

Midocean University

Faculty of Management

Department/ Specialization



The Impact of Management Changes on Employee Performance in Project Success-At Higher Education Sectors in Jeddah, Saudi Arabia.

Nasser Mohammed Mansour Alqahtani

2021205928

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

Date of submission – number of Semester

Table of Contents

1. Chapter 1: Introduction	2
1.1. Research Background.....	2
1.2. Research Problem	4
1.2.1. Theoretical Gaps	4
1.2.2. Practical Gaps	5
1.3. Research Significance	6
1.3.1. At the theoretical level	6
1.3.2. At the practical level	6
1.4. Research Questions	7
1.5. Research Objectives	7
1.6. Research Hypotheses	8
1.7. Research Model	8
1.8. Research Methodology.....	9
1.9. Scope of The Study	9
1.10. The Suggested Project Structure	11
2. Chapter 2: Literature Review	11
2.1. Introduction	11
2.2. The independent variable	11
2.3. The dependent variable	11
2.4. The relationship between the independent and the dependent variables	12
2.5. Conclusion.....	12
References	12

1. Chapter 1: Introduction

1.1. Research Background

In today's dynamic business environment, change is a constant and inevitable phenomenon that organizations must navigate to remain competitive and sustainable. Among the various types of organizational changes, management changes are particularly significant due to their direct influence on strategic direction, operational efficiency, and overall organizational culture. This paper explores a critical aspect of management changes: their impact on employees' performance and the consequent success of projects.

Management changes can encompass a wide range of modifications, including shifts in leadership, restructuring of management hierarchies, and changes in managerial practices or policies. Such changes often aim to enhance organizational performance, adapt to market demands, or implement new strategic initiatives. However, the transition period following a management change can be turbulent, affecting various organizational facets, especially employee performance. Understanding how these changes influence employees is crucial for minimizing disruptions and optimizing the potential benefits of new management.

Employee performance is a multifaceted construct, encompassing elements such as productivity, job satisfaction, motivation, and engagement. Each of these elements can be significantly influenced by the manner in which management changes are communicated, implemented, and managed. Effective management changes can lead to improved employee morale, enhanced collaboration, and increased productivity, all of which are vital for the successful completion of projects. Conversely, poorly managed transitions can result in confusion,

decreased motivation, and resistance to change, ultimately hindering project success.

Projects are often the vehicles through which strategic objectives are achieved, and their success is a key indicator of organizational health. Successful projects rely heavily on the performance of the teams executing them. Therefore, any factor that influences employee performance, such as management changes, has a direct impact on project outcomes. This relationship underscores the importance of examining how management transitions affect employees and, by extension, project success.

Several theoretical frameworks provide insights into the relationship between management changes, employee performance, and project success. The Change Management Theory emphasizes the importance of structured approaches to transitioning individuals, teams, and organizations from a current state to a desired future state. Lewin's Change Management Model, with its unfreeze-change-refreeze stages, offers a useful lens for understanding the process of management change and its impact on employee performance. Additionally, the Kotter's 8-Step Change Model highlights the need for creating a sense of urgency, building a guiding coalition, and communicating the vision effectively to ensure successful change implementation.

Empirical studies further highlight the complexities and nuances of this relationship. Research indicates that transparent communication, inclusive leadership, and employee involvement in the change process are critical factors that can mitigate the negative effects of management changes on employee performance. For instance, a study by Armenakis and Harris (2009) found that employees who perceive management changes as well-communicated and strategically sound are more likely to exhibit higher levels of job satisfaction and performance. Another study by Jones et al. (2008) revealed that the

supportiveness of new management during transition periods plays a crucial role in maintaining employee morale and productivity.

Despite the wealth of theoretical and empirical insights, gaps remain in understanding the specific mechanisms through which management changes impact employee performance and project success. This paper seeks to address these gaps by providing a comprehensive analysis of the effects of management changes on employees, identifying key factors that influence this relationship, and offering practical recommendations for organizations to navigate management transitions effectively.

In summary, the impact of management changes on employees' performance is a critical area of study, with significant implications for project success and overall organizational effectiveness. By exploring the interplay between these variables, this paper aims to contribute to a deeper understanding of how organizations can manage change more effectively to achieve desired outcomes.

1.2. Research Problem

Management changes are a common occurrence in organizations aiming to adapt to evolving market conditions, implement new strategies, or improve operational efficiencies. However, such transitions often bring about significant uncertainty and disruption among employees, which can adversely affect their performance. Despite extensive literature on change management and its general effects on organizations, there is a lack of focused research examining the specific impact of management changes on employee performance and how this, in turn, influences the success of projects. This gap in the literature underscores a critical need to explore and understand the nuanced relationship between management transitions, employee behavior, and project outcomes. Addressing this problem is essential for organizations to devise effective strategies that not only facilitate

smooth management changes but also sustain and enhance employee performance, ultimately ensuring the successful execution of projects.

1.3. Theoretical Gaps

While change management theories like Lewin's and Kotter's models provide broad frameworks, they do not specifically address how management changes impact individual employee performance and project success. Empirical studies often overlook the micro-level effects of management transitions, such as employees' psychological and behavioral responses. Additionally, there is limited exploration of the interdependent relationship between employee performance and project success during these transitions. Addressing these gaps is crucial for understanding how management changes affect employees and project outcomes, guiding more effective change management practices.

1.4. Practical Gaps

Despite extensive research on change management, practical gaps remain in effectively managing employee performance during management transitions. Many organizations lack clear strategies to address the immediate disruptions and uncertainties faced by employees during such changes. Additionally, there is insufficient guidance on how to maintain and enhance employee motivation and productivity throughout the transition period. Practical methods for effectively communicating changes and involving employees in the transition process are also underdeveloped. Addressing these gaps is essential for organizations to ensure smooth transitions and successful project outcomes.

What strategies can organizations employ to mitigate the negative effects of management changes on employee performance?

1.5. Research Significance

This research is significant as it addresses the critical but underexplored impact of management changes on employee performance and project success.

Understanding this relationship is vital for organizations aiming to navigate the complexities of management transitions effectively. By identifying the factors that influence employees' responses to management changes, this study provides actionable insights that can help organizations maintain productivity and morale during periods of change. Moreover, the findings will offer practical strategies for minimizing disruptions and enhancing employee engagement, ultimately contributing to the successful execution of projects. This research not only fills a gap in the existing literature but also equips managers and leaders with the knowledge needed to implement smoother and more effective transitions, fostering a resilient and adaptable workforce.

1.5.1. At the theoretical level

This research enhances the theoretical understanding of change management by focusing on the specific impacts of management changes on employee performance and project success, areas often overlooked by broad frameworks like Lewin's Change Management Model and Kotter's 8-Step Change Model (Burnes, 2004; Kotter, 1996). By examining employee responses during management transitions, this study provides a deeper insight into the psychological and behavioral dimensions of change, bridging gaps in existing theories. The findings will enrich the theoretical framework of change management, guiding future research and informing more effective practices.

1.5.2. At the practical level

This research is crucial for providing actionable insights into managing employee performance during management transitions. Organizations often struggle with

maintaining productivity and morale during such changes. By identifying effective strategies for communication, employee involvement, and motivation, this study offers practical solutions to minimize disruptions and enhance project success (Armenakis & Harris, 2009; Hiatt, 2006). The findings will help managers implement smoother transitions, ensuring that employees remain engaged and productive, ultimately contributing to organizational resilience and effectiveness.

1.6. Research Questions

1. How do management changes impact employee performance during transition periods?
2. What specific factors influence employees' responses to management changes?
3. How does employee performance during management transitions affect project success?
4. What strategies can organizations employ to mitigate the negative effects of management changes on employee performance?
5. How does effective communication of management changes influence employee motivation and engagement?
6. What role does employee involvement in the change process play in ensuring successful management transitions?

1.7. Research Objectives

1. To examine the effects of management changes on employee behavior in Saudi Arabia.
2. To assess the impact of management changes on employee performance in Saudi Arabia.

3. To explore the relationship between employee behavior, performance, and project success in Saudi Arabia.

1.8. Research Hypotheses

H1: Management changes (MC) have a direct positive impact on employee performance (EP).

H2: Frequent management changes (MC) lead to a decrease in employee performance (EP).

H3: Management changes (MC) improve project success (PS) by enhancing employee performance (EP).

H4: Management changes (MC) disrupt employee performance (EP), leading to delays and cost overruns in project completion.

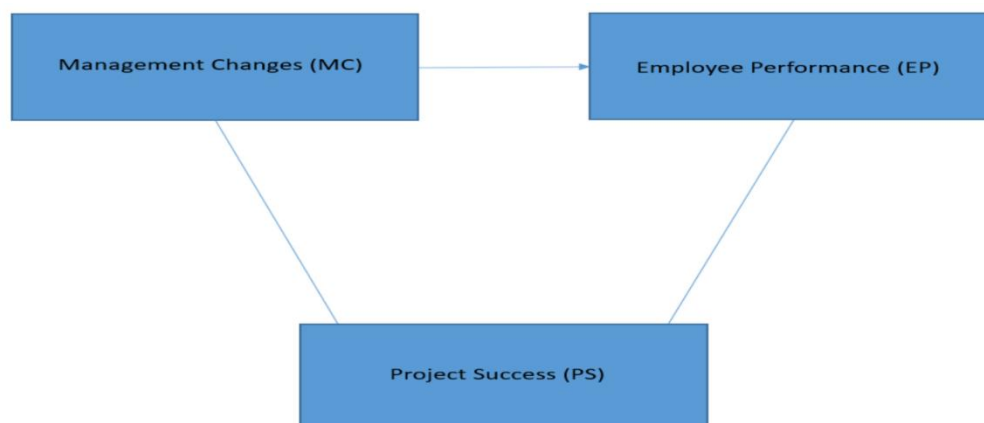
H5: The impact of management changes (MC) on employee performance (EP) is moderated by the effectiveness of communication strategies (CS).

H6: Employee performance (EP) mediates the relationship between management changes (MC) and project success (PS).

H7: Management changes (MC) have a more significant impact on employee performance (EP) in complex projects (PC) than in simple projects.

H8: Effective leadership during management changes (MC) positively influences employee performance (EP) and project success (PS).

1.9. Research Model



1.10. Research Methodology

This study will use a mixed-method approach, combining quantitative and qualitative data to provide a comprehensive understanding of the impact of management changes on employee performance and project success.

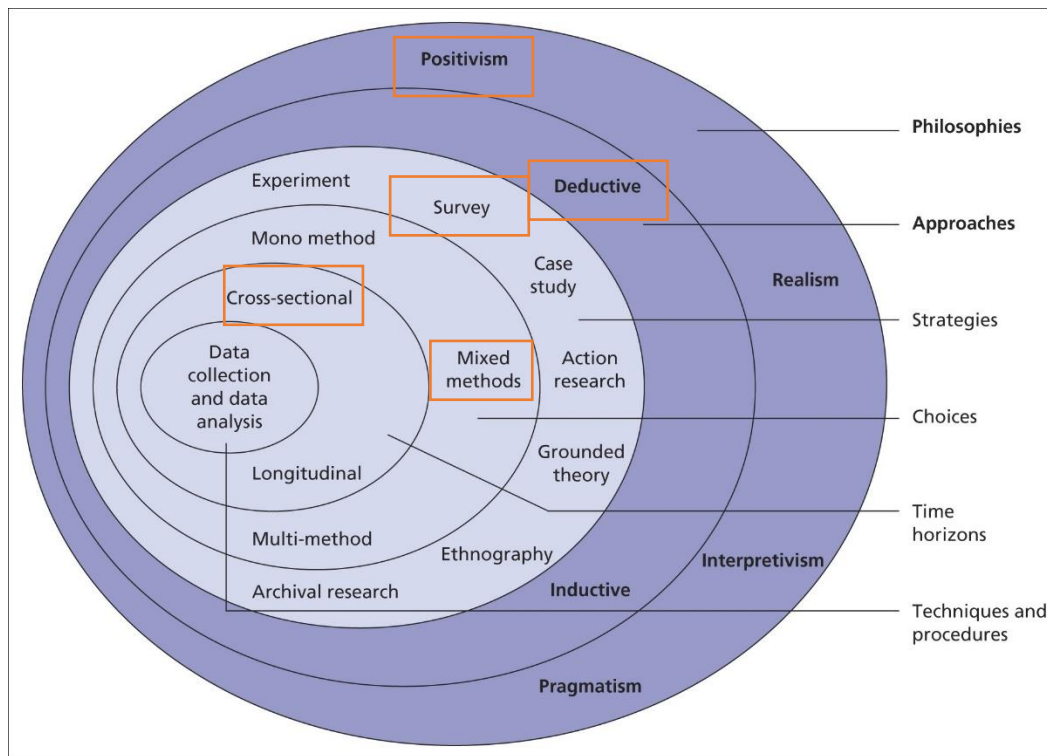


Figure 1: Research Onion

1.11. Scope of the Study

1. Geographical Scope

This study will focus on higher education institutions in Saudi Arabia.

2. Organizational Scope

The research will include various universities and colleges that have recently undergone management changes.

3. Time Frame

The study will examine management changes that have occurred within the past 2-3 years.

4. Participant Scope

Employees: Faculty and staff at different levels within the institutions.

Managers: Deans, department heads, and administrative leaders who have experienced or implemented management changes.

5. Variable Scope

Management Changes (MC): Types of changes, including leadership transitions and organizational restructuring.

Employee Performance (EP): Metrics such as productivity, job satisfaction, and engagement.

Project Success (PS): Criteria including completion time, budget adherence, and quality of deliverables.

Communication Strategies (CS): Effectiveness of communication during management changes.

Project Complexity (PC): Complexity of educational projects and initiatives.

6. Conceptual Scope

The study will explore the direct and indirect impacts of management changes on employee performance and project success, including mediating and moderating effects.

7. Methodological Scope

A mixed-methods approach will be used, combining quantitative surveys and qualitative interviews.

8. Limitations and Delimitations

Limitations: Response bias, difficulty in isolating the impact of management changes, and generalizability.

Delimitations: Focus on higher education institutions in Saudi Arabia and recent management changes within the past 2-3 years.

1.12. The Suggested Project Structure

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Statistical Analysis
- Chapter 5: Findings Discussion and Conclusion

2. Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

References

1. *Armenakis, A. A., & Harris, S. G. (2009).* Reflections: Our Journey in Organizational Change Research and Practice. *Journal of Change Management*, 9(2), 127-142. DOI: [10.1080/14697010902879079] <https://doi.org/10.1080/14697010902879079>
2. *Jones, R. A., Jimmieson, N. L., & Griffiths, A. (2005).* The Impact of Organizational Culture and Reshaping Capabilities on Change Implementation Success: The Mediating Role of Readiness for Change. *Journal of Management Studies*, 42(2), 361-386. DOI: [10.1111/j.1467-6486.2005.00500.x] <https://doi.org/10.1111/j.1467-6486.2005.00500.x>
3. *Kotter, J. P. (1996).* Leading Change. Harvard Business Review Press.
4. *Lewin, K. (1947).* Frontiers in Group Dynamics: Concept, Method and Reality in Social Science; Social Equilibria and Social Change. *Human Relations*, 1(1), 5-41. DOI: [10.1177/001872674700100103] <https://doi.org/10.1177/001872674700100103>
5. *Hiatt, J. M. (2006).* ADKAR: A Model for Change in Business, Government and our Community. Prosci Research.
6. *Burnes, B. (2004).* Kurt Lewin and the Planned Approach to Change: A Re-appraisal. *Journal of Management Studies*, 41(6), 977-1002. DOI: [10.1111/j.1467-6486.2004.00463.x] <https://doi.org/10.1111/j.1467-6486.2004.00463.x>
7. Nantwi, H. A. (2018). Change management and employee performance at Central University, Ghana (Doctoral dissertation, University of Cape Coast). [NANTWI, 2018.pdf \(ucc.edu.gh\)](#)
8. Burnes, B. (2004). Kurt Lewin and the Planned Approach to Change: A Re-appraisal. *Journal of Management Studies*, 41(6), 977-1002. DOI: [10.1111/j.1467-6486.2004.00463.x] <https://doi.org/10.1111/j.1467-6486.2004.00463.x>
9. Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our Journey in Organizational Change Research and Practice. *Journal of Change Management*, 9(2), 127-142. DOI: [10.1080/14697010902879079] <https://doi.org/10.1080/14697010902879079>

10. Hiatt, J. M. (2006). ADKAR: A Model for Change in Business, Government and our Community. Prosci Research.