

UNIVERSITY OF GHANA

**ENTREPRENEURIAL MANAGEMENT AND SERVICE DELIVERY IN
GHANA: THE SKILL-SUCCESS FACTORS**

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MASTER OF ARTS IN MANAGEMENT AND ADMINISTRATION.**

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged. I bear sole responsibility for any shortcomings.

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CERTIFICATION

I hereby certify that this project work was supervised in accordance with procedures laid down by the University.

.....

.....

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DATE

(SUPERVISOR)

DEDICATION

This research project is dedicated to my family, loved ones and colleagues for their words of encouragement throughout the course.

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ABSTRACT

In the current global business environment, organisations are faced with constant change. The core objective of the study was thus, to assess change management processes and its effects on employee stress management in the organisation using the Ghana Scholarships Secretariat (GSS) as the case. The study utilised concurrent mixed method research design. Questionnaire and interview guide were used to obtain data from the respondents for the study. Fifteen (15) respondents were conveniently sampled for the study. Results from analysis of data gathered from respondents revealed that structural change, leadership change, technology change, organisational culture change and transformational change are the major change management processes at the Ghana Scholarship Secretariat. It was found that the Secretariat have the right talents to make the change. The study findings also revealed that there is a considerable relationship between change management process and employees' stress. It was observed that effective communication between employees and supervisors assist in managing stress. Moreover, it is established that though the respondents have not completely overcome their resistance to change, they are able to control their stress. Accordingly, it was recommended that management of the Ghana Scholarships Secretariat should keep staff well informed about imminent changes to minimize, avoid any resistance or to prevent stress and/or emotional upset.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organisations are faced with constant change in the current global business environment (Armstrong, 2006). The ever-increasing population coupled with the growing demand for products and services calls for organizations to explore diverse ways of business processes to effectively deliver on its mandate (Noe, Hollenbeck, Gerhart, & Wright, 2017).

Again, globalization and introduction of sophisticated technology and ideas call for organization to react by changing their business practices to match-up the changing trends. These changes however, in terms of demographics, industry and business nature differ (Budhwani & Bari, n.d). Changes in a firm or an enterprise have some effects on its stakeholders, including management, employees, competitors, customers and investors (Dahl, 2011; Zubair, Zafar, & Imran, 2014). While some changes become unsuccessful, others are successful and tend to be advantageous to the company or organization (Zubair et al., 2014). It is thus, fundamental for managers of firms to properly plan changes to restore better performance and competitiveness of an organisation (Judge & Robbins, 2017).

Change management processes involve series of activities or steps that move change from inception to delivery in an organisation (Fugate, Prussia, & Kinicki, 2012). Constant change management process aids in minimising the negative effect it has on a firm and the employees (Jeff, 2007). This is due to the observations that, change management process in an organisation have effects on employees' mental health including their stress management (Bamberger et al., 2012; van Hoek, Mark, Janet, & Andy, 2010). Thus, Omolara (2008) described job-related stress as the unfavourable physical and psychological reactions that occur in a person due to their inability to handle the demands in relation to their job.

According to van Hoek et al. (2010), change requires proper management in a firm, no matter how big or small it may be. Change brings about improvement in areas such as cost, quality, management and decision making, if it is appropriately managed in a firm (van Hoek et al., 2010). It is argued by Dasborough, Peter and Yuliani (2015) that it is very imperative to comprehend the type and level of change being carried out, for change managers to be able to effectively manage the change process among management as well as the employees. The change process in an organisation is one of the most common reasons of stress (Zubair et al., 2014). Changes in an organisation could include organisational structure, process and human resource (HR) requirements (Wood et al., 2010). Zubair et al. (2014) argue that, if the change process is not implemented with the employees in a firm, there are immediate and natural responses that the employees exhibit. Change process according to Zubair et al. (2014), in one or more of the organisational factors including culture, structure, job demands, leadership or physical conditions cause workers to resist change and cause stress. Stress is observed to cause high turnover, absenteeism, decreased productivity, work family conflicts, work overload, low morale and job dissatisfaction (Zubair et al., 2014). To all the aforementioned, in order to keep up work performance as well as to keep up good relationship with co-workers and superiors, stress management becomes essential (Kirschner, Young, & Fanjoy, 2014).

It is indicated that managers should be able to deal with change and also assist their subordinates and all employees in doing the same to enhance productivity (Tvedt, Saksvik, & Nytro, 2009). Prywes (2011) pointed out that through an organisation's history, a significant difference could perhaps be made by managers engaging in change management processes in the current organisational change for it be successful. According to Prywes (2011), to be able to deal with future change implementations, managers embarking on change processes must be abreast with the previous ways in which their organisation facilitated change and its

sensitivity to workforce. This is because most change management process is accompanied by stress and the process itself is a stressor (Armstrong, 2006).

Stress is detrimental to employees' and thus negatively affects the effectiveness of the entire organization if it prolongs within the firm. Today, many organizations and employees are experiencing high levels of stress due to the nature and changes within their work structure and management (Knol & Van Linge, 2009). The high level of stress resulting from change management by previous researchers indicate other negative consequence on creativity, commitment, satisfaction and general wellbeing (Obasan, 2016; Osei-Bonsu, 2014; Raza, Khan, & Mujtaba, 2014). For instance, Osei-Bonsu (2014) in a study of the banking sector in Ghana on change management impact on job satisfaction as mediated by stress of the workforce. The researcher observed that, employees' involvement in change process is mostly limited to provision of enough information. The study further indicated that, change generally heighten stress which has a negative effect on employees' job satisfaction. Similarly, an adverse relationship was observed between change and high level of trust (Osei-Bonsu, 2014).

Consequently, the current study aims at assessing change management processes and its effects on employee stress management in the organisation using the Ghana Scholarships Secretariat (GSS) as the case.

1.2 Statement of the Problem

Generally, there is limited research on change management process and its effects on employee stress management in organizations, especially in Ghana considering various sectors that requires examination of change management process (Sanda & Sraha, 2011). There are however few related ones. For instance, Fugate, Prussia and Kinicki (2012) did a study on the management of employee withdrawal during change in organisational structure.

The focus of the study was to assess how threat appraisal could be used to manage employee withdrawal during organisational change.

It is argued by Raza et al. (2014) that inability to deal with change in an organisation may bring about stress on the workforce and managers as well, which may even lead to lower efficiency and affect the organisation at large. Zubair et al. (2014) also pointed out that, in case the direction of change in a firm is not aligned with organisational goals, the management and workers find themselves disengaged, causing stress within the organisation. According to some researchers most organisations that aspire to attain higher efficiency end up getting their workforce stressed up as a result of inappropriate change management process (Omolara, 2008; Tvedt et al., 2009). Other researchers have however reported that, there is not any considerable link between change management process and employee work-related stress (Osei-Bonsu, 2014; Prywes, 2011).

Also, the study by Omolara (2008) looked at the impact of work-related stress on organisational commitment. The study adopted the Olabisionabanjo University in Ago Iwoye, Ogun State in Nigeria as the case. The focus of the study was to examine the relationship between work related stress and organisational commitment resulting from change in management using students. The researcher found significant effect of change on stress.

Furthermore, the study undertaken by Osei-Bonsu (2014) on change management impact on job satisfaction of employees by using stress as mediator with focus on the banking sector in Ghana. Also, to the knowledge of the researcher, there is limited studies on change management and stress especially from Ghana. Most of the studies conducted are foreign (eg. Raza et al., 2014) and may not entirely apply with organizations such as the Ghana Scholarship Secretariat in Ghana. The studies reviewed above did not really look at the processes of change management and its influence on worker stress management. The current

study therefore aims at examining the change management process and its effects on employee stress management in the organisation, employing the Ghana Scholarships Secretariat as the case.

1.3 Research Objectives

The general objective of the study is to assess change management process and its effects on employee stress management in an organisation using the Ghana Scholarships Secretariat as the case.

The specific objectives of the study are:

- i. To examine the change management processes at the Ghana Scholarships Secretariat.
- ii. To assess employees' perception of change management process at the Ghana Scholarships Secretariat.
- iii. To examine the relationship between change management process and employee productivity.
- iv. To examine the impact of change management process on employees stress management at the Ghana Scholarships Secretariat.

1.4 Research Questions

The study aims to answer the following questions:

- i. What are some of the change management processes at the Ghana Scholarships Secretariat?
- ii. What is employees' perception of change management process at the Ghana Scholarships Secretariat?
- iii. What is the relationship between change management process and employee productivity?

- iv. What is the influence of change management process on employees' stress management at the Ghana Scholarships Secretariat?

1.5 Significance of the Study

The purpose of this research project is to examine change management process and its effects on employee stress management at the Ghana Scholarships Secretariat. Accordingly, the result of the research project is expected to inform management of the Ghana Scholarships Secretariat and other organisations (public and private) on the influence of change management process on employees' stress management. The outcome of the study is also expected to inform all the stakeholders about employees' perception of change management process. Moreover, the study establishes the relationship between change management process and employee productivity. Furthermore, the study serves as a source of reference to organisations, researchers and students who may want to conduct studies on change management process and its effects on employee stress management.

1.6 Scope of the Study

There are several organisations in the country both public and private. This research project is however, confined to the Ghana Scholarships Secretariat. Also, the employees of the Ghana Scholarships Secretariat form the respondents of the study. Accordingly, fifteen (15) employees of the Secretariat are included in the study to provide responses on change management process and its effects on employee stress management.

1.7 Definition of Terms

- *Change management process*: The series of activities or steps that move a change from inception to delivery in an organisation (Fugate et al., 2012).
- *Stress management*: The techniques aimed at controlling a person's level of chronic stress (Kirschner et al., 2014).

- *The Ghana Scholarships Secretariat*: This is an inter-ministerial agency under the office of the President, established in 1960 to administer scholarships to Ghanaians, locally and abroad.

1.8 Organizational Profile

The Ghana Scholarships Secretariat is an institution under the office of the president that grants scholarships to brilliant but needy students in Ghana (Scholarship Secretariat, 2018).

1.8.1 Mission of the Secretariat

The Ghana Scholarship Secretariat exist to utilise funds from Government. GETFUND and Donor Support, for the provision of Scholarships to brilliant but needy students and qualified Ghanaian workers at a minimum access cost for Human Resource Development for the purpose of National Growth and Development (Scholarship Secretariat, 2018).

1.8.2 Vision of the Secretariat

To become a world class awarding institution using the best practices to deliver service to the satisfaction of our stakeholders (Scholarship Secretariat, 2018).

1.8.3 Objectives of the Secretariat

- To award scholarships to needy but brilliant students in second cycle institutions based on merit and hardship.
- To offer scholarships training in government priority areas for qualified Ghanaians workers in foreign tertiary institutions.
- To offer bursaries for post graduate training locally in public tertiary institutions.
- To strengthen the human resource capacity and provide a conducive working environment for the Secretariat.

- v. To increase equitable access to and participation in quality education at all levels.

Thus, to bridge the gender gap to access to education (Scholarship Secretariat, 2018).

1.9 Chapter Disposition

This research project contains five chapters. Chapter one presents the introduction which includes the research background, problem statement, research questions, objectives of the study, significance of the study, scope of the study, definition of terms and the chapter disposition.

Chapter two presents the literature review which contains the theoretical review, empirical review and theoretical framework of the study.

Chapter three consists of the methodology which contains the research paradigm, research design, types and source of data, target population, sampling, methods of sampling, data collection instrument, data analysis and ethical consideration. The fourth chapter consists of the data analysis, presentation of results and discussion.

The fifth chapter contains summary, conclusion, limitations and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the phenomenon under study from books, journals, articles and magazines. The review focuses on theoretical review (Force-Field Theory and Demand-Control Theories); empirical review (the influence of change management process on employees' stress management in organisations, employees' perception of change management process in organisations, and the relationship between change management process and employee productivity in organisations); and an adopted theoretical framework.

2.2 Conceptual Definition

2.2.1 Change Management

According to Todnem (2005), change management is a systematic approach in handling transitions within an organization. This transformation includes the organization's goal, processes, technology or operations. The concept of change management involves strategies that involves effecting change, controlling change and readiness to change by employees (Paton & McCalman, 2008). Paton and McCalman (2008) further postulated that change has become a necessary tool in management toolkit that is always under consideration due to the varied nature of factors that demand change management. Factors including political change in leadership, mergers and acquisition, competition and internal life of organizations among others lead to change (Pollitt, 2008; Judge & Robbins, 2017).

2.2.2 Employee Stress

Stress exists in every organization whether big or small. Workplaces and organizations have become so much complex due (Noe et al., 2017). Workplace stress has significant effects on the employees (Anderson, 2003). Employee stress refers to the feeling of anxiety and strains

by job employees. There are varied sources of employee stress which are either intrinsic based on the nature of the job and the individual employee or may be external where other events create the feeling of employees feeling anxious. For instance, the concept of change management has been found to elicit high levels of stress due to uncertainty and disruption in workflow due to management change and strategy, work conflicts, resource inadequacy, role overload, and work ambiguity (Bashir et al., 2010).

2.3 Theoretical Review

2.3.1 Force-Field Theory

The Force-Field Theory was developed by Lewin (1951). Principally referred to as Force-Field Analysis (FFA), this theory argues that, there is a driving force as well as a restraining force that call for the implementation of a change programme in any setting where there is the need for change (Lewin, 1951). As a significant tool of organisational management change process, the FFA is applied to transform the behaviour of persons, which will result in groups and the organisation being eventually transformed (Lewin, 1951). The theory aids in establishing the steadiness between the driving and restraining forces of the change process or programme (Day & Shannon, 2015).

According to the Force-Field Theory, there are three stages in a change process: the unfreezing stage; the moving stage and the refreezing stage (Lewin, 1951). In the unfreezing stage, the theory argues that, to be ready and open about a planned change initiative, the change management programme would need to be directed at giving the employees that desire and motivation (Skepe, 2012). Hence, communicating clearly why the change is vital, its significance and the compelling reasons for change, the motivation of employees could be achieved (Skepe, 2012). The theory further suggests that, in the moving stage, to ensure that workers begin to accept and buy-in to new perspectives, the firm going through change

would need to give support and confidence to the individuals affected by change. This will ensure that the workers realise that the current situation in the organisation will be enhanced by the change (Day & Shannon, 2015). According to the theory, in the refreezing stage, the organisation would need to see to it that new patterns of behaviour are reinforced (Skepe, 2012). In day-to-day business, this will guarantee that, the changes are applied, and this aids in creating a sense of steadiness, where workers who are affected by change feel confident and comfortable with the new manner in which things are carried out (Judge & Robbins, 2017).

It is argued by Skepe (2012) that, managers in various organisations should always try to make sure that change management processes directed at transformation are fair, unifying and transparent and also recognise the sensitivity around transformation. This should be done in such a way that, a situation where stakeholders especially employees or potential employees feel under-appreciated or overlooked because of their gender or race is avoided (Skepe, 2012). This demands a cautiously crafted and implemented change management initiative, after which the results will not only unify employees of the organisation but also create a competitive edge for the organisation (Day & Shannon, 2015). In relation to the current study which is to examine change management processes and its effects on employee stress management at the Ghana Scholarships Secretariat, the Force-Field Theory is a significant change management tool that could be used to produce what has been reported above.

2.3.2 Demand-Control Theories

The Demand-Control Model was proposed by Karasek (1979). It is the development and expansion of job strain/stress models, which concerns the joint effects of job demands and job control on employee well-being (Karasek, 1979). According to the theory, demand is subdivided into workload, job hazards, emotional and physical demands, and role conflict

(Karasek, 1979). Control, on the other hand, refers to substantive complexity of work, control of outcomes, administrative control, supervision, skill discretion, authority decision and ideological control (Hanson, Hyde, Chungkham, & Westerlund, 2017). Jobs have been classified into four categories, based on the dimensions of demand and control (Karasek, 1979). These categories according to Landsbergis, Schnall, Dietz, Friedman and Pickering (1992), are jobs that are high strain (high demand/low control); low strain jobs (low demands/high control); active jobs (high demands/high control); and passive jobs (low demands/low control). All these categories impact the employee's stress management. The outcome of high demand/low control combinations is generally psychological distress (Karasek, 1990).

On the other hand, an increase in control, Judge and Robbins (2017) argues that, is positively correlated with job satisfaction. With job-related stress that arise as a result of processes of organisational change, control has also been implicated, where the antidote for stress is conceptualised to be control (Kirschner et al., 2014). The theory of demand control highlights that where internal change process does not follow internal arrangement but has greater external influence, minimize control of employees and thereby affecting their stress. A relationship has been observed between low social support within an organization and symptomatology. A significant interaction with demand and control has been observed for employee's wellbeing (Landsbergis, Schnall, & Dobson, 2018). In relation to the current study, it could be argued that, during change processes, employees need to exercise control as an antidote to manage their stress. Hence, the Demand-Control Model, is relevant to the study of change management processes and its effects on employee stress management at the Ghana Scholarships Secretariat.

2.4 Empirical Review

2.4.1 Change management processes in organisation

A study was undertaken by Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) on some of the change management processes in organisations. Results from the study revealed that among other change management processes, the predominant ones include organisational structural change, technology change and change in individuals.

Also, Wanza and Nkuraru (2016) explored to establish some of the change management processes in organisations. Through analysis of primary data gathered using questionnaire, it was indicated that some of the common change management processes in organisations are structural changes, leadership changes, technology changes and organisational culture changes.

2.4.2 Employees' perception of change management process in organisations

According to a study by Vithessonthi (2005), the reactions and attitudes of workers towards change can be triggered by a feeling of insecurity. This is when they begin to question and analyse themselves of their capability to work and remain with their organisation (Vithessonthi, 2005). Vithessonthi (2005) observed that, the greater the feeling of uncertainty, the greater the feeling of insecurity. The employees may therefore, according to the results, go into protection mode which results in negative reaction and attitudes towards organisational change. The obvious response to this feeling of insecurity is resistance to change as the workforce direct their resistance toward the source that they feel is responsible for the change (Vithessonthi, 2005).

Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) through in-depth interviews with 61 employees to gather data aimed at examining opinions and reactions to organisational change that is complex. The study used a major tertiary hospital and employed executives,

supervisory and non-supervisory staff to assess their positive and negative perceptions of change. The study found more conflict and divisions among supervisory and non-supervisory staff. Also, more executives than supervisory and non-supervisory staff were found to express negative attitudes toward the change. The study observed that, the focus of executives and supervisory staff were specifically on planning challenges and probable end results of the change than non-supervisory staff.

A study was undertaken by Ayinde and Akanni (2011) in Nigeria, with an aim to examine the perception of public workers on downsizing and their commitment to the organisations. In all, a total of 604 respondents were chosen using the stratified random sampling from the six public establishments affected by downsizing. The study findings showed that personnel opinion of downsizing exercise impacted their job commitment.

In Kenya, Phillip (2016) used the cross-sectional survey design to explore the perception of employees on strategic change management processes and performance of the National Police Service. The mixed method for data collection was adopted to gather data from 1200 respondents who were sampled using the stratified sample technique. The testing of data obtained revealed the respondents felt the change processes could positively influence response time and also reduce serious crime rate. The study thus, indicated that, change management process was top-bottom approach and the respondents felt that, only few employees who were chosen actively participated.

Omitto (2013) did a research at Kenya Commercial Bank, Nairobi County which sought to assess employee perception of change management processes at the bank. The study reported that communication, leadership, organisation culture, change agents and the readiness of the staff to buy-in the change are all significant factors of the practices of change. The study indicated that, in order to increase acceptability of change among workers and reduce their

resistance, there is the need for the bank to increase their contribution and participation during the change process since the employees are the key implementers of change in an organisation. This will reduce their negative perception of change.

Further, Aduama (2016) did a cross-sectional survey and used 303 respondents selected from three organisations in Ghana, to explore the impact of employee perceptions on organisational change. The study also aimed at examining employees' attitudes towards downsizing, merging and restructuring organisations. The study results revealed a significant positive connection between respondents' views and their feelings towards organisational change. It found that, the respondents' perception of the change process contributed considerably more to their attitudes than their perception of change outcomes. Compared to non-managers, managers were found to considerably show more positive attitude towards organisational change. Furthermore, amongst the three change types, the results revealed that the least positive attitudes towards organisational change were exhibited by respondents in the downsizing organisation.

Also, using multi-stage quota and convenience sampling techniques, Mensah (2013) sampled 274 respondents from the Ghana Revenue Authority (GRA), to explore the connection between perceived change management and the wellbeing of the respondents. Analysis of data collected from the 274 respondents showed that, employees who had better stress management perceived change management to be positive while employees who perceived change management to be negative had poor stress management with pay satisfaction mediating. Accordingly, the findings indicated that, the impact of perceived change management on the respondents' wellbeing is considerably dependent on the level of satisfaction they have with their present pay.

2.4.3 Change management process and employee productivity

In a study conducted in University Libraries in Jordan, Al-Jaradat et al. (2013) sought to explore the connection between performance of librarians and change management. Using random sampling, the researchers sampled 200 respondents and adopted questionnaire to collect primary data from them. Analysis of data obtained indicated that based on business requirements within the University Library, organisational structure is not appropriate because change in the organisational structure is not flexible. According to the findings the structure resulted in overlapping powers and more responsibilities. It was also found that there is a positive connection between the areas of change (structure of organisation, technology, individuals) and the employees' proficiency.

One earlier study done in Palestinian Non-Governmental Organisations by Marzouk (2006) aimed at establishing the effectiveness of the organisational development requirements and change management. The study findings indicated that there is a strong correlation among the clarity of the model of change management to the workers and managers working in the Palestinian NGOs. The study indicated that appropriately managing change by the organisations resulted in improved performance of their staff.

Wanza and Nkuraru (2016) used University of Eldoret, Kenya, as the case to examine the connection between change management and employee productivity. The researchers used questionnaire to obtain primary data from 121 respondents who were randomly sampled. The study revealed through analysis of data that university employees' performance was positively influenced by structural changes and organisational leadership. It was also reported that there is a considerable relationship between technological changes and employees' performance. This is found to be as a result of the technological change that is swift which the world is speedily adjusting. It eases personnel's workload and increase effectiveness and efficiency in the organisation. Moreover, organisational culture that is strong is observed to

create synergy and momentum that encourages teamwork and boosts the performance of workforce. The study indicated that employees' performance is influenced by leadership, structural changes, technology and organisational culture.

2.4.4 The influence of stress on employee productivity in organisations

There are several observations about the influence of stress on employee productivity in organisations. Fonkeng (2018) undertook a study in Cameroon and explored how personnel proficiency is influenced by job-related stress in microfinance institutions. In all, 80 respondents were purposively sampled. Data collected with questionnaire and analysis found that, the performance of the employees was negatively affected because, they endured excessive amounts of stress. It was observed that pressure is mounted on the respondents by the management to increase their productivity. It was also established from the respondents that, a stress-free programme boosts their effectiveness and that of the enterprise, though other respondents do not see the possibility of such programme reducing stress.

Arasomwan (2015) conducted a study to examine how stress influences productivity levels. The study used Unilever Nigeria Plc as the case, where the employees formed the respondents of the study. Questionnaire was the main instrument used to obtain data from 127 employees, who were randomly sampled. Analysis of the data revealed that, stress adversely impacts employees' productivity and their attitudes and behaviour on the job. Results of the study also indicated that, interventions of stress management certainly influence productivity, and that organisations' stress programmes contribute to the welfare of workers.

A study was undertaken in Nigerian universities by Ekiemor (2016) with the purpose of exploring the influence of work-related stress on efficiency of academic staff's commitment. With analysis of primary data collected using questionnaire, it was found that there is an

influence of job-related stress on the employees' productivity. The study also found that, job-related stress affects the commitment of workers adversely. It was further indicated that, when there is no managerial concern for solution when higher level of stress exists, employees' performance is consequently lowered. According to the study results, the aforementioned observation put the organisation's reputation at stake and results in loss of workers who are experienced.

Similarly, Imtiaz and Ahmad (2009) carried out a study on how job-related stress influence employees' performance, efficiency and turnover. The study employed medical officers and house officers from the medical organisations in Rawalpindi/Islamabad. Primary data for analysis was gathered using the questionnaire. Analysis revealed that lack of acceptance for work done, lack of administrator support, issues that are personal, irregularity in work environment, low span over work environment and insufficient monetary reward are the factors affecting stress. The study found an adverse impact of job stress on the performance of respondents, hence, affecting career change over, satisfaction of work, treatment errors and knowledge.

Exploring the Nigerian banking industry, Okeke, Echo and Oboreh (2016) sought to establish how employees' performance is affected by stress. In all, 250 respondents were drawn from five banks using the purposive sampling method. Data for the study was obtained through questionnaire. The study established that, pressure due to workload has considerable effect on performance of the respondents. Moreover, it was observed that, stress hinders effective productivity of the respondents.

2.4.5 The influence of change management process on employees stress management

Some studies have indicated that change management process influence employees' stress management in organisations. For instance, a research was carried out by Wisse and Sleebos (2016) to establish the particular consequences change has on the individual or the group. The research was also to explore whether the interactive influence of self-construal and change effects on stress will be mediated by feelings of uncertainty. With data obtained through laboratory study and cross-sectional survey, it was observed that, when change affects matters that are fundamental to employees' sense of self, the change will definitely lead to stress and predominantly so when the personal self is significant. It was noted that, feeling of uncertainty is mediated by this effect.

A study was conducted by Budhwani and Bari (n.d) in Scotland to examine organisational change effect on employee stress level. The study employed the ABN AMRO as the case. Data for the study was gathered through in-depth interviews and questionnaire. According to the study results, management ability in implementing the change successfully was rated below average by most of the employees. The study indicated that, high stress before the change was reported by none of the employees. The findings however, showed that, after the acquisition, few employees were highly stressed out. It was found that, stress after change is dependent on tenure of employment of employee. Hence, the findings suggested that, as compared to personnel who had worked in the bank for few years, employees who had spent many years working in the bank experienced higher stress level after the Royal Bank of Scotland acquired ABN AMRO.

The correlation between organisational change and employee wellbeing was assessed by Dahl (2010). With 92,860 personnel employed in 1,517 of the largest Danish organisations, the researcher tested all stress-related medicine prescriptions with a comprehensive panel dataset. The findings of the study indicated that, for employees at establishments that go

through broad concurrent changes along several dimensions, there is higher possibility of those workers receiving stress-related medication. Accordingly, connection between organisational changes and risk of staff stress is established.

The link between human capital practices and productivity was assessed by Nzuve and Bundi (2012) using Kenya Commercial Banks as cases. The researchers reported that, in several of the banks, the management of human capital practices are adapted to an average level. They also reported that, the management of human capital practices have encouraging effects on efficiency during change management process.

In a research conducted in Ghana, Broni (2016) employed AngloGold Ashanti, Obuasi Gold Mine to establish the mediating role of human capital in the connection between strategic change and the performance of employees. A total of 153 respondents provided data for the study. Findings from quantitative study showed that, there is a complete mediation of human capital on strategic change and the performance of the employee. This result reinforced the fact that, the strategic change and human capital have positive influence on the performance of employees.

2.5 Theoretical Framework

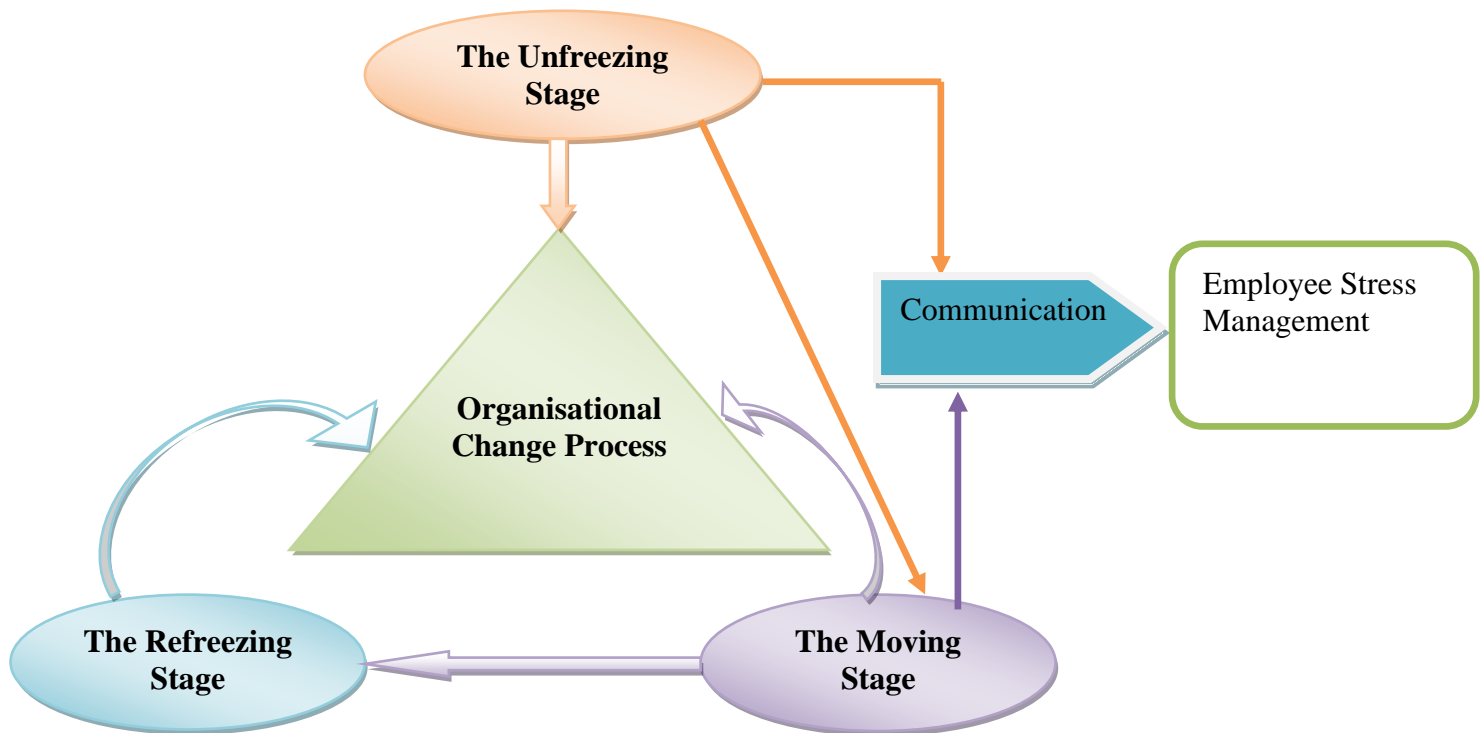


Figure 1: Theoretical framework depicting Lewin's Force-Field Theory

Source: Lewin (1951)

Based on Lewin's (1951) Force-Field Theory as showcased in Fig. 1, there are three stages in a change process. They are the unfreezing stage; the moving stage and the refreezing stage (Lewin, 1951). According to the framework, in the unfreezing stage, the change management processes needs to be directed towards motivating workers to be ready and open about a planned change programme (Lewin, 1951). To achieve this and minimize the influence of stress and employee resistance, the theory argues that management must communicate clearly why the change is essential, its significance and the compelling reasons for the change (Lewin, 1951).

In the moving stage, the organisation carrying out change would need to give support and confidence to the persons affected by change, in order to start accepting and buying-in to new perspectives (Lewin, 1951). At this stage also, there is the need for management to engage in

effective communication with the employees on how to manage stress associated with the change process.

In the third stage (refreezing stage), the organisation needs to ensure that new patterns of behaviour are reinforced (Lewin, 1951). Accordingly, there must be full execution of the change at this stage. This framework provided the background to situate the findings obtained in the study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter is focused on the methodology employed for the research project. It consists of research paradigm, research design, types and sources of data, population, sampling, methods of sampling, instruments for data collection, research instruments administration, data presentation and ethical consideration.

3.2 Research Paradigm

Research Paradigm has been defined by Flick (2009) as cluster of substantive variables, concepts, and phenomena that are incorporated and attached with corresponding procedural approaches and tools. According to McGregor (2018), paradigm is a fundamental system or global view that guides the researcher. Similarly, Packer (2017) explains that paradigm consists of the general theoretical assumptions and laws, and methods for their application that are adopted by the members of a particular scientific community. The study is underpinned on the positivist paradigm. Positivist paradigm according to Creswell and Poth (2017), specifies a deterministic philosophy in which effects outcomes are determined by causes. As propounded by the French philosopher Auguste Comte, positivism is a doctrine that defines observation and reason as a means of understanding behaviour (Shah & Al-Bargi, 2013). According to the positivist, only experiment or observation and sensory experience can establish true knowledge (Cohen, Morrison, & Manion, 2017; Mertens, 2014). Therefore, the current study adopted the positivist paradigm to explore the social world objectively by adopting procedures and approaches which are scientific in understanding the research aim within the Ghana Scholarship Secretariat (GSS).

3.3 Research design

Punch and Oancea (2014) indicated that, research design is the basic plan for a research that illustrates and demonstrates how the research questions are linked to the available data and what tools and procedures were employed in answering them. According to Berg (2009), an appropriate and carefully chosen design guarantees that the research is valid and yields dependable results every time. The study adopted the concurrent mixed method research design. Creswell (2013) explains that this method involves a two-phase design where the quantitative data and the collection of qualitative data occurs simultaneously. The aim of this design is to use both the qualitative findings and quantitative findings to complement each other to explain and interpret further the results of the study (Creswell, 2013). Similarly, the research strategy used was the cross-sectional to obtain each data form concurrently via self-reports using survey (questionnaire) and interview.

3.4 Types and Source of Data

Data has been defined as facts or figures from which conclusions can be drawn (Mesly, 2015). There has to be a process of collecting and sorting data, before one can present and interpret information. Data can be seen as the unrefined material from which information is obtained (Ajayi, 2017). There are diverse methods adopted to gather information in research (Douglas, 2015). These fall into two categories: primary and secondary data (Douglas, 2015). First-hand raw data gathered by the researcher himself is referred to as primary data while secondary data is the data that has been gathered already or produced by others (Douglas, 2015). Primary data sources are surveys, questionnaires, observations, and interviews (Douglas, 2015). Secondary data sources entail but not limited to websites, journal articles, books, government publications, and internal records (Douglas, 2015).

The study utilised predominantly primary data. Accordingly, primary data for this study was gathered through questionnaire and interview. The primary data was obtained from the employees of the Ghana Scholarships Secretariat. Questionnaire was used to obtain the demographic features of respondents and responses to address some of the research objectives while the interview guide was also used to obtain responses that answered the research questions. Secondary data complemented the research information sources through review of literature from books, journals, magazines, websites and articles.

3.5 Population

Research population according to Frankel and Wallen (2000), is the group to which the results of the research are proposed to apply. Generally, the population is referred to as the individuals who have certain set of features or characteristics a study seeks to investigate and analyse (Punch & Oancea, 2014). The population for this study included all staff of the Ghana Scholarships Secretariat. The Secretariat has a population of twenty-six (26) employees.

3.6 Sampling

A sample is referred to as a subset of the whole or the total population selected to participate in the study. It is a portion of the whole, chosen to participate in the research (Cooper & Schindler, 2003). A sample size of fifteen (15) respondents were conveniently sampled to respond to the survey. Concurrently, seven respondents participated in the qualitative data collection via interviews. These numbers were ideal because minimum sampling adequacy was achieved (Bowen, 2008). This number was selected due to time constraint as well as respondent's unavailability. Employees of the Ghana Scholarships Secretariat formed the respondents of the study.

3.7 Methods of Sampling

Sampling according to Creswell and Creswell (2017), is the process of picking a section or a portion of the population to represent the total population. There are several sampling methods available to a researcher. Nevertheless, the convenience sampling method was employed for the study. The convenience sampling procedure aided in administering questionnaire and interviewing the employees of the Ghana Scholarships Secretariat during their free time. Punch and Oancea (2014) argue that convenience sampling selects respondents who are willingly available and agree to participate in a study. Hence, the staff who were available and ready to take part in the study were selected.

3.8 Data Collection Instrument

The information obtained in a course of a study or research is referred to as data (Pallant, 2013). Field data for the study were obtained using questionnaire and an interview guide as the main instruments for data collection. The questionnaire was designed to contain sections. The first section focused on the demographic information of the respondents. The remaining sections each contained questions aimed at answering the objectives of the study.

The interview guide was also designed to contain questions aimed at addressing the study objectives. The interview guide development was guided by Kallio, Pietilä, Johnson and Kangasniemi (2016) five step approach in semi-structured interview guide construction. The stages included; meeting the pre-requirement for using a semi-structure interview, retrieving and usage of prior knowledge, formulating preliminary questions for the semi-structured guide, having a pilot test of the questions, then refining and presenting the final version of the semi-structured interview guide. The interview guide had fourteen questions.

Also, the quantitative data was obtained via using a survey questionnaire. It had three sections with the first section aimed to obtain demographic information, the second was the

change management measure and the third was job stress items which were all adopted. The forty-two-item change management questionnaire was developed by Bouckenooghe, Devos and Van den Broeck (2009) and have been found to be a good measure of change management. The Job stress was measured on a five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree using a scale developed by Shukla and Srivastava (2016). The Job stress measure has nine items and have been found to be valid measure of stress and highly reliable ($\alpha=.83$). The questionnaire and interview guide were used to gather responses from employees of the Ghana Scholarships Secretariat (GSS).

3.9 Data Collection Procedure

Questionnaire and interview guide were the main instruments for data gathering. The questionnaires were administered personally to the staff by the researcher during their leisure. Ample time were given to them to complete the questionnaire. This was done to make sure that the respondents had sufficient time to carefully read through the questionnaire before answering questions contained in it. This was in order for them to provide correct answers that are relevant for the study. The questionnaires obtained at the end of each day was cross-checked to make sure that all the questions have been completed correctly. A total number of fourteen (14) days was used to collect data from employees.

Subsequently, an interview guide was used to gather qualitative data from respondents. Initially, the respondents were prompted as they fill the questionnaire before the interview schedule. For the interview with the respondents, seven were available and ready for the interview.

The questions contained in the questionnaire and interview guide aimed at answering the research questions. The research questions included: What is the impact of change management process on employees stress management at Ghana Scholarships Secretariat?;

what is employees' perception of change management process at Ghana Scholarships Secretariat?; and what is the impact of stress on employee productivity at the Ghana Scholarships Secretariat?

3.10 Data Analysis

The questionnaires obtained were cross-checked for accuracy to ensure validity. The questionnaires were coded by assigning numbers on them and analysed with the use of Statistical Package for the Social Sciences (SPSS) software programme (Field, 2013). Percentages and means were used for computing and analysing the data. The analysed data were presented in tables and the statistical tool used to examine the quantitative research question was descriptive analysis.

On the other hand, the researcher used digital audio-recorder to audiotape the interview with respondents and balanced with written interview notes in a notepad. The researcher crosschecked all the data collected for completeness and accuracy. The researcher then designed a codebook. Based on the codebook, coding of data was done manually. The respondents were coded using alphabet and a number to represent each respondent. Thereby respondent 1 was represented with R1 and it follows. The responses from the respondents were replayed and transcribed. They were also edited to make good meaning out of them using content analysis technique (Neuendorf, 2016). Furthermore, appropriate quotes were done respectively.

3.11 Ethical Consideration

Prior to the commencement of the research project, permission was sought from management of the Ghana Scholarships Secretariat (GSS) to conduct the interview with the employees. Consent of all the respondents was also sought before including them in the study. To assure them of confidentiality and anonymity, their rights were explained to them. Moreover, no

money or anything of the sort was given to any respondent before, during or after the survey were completed as well as consent to record the interview sessions.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter is concerned with analysis and presentation of the findings of data obtained from the respondents of the study. Primarily, the chapter presents a brief demographic data of the respondents of the study. They include their gender, age, educational qualification, number of years in the organisation, marital status and employment type. Subsequently, findings from the analysis of data collected on the objectives are also presented. The objectives of the study were to examine some change management processes at the Ghana Scholarships Secretariat; to assess employees' perception of change management process at the Ghana Scholarships Secretariat; to examine the relationship between change management process and employee productivity; to assess the influence of stress management on productivity; and to examine the impact of change management process on employees stress management at the Ghana Scholarships Secretariat.

4.2 Demographic Data of Respondents

This section focuses on demographic information of the respondents. They include gender, age, educational qualification, number of years in the organisation, marital status and employment type.

Table 4.1: Respondents Profile

Variable	Category	Frequency (n=15)	Percentage (%)
Gender	Male	4	26.70
	Female	11	73.30
Age	31-40 years	6	40.00
	41-50 years	8	53.30
	Above 50 years	1	6.70
Education	Diploma/HND	1	6.70
	First Degree	9	60.00
	Masters	4	26.60
	Other (MSLC)	1	6.70
Tenure	Less than 1 year	1	6.70
	1-3 years	3	20.00
	4-7 years	5	33.30
	8-10 years	5	33.30
	11-13 years	1	6.70
Marital status	Single	2	13.30
	Married	13	86.70
Employment type	Permanent	15	100.00
	Contract	0	0.00

Source: Field data 2019

Table (4.1) shows gender, age, educational qualification, number of years in the organisation, marital status and employment type of staff. As shown in table (4.1), out of the fifteen (15) respondents, male respondents were 4, representing 26.70%; while female respondents were 11, representing 73.30%. Hence, females formed majority of the respondents for this current study.

As indicated in table (4.1), out of the fifteen (15), six (6) of them representing 40.00% were between 31-40 years; 8 of them representing 53.30% were between 41-50 years; while one (1) of them representing 6.70% was above 50 years. This indicate therefore that most of the respondents were between the age range 41-50 years.

As demonstrated in the table, out of the 15 respondents, one (1) respondent representing 6.70% had Diploma/HND, 9 of them representing 60.00% had First degree, 4 of the

respondents representing 26.60% had Masters, while one (1) of the respondents representing 6.70% had MSLC. Hence, most of the respondents had First Degree.

The table also depicts years worked in the organisation by respondents. As shown in the table, out of the 15 respondents, one (1) of them representing 6.70% had spent less than a year in the organisation, 3 of them representing 20.0% had spent 1-3 years in the organisation, 5 of them representing 33.30% had spent 4-7 years in the organisation, likewise 5 of them representing 33.30% had spent 8-10 years in the organisation, while one (1) respondent representing 6.70% had spent 11-13 years in the organisation. Hence, equal number of the respondents had spent 4-7 years and 8-10 years respectively.

As shown in the table, out of the 15 respondents, 2 of them representing 13.30% were single, while 13 of them representing 86.70% were married. Consequently, the results show that majority of the respondents are married.

Moreover, the table shows the employment type of the workforce. As shown in the table, all the 15 respondents representing 100.00% were permanent employees.

4.3 The change management at the Ghana Scholarships Secretariat (GSS)

Table 4.2: Is there a clear vision of the change to be made?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	4	26.60
Yes	10	66.70
Total	15	100.00

Source: Field Data 2019

As demonstrated in table (4.2), the respondents were asked if there is a clear vision of the change to be made? Out of the 15 respondents, one (1) of them representing 6.70% answered

No; 4 of them representing 26.60% said Maybe; and 10 of them representing 66.70% said Yes. Hence, majority of the respondents said there a clear vision of the change to be made.

Table 4.3: Is there a clear and concise message about the change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	4	26.60
Yes	10	66.70
Total	15	100.00

Source: Field Data 2019

As shown in table (4.3), respondents were asked whether there is a clear and concise message about the change? Out of the 15 respondents, one (1) of them representing 6.70% answered No; 4 of them representing 26.60% said Maybe; and 10 of them representing 66.70% said Yes. The results show therefore, that majority of the workforce indicated that there is a clear and concise communication about the change.

Table 4.4: Can the change message be articulated to all levels of the organisation?

Response	Frequency	Percentage (%)
Maybe	4	26.70
Yes	11	73.30
Total	15	100.00

Source: Field Data 2019

As indicated table (4.4) above, staff were asked whether the change message can be articulated to all levels of the organisation? Out of the 15 respondents, 4 of them representing 26.70% said Maybe; while 11 of them representing 73.30% answered Yes. This indicates therefore that majority of the respondents said the change message can be articulated to all levels of the organisation.

Table 4.5: Is there sufficient passion for this change for the team to be its champion?

Response	Frequency	Percentage (%)
Maybe	6	40.00
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

Table (4.5) depicts results from the question: Is there sufficient passion for this change for the team to be its champion? Out of the 15 respondents, 6 of them representing 40.00% said Maybe; whilst 9 of them representing 60.00% answered Yes. Indicating that majority of the respondents said there is sufficient passion for the change for the team to be its champion.

Table 4.6: Does the message fully and concisely explain the value of the change?

Response	Frequency	Percentage (%)
No	5	33.30
Maybe	2	13.40
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As shown in table (4.6), respondents were asked if the message fully and concisely explain the value of the change? out of the 15 respondents, 5 of them representing 33.30% answered No; 2 of them representing 13.40% said Maybe; and 8 of them representing 53.30% answered Yes. Accordingly, the results indicate that most of the respondents said the message fully and concisely explain the value of the change.

Table 4.7: Is the message believable to all audiences?

Response	Frequency	Percentage (%)
No	4	26.70
Maybe	11	73.30
Total	15	100.00

Source: Field Data 2019

In table (4.7), respondents were asked whether the message of change is believable to all audiences? Out of the 15 respondents, 4 of them representing 26.70% answered No; and 11 of them representing 73.30% answered Maybe. Hence, majority of the respondents are not sure whether the message of change is believable to all audiences.

Table 4.8: Is it clear what will change?

Response	Frequency	Percentage (%)
Not available	1	6.70
No	1	6.70
Maybe	5	33.30
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As shown in table (4.8) above, respondents were asked whether there is a clear indication of what will change? Out of the 15 respondents, one (1) of them representing 6.70% said Not available; likewise one (1) of them representing 6.70% answered No; 5 of them representing 33.30%; while 8 of them representing 53.30% answered Yes. The results show that most of the respondents are sure there is a clear indication of what will change.

Table 4.9: Does the team understand the scale of the change, including potential unintended consequences?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	9	60.00
Yes	5	33.30
Total	15	100.00

Source: Field Data 2019

As depicted in table (4.9), respondents were asked whether the team understand the scale of the change, including potential unintended consequences? Out of the 15 respondents, one (1)

of them representing 6.70% said No; 9 of them representing 60.00% said Maybe; while 5 of them representing 33.30% answered Yes. Thus, majority of the respondents are not sure whether the team understand the scale of the change, including potential unintended consequences.

4.4 Employees' perception of change management process at the GSS.

Table 4.10: Is there an established sense of urgency for the need for this change?

Response	Frequency	Percentage (%)
Maybe	6	40.00
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

As demonstrated in table (4.10), respondents were asked whether there is an established sense of urgency for the need for this change? out of the 15 respondents, 6 of them representing 40.0% said Maybe; while 9 of them representing 60.00% answered Yes. The results indicate that majority of the respondents are sure there an established sense of urgency for the need for the change.

Table 4.11: Is there goal clarity and knowledge of exactly what to achieve?

Response	Frequency	Percentage (%)
Not available	1	6.70
No	1	6.70
Maybe	1	6.70
Yes	12	80.00
Total	15	100.00

Source: Field Data 2019

As demonstrated in table (4.11) above, respondents were asked if there a clear goal and knowledge of exactly what to achieve? Out of the 15 respondents, one (1) of them representing 6.70% said Not available; likewise one (1) of them representing 6.70% said No; another one (1) respondent representing 6.70 said Maybe; while 12 of the respondents

representing 80.00% answered Yes. Hence, majority of the respondents are sure there is a clear goal and knowledge of exactly what to achieve.

Table 4.12: Are the change goals realistic?

Response	Frequency	Percentage (%)
Not available	1	6.70
Maybe	1	6.70
Yes	13	86.60
Total	15	100.00

Source: Field Data 2019

As shown in table (4.12), respondents were asked whether the change goals are realistic? Out of the 15 respondents, one (1) of them representing 6.70% said Not available; likewise one (1), representing 6.70% said Maybe, and 13 of them representing 86.60% answered Yes. Thus, majority of the participants indicated that the change goals are realistic.

Table 4.13: Are the goals believable?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	1	6.70
Yes	13	86.60
Total	15	100.00

Source: Field Data 2019

In table (4.13), respondents were asked whether the change goals are believable, and out of the 15 respondents, one (1) of them representing 6.70% said No; similarly one (1) of them representing 6.70% said Maybe; while 13 of them representing 86.60% answered Yes. The results show therefore that majority of the participants are certain that the goals are believable.

Table 4.14: Can the achievements and progress be measured?

Response	Frequency	Percentage (%)
Maybe	1	6.70
Yes	14	93.30
Total	15	100.00

Source: Field Data 2019

As shown in table (4.14), respondents were asked whether achievement and progress can be measured? Out of the 15 respondents, one (1) of them representing 6.70% said Maybe; while 14 of them representing 93.30% said Yes. The aforementioned results show that majority of the respondents are certain the successes and progress can be measured.

Table 4.15: Is the goal aligned with the strategic plan?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	1	6.70
Yes	13	86.60
Total	15	100.00

Source: Field Data 2019

In table (4.15), participants were asked the goal aligned with the strategic plan, and out of the 15 respondents, one (1) of them representing 6.70% answered No; likewise one (1) of them representing 6.70% answered Maybe; and 13 of them representing 86.60% answered Yes. Hence, majority of the respondents are sure the goal is aligned with the strategic plan.

Table 4.16: Is there a change plan that sets up a series of quick wins to build momentum?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	1	6.70
Yes	13	86.60
Total	15	100.00

Source: Field Data 2019

As indicated in table (4.16), the staff were asked if there is a change plan that sets up a series of quick wins to build momentum? Out of the 15 respondents, one (1) of them representing 6.70% answered No; another one (1) representing 6.70% answered Maybe; while 13 of them representing 86.60% answered Yes. The results show therefore that majority of the respondents are sure there is a change plan that sets up a series of quick wins to build momentum.

Table 4.17: Is there a plan to deal with the technical challenges of the change?

Response	Frequency	Percentage (%)
Maybe	9	60.00
Yes	6	40.00
Total	15	100.00

Source: Field Data 2019

Respondents were asked in table (4.17) if there is a plan to deal with the technical challenges of the change? Out of the 15 respondents, 9 of them representing 60.00% answered Maybe; and 6 of them representing 40.00% answered Yes. This indicates that majority of the respondents are certain that there is a plan to deal with the technical challenges of the change.

Table 4.18: Are the right systems in place to support the change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	6	40.00
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As demonstrated in table (4.18), respondents were asked whether the right systems are in place to support the change? Out of the 15 respondents, one (1) of them representing 6.70%

said No; 6 of them representing 40.00% said Maybe; while 8 of them representing 53.30% answered Yes. Thus, majority of the respondents are sure there are right systems in place to support the change.

Table 4.19: Is there understanding of the adaptive changes people will have to make?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	4	26.70
Yes	10	66.60
Total	15	100.00

Source: Field Data 2019

Respondents were in table (4.19) if there is an understanding of the adaptive changes people will have to make? Out of the 15 respondents, one (1) of them representing 6.70% said No; 4 of them representing 26.70% said Maybe; and 10 of the respondents representing 66.60% said Yes. The results show that majority of the respondents are certain there is an understanding of the adaptive changes people will have to make.

Table 4.20: Is there a plan to deal with these adaptive changes?

Response	Frequency	Percentage (%)
No	3	20.00
Maybe	7	46.70
Yes	5	33.30
Total	15	100.00

Source: Field Data 2019

As indicated in table (4.20), respondents were asked if there is a plan to deal with these adaptive changes, and out of the 15 respondents, 3 of them representing 20.00% answered No; 7 of them representing 46.70% answered Maybe; while 5 of them representing 33.30%

said Yes. Accordingly, the results show that most of the respondents are not certain whether there is a plan to deal with the adaptive changes.

Table 4.21: Are these adaptive changes clear?

Response	Frequency	Percentage (%)
No	5	33.30
Maybe	1	6.70
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

In table (4.21), respondents were asked if the adaptive changes are clear? Out of the 15 respondents, 5 of them representing 33.30% answered No; one (1) of them representing 6.70% said Maybe; while 9 of them representing 60.00% answered Yes. This results also show that majority of the respondents are certain the adaptive changes are clear.

Table 4.22: Is the discussion focused on the conceptual side of the change ?

Response	Frequency	Percentage (%)
No	6	40.00
Maybe	3	20.00
Yes	6	40.00
Total	15	100.00

Source: Field Data 2019

As shown in table (4.22), respondents were asked whether the discussion of change is focused on the conceptual side of the change (not the details of how to do it)? Out of the 15 respondents, 6 of them representing 40.00% said No; 3 of them representing 20.00% said Maybe; and 6 of them representing 40.00% said Yes. The results show that respondents are

divided whether the discussion of change is focused on the conceptual side of the change (not the details of how to do it).

Table 4.23: Is the management team on board and ready to support the change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	5	33.30
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

As noted in table (4.23), respondents were asked if the management team is on board and ready to support the change? It was observed that out of the 15 respondents, one (1) of them representing 6.70% said No; 5 of them representing 33.30% said Maybe; and 9 of them representing 60.00% said Yes. Indicating that majority of the respondents are sure the management team is on board and ready to support the change.

Table 4.24: Are people’s concerns being heard and responded to, rather than dismissing them or failing to “hear” them?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	1	6.70
Yes	13	86.60
Total	15	100.00

Source: Field Data 2019

Respondent were asked in table (4.24), whether employees' concerns being heard and responded to, rather than dismissing them or failing to “hear” them? Out of the 15 respondents, one (1) of them representing 6.70% answered No; another one (1) representing

6.70% answered Maybe; while 13 of them representing 86.60% answered Yes. The results show therefore, that majority of the respondents are certain employees' concerns are heard and responded to, rather than dismissing them or failing to “hear” them.

Table 4.25: Will the management team roll-up their sleeves and get fully involved?

Response	Frequency	Percentage (%)
Maybe	4	26.70
Yes	11	73.30
Total	15	100.00

Source: Field Data 2019

As noted in table (4.25), respondents were asked if the management team roll-up their sleeves and get fully involved in the change? Out of the 15 respondents 4 of them representing 26.70% said Maybe; while 11 of them representing 73.30% answered Yes. The results thus, show that majority of the respondents are sure the management team will roll-up their sleeves and get fully involved.

Table 4.26: Will senior management demonstrate a behaviour that is fully supportive of the change initiative?

Response	Frequency	Percentage (%)
Maybe	4	26.70
Yes	11	73.30
Total	15	100.00

Source: Field Data 2019

Will senior management demonstrate a behaviour that is fully supportive of the change initiative, was the question asked and analysed in table (4.26). As shown in the table, out of the 15 respondents, 4 of them representing 26.70% answered Maybe; and 11 of them

representing 73.30% answered Yes. Indicating therefore that majority of the respondents are certain senior management will demonstrate a behaviour that is fully supportive of the change initiative.

Table 4.27: Do the employees have trust in the team?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	6	40.00
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As indicated in table (4.27), the respondents were asked whether the employees have trust in the team? Out of the 15 respondents, one (1) of them representing 6.70% answered No; 6 of them representing 40.00% answered Maybe; while 8 of them representing 53.30% said Yes. Hence, most of the respondents said employees have trust in the team.

Table 4.28: Is there a way to anchor every change gain made and not let it slip back to the old status quo?

Response	Frequency	Percentage (%)
Maybe	7	46.70
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As indicated in table (4.28), respondents were asked if there is a way to anchor every change gain made and not let it slip back to the old status quo? Out of the 15 respondents, 7 of them representing 46.70% answered Maybe; while 8 of them representing 53.30% answered Yes.

Thus, most of the respondents said there is a way to anchor every change gain made and not let it slip back to the old status quo.

Table 4.29: Have managers and supervisors been given the information to really understand the reason for the change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	5	33.30
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

In table (4.29), respondents were asked whether managers and supervisors have been given the information to really understand the reason for the change, and out of the 15 respondents, one (1) of them representing 6.70% said No; 5 of them representing 33.30% said Maybe; while 9 of them representing 60.00% said Yes. It is therefore observed that majority of the respondents are sure that managers and supervisors have been given the information to really understand the reason for the change.

Table 4.30: Are managers and supervisors able to translate that message to the employees that report to them?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	1	6.70
Yes	13	86.60
Total	15	100.00

Source: Field Data 2019

As shown in table (4.30), "are managers and supervisors able to translate that message to the people that report to them?" was the question asked. Out of the 15 respondents, one (1) of them representing 6.70% said No; likewise, one (1) of them representing 6.70% said Maybe; while 13 of them representing 86.60% said Yes. This indicates that majority of the respondents are sure that managers and supervisors are able to translate that message to the people that report to them.

Table 4.31: Do employees understand how the change will impact them?

Response	Frequency	Percentage (%)
No	4	26.70
Yes	11	73.30
Total	15	100.00

Source: Field Data 2019

In table (4.31), the respondents were asked if employee understand how the change will impact them? Four (4) out of the 15 respondents representing 26.70% answered No; while 11 of them representing 73.30% said Yes. It is thus, found that employees understand how the change will impact them.

Table 4.32: Do employees understand what they will gain and lose in this change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	5	33.30
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

As shown in table (4.32), respondents were asked if employees understand what they will gain and lose in this change? Out of the 15 respondents, one (1) of them representing 6.70%

answered No; 5 of them representing 33.30% said Maybe; and 9 of them representing 60.00% answered Yes. Thus, majority of the respondents are certain the employees understand what they will gain and lose in this change.

Table 4.33: Does the organisation have the right talents to make the change?

Response	Frequency	Percentage (%)
Maybe	6	40.00
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

As noted in table (4.33), respondents were asked if the organisation have the right talent to make the change, and out of the 15 respondents, 6 of them representing 40.00% said Maybe; while 9 of them representing 60.00% answered Yes. It is thus, indicated that most of the respondents are sure that the organisation has the right talent to make the change.

Table 4.34: Does the organisation have training available to assist in the change?

Response	Frequency	Percentage (%)
Maybe	5	33.30
Yes	10	66.70
Total	15	100.00

Source: Field Data 2019

In table (4.34), "does the organisation have training available to assist in the change?" was the question the respondents were asked, and out of the 15 respondents, 5 respondents representing 33.30% said Maybe; and 10 of them representing 66.70% said Yes. The results show therefore that majority of the respondents are aware the organisation have training available to assist in the change.

Table 4.35: Have employees been given reasons to buy in and be engaged with the change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	5	33.30
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

As demonstrated in (4.35) are the results of the question: "Have employees been given reasons to buy in and be engaged with the change? Out of the 15 respondents, one (1) of them representing 6.70% said No; 5 of them representing 33.30% said Maybe; and 9 of them representing 60.00% said Yes. It is thus, observed that majority of the respondents are certain that employees been given reasons to buy in and be engaged with the change.

Table 4.36: Have employees overcome their resistance to the change initiative?

Response	Frequency	Percentage (%)
No	8	53.30
Maybe	1	6.70
Yes	6	40.00
Total	15	100.00

Source: Field Data 2019

The results of the question: "Have employees overcome their resistance to the change initiative?," are presented in table (4.36) above. Out of the 15 respondents, 8 of them representing 53.30% said No; one (1) of them representing 6.70% said Maybe; and 6 of them representing 40.00% said Yes. Thus, most of the respondents are sure employees have not overcome their resistance to the change initiative.

Table 4.37: Can employees be held accountable for making or not making the change?

Response	Frequency	Percentage (%)
Maybe	6	40.00
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

In table (4.37), respondents were asked if employees can be held accountable for making or not making the change? Six (6) out of the 15 respondents representing 40.00% said Maybe; while 9 of them representing 60.00% said Yes. It is thus found that most of the respondents certain that employees can be held accountable for making or not making the change.

Table 4.38: Has the team received the coaching they need to help make the change?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	5	33.30
Yes	9	60.00
Total	15	100.00

Source: Field Data 2019

Results of the question: "Has the team received the coaching they need to help make the change?" are presented in table (4.38). Out of the 15 respondents, one (1) of them representing 6.70% said No; 5 of them representing 33.30% said Maybe; and 9 of them representing 60.00% said Yes. Hence, majority of the respondents said the team received the coaching they need to help make the change.

Table 4.39: Is there an informed, passionate, and engaged change team in place?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	6	40.00
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

In table (4.39), respondents were asked if there is an informed, passionate, and engaged change team in place? One (1) of the 15 respondents representing 6.70% said No; 6 of them representing 40.00% said Maybe; while 8 of them representing 53.30% said Yes. The results show therefore, that most of the respondents indicate that there is an informed, passionate, and engaged change team in place.

Table 4.40: Have barriers that derail change been identified with a plan to remove them?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	6	40.0
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As shown in table (4.40), respondents were asked if barriers that derail change have been identified with a plan to remove them? Out of the 15 participants of the study, one (1) of them representing 6.70% said No, 6 of them representing 40.00% said Maybe; while 8 of the respondents representing 53.30% said Yes. This result shows that most of the respondents said yes, barriers that derail change have been identified with a plan to remove them.

Table 4.41: Have mid-management doubt and resistance been eliminated?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	8	53.30
Yes	6	40.00
Total	15	100.00

Source: Field Data 2019

Table (4.41) depicts results from the question: "Have mid-management doubt and resistance been eliminated?" Out of the 15 respondents, one (1) of the respondents representing 6.70% said No; 8 of them representing 53.30% said Maybe; and 6 of them representing 40.00% said Yes. This result indicates therefore, that most of the respondents are not certain whether mid-management doubt and resistance have been eliminated.

Table 4.42: Is the mid-management committed to the change initiative?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	6	40.00
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

In table (4.42), the respondents were asked if the mid-management is committed to the change initiative? It was revealed that out of the 15 respondents, one (1) of them representing 6.70% said No; 6 of them representing 40.00% said Maybe; and 8 of the respondents representing 53.30% said Yes. Indicating that most of them respondents are certain that the mid-management is committed to the change initiative.

Table 4.43: Have employee's fears been addressed in tangible ways?

Response	Frequency	Percentage (%)
No	1	6.70
Maybe	6	40.00
Yes	8	53.30
Total	15	100.00

Source: Field Data 2019

As shown in table (4.43), the respondents were asked whether employee’s fears been addressed in tangible ways? Out of the 15 respondents, one (1) of them representing 6.70% said No; 6 of them representing answered Maybe; while 8 of them representing 53.30% answered Yes. Thus, most of the respondents said yes, employee’s fears been addressed in tangible ways.

4.5 Assessment of Job stress of employees at Ghana Scholarships Secretariat

Table 4.44: Descriptive statistics of the effect of change management process on employees stress management at the Ghana Scholarships Secretariat

Statements	N	Min.	Max	Mean	SD
I have too much work and too little time to do it	15	1	5	2.73	1.87
I sometimes dread the telephone ringing at home because the call might be job-related	15	1	5	2.20	1.37
I feel like I never have a day off	15	1	5	2.93	1.53
Too many people at my level in the company get burned out by job demands	15	1	5	2.53	1.55
I have felt fidgety or nervous as a result of my job	15	1	5	2.60	.98
My job gets to me more than it should	15	2	5	3.07	1.28
There are lots of times when my job drives me right up the wall	15	2	5	2.40	.91
Sometimes when I think about my job I get a tight feeling in my chest	15	2	5	2.40	.91
I feel guilty when I take time off my job	15	2	5	2.40	.91

Source: Field data 2019

Data from table (4.44) indicates the impact of change management process on employees’ stress management at the Ghana Scholarships Secretariat with mean scores and the standard deviations. As shown in the table, it was found that the statement "my job gets to me more than it should" scored the highest mean of 3.07; I feel like I never have a day off followed with 2.93; I have too much work and too little time to do it, scored 2.73; I have felt fidgety or

nervous as a result of my job, is next with 2.60 mean score; too many people at my level in the company get burned out by job demands, scored 2.53; there are lots of times when my job drives me right up the wall, scored 2.40; likewise, sometimes when I think about my job I get a tight feeling in my chest, scored 2.40; I feel guilty when I take time off my job, also scored 2.40; while, I sometimes dread the telephone ringing at home because the call might be job-related, scored the lowest mean of 2.20.

4.6 Results of interview with Respondents

This part presents the outcome of the interview conducted with the employees of the Ghana Scholarship Secretariat. The interview was conducted with the respondents based on the research questions. The research questions included: What are some of change management processes at the Scholarships Secretariat?; what is the perception of the staff about change management process at the Ghana Scholarships Secretariat?; what is the relationship between change management process and employee productivity; how does stress management influence productivity at the Ghana Scholarships Secretariat?; and what is the impact of change management process on employees stress management at the Ghana Scholarships Secretariat? Respondents were coded from R1 to R7.

4.6.1 RQ1 What are some of the change management processes at the GSS?

This research questions aimed at finding out some of the management processes at the Secretariat. An interview was conducted with the staff of the Secretariat to answer the question. Interviewing the respondents aided in addressing this research question.

Through the interview with respondents, they mentioned some of the change management processes at the Secretariat which include change in leadership, structural change, change in technology and change in organisational culture. The respondents also revealed that transformational change has been one significant change management process carried out in

the organisation. The quotation below summarizes such drastic change management within the secretariat.

R3 stated:

“You see, the secretariat has undergone and still undergoing various changes including overhaul in management and leadership, process and procedures and the way we do things. This I will say is transformational in positioning the secretariat to deliver on its mandate”

This observation was equally emphasized by another respondent (R6) who echoed that;

“I have not seen such a huge change within this secretariat since I joined in 2007, this transformation will make scholarship administration effective”

4.6.2 RQ2 What are employees’ perception of change management process at the GSS.

This research question seeks to establish employees’ point of view of change management process at the organisation. Interview with the employees aided in addressing this research question.

What is your general opinion about change management process in the organisation?

Through the interview, it was observed that most of the participants were of the opinion that change is essential to the growth of the organisation. According to the respondents, change management process could sometimes be cumbersome, however, it aids in putting things in place to make the organisation effective.

R2 stated:

"You know many people are resistant to change but, we say it is the only constant thing. You cannot resist change forever. So, change in the organisation is good. For instance, sometimes our offices are furnished as result of organisational change."

R4 also stated:

"Change is very significant in the society. And as such, change is always good for any organisation that wants to grow. Without change, no organisation can make progress."

Is there a clear vision of the change to be made?

It was revealed through the interview that a clear vision of the change to be made is communicated to the workforce. It was observed that each time there is going to be a change at the Secretariat, the change management team through various means communicate to the workforce the need for the change and why there should be that particular change. Nevertheless, it was however, observed that some respondents are not sure whether they really get the actual understanding of the vision of change to be made when it is communicated to them.

Does the organisation have the right talent to make the change?

Based on this question, respondents noted that there are skilled personnel in the organisation to effect the change. The respondents indicated that the change management team are well trained to make the change in the organisation. According to most (71%) of the respondents, those who are selected to partake in the change process are taken through a series of training before they commence the change process in the organisation. This makes them competent enough to carry out the change.

R1 stated:

"Sure! All those who are chosen are qualified to play a part in the change process. We're optimistic that management will do well to as a matter of requirement choose the right talents to carry out the change process always."

On the contrary, few of the participants were uncertain whether the right talents are selected to carry out the change process.

R5 stated that:

"I can't really tell whether the organisation has the right talents to carry out the change. I just think whoever is chosen will have to do his or her best to ensure that the change is realised."

R3 also indicated that:

"It's hard to tell whether all those who are selected are qualified to partake in the change process."

Are your concerns heard and responded to during change?

Responding to this question, the respondents indicated that their concerns are generally heard and mostly addressed. According to them, their concerns are recorded during any change process in the organisation. Moreover, all heads of departments are made to document issues facing their various departments and present to the change management team. The team analyse those concerns and accordingly address them as the change process is ongoing.

R2 stated:

"...to a large extent, we are being heard. We meet management to share our concerns and actions are mostly taken to improve the Secretariat".

Have employees overcome their resistance to the change initiative?

Through the interview, it was revealed that though the organisation goes through series of changes, the employees feel uncomfortable whenever there is going to be a change in the organisation. Most of the staff indicated that the resistance is due to the fact that there is always some adjustments to be made and endure whenever there is change. This makes the employees demonstrate some kind of resistance to the change initiative in the organisation.

R1 stated:

“...sometimes it is worrying. This is because every director and his/her team come with a different style. This makes things quite difficult here in terms of adjustment”.

4.6.3 RQ3 What is the relationship between change management process and employees' productivity?

This research question aimed at establishing connection between the process of change management and employees' efficiency. The interview with the respondents helped to address this question.

Do you put in extra effort in your task during change process at the organisation?

It was gathered through the interview that to avoid queries, most of the respondents try their best to put in much effort in their various tasks. It was however, indicated that when the staff are made aware of vision of the change process it ensures that they are naturally willing to increase productivity. It was also indicated that sometimes the change process challenges employees to go the extra mile and be more efficient.

R1 stated:

"Sometimes the process of the change challenges you to do more in the office. Also the particular change that is being carried out bring about its efficiency in the organisation in general."

Does productivity escalate on a larger scale during change process?

According to the respondents, change management team ensures that employees are supervised effectively to maintain the productivity level of the organisation during change. They indicated that the team ensures that tasks are completed to avoid any work overload. This thus, aids in maintaining productivity level of the organisation.

4.6.4 RQ4 How does stress management influence productivity at the GSS?

This research question aimed at exploring the how stress management impact productivity at the Secretariat. Interviewing the respondents aided in addressing this research question.

Do you perceive any relationship between stress management and productivity?

In relation to this question, majority of the respondents indicated that managing stress could really influence productivity positively. According to the respondents, stress can affect an employee's ability to perform his/her job well. Individuals may neglect to complete certain tasks that are critical or forget to carry out some key part of a procedure as a result of stress. Therefore, managing stress is very significant to influencing productivity of the organisation. According to the respondents, effective communication at the organisation between employees and supervisors assist in managing their stress. Accordingly, it helps to maintain the productivity level of the organisation.

4.6.5 RQ5 What is the influence of change management process on employees' stress management at the GSS?

This research question also sought to examine the influence of change management process on employees' stress management at the organisation. Several observations were made through the interview with respondents.

How do you feel whenever there is a change process at the Secretariat?

The study established generally that though the respondents have not completely overcome their resistance to change they are able to control their stress. Most of them do not allow the change process to depressingly affect them.

R2 stated that:

"I feel quite normal. It's something we go through whenever need be. I don't see the need to feel nervous because there is a process of change in the organisation."

R7 said:

"I feel okay. I don't feel any pressure going through the change process. You just have to take it as a normal process that happens in most organisations."

Do you feel uncertain about your fate during change management?

Based on this question, majority of the respondents indicated that they do not feel uncertain about their fate during change process. According to them, they try their best to ensure that they do not go contrary to the codes and ethics of the organisation, hence, no need to be afraid when there is a change process. Most of them explained that the change process is always to make things better at the organisation and not to terrorise employees.

"No, I don't feel uncertain about my fate when changes are being made in the organisation. If you know you've not done anything wrong, you're doing your job well, you won't be scared of anything. Because, I know I haven't done anything wrong before or during the change process, so no need to be afraid of anything. And, I'm sure none of my co-workers will be afraid losing their jobs or anything of the sort."

(R3 stated)

Do you think years spent in the organisation is related to employee stress level during change management processes?

Through the interview, diverse observations were made. Some respondents indicated that years spent in an organisation will not necessarily be related to stress level during change management process. They argue that when the purpose of the change is communicated clearly to all employees, they will not be under pressure, hence, will not experience higher stress level. According to one respondent, the stress level of an employee may rise during change management process in case the person is on probation. This will be due to the fact the individual may be under pressure to put extra effort to impress management. According to other respondents, if years could be related to employee stress level then those who have spent few years in the organisation may be at risk. This will be because they may be going through such change for the first time.

During change process at GSS do you feel like putting in extra effort in your tasks to avoid any queries?

On the question of whether respondents feel like putting in extra efforts in their tasks to avoid any queries during change management process, most of the respondents indicated that the change process structures will generally influence employee performance in the organisation. According to them, the organisational structures already promote employee productivity as a

result of efficient supervisory relationships and flow of work, which consequently influence performance. According to them, employees will not be forced to put in extra effort, but, the change process will direct the work flow.

How do you manage your stress during change process in the organisation?

In relation to this question, most of the respondents revealed that they are able to control their stress through the manner the change process is communicated to them by management. According to some respondents, they ask a lot of questions to be abreast with what actually the change process entails in order to feel at ease. Getting enough information helps them to avoid being emotionally upset. Some other employees also indicated that accepting the change and working together as a team helps them to adjust and get empowered. Moreover, it was revealed that other respondents are able to manage their stress by having conversation with other colleagues. Through their encouragement they are able to manage their stress. It was also found that some of the respondents take time off to help them manage their stress.

4.7 Discussions

4.7.1 Change management processes at the Ghana Scholarships Secretariat

The study found that the change management processes at the Secretariat include change in organisational structure, change in leadership, change in technology and change in organisational culture. The finding is consistent with the study by Wanza and Nkuraru (2016). Exploring some of the change management processes in organisations, they reported that some of the common change management processes in organisations are structural changes, leadership changes, technology changes and organisational culture changes. It is quite evident that these changes are significant to the growth of every organisation. Al-

Jaradat et al. (2013) also indicated that organisational structural change, technology change and change in individuals are very helpful to the any organisation that wants to remain competitive.

A study was undertaken by Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) on some of the change management processes in organisations. Results from the study revealed that among other change management processes, the predominant ones include organisational structural change, technology change and change in individuals which was equally found in this current study.

Wanza and Nkuraru (2016) explored to establish some of the change management processes in organisations. Through analysis of primary data gathered using questionnaire, it was indicated that some of the common change management processes in organisations are structural changes, leadership changes, technology changes and organisational culture changes.

4.7.2 Employees' perception of change management process at the GSS.

The study has established that respondents perceive change management to be essential to the growth of the organisation. This observation is quite similar to what was reported in Phillip (2016). In exploring the perception of employees on strategic change management processes and performance of the National Police Service in Kenya, the author reported that the respondents felt the change processes could positively influence response time and also reduce serious psychosocial consequences. This suggest that change is significant in every organisation that wants to thrive.

It has been observed that change management process could sometimes be cumbersome, however, it aids in putting things in place to make the organisation effective. In relation to this observation, Vithessonthi (2005) argued that when change process is demanding the employees may therefore, go into protection mode which results in negative reaction and attitudes towards the change. There is thus, the need for change management team to always ensure that change process is flexible and also encourage employees get involved in the change.

It has also been found that a clear vision of the change to be made is communicated to the workforce. In contrast to this result, an earlier study reported more conflict and divisions among supervisory and non-supervisory staff (Jones et al., 2008). The change management team did not focus on communicating the vision of the change to the staff. Accordingly, executives, supervisory and non-supervisory staff were found to express negative attitudes toward the change (Jones et al., 2008). However, communicating the vision of the change and ensuring that everyone supports it will avoid conflicts.

The study has established that the organisation has the right talents to make the change. In a related study conducted by Ayinde and Akanni (2011), they indicated that choosing the right persons with expertise to carry out change in an organisation is critical to the change process. Accordingly, having the right talents to effect the change shapes the attitudes and perception, which influence their commitment to support the change.

4.7.3 The relationship between change management and employee productivity

It has been established that there is a considerable relationship between change management process and employees' productivity. This observation supports what has been reported in Al-Jaradat et al. (2013). The authors also reported that there is a positive connection between

the areas of change (organizational structure, technology, individuals) and the performance of the workforce. This goes to say that when change is implemented appropriately in the organisation, it results in efficiency of the workers.

It was found that the change challenges employees to go the extra mile and be more efficient. This observation supports an earlier study by Wanza and Nkuraru (2016). The authors also found in their study that organisational leadership and structural changes impacted employees' performance positively. According to the findings, those changes eased employee' workload and increased effectiveness and efficiency in the organisation (Wanza & Nkuraru, 2016). This suggests therefore, that workers are at times challenged by the various changes in the organisation to be more efficient.

Furthermore, results indicated that change management team make sure that employees are supervised effectively to maintain the productivity level of the organisation during change. On the contrary, Jones et al. (2008) reported more conflict and divisions among supervisory and non-supervisory staff in their study. According to their observation, executives, supervisory and non-supervisory personnel express negative attitudes toward the change. This was found to be due to the conflict and stress amongst them. They did not focus on managing the change process properly, rather the executives and supervisory staff were more on planning challenges and probable outcomes of the change than non-supervisory staff (Jones et al., 2008).

4.7.4 The influence of stress management on productivity

The study findings have shown that managing stress effectively could really influence productivity positively. In contrast to the study by Fonkeng (2018) in microfinance institutions in Cameroon, it was revealed that employees endured excessive amounts of stress

during change process which negatively affected their performance. According to the author, management exerted pressure on the workforce to increase their productivity (Fonkeng, 2018). It has thus, been recommended that a stress-free programme boosts their productivity and that of the sector, though some other workers do not perceive the possibility of such programme reducing stress (Fonkeng, 2018).

It was also revealed that effective communication between employees and supervisors assist in managing their stress. Nevertheless, Arasomwan (2015) reported in a similar study that stress management interventions rather contributed positively to employees' welfare. Hence, coordinating effective communication and stress management interventions will aid in relieving employees' emotional anger during change process.

4.7.5 The impact of change management process on employees' stress management at the Ghana Scholarships Secretariat

Results from the current study have shown that though the respondents have not completely overcome their resistance to change they are able to control their stress during change process. Based on this observation it could be argued that it is quite significant that employees are able to control their stress level though they have not completely overcome their resistance to change. This is because stress could bring about negative feelings, apathy and lack of enthusiasm. The workforce may not feel the need to do a good job, when they suffer these feelings. Hence, dealing with stress could help them concentrate on putting extra effort to maintain performance during the change. Nevertheless, there will also be the need for management to assist in helping them overcome their resistance to change too. This will encourage them to fully comprehend the need for regular change in the organisation and always support it to maintain the organisation's competitiveness and image.

Findings showed that majority of the participants do not feel uncertain about their fate during change process. In a related study carried out by Wisse and Sleebos (2016), they found dissimilar results. The authors argue that the interactive influence of self-construal and change effects on stress will be mediated by feelings of uncertainty. Hence, change has impacts on matters that are critical to workforce's sense of self, the change will definitely lead to stress and predominantly so when the personal self is significant. It has further noted that, feelings of uncertainty are mediated by this effect (Wisse & Sleebos, 2016).

Moreover, it was observed that years spent in an organisation is not related to stress level during change management process. A dissimilar observation was made by Budhwani and Bari (n.d) in their study conducted in Scotland when they explored organisational change effect on employee stress level. According to the findings of their study, as compared to employees who had served ABN AMRO for few years after Royal Bank of Scotland acquired it, employees who had spent many years working in the bank experienced higher level of stress (Budhwani and Bari, n.d). This contrast in findings in the two studies could be said to be due to the difference in locations. It could also be said to be due to the fact that the two studies were carried out in two different organisations where one is relatively a political office and the other a business organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, the various conclusions drawn from the results and recommendations of the study. The aim of the project was to establish some of the change management processes at the Scholarships Secretariat; to assess employees' perception of change management process at the Ghana Scholarships Secretariat; to examine the connection between change management process and employee productivity; to assess the influence of stress management on productivity; and to examine the effect of change management process on employees stress management at the Ghana Scholarships Secretariat.

5.2 Summary of Findings

The main objective of the study was to assess change management processes and their effects on employee stress management at the Ghana Scholarships Secretariat. The study adopted the concurrent mixed method research design which involved the use of quantitative and qualitative research designs. Hence, quantitative data was obtained first using questionnaire as well as collection of qualitative data with interview guide. The respondents for the study were employees of the Ghana Scholarships Secretariat. In all, fifteen (15) respondents were included in the study using convenient sampling technique. Results gathered through responses obtained with questionnaire were quantitatively presented while qualitative responses were recorded, later replayed, transcribed and then presented in qualitative format.

In relation to the first objective which seek to establish some of the change management processes at the Scholarships Secretariat, it was found that change in organisational structure, change in leadership, change in technology, change in organisational culture as well as transformational change are the main change management processes in the organisation.

Based on the second objective: to assess employees' perception of change management process at the Ghana Scholarships Secretariat, findings indicated that respondents perceive change management to be essential to the growth of the organisation. It was observed that change management process could sometimes be cumbersome, however, it aids in putting things in place to make the organisation effective. It was found that a clear vision of the change to be made is communicated to the workforce. It was also revealed that the organisation has the right talents to make the change.

In relation to the third objective, which was to examine the correlation between change management process and employee productivity, the findings showed that there is a considerable link between process of change management and the productivity of workers. It was found that the change challenges employees to go the extra mile and be more efficient. Furthermore, results indicated that change management team ensures that employees are supervised effectively to maintain the productivity level of the organisation during change. The study aims of assessing the influence of stress management on productivity also revealed that managing stress effectively could really influence productivity positively. It was also further revealed that effective communication between employees and supervisors assist in managing their stress.

In relation to the fourth objective: to examine the impact of change management process on employees' stress management at the Ghana Scholarships Secretariat, findings showed that though the respondents have not completely overcome their resistance to change, they are able to control their stress during change. Findings revealed further that majority of the respondents do not feel uncertain about their fate during change process. Moreover, it was observed that years spent in an organisation is not related to stress level during change management process.

5.3 Conclusion

The study has made several observations. Based on the findings of the study, it is concluded that the structural change, leadership change, technology change, organisational culture change and transformational change are the major change management processes at the Scholarships Secretariat.

The study also concludes that change management is essential to the growth of the organisation. It is noted that change management process could sometimes be cumbersome, however, it aids in putting things in place to make the organisation effective. It can also be concluded that a clear vision of the change is communicated to the employees. It was found that the organisation has the right talents to make the change.

Moreover, the study has concluded that there is a considerable association between the process of change management and the efficiency of workers. It could be concluded that change encourages employees to go the extra mile and be more efficient. It is concluded that change management team ensures that employees are supervised effectively to maintain the productivity level of the organisation during change.

Furthermore, it is concluded based on the findings that managing stress effectively could considerably influence productivity. The study has revealed that effective communication between employees and supervisors assist in managing their stress.

The findings have also shown that though the respondents have not completely overcome their resistance to change, the workers can control their stress. Results from the study indicate that majority of the respondents do not feel uncertain about their fate during change process. Moreover, it has been concluded that years spent in an organisation is not related to stress level during change management process.

5.4 Recommendations

The study made several significant observations. Nevertheless, there are other observations that must be made known to the management of the Ghana Scholarships Secretariat for the necessary corrective measures to be taken to mitigate those problems in the organisation. Upon the observations of the study, the suggestions below are made:

The study found that change management process could sometimes be cumbersome. It is thus, suggested that, implementing change in the organisation should be carried out in an orderly manner. This could be done by efficiently managing the transition through effective communication.

The study findings revealed that there is a connection between process of change management and the efficiency of workers. Accordingly, the study suggests that the organisation undergo changes regularly to remain competitive. Technological change is particularly recommended to be incorporated into the organisation's overall systems to enhance productivity.

The findings also indicated that managing stress effectively could considerably influence productivity. It is thus, recommended that management could make it a point to request for employees' support during change rather than just deliver an announcement of change to them and leave without providing an intervention strategy such as counselling to minimize the psychosocial consequence. Approaching the change as a team with the workforce will aid in reducing stress, which will in effect sustain productivity.

Moreover, it was established that though respondents have not completely overcome their resistance to change they are able to control their stress. The study recommends that management should keep staff well informed about imminent changes to avoid any resistance or to prevent stress and/or emotional upset. In addition, revealing upcoming changes to

employees in advance will significantly help them focus on their job-related responsibilities in assisting to attain the objective of the change.

5.4.1 Recommendation for Future Research

The study recommends that future research projects should explore change management processes and its effects on employee stress management in other organisations. It is also recommended that future studies may include more study areas to broaden the scope of observations and for appropriate and proper generalisation.

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APPENDICES

QUESTIONNAIRE

Dear Respondent,

Thank you in advance for completing this question for my research. I am a student of University of Ghana currently conducting a study on “*CHANGE MANAGEMENT PROCESSES AND ITS EFFECTS ON EMPLOYEE STRESS MANAGEMENT IN THE ORGANIZATION. THE CASE OF THE GHANA SCHOLARSHIPS SECRETARIAT*”. The study is meant for academic purpose only, therefore, any information provided would be treated with utmost confidentiality. It is against these backdrops, therefore, that your input is very important to make this study a success.

Thank you very much.

SECTION A: DEMOGRAPHIC INFORMATION

Please answer by ticking “√” in the box beside your choice

1. Gender: Male Female
2. Age (years): Under 21 21 - 30 31 - 40 41 - 50 51 - 60 Above 60
3. Educational qualification: SSCE/WASSCE Diploma/HND First Degree Masters Doctorate Professional Certificate Other

If other, please specify

.....

4. Number of years in organisation: Less than 1 year 1-3years 4-7years 8-10 years 11-13 years 14+ years
5. Marital Status: Single Married Divorced Widowed Separated

6. Employment type: Permanent Staff [] Temporary Staff [] Contract Staff []

SECTION B: CHANGE MANAGEMENT QUESTIONNAIRE

Please indicate how each statement applies to you by checking or ticking the box under your response option. Use the following scale:

1= Not Available (N/A), 2= No, 3 = Maybe, 4 = Yes

		1	2	3	4
1	Is there a clear vision of the change to be made?				
2	Is there a clear and concise message about the change?				
3	Can the change message be articulated to all levels of the organization?				
4	Is there sufficient passion for this change for the team to be its champion?				
5	Does the message fully and concisely explain the value of the change?				
6	Is the message believable to all audiences?				
7	Is it clear what will change?				
8	Does the team understand the scale of the change, including potential unintended consequences?				
9	Is there an established a sense of urgency for the need for this change?				
10	Is there a clear goal and knowledge of exactly what to achieve?				
11	Are the change goals realistic?				
12	Are the goals believable?				
13	Can the achievements and progress be measured?				
14	Is there goal alignment with the strategic plan?				
15	Is there a change plan that sets up a series of quick wins to build momentum?				
16	Is there a plan to deal with the technical challenges of the change?				
17	Are the right systems in place to support the change?				
18	Is there understanding of the adaptive changes people will have to make?				
19	Is there a plan to deal with these adaptive changes?				
20	Are these adaptive changes clear?				

		1	2	3	4
21	Is the discussion focused on the conceptual side of the change (not the details of how to do it)?				
22	Is the management team on board and ready to support the change?				
23	Are employees' concerns being heard and responded to, rather than dismissing them or failing to "hear" them?				
24	Will the management team roll-up their sleeves and get fully involved?				
25	Will senior management demonstrate a behavior that is fully supportive of the change initiative?				
26	Do the employees have trust in the team?				
27	Is there a way to anchor every change gain made and not let it slip back to the old status quo?				
28	Have managers and supervisors been given the information to really understand the reason for the change?				
29	Are managers and supervisors able to translate that message to the employees that report to them?				
30	Do employees understand how the change will impact them?				
31	Do employees understand what they will gain and lose in this change?				
32	Does the organization have the right talent to make the change?				
33	Does the organization have training available to assist in the change?				
34	Have employees been given reasons to buy in and be engaged with the change?				
35	Have people overcome their resistance to the change initiative?				
36	Can employee be held accountable for making or not making the change?				
37	Has the team received the coaching the need to help make the change?				
38	Is there an informed, passionate, and engaged change team in place?				
39	Have barriers that derail change been identified with a plan to remove them?				
40	Have mid-management doubt and resistance been eliminated?				
41	Is there mid-management commitment to the change initiative?				
42	Have people's fears been addressed in tangible ways?				

SECTION C: JOB STRESS SCALE

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Strongly Disagree, 2= Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree.

		1	2	3	4	5
1	I have too much work and too little time to do it.					
2	I sometimes dread the telephone ringing at home because the call might be job-related.					
3	I feel like I never have a day off.					
4	Too many people at my level in the company get burned out by job demands.					
5	I have felt fidgety or nervous as a result of my job.					
6	My job gets to me more than it should.					
7	There are lots of times when my job drives me right up the wall.					
8	Sometimes when I think about my job I get a tight feeling in my chest.					
9	I feel guilty when I take time off my job.					

END

UNIVERSITY OF GHANA BUSINESS SCHOOL

INTERVIEW GUIDE FOR STAFF OF THE GHANA SCHOLARSHIPS SECRETARIAT

CHANGE MANAGEMENT PROCESSES AND ITS EFFECTS ON EMPLOYEE STRESS

MANAGEMENT IN THE ORGANIZATION. THE CASE OF THE GHANA

SCHOLARSHIPS SECRETARIAT

1. What are some of the change management processes at the Scholarships Secretariat?
2. What is your general opinion about change management process in the organisation
3. Is there a clear vision of the change to be made?
4. Does the organisation have the right talent to make the change?
5. Are your concerns heard and responded to during change?
6. Have employees overcome their resistance to the change initiative?
7. Do you put in extra effort in your task during change process at the organisation?
8. Does productivity escalate on a larger scale during change process?
9. Do you perceive any relationship between stress management and productivity?
- 10 How do you feel whenever there is a change process at the Secretariat?
11. Do you feel uncertain about your fate during change management? Could you explain your answer?
12. Do you think years spent in the organisation is related to employee stress level during change management processes? Between the two, who will experience higher stress level?

13. During change process at GSS do you feel like putting in extra effort in your tasks to avoid any queries?

14. How do you manage your stress during change process in the organisation?

END