ABSTRACT

The study focused on examining the effect of Change Management on Organizational Performance Improvement in Non-governmental Organizations in Rwanda; The case of Action Aid International Program. Specific objectives of the study were to; find out how change management is handled in Action-Aid Rwanda, examining the role of change management in enhancing performance improvement of Action-Aid Rwanda and investigate the challenges to change management and realization of organizational performance improvement in Action Aid Rwanda. The study used a case study to design in investigating the causal relationship between change management and organizational performance improvement. The study population was equivalent to the sample and included 25 AAIR staff in all the divisions and units and 50 AAIR partners’ staff. Data collection tools included: Questionnaire and Interview Guide and analyzed using both qualitative and quantitative tools. Most respondents were not involved in the organization change process leadership although they clearly understood the rationale behind organization change. A great majority of respondents claim not to have been given the opportunity to give input into the organization change process although they were encouraged by their immediate line managers to become involved and committed to the organization change process. Management discussed the benefits of organization change personally with individuals, but they were not satisfied according to most of the respondents. The communication process and strategy were not properly managed and executed during the organizational change. The changes were not communicated effectively to every affected employee in the organization albeit regular and consistent communication. Most respondents were largely informed about organization change only during the implementation stage. Most respondents believed that, through organization change, the Action Aid has changed for the better. Most staff are still committed serving AAIR for along period and majority believed that top management had effectively implemented the organizational change process. The majority of the respondents were positive about their organization after organizational change although many of them (44%) were uncertain about their future in the organization. The organizational change process did not adversely affect the morale and motivation of most respondents; however,
there are some staff members who left Action Aid during the process and lodged court cases against AAIR which they lost. On challenges, the change implementation process and efforts were genuine, but, they were fraught with various technical and HR motivational issues. Change efforts lacked integration and attention to human related issues. Change efforts mainly focused on organizational stability and cost driven initiatives. Hence, organization leaders should give careful attention to how each activity design is well integrated when planning and implementing organizational change. The conclusions revolved around the effects of organizational change on the employees as well as performance improvement. The focus of the recommendations was on what approaches the organizational change should follow to successfully, efficiently and effectively implement the change process, without adversely affecting the employees and organization’s stability.