THE EFFECT OF CHANGE MANAGEMENT ON THE EMPLOYEE'S PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS

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ABSTRACT

Organizational changes are an important for organizations as they have a significant impact on the employees. Change management is an organizational process aimed at allowing employees to accept and accept changes in their current environment. Employees can express lower levels of job satisfaction when certain changes are implemented in an organization. A positive organizational culture, therefore, ensures that all changes in the organization are properly implemented, which facilitates the necessary transitions for employees. The improvement in performance has become increasingly critical for non-governmental organizations in recent years. Hence, this study aims to discuss the impact of change management on the performance of employees of NGOs.

Keywords: *Organizational Structure, Employee Participation, Organizational Culture, NGO's Employees, Employee Performance, Change Management.*

1. INTRODUCTION

Organizational changes are an important for organizations as they have a significant impact on the employees. According to Briody et al. (2012), organizations must adapt to changing business environments to ensure they remain competitive. To achieve various goals, senior executives need more than just fragmentary ad hoc transition programs that only address current challenges. They need methods to manage change to prepare for the organization's next competitive difficulties. They also need to know how to build and manage a competent human group to predict the new, capable of transforming their vision into technology, products, processes, and services, ready and able to agree with the new.

Change management is a dependent method to transport people, groups, and businesses from the modern state to a preferred destiny state to understand or put in force an imaginative and prescient and strategy (Serkin, 2014). It is an organizational process aimed at allowing employees to accept and accept changes in their current environment. It is about defining and establishing new values, attitudes, norms, and behaviors within an organization that support new ways of working and overcome resistance to change. Because,

studies have shown that workers react differently to different forms of change in the workplace. Employees can express lower levels of job satisfaction when certain changes are implemented in an organization.

The impact of organizational change on workers depends on organizational culture (Phillips, 1994). The organizational culture refers to the values and beliefs that determine the operation of a company. The organizational culture influences the way employees of the company interact with each other, managers, and other actors. A positive organizational culture, therefore, ensures that all changes in the organization are properly implemented, which facilitates the necessary transitions for employees. Hence, the key to good performance, according to Kandula (2006), is a strong culture. It also believes that, due to differences in organizational culture, the same strategies do not produce the same results for two organizations in the same industry and place.

A positive and strong culture can cause an average person to be successful and successful, while a negative and weak culture can demotivate an exceptional employee who can perform below average and be without performance. The organizational culture, therefore, plays an active

and direct role in performance management. Murphy & Cleveland (1995) believe that cultural research will contribute to the understanding of yield management. They also argues that without considering the impact of organizational culture, organizational practices such as managing professional performance could be counterproductive, as both are interdependent and the change in one will affect the other.

According to McAdams & Scott (2005) organizational transformation can be a radical movement that reflects a general revival of the organization. The involvement of employees makes an associated environment through which an employee has an impact on the decisions and actions that affect his employment. Employee involvement and organizational development have been taken over by various types of organizational changes that are inevitable to survive in today's relentless environment. The organizational changes were considered as changes throughout the organization, as opposed to minor changes such as the addition of a new person, the change of a program, etc. Proposals were discussed and explained to implement employee participation for efficient management of change. Those who see only in the past and in the present can lose the advantages of the future.

The performance of the employees plays an essential role in organizational performance. The employee's return is first of all what an employee does or does not do. The performance of the employees could include the production volume, the quality of the production, the punctuality of the production, the presence at the workplace, the cooperation (Güngör, 2011). Macky and Johnson noted that improving the individual return on employees could also improve the performance of the organization. A successful and highly productive company can be achieved by involving them in improving their performance. Not all employees are equal in their work and have different types of work, where some have the greatest ability regardless of incentive, while others may have an occasional start.

Non-Governmental Organizations (NGOs) are key actors in change and development. This can be done by developing the skills of the teams and individual contributions. Organizations can achieve their goals and objectives only through the joint efforts of their employees, and it is up to the administration to get the job done. Managing employee performance is critical to the efficient work of organizations. Performance management is an essential part of the relationship between employees and organizations. It is essentially an integrative activity that permeates each individual from the operations of an organization (Ngoto & Kagiri, 2016).

The improvement in performance has become increasingly critical for non-governmental organizations, so that in the last two decades there has only been the attention and research-enhancing and search of several people. As Smyth & Maxwell (2008) pointed out, over the past 10 to 15 years, many countries have seen a variety of initiatives aimed at introducing strategic management of change to improve the performance of NGOs. An organization's performance depends on its ability to adapt to the changes in its environment and to the expectations of its customers. The demands of the government and the staff of the institutions are constantly changing, depending on the changes in their operational environment, and therefore the organization must adapt the activities to the changes in order to improve the performance.

Employee performance management is still one of the key reasons for the survival of NGOs in developing countries. The management of professional performance has been subject to discussion and continues to attract more attention. The current question is whether the organizations are willing to mitigate the factors that influence the performance of employees in the organizations. The return on investment of the employees was much discussed and continues to attract more attention. According to Armstrong & Baron (1998), performance management is a strategic and integrated approach to ensuring the success of organizations in the long term by improving performance of those working there and enhancing the capabilities of individual teams and taxpayers. It supports the logic that individuals, not capital, give organizations a competitive advantage (Bartlett & Ghoshal, 2002). Performance management aims to

transform the gross potential of human resources into performance by removing intermediate barriers and the motivation and rejuvenation of human resources (Kandula, 2006).

This study aims to discuss the impact of change management on the performance of employees of NGOs. In the following sections, the concepts of change management and employee performance will be given. Then the impact of change management practices to the employee performance in non-governmental organizations will be discussed.

2. CHANGE MANAGEMENT

Managing strategic change is seen as an important concern in modern companies, both in practice and in theory. Due to the economic and technological development in the last decade, a new dynamic has developed that includes important aspects of the commercial business, which has led to a new set of considerations for the development of strategic change. These concern the way in which companies need to reorient their activities in order to face changes in world markets, technological progress and international competition, so that strategic change management comes into play (Burnes, 2004).

Organizations are trained to pursue a specific goal that they align themselves with throughout their lives. The continuous evaluation of internal processes and the external environment is crucial for survival in an increasingly turbulent environment. In order to obtain their goals, organizations ought to formulate and enforce techniques in the context of strategic change (Koigi, 2002).

Organizational change is defined as a long-term attempt to introduce development and change in a planned manner, relying on the method of diagnosing problems in a way in which its members participate collectively (Ali, 2004). Organizational change is also defined as bringing about modifications in the objectives and policies of the department or in an element of the organizational work targeting one of two things: either the

suitability of the organizational conditions or the creation of organizational conditions and administrative methods and aspects of new activity that make the organization advance ahead of others (Allawazi, 2009). Strategic change management practices are described by Armstrong & Baron (1998) as the behaviors embraced and enforced during the period of change. These practices include, among others, leadership, transition management, stakeholder engagement and employee participation.

The concept of change aims to develop management or change it for the better, and it must be pointed out the importance of the manager's role in the change process, so the creative manager is able to anticipate change, which is the only hope to successfully face the dynamic future (Hareem, 2004). Companies today operate in a very dynamic market, which requires the opportunity to choose the right opportunities for change while demonstrating the degree of flexibility necessary to meet the smooth requirements of the organization over time (Barbaroux, 2011). The ability to select initiatives to manage the change that is aligned with the strategic direction of the organizations is critical to success. According to Thompson (2012), strategic change is the result of the need for the organization to take benefit of present or rising possibilities and confront threats in the market.

Managing the planned and organized effort aimed at achieving change goals by developing employees by influencing their values and patterns of behaviour and changing the used technology processes and organizational structures (Hamadat, 2007). As for change management, its miles described as being pre-organized through supplying technical, behavioural, administrative, and cognitive abilities to apply the to be had human, legal, material, or temporal sources efficaciously and successfully to convert from the cutting-edge truth to the preferred destiny truth inside a selected duration with the least feasible terrible components for people and establishments with the shortest time attempt and cost (Altieat, 2006).

Organizational change promotes creativity in the workplace by allowing the company to grow.

Employees who capture change foster an environment that fosters innovation and thus promotes creativity in the organization. A change of personnel in an organization can have a positive effect on the attitude of employees to work. When a more open-minded manager replaces an authoritarian manager, employees can respond better to the new manager and improve their productivity in the workplace (Amir & Muathe).

For the organization to actually implement change within an organization, the administration must integrate several steps to ensure a smooth transition (Anon., 2009). First, the company must clearly define the expected change and effectively adapt it to its goals. Phillips (1994) considers it important that organizations critically review their goals and objectives to ensure that change has a positive impact on the company's operations.

An important factor for change is the implementation of policy. Implementation is therefore an important concern in managing change (Pfeffer & Salancik, 2015). The inability to move things forward and implement the crucial ideas and decisions is widespread in today's organizations. Acknowledging the want for change and guiding businesses thru that change is one of the maximum hard for any leadership. According to Robinson & Robinson (2013), the dynamic and changing environments facing today's organizations required an adaptation that sometimes required deep and quick responses. Similarly, according to Ireland & Hitt (1999), companies in all industries are increasingly faced with the challenge of meeting and anticipating competitive, technological, economic changes.

The poor results of change efforts have challenged academics and management professionals to solve the mystery of how organizations can bring about successful change. The consequences of a failed transformation are the reduction of organizational efficiency, the loss of resources, the cynicism of employees, the decline in employee morale, the loss of integrity for those who lead the efforts, and the reduction of the ability to confront and compete in the environment for the necessary resources and support (Iyayi, 2011).

3. EMPLOYEE PERFORMANCE

Khan & Dhar (2006) defined worker`s overall performance as a diploma of achievement of the assignment which represents an employee's work. Performance in the workplace, in his view, is decided with the aid of using: the capacity of a worker, that's associated with the volume to which someone has the abilities, information and enjoy vital for the fulfilment; availability of possibilities for overall performance; this will refer to the volume of a worker`s needs and is inclined to make efforts to obtain a true motivation.

The World Health Organization defines worker overall performance which decided on and existing competent, effective, and open-minded employees (WHO, 2006). According to the report, whilst the officers are available, their overall performance is decided with the aid of using productiveness, responsiveness, and competence. These elements are prompted with the aid of using motivation for absenteeism and task satisfaction. To make sure worker overall performance, techniques ought to be evolved to enhance productiveness, responsiveness, and abilities in any respect range of the employer.

Improving the overall performance of the organization indicates the efforts being made to attain the goals, even as requiring extra attempt in phrases of higher employee overall performance (Ellinger et al., 2003). The overall performance of the personnel is one of the crucial elements that make contributions notably to organizational success. Learning corporations play a crucial position in enhancing employee overall performance with the aid of using offering education and improvement to their personnel (Gitongu et al., 2016). In addition, control requirements for assessing employee overall performance play a crucial position in enhancing employee go back, as they offer a photograph of the real go back and its edition to the benchmarks. When variations occur, those guidelines assist to lessen the outcomes to the desired level (Cousins et al., 2004).

Employees' returns are decided with the aid of using numerous elements. Aforementioned Khan & Dhar's (2006) definition emphasize the capacity of personnel to satisfy the readiness of personnel, the

abilities of personnel, which have to be disseminated in any respect ranges of the employer as a number of the determinants of worker overall performance and the worker overall performance is essential for the survival of an employer.

Abdulla (2009) emphasizes that education and development, teamwork, employees making plans, and overall performance assessment are associated with the overall performance of an employer. Human sources control practices cannot be neglected after they awareness of a worker's overall performance. It has been located that human sources control exercise considerably influences the overall performance of the employer.

Bruce et al. (2004), emphasize that understeer is the essential hassle in maximum instances of suboptimal overall performance in any respect ranges. The under-controlled worker struggles due to the fact the manager is not always devoted sufficient to offer the vital recommendation and support. Supervision is not always knowledgeable approximately the desires of its people and consequently cannot make contributions to assisting sources and hassle-solving. This form of supervision cannot determine what expectancies are affordable and cannot set ambitious, however nonetheless good-sized, targets and deadlines. This form of floor track contributes to the under-climb overall performance of the personnel.

Gupta et al. (2010) emphasize that concord-powerful impact on overall performance is good sized. A worker operating in surroundings with proper crew concord can conflict to obtain the anticipated degree of overall performance. Performance assessment performs an essential function in defining a worker's go back on investment.

Khan (2006) emphasizes that the complete center commercial enterprise in an employer ends in the device of assessment of expert overall performance delivered in that employer. This in flip displays the volume of the contribution and dedication of the character worker at unique hierarchical ranges to obtain the desires of the employer. Feedback and praise are essential hyperlinks with inside the overall performance cycle and have to be considered. It ought to consequently be stated that a powerful device for assessing expert overall performance can result in achievement and growth.

Overall performance level must perform an essential function in overall performance control. Paauwe (2004) emphasizes that overall performance control is going past appearing responsibilities to combine context overall performance, so it stays an assignment to discern out what a successfull overall performance is. The framework situations for the control of expert hobby preserve to alternate because of cultural variations and the emergence of recent technologies. This makes yield control a fertile region for similar studies.

The performance of employees is an attitude to the circumstances or parts of the work related to employment. Arnett (2002) asserts that employee success is a kind of reaction to a particular task. From an organizational point of view, employee efficiency is a key factor, as it contributes to greater employee participation in the organization and a high level of commitment leads to growth and overall progress of the organization.

Employee performance has been considered to correlate with the trust of the organization and contributes to improving employee performance (Moore, 2000). The success of employees is also an excellent indicator of participation and preservation of work. When employees are satisfied with their work, they are more likely to offer a service that meets the needs of consumers and positively influences customers' attitudes to their service (Speckbacher, 2003).

According to Xanthopoulou et al. (2007), work stress is created when it is impossible to coordinate available resources and job demands with personal skills properly. Work stress arises from a condition in the work environment that presents a danger to an employee. Some companies may need a certain amount of work to be done, while their workers could be rendered incapable of assigned tasks (Dizaji et al., 2018). Besides, work stress has been widely defined as a societal phenomenon with various causes that physically and mentally disturb

employees and impact their health care overall (Speckbacher, 2003).

Three dimensions, cultural, interpersonal, and human causes (employees), the potential for work stress (Rushing, 1974). The impending depression that will affect the delivery of someone in a task is extraordinary. Everyone is exposed to work and in their individual lives to various stress factors that ultimately influence work efficiency. However, understanding of work tension differs from country to country, which may also be influenced by cultural diversity (Glaxer et al., 2004).

Studies on workers' morale have been extensively carried out in today's businesses, regardless of their scale, in all organizations. These businesses understood that empowering their workers is important to accomplish their aims. The empowered workers contribute to self-satisfaction, sell-fulfilment, and dedication to achieve greater job efficiency and align with the companies' strategies that would broadly materialize efficiencies and competitive advantage (Kamery, 2004). Motivation increases workers' engagement by making the job more enjoyable and exciting, holding employees more active, and enhancing their resulting job efficiency.

Morale is one of the most significant variables for employee achievement and organizational goals and objectives. Schulze & Steyn (2003) suggest that the desire to work, whether intrinsic or extrinsic, is rather important in workers' lives because it is the basic purpose for working in life. It reflects the diverse forces and needs that provide a person with the energy to perform a specific mission. Also, employee motivation is a vital component of organizational performs. High motivation correlates with work fulfilment, a sense of accomplishment in one's job, a lifetime dedication to an organization that increases efficiency and productivity (Linz et al., 2006). Similarly, this aspect helps the non-profit organizations evaluate workers' efficiency, although the results can be deceptive.

Several researchers have shared mixed views on leadership capabilities to measure employee performance. For organizations, when related to their capacity to affect the bottom line, the value of

connectivity should not be denied, as seen in increasing data linked to job efficiency (Papa & Glenn, 1988).

4. THE EFFECT OF CHANGE MANAGEMENT ON THE EMPLOYEE'S PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS

According to O'Reilly and Tushman (2008), the change is usually considered an adaptive response to external or internal stimuli/forces. The goal of change is usually to restructure the entire company or segments to maintain the continued survival of the company in its dynamic environment. In recent years, organizations have begun to focus on both the process of introducing the change and the context in which the change is being introduced. A change can be accepted by employees in one business area but can be met with opposition and rejection in another (Mishra & Chandra, 2010).

According to Jalagat (2016), there is a desire to observe intensively the way to effectively manipulate alternate with inside the public sector. Okendo et al. (2017) agree that contemporary corporations own human factors and consequently adhere to the regulations of growth, evolution, and progress. In addition, those corporations face challenges, problems, and limitations that make them alternate as a mechanism of edition and aggressive movement. In today's rapidly varying business environment, one of the essential characteristics of a successful company in a competitive market its ability to adapt to new changes. It has been discussed in several studies that the pressure from the public and government expectations on the NGOs can improve the external changes and effectiveness.

Employee's involvement in the change management process could also assess the impact of change management on the job satisfaction of the employees it can positively impact their attitude towards management and improve their performance. A descriptive survey that is based on proper close-ended and open-ended questions from different employees provided the limitation and provision of educational information that revealed how change can have a positive impact on job

satisfaction and it could lead towards a positive influence on the employee's performance (Fey & Björkman, 2001).

Robinson & Robinson (2003) consequently proposed the improvement of powerful measures to manipulate alternate that could permit for an easy advent and edition of the adjustments. As such, alternate control has the subsequent characteristics: freedom of movement, influence, administrative facets, and maximum of them has the capacity to align employees with a selected intention or system.

According to Thompson and McEwen (1958), the strategic management model suggests that change within an organization can be explained by one or more goals. Little has been studied to show how the strategic management model is maintained in a situation where a change is taking place concerning multiple objectives. Researchers such as Cooper and Schindler (2011) have highlighted over the years the difference between radical and gradual change.

The change in the technology and improve improved operations of non-Governmental organizations to accept the working procedures and policies that are helpful to implement change and diversification. Change management is helpful to improve the performance of the employees as it is helpful to improve the performance of the employees as well as organizations. The research shows that after the implementation of change management to improve the performance of the employees (Caligiuri et al., 2013).

The change in the organizational structure is used to promote the performance of employees that is based on supervisory of the relationship of the workflow and it could also influence the productivity. The respondents clarify that the role of an employee could be used to get a better opportunity, and it could also be supposed to have good employee performance management at nongovernmental organizations. It could involve the improvement of goal-setting activities and reviews by management that could be reported to the management by their subordinates. Changing the organization structure must be flexible enough so that it could quickly respond to the challenge challenges and the changes in the uncertainty (Loi et al., 2011).

The authority must have full responsibility to the department so that is used to lead the power and responsibility to get the action. The change management component is not available in the external and internal environment that could examine the flexibility of the structure, and it could show the positive relationship between the area of change and performance of the employee. Different approaches that are helpful to improve the performance of employees with the change management, and it is also considered that when management changes its policies it would impact owner-employees with negative or positive effects. Change management always results in positive as it is considered to implement new and improved policies in the organization that are helpful to improve the performance of workers (AlHogail., 2015).

This tradition was created for managing change because it explains that effective management of change is necessary to accelerate the process of change and overcome the negative impact on employees. If the organizational change is handled appropriately, the workers or are considered to anticipate the benefits of the proposed change and to accept the change. The benefits of well-managed employees to change are based in different ways. The technological improvement of employees offers many opportunities to improve their skills and increase job satisfaction, which could reduce the workload of employees. All these aspects are useful for improving the performance of the employee and could be made possible by the implementation of the change in organizational work. Non-governmental organizations are also seen as better at improving employee motivation so that they can work more accurately and with more passion (Ya-Anan, 2011).

Technological change is an increase in the effectiveness of a product or process that leads to an increase in production without increasing input (Bauer & Bender, 2004). Almost all organizations in today's environment depend on technology at all levels of their operations. Heeks (2014) argues that

beyond standard information and communication technologies, organizations use information systems, personalized software, or specialized technical devices to improve the efficiency of operations. Technological innovations can shorten the time it takes to complete a task, or in some cases gradually eliminate the need for a commercial process or function. Overall, the desire to increase productivity leads to technological updates within an organization that can have a significant impact on the company's business (Cascio & Montealegre, 2016).

According to Çalışkan (2015), deciding to buy or update the technology can be expensive for large and small operations. This sets the costs of retrofitting or adoption in proportion to the added value charged to the company. The impact on costs can often cause small businesses to delay adoption or updating. However, the technology, which is significantly improved with the operations, can offset the costs by a long-term increase in profits. Improvement and change in the technology would also help to improve the performance of the employee and it indicates that changing technology had a positive impact on the employee's performance in NGO and it helped the organization to implement future management techniques in the organization with an advanced level. The organizations have skilled a revolution in the software and alertness of complicated statistics technology. In the wish of gaining the finest price of innovation, the companies have tailored their control structures, their workflows, and their culture (Orlikowski, 2000).

A have a look at via way of means of Dauda & Akingbade (2011) tested how the connection with personnel will be used to address technological change. The consequences confirmed that relationships with personnel did now no longer have significance with technological adjustments. An empirical have a look at via way of means of Abbas et al., (2014) tested the effect of statistics generation on the overall performance of Allied Bank personnel in Pakistan. The information becomes accumulated in unstructured interviews. It becomes determined that generation appreciably will increase worker productiveness and saves time.

Different kinds of leadership styles are incorporated in the organizations, and it is helpful to make senior management consultant with the employees and they take opinions in the decision-making that is considered a good opportunity for the employees to improve the skills. It provides a positive influence on the performance of the employee and they revealed that change in leadership could help to implement the new policies, procedures and to improve the structure of the organization that could consequently affect the performance of the employee. With growing organizational comparative advantage, the change of management will become important to boom the performance, performance, and efficiency of employees. The professors are the principal using forces of the college organization. The change of organization-orientated management is the manner of influencing and aligning the sports of the prepared institution of humans in the manner to know-how the values with inside the politics and exercise of change initiated with the aid of using the corporation control (Ibrahim & Daniel, 2019).

Korbi (2015) described the change in organizational management as one that may be a manner of influence that has the abilities and competencies to bolster the consideration of different personnel, to persuade them of the want for strategic alternate, to conquer their resilience and to construct socio-political help for the brand new strategy. An organizational management change is a character's cap potential to unite, communicate, influence, and inspire to reap an organization's desires, missions, visions, and desires. Effective and stable techniques for management alternate on the college frequently boom or decide the overall performance and performance of professors.

Wen et al. (2019) consider that suitable management alternate techniques frequently play an important function in selling the way of life that promotes understanding sharing and worker retention, in addition to loyalty to the college's desires and objectives. If there's no powerful management in an organization, no changes, as there aren't any executives who inspire and manual the personnel of the organization, in addition to clean steerage for the organization. In the look at

with the aid of using (Ekechi & Umar, 2020) entitled leadership and change management for sustainable development in Nigeria. The effects of the look at have proven that power management is the important thing to the fulfillment of any organization so that Nigeria achieves sustainable improvement, and our management can play an extra critical function.

Employees are the principal strengths in groups that cannot be performed without desires and desires. Leadership is one of the major using forces to enhance the overall performance of the corporation. Executives, because the number one decision-makers, decide the acquisition, improvement, and use of the organization's sources, the transformation of those sources into treasured merchandise and services, and the advent of fees with the aid of using the organization's stakeholders. They are consequently robust reasserts of earnings and as a consequence a robust aggressive advantage. Hurduzeu (2015) believes that powerful management entails motivation, control, inspiration, repayment, and analytical abilities. When all that is present, he emphasizes that the groups have more pride in personnel, which has a high-quality impact on productiveness and profitability. To boom worker performance, college management has to be capable of foster creativity and innovation, inspire subordinates to impeach their personal fee systems, and enhance their character overall performance. Scientists and researchers additionally agree that management abilities are very critical within side the control of groups or the method to organizational alternate (Asghar, 2010).

Numerous studies have pointed to high-quality relationships among organizational management and effects on the character and corporation level. Recently, several empirical studies have proven that organizational management has a high-quality impact on the overall performance of fans and the effects of companies. Several comparative studies have additionally proven that behavioral styles in lots of organizational environments are extra definitely related to infant effectiveness than transactional conduct (Brockhaus et al., 2006).

Abbas & Yaqoob (2009) tested the effect of management improvement on worker overall performance in Pakistan. The look at becoming performed contemplating five elements for the improvement of management: coaching, schooling and improvement, empowerment, participation, and delegation. The look at located that the mixed impact of those elements affected worker overall performance at 50 percentage.

Structural changes are the ones made to the organization's shape that could originate from inner or outside elements (Rodrik, 2013). Structural changes encompass the organization's hierarchy, a chain of command, control systems, and administrative procedures. Conditions that necessitate structural change encompass mergers and acquisitions, changes with inside the market, task duplication, and coverage adjustments. According to Lozano et al. (2016), structural change inside an employer is probably initiated through elements inner or outside to the employer.

Aggarwal-Gupta et al. (2012) highlight that mergers and acquisitions have a profound impact on employer shape. Furthermore, that numerous managers or executives inside an employer may also create the want for change. Employees can both turn out to be irritated with seeking to please multiple managers, or personnel may also discover methods to apply opposing perspectives through more than one manager to get what the worker wishes. When personnel are confronted with reproduction control positions, the shape of the employer wishes to be adjusted to get rid of the extra positions. Adjustment to how the organization does commercial enterprise can stimulate structural adjustments. If the organization became used to departments being autonomous, then a change to a centralized manner of doing commercial enterprise will generate adjustments in organization shape. Similarly, if a brand new branch has been created to shape organization demand, the organization shape has to change to comprise the brand new group.

Organizational structure allows an organization to have not unusual place perspectives and mission. The well-functioning organizational shape is critical for an agency going via extruding; due to the fact if

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there are flaws with inside the shape it'll affect conversation flow. With uncertain roles, conflicts and misunderstandings arise that lowers motivation and paintings morale. It also can glide exceptional departments other than not unusual place organizational goal, in which choice-making strategies turn into sluggish and worker effectiveness disappears. According to McLagan (2003:650), there are three varieties of modifications with inside the organization's shape. They are transactional, transitional, and transformational. Transactional modifications most effective want minor interventions, for example, schooling or converting the inducement system, switching software. Organizational structure influences the performance of employees at NGOs and it is found that respondents considered that organizational structure influence employee performance and it is the best owner. Effectively supervised iteration ship between employer and employees. Employee performance at NGO involves goal setting, activities, and the review of existing activities. Proper policies and procedures placed in the enforcement of organizations, policies, and procedures could positively influence employee performance.

The organizational shape can inhibit or sell overall performance, and this could rely on how efficiently the supervisory relationships and workflow impact productivity. The similarly elaborates that organizational shape influences how overall performance is measured and controlled in an agency. An examination through Csaszar (2013) advanced and examined a version of the way organizational shape influence organizational overall performance. The organizational shape becomes conceptualized because of the choice-making shape amongst a collection of individuals.

Organizational shape has applicable and predictable effects on a huge variety of agency overall performance. In their examine Hao et al. (2012) investigated the connection between organizational shape and overall performance, specifically via organizational getting to know and innovation, primarily based totally on proof from Austria and China. The findings strengthen the critical infrastructure protagonist of organizational shape on overall performance. The organizational shape had extra results on organizational getting to know than on innovation, organizational getting to know has an oblique impact on overall performance via innovation, besides the direct impact of shape on overall performance no count number how massive or small change is in the agency it influences employees both definitely or negatively. Impact of extrude on personnel relies upon on whether or not they have been properly knowledgeable approximately extrude or now no longer.

As Edwards & Walton (2000) stated that more expertise enables lessen uncertainty which unavoidably accompanies change. But in view that change initiative doesn't subject all of us on the identical stage it's miles critical to pick goal companies and attempt to pick out a way of conversation, whether or not it is attempting to get employees to recognize change, apprehend it, agree upon it or get concerned. Communication needs to now no longer forestall as soon as all of us are concerned in change, however as a substitute tailored in every step. For example, all through early levels of change, it's miles important to explain why change is critical and the way its miles going to be enacted, all through the implementation section ensuring that humans recognize their efforts have now no longer been in vain, after implementation section praising and worthwhile personnel contribution to change.

5. CONCLUSION

The public sector organizations do not usually face major issues such as market dynamics and competition. Competition is growing up on the administrative level and is become a complex issue for the public sector organizations. For those organizations, to thrive and survive in a turbulent and competitive business environment has become a concern with the rapidly growing changes. The NGOs can increase its performance along with its productivity by adopting various strategies related management changes. In NGOs, change is a simplified form that means moving from one current situation to another in an efficient and effective way of dealing with the processes.

The changes are further associated with human potential and the provision of material. The impact of change management is mainly on the performance of workers in the NGOs. Most NGOs strive to introduce changes in the marketplace, information systems, and technology. The services are managed properly with consideration of social values, political environment, and workforce demographics.

Furthermore, the performance of the NGOs is specifically linked to vulnerable changes. From an organizational perspective, employee performance is the most important element. Recent studies concluded that employee performance is firmly associated with organizational conditions. Employee performance also serves as a particular indicator of retention and commitment. If employees are satisfied with the job conditions and working environment, this will induce a positive impact on the attitude of employees. In contrast, if employees are not satisfied with the work it can cause occupational stress and reduced productivity. Highly performing, committed and happy employees are valuable resources to the NGOs.

Change management is taken into consideration a higher possibility to steer the overall performance of the worker because the change in management may want to enhance the policies, procedure, and organizational shape within side the operational pastime that might affect the overall performance of employees positively. Positive alternate within side the organizational work may want to lead toward increase and the organizational impact of wonderful resistance can also assist to enhance the organizational surroundings and it is far all due to conduct, habits, and values of employees. In case whilst employer is confronted with a few issues in dealing with the personnel, there has to be an implementation of change control so that their conduct will be alternate and duties also are rotated.

Occasionally many organizations face challenges that require advertisement and changes in the policies. The growth and development of organizations are dependent upon the change processes. The development process of urbanization introduces restructuring processes and expansion.

By increasing the market pressures an organization is required specific change to attain a competitive edge. The overall performance of NGOs is affected by a group of performance and individual performance of the employees. The major challenge is to prevent the loss of employees by the competitors. The NGOs strive to introduce new changes that are most responding to the new technology. The supportive new technologies make the NGOs competitive and enable them to find retaining talent innovatively. The major problem is considered as the implementation of the management changes in the NGOs. Change management is also considered as the functional area of management and the concern is to improve the skills effectively.

The new policies and strategies are introduced to reduce the issues and to improve the services effectively. In the human resource management function of NGOs, strong management changes are a critical component. The main concern of the research is to find the relationship between employee performance and Change management in NGOs. In the past few decades, different studies conducted on employee performance and organizational change as an interest but the Imperial research has concluded the effect of the change on the employee performance for the emerging countries.

The extended operations in NGOs induced an impact on productivity and performance. Regarding this concern and the question is what the Change management practices that affect employee performance are. Changes are introduced to enhance the effectiveness and to adopt the external environment of competition. Considering all the factors and previous literature gap, the present study is designed to focus on Change management in NGOs with the concern of effectiveness and efficiency. External factors contribute to the revenues of the NGOs such as political and socio-economic factors. The internal factors can also contribute to the change management process.

Staff and volunteers are at the heart of the human capital employed by the non-profit organization to identify the needs of the general public in the field

of services, to pursue funding relationships, to engage the actors, and to lead the strategy to promote the mission. Volunteers take the lead for effective monitoring of the management of non-profit organizations. Employees and volunteers are undoubtedly the most important actors in understanding and dealing with changes in nonprofits.

Managing change in nonprofits is virtually impossible without knowledge, ability, skills, and commitment from employees and volunteers. The skills of employees and volunteers will shape a nonprofit's ability to adapt to change. The importance of employees and volunteers of nonprofits suggests that a different kind of relationship and interaction is involved in the change. From analyzing the drivers of change to developing and implementing strategies for change, the role and importance of staff and volunteers are diverse and essential not only for driving change but also for improving the efficiency of change by involving the right actors in the process.

Change management influences personnel's overall performance in diverse dimensions. This has a look sought to analyse that have an effect of change control on worker overall performance in non-governmental organizations. Change control becomes measured in phrases management, technology, organizational structure, lifestyle, and so on. Change control achievement relies upon non-income experts who can enact powerful management skills, form advantageous organizational lifestyles, and meaningfully and undoubtedly have an effect on personnel in overall performance-improving ways. Chief impacts are different to follow. The mind set and behaviours of the leaders substantially affect the overall performance of their subordinates. The best management ability evaluates the connection between management style and employee tiers of organizational commitment, activity satisfaction, and activity involvement. An advantageous mind set and suitable behaviours from managers will severely assist in converting the behaviours and overall performance of the employees at work.

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