authority indicated that there have been different kinds of changes in the public sector. The types of changes identified by the respondents have been summarized in Diagram 1. It is important to note that each respondent selected more than one type of change because this was a multiple-response question.

Table 5

Table 5 Change Management Practices in Public Sector Organisations					
Statements	SA	A	N	D	SD
Special teams were set up to lead the change process	66.7%	33.3%	-	-	-
All units and departments played a role in the change management process	42.1%	39.9%	11.8%	7.8%	-
External consultant was involved in the change process	41.2%	37.3%	13.7%	7.8%	-
All employees were informed about the change	29.4%	58.8%	5.9%	5.9%	-
The objectives for the change were clear	35.3%	49.0%	15.7%	-	-
Managers were committed to the change process	29.4%	51.0%	19.6%	-	-
There was effective communication throughout the process	29.4%	54.9%	7.8%	7.8%	-

Source: Field Data (2025)

It would be observed from [Table 5](#) that a majority (66.7%) strongly agreed and 33.3% agreed that special teams were set up to lead the change management process in their organisations. Also, 42. % strongly agreed, 39.9% agreed but 7.8% disagreed that all units and departments played a role in the past change management processes. Meanwhile, the majority of respondents (41.2%) strongly agreed, 37.3% agreed but 7.8% disagreed that an external consultant was involved in the change management process in their organisation.

Again, 58.8% of respondents agreed, 29.4% agreed, but 5.9% disagreed that all employees were informed about the change processes. Nearly half of the respondents (49%) agreed that the objectives of change management were clear, 35.3% strongly agreed but 15% neither agreed nor disagreed. There were 51% of respondents who agreed that managers were committed to the change process, 29.4% agreed but 19.6% of respondents neither agreed nor disagreed. Last but not least, 54.9% of respondents agreed, 29.4% strongly agreed and 7.8% neither agreed nor disagreed that there was effective communication throughout the change process.

In all, the study reveals that public sector organizations have experienced various changes, mainly minor adjustments to their strategies, as well as major changes due to environmental factors and government policy changes. These changes are considered adaptive change, driven by innovation and involving minor tweaks to fine-tune business strategies, products, and services. Despite staff disagreements about the success level of change management, most workers perceive the changes as effective. Public sector organisations use different change management practices, including special teams, external consultants, and employee communication. However, the involvement of various units during change management is low and management commitment is not absolute. The study

suggests that modern change management practices, such as leading through special teams, communicating change to all employees, and setting clear objectives, are commendable. However, the low involvement of managers in the change management process is concerning, as their actions and inactions are critical to change management in the public sector.

8.3.2. THE CHALLENGES TO CHANGE MANAGEMENT IN THE SELECTED ORGANIZATIONS

The second research question sought to investigate the challenges to change management in public sector organisations. This research question was addressed through questionnaire results and interview responses. The questionnaire results are captured in [Table 6](#).

Table 6

Table 6 Change Management Challenges in Public Sector Organisations					
Challenges to change management	SA	A	N	D	SD
Inadequate funding	23.5%	47.1%	17.6%	11.8%	-
Leadership deficiency	5.9%	19.6%	31.4%	37.3%	5.9%
Low employee involvement	5.9%	25.5%	31.4%	37.3%	-
Tension between stakeholders	-	31.4%	31.4%	25.5%	5.9%
Poor communication	-	45.1%	37.3%	17.6%	-
Poor team coordination	-	56.9%	11.8%	31.4%	-
Unrealistic goals/expectations	-	11.8%	19.6%	54.9%	13.7%

Source: Field data (2025)

It is evident from [Table 6](#) that there are many challenges to change management in the public sector. There were 23.5% who agreed that inadequate funding is a challenge to change management in the public sector, 17.6% neither agreed nor disagreed, and 11.8% disagreed. Meanwhile, most respondents (37.3%) disagreed that there was leadership that leadership was poor during change management. There were 31.4% of respondents who neither agreed nor disagreed with leadership deficiency as a challenge. Similarly, the majority of respondents (37.3%) disagreed, 31.4% neither agreed nor disagreed and 25.5% agreed that low employee involvement is a challenge to change management in the public sector.

In addition, [Table 6](#) shows that 31.4% of respondents agreed but 2.5% disagreed and 5.9% strongly disagreed that tension between stakeholders is a major challenge to change management in the public sector.

Most respondents (45.1%) agreed, 37.3% neither agreed nor disagreed, and 17.6% disagreed that poor communication is a change management problem in the public sector. Meanwhile, more than half of respondents (56.9%) agreed that poor team coordination is a change management problem in the public sector, and 31.4% disagreed. Lastly, 54.9% of respondents disagreed, 13.7% strongly disagreed but 11.8% agreed that unrealistic goals or expectations present a challenge to change management in the public sector.

It was also realized that there were several barriers to change management in the public sector. The results of the question regarding the barriers to change management in the public sector are presented in [Table 7](#).

Table 7

Table 7 Barriers to Change Management in The Public Sector					
Barriers to change	SA	A	N	D	SD
Public sector bureaucracy	47.1%	41.2%	11.8%	-	-
Political Interference	23.5%	52.9%	17.6%	5.9%	-
Poor monitoring and evaluation practices.	11.8%	51%	17.6%	19.6%	-
multiple stakeholder interests	11.8%	74.5%	5.9%	7.8%	-

Source: Field data (2025)

It would be observed from [Table 7](#) that 47.1% of respondents strongly agreed, 41.2% agreed, but 11.8 neither agreed nor disagreed that public sector bureaucracy is a challenge to change management. Also, 52.9% agreed, 23.5% strongly agreed, but 5.9% disagreed that political interference is a barrier to change management in public sector organisations. Again, 51% of respondents agreed, 11.8% strongly agreed but 19.6% disagreed that poor monitoring and evaluation practices are a barrier to public sector change management. Additionally, 11.8% of respondents strongly agreed and 74.5% agreed that managing multiple stakeholder interests is a barrier to change management in the public sector.

Interview responses

Management members of selected organisations were interviewed to gather their views on the challenges to change management in the public sector. The names and organisations in which the managers work have been replaced with alpha-numeric codes to protect their identities. The responses of the first manager interviewed are captured as MR1, those of the second are captured as MR2, and so on.

The interviews revealed that from a managerial perspective, there are two main challenges to change management; a slow pace of change and a limited amount of time to see a change effort through.

The slow pace of change

Managers indicated that the pace of change in the public sector is too slow. One manager stated:

The truth is that high-performing public sector organisations do resemble well-run private companies. This is often overlooked but the private sector is making impressive gains in productivity because they are agile. (MR 1)

In a separate interview, another manager stated as follows;

Private companies are always on their toes, and they move fast when something must be changed. The opposite is true for most public service organisations (MR-2).

A third manager shared a similar view.

It is a drive for me. Look, even if you the manager are smart and ambitious, you cannot bypass the system and do things the way you like. The process of activating the system, moving from one point to another and all that delays a lot of things. Some

people too have been with the system for so long that they no longer feel the urgency to get things done (MR-3).

Limited amount of time to see a change effort through

Managers also felt that as leaders they do not have enough time to see changes through because of the nature of the public service and political governance in Ghana.

One manager's frustration is captured in the words below.

To be honest, at this level, there is no certainty in public service management. Every change of government comes with its sea of change, so I feel there is very limited time to properly plan and implement change. Even though you may have the technical expertise and the staff, a change in government policy can significantly change the direction of your sail just like that [MR-3].

Another remarked in a separate interview.

Almost every government launches special programs and initiatives to improve government performance, but have you ever heard of any assessment of the success level of these changes? That is because there is no time to implement and then evaluate. This makes it difficult for us at the regional level because we take instructions from the top [MR3].

Taken together, the questionnaire results and the interview responses show that there are many challenges and barriers to change management in the public sector. Thus, One-third of organizational change failures occur in the public sector, with major challenges including inadequate funding, poor communication, poor team coordination, and low employee involvement. These issues are exacerbated during the implementation of change projects. Barriers to change management in the public sector include public sector bureaucracy, political interference, and multiplicity of stakeholder interests. Contextual barriers, such as inappropriate organizational culture, also hinder successful transformation. The time constraints within which public sector managers must deliver change make it crucial for them to implement change quickly and effectively, as modern democracies are time-bound and require short tenures for managers to demonstrate the results of their stewardship.

8.3.3. THE INFLUENCE OF CHANGE MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN SELECTED ORGANISATIONS

The final research question of the study assessed the effects of change management on employee productivity in the selected organisations. This research question was also addressed through the results of questionnaires administered to staff and interviews with managers of the selected organisations.

Table 8

Table 8 Effects of Organisational Change on Productivity

Statements	SA	A	N	D	SD
Organisational change has enhanced services quality	29.4%	70.6%	-	-	-
Organisational changed has led to increased efficiency	29.4%	62.7%	7.8%	-	-
Employees are willing to put in more time due to organizational change	41.2%	31.4%	19.6%	-	-

Employees are more committed to tasks because of organisational change	17.6%	62.7%	19.6%	-	-
Employees are more committed to client/customer satisfaction because of organisational change	25.5%	49%	25.5%	-	-
Organisational change has improved workflow	17.6%	68.6%	7.8%	-	-

Source: Field data (2025).

It would be observed from Table 8 that most respondents (70.6%) agreed and the remaining 29.4% strongly agreed that organisational change has enhanced the quality of services offered. The majority of respondents (62.7%) also agreed, 29.4% strongly agreed, but 19.6% of respondents neither agreed nor disagreed that organisational change has led to increased efficiency.

Again, 41.2% strongly agreed and 31.4% agreed that employees are willing to put in more time and effort due to organisational changes. There were also 17.6% of respondents who strongly agreed and 62.7% who agreed that employees are more committed to tasks because of organisational change. Further, 49% of respondents agreed, 25% strongly agreed and another 25% neither agreed nor disagreed that employees are more committed to client/customer satisfaction because of organisational change. Lastly, 68.8% agreed, 17.6% strongly agreed and 7.8% neither agreed nor disagreed that organisational change has improved workflow and speed.

Interview responses

The nature of the effects of change management on employee productivity was corroborated by managers during the interviews. The managers revealed that although organisational change influences productivity, it is only to some extent.

The remarks of managers regarding the influence of organisational change on productivity are as follows;

Yes, change management influences employee productivity but only to a small extent. The training that is required to prepare employees comes late. Sometimes we [managers] must go to Accra first then other staff are trained at the regional level (MR-1).

Anytime there is a change due to new policies or other reasons, all employees are trained. Pamphlets and other materials are also printed to give more information about the need for the change and the new direction of the company. I believe these things go a long way to improve how both managers and staff conduct themselves (MR-2).

Organisational change makes employees more excited about their jobs. Nobody likes to be doing the same thing forever, so most of the changes are accepted and embraced with enthusiasm. Err so therefore change leads to improved job performance but if the change is resisted by employees, then you should know that it cannot have any positive impact on productivity (MR-3).

In sum, it is apparent from the questionnaire results and the interviews that employees' productivity is influenced positively by organisational change management to some extent. The findings of the study confirm public service workers are more committed to tasks due to organizational changes, but their commitment to customer satisfaction is low. This disconnect between organizational changes and customer satisfaction is concerning, as improvements in employee productivity do not benefit citizens. The lack of prioritization of

customer needs may be due to political environment changes or institutionalization, rather than a desire to satisfy citizens. The limited effects of organizational change on productivity may also be due to the organization's strategies, structures, or systems.

9. CONCLUSIONS AND RECOMMENDATIONS

9.1. CONCLUSION

Organizational change in the public sector is often driven by innovation and involves minor adjustments to business strategies, products, and services. Modern change management practices, such as leading through special teams, communicating change to all employees, and setting clear objectives, are commendable. However, there are many challenges and barriers to change management, such as inadequate funding, poor communication, poor team coordination, and low employee involvement. The impact of organisational change on productivity is neither absolute nor unidirectional, and the effect depends on how the change is implemented and employees' perceptions of the change. The disconnect between organizational changes and commitment to customer satisfaction is evident, as public organizations struggle to adapt quickly to meet new demands. The study concludes that incremental adaptive change is insufficient to bring about a total change in employee productivity due to the complex nature of public service organizations.

9.2. RECOMMENDATION

The recommendations for public sector organisations include implementing modern change management practices, leveraging technology for rapid and efficient change management, implementing holistic change due to its complexity, implementing change decisively, addressing challenges like inadequate funding, and engaging more closely with employees in planning and implementing change. These recommendations are based on the analysis of findings and conclusions drawn, and emphasize the importance of monitoring and evaluating change processes, leveraging modern teleconferencing and HR management technologies, and addressing barriers such as inadequate funding to improve the success rate of organisational change and its impact on employee productivity.

9.3. SUGGESTIONS FOR FUTURE STUDIES

Future research should use quantitative approaches to empirically determine the true impact of organizational reform.

To validate the results of this study or not, larger sample sizes need to be taken into account in future research.

CONFLICT OF INTERESTS

None .

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