

Impact of Change Management on Employees' Performance: Case of Health Department Nurses of Dera Ismail Khan District, KP, Pakistan

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Keywords	Abstract
Leadership, Communication, Procedural Justice, Tolerance to Change, Employee Development, Employees' Performance.	<i>The objective of this study is to determine how the performance of nurses working in District Dera Ismail Khan public hospitals is affected by leadership, communication, procedural justice, tolerance to change, and employee development. This research is based on a conclusive research design, consisting of descriptive and causal factors. This study followed a cross-sectional survey research approach and used a convenience sampling technique for the collection of fresh data. There were 700 nurses in the study's population; 130 respondents were chosen as a sample. The data was gathered through questionnaires. As a result, it was found that an employee's performance is positively and significantly correlated with good communication, procedural justice, employee development, and a tolerance to change. In regression analysis, it was found that the model was fit with significant value ($P=.000<.05$) and R-square remained .54, showing a 54% change in employee performance, is predicted by change management. The researcher concludes that change management strongly influences the employee's performance, as evident in the nursing sector of Dera Ismail Khan.</i>

INTRODUCTION

Changes in the work environment today are an important subject. Generally, when an organization implements changes, its employees become reluctant to acknowledge them. Change management refers to the process of determining whether or not the organization's goals are being met when all necessary steps are taken to enhance the current situation in order to adopt change strategies in the future to get the maximum benefits. The majority of the organization uses tactics including career planning, coaching, job rotation, job training, mentoring and proficiency programs like professional certifications and technical courses to boost workers' effectiveness on the job now and in the future. Employees will perform at their highest level and with unwavering commitment to achieve institutional goals when they believe that the processes are fair, distributions are impartial, and interactions are neutral (Lim & Loosemore, 2017). No doubt, fair practice will make the employees' performance better. At the level when organizational change practice begins, the employees who do not want to promote the organization change can show their disappointment at implementing new methods of services

and information. When employees feel that there is no opportunity for them in the new organizational setup, it may cause a decrease in organization and employee performance. A good leader has the ability to guide the subordinate towards achieving the objectives. Leadership induces managers, supervisors and employees to achieve objectives. In other words, moving the organization towards a new direction, a leader can motivate the employees according to their expertise towards specific goals. Communication plays a very important role when changes are implemented forcefully. In any organization if the employees are free to communicate with their leaders and an open communication style is adopted, then all the new information can be fast and easily conveyed (Hicks, 2020). Communication is the way of coordinating and cooperating efforts towards the change (Omilion-Hodges & Ackerman, 2018).

The primary objectives of change are to increase the organization's key productivity and overall performance (Isern & Pung, 2007). The primary goals of the present study were to investigate and implement organizational change, specifically in the health sector employees in Dera Ismail Khan, Khyber Pakhtunkhwa. These goals included leadership, tolerance to change, communication, procedural justice, employee development and its impact on employee performance. The current study's target population included both male and female nurses working in a Dera Ismail Khan public hospital. This is really important to investigate the change management and employee's performance. The Executive District Officer is incharge of the health care delivery network (Health). As the team's coordinator, the EDO Health is supported by the Deputy District Officers Health (DDOH), the Medical Superintendent (MS) of the District Headquarter (DHQ) Hospital, the Mulana Mufti Mehmood Memorial Teaching Hospital Dera Ismail Khan, the Tehsil Headquarter Hospitals (THQ), and the district coordinators of vertical programs (EPI, MIS, NFPF & PHC).

Statement of the Problem

Theoretical Gap: Most of the earlier studies on change management focused on the organization's changing environment. The purpose of this study is to use independent variables such as communication, leadership, procedural justice, employee growth, and change tolerance to predict changes in employee performance. To fill these theoretical gaps, this study got support from Kurt Lewin's theory.

Methodological Gap: According to Creswell (2009), there is an intense need to report well-documented instruments, so previous studies validated the instruments of change management and performance to gather the western perspective. This study has validated these instruments of communication, leadership, procedural justice, employee development, tolerance to change, and performance in the perspective of Pakistan to fill the methodological gap.

Empirical Gap: Although empirical results of change management and performance are reported in the United States and the United Kingdom studies, there is a need to report those results in eastern perspectives, particularly in Pakistan. So, this study has reported results of reliability, mean, SD, correlation, and regression to fill those empirical gaps.

Research Hypotheses

H₁: There is a significant relationship among organizational change and its attributes with the

employee performance of nurses working at hospitals in Dera Ismail Khan.

H₂: There is a significant impact of organizational change (procedural justice, communication, tolerance to change, employee development and leadership) on employee performance.

LITERATURE REVIEW

Change management processes, tools, and approaches are used to manage the employee side of a change and get the desired result (Ebongkeng, 2018). An organization's performance requirements should be raised as a result of organisational change. This occasionally occurs due to the managerial staff's initiative, their response to environmental changes, or the presence of a crisis (Ebongkeng, 2018). In an organization, change can take many different forms, such as the deployment of new technology, organizational restructuring, joint ventures, new leadership, acquisitions, and mergers (Kitur, 2015). According to Lewin (1951), there are two significant challenges that must be overcome in the process of bringing about an effective change. They are initially hesitant to alter their long-standing beliefs and behaviours. The second major barrier was named by Lewin (1951) as the facts that change normally only lasts for a short period of time. After a brief period of trying to do something new, individuals often return to their usual pattern of behavior, this also happens in the majority of the organization. Change makes almost everyone anxious, and many people will resist it for a long time. In many circumstances, those who are fearful of change will suffer a poor outcome. The target demographic, though, will eventually come to understand that the shift was positive.

Employee performance: Employee performance is the single factor that has a direct impact on both institutional success and failure. Due to their lack of concern for their employees' motivation and performance, institutions fail to achieve the expected results from their workforce and are viewed as failures (Khan et al., 2021). As a result, performance is a crucial component of the organization's assets because better standing is dependent on the level of desired performances (Khan et al., 2021). Institutions are more focused on employee performance since better employee performance leads to better institutional performance (Widayanti & Putranto, 2015).

Communication: Managers and leaders today face several obstacles, but one of the biggest is communication. For the productivity and longevity of an organization, it is essential that ideas and expectations are communicated to personnel in a clear and concise manner (Hicks, 2020). The way a suggestion is conveyed also affects how satisfied employees are with their jobs (Hicks, 2020). Internal communication is crucial to attaining company goals and organizing the workforce (Verghese, 2017). Furthermore, it demonstrates that an open way of communication between supervisors and workers improves employees' performance (Jankelová & Joniaková, 2021). Communication is a very important factor because it creates understanding between employees and managers, which affects the employees' performance positively and makes the managers pleased with the employee's performance (Hicks, 2020). A study conducted by Femi (2014) demonstrates how good communication fosters mutual understanding between employees and management. Many disputes can be resolved through direct communication between managers and employees without any conflict, which becomes the cause to improve employees' performance.

Leadership: Leadership abilities are the major factors affecting an organization's ability to run efficiently, motivate employees to achieve desired institutional goals, and maintain institutional fairness (Bakar & Mahmood, 2013). Leadership that is fair while making judgments about the institution eventually inspires staff and promises a higher standard of performance, which boosts the credibility and success of instruction (Holtz & Hu, 2017). In this regard, fairness in decision-making not only influences workforce behavior in a favorable way but also motivates workers to show their higher levels of performance and commitment (Suifan, 2019). To ensure that they are providing what employees expect by taking into account their knowledge, abilities, and genuine requirements, leaders must ensure that they are treating employees fairly to achieve the intended objectives (Han et al., 2016; Tziner & Shkoler, 2018). In order to obtain higher institutional performances that lead to improved institutional credibility, ranking, and success, leaders must first motivate their employees to perform effectively in their given duties and in their particular settings.

Employee's development: Employee's development is a process of employee's skill development through training and development to improve performance. The basic aim of employee development is to complete those units of the organization which are made by the human and also depend on human skill for establishing and achieving the organizational goals (Cohen, 2017). The importance of employee development in an organization can be judged when it is applied, and it proves that each and every organization in the present environment needs to increase their employee's performance (Cohen, 2017). Latif, Jan, and Shaheen (2013) said that the relationship between training and employee development is the characteristic of job satisfaction. Training ultimately affects the employee's satisfaction level on current jobs (Khan et al., 2016). Farooq and Khan (2011) assert that a competent leader is constantly working to set up various training programs and workshops to enhance the knowledge, abilities, and productivity of the workforce to meet the organization's objectives.

Procedural Justice: The term "procedural justice" refers to fairness in the workplace for all employees in all ways and has been the subject of much research in various organizational management contexts. The primary responsibility of the relevant leadership is to ensure that there are no discriminatory policies for any of the employees (Khan et al., 2021). Justice in the processes and policies not only motivates employees to complete tasks but also creates a sense of dedication and devotion to the relevant organization (Khan et al., 2021; Walumbwa et al., 2009). It is a well-known fact that employees always worry about their institutional standing. As a result, they perform to the best of their abilities, which helps them develop good attitudes about institutional acts (Khuong & Quoc, 2016). Justice is therefore more focused on institutional actions that can be used to serve without discrimination; it is the core idea that has a direct effect on the operational and physical well-being of the institution in question (Nazarpoori, 2017; Suifan, 2019). Additionally, justice is also the primary concern of employees in determining how to behave in order to complete institutional tasks.

Tolerance to Change: Employees have diverse tolerance levels for change for development. Tolerance to change is a process through which a single person or team identifies an unclear condition when any complexity is opposed (Khan, 2018). Hardin's study as referred to in (Irene & Dimitris, 2000) states, Tolerance to change is a distinguishing quality of the individual that simplifies the actions that individual performs for management of doubts and anxiety in a change condition. A man with a high level of tolerance to change observes changes as required, exciting

and motivating (Jaballa et al., 2009). While some employees have a low capacity of tolerance to change, even they recognized that the new system is good (Kotter et al., 2008). In addition, employees having a low level of tolerance to change are engaged to continue the satiation, even without the existence of fluency in their motives on behalf of responsibility (Peters, 2004). The individual with low resilience of equivocallness encounters stress, responds rashly and dodges vague boosts (Khan, 2018). The problem is created when employees who have low tolerance for change presume without any verification that the new environment is not beneficial for them, and they hold out because they observe that the new system increases their work burden and may cause an increase in their tension. Therefore, the new system is not acceptable for them.

METHODS

A quantitative survey method with a cross-sectional research design is used, and a closed-ended questionnaire is adapted for the purpose of collecting data. In Dera Ismail Khan, there are a total of four government-owned and operated hospitals. A total of 700 employees work in these facilities (Mufti Mehmood Memorial Teaching Hospital, which employs 120 people; District Headquarter Hospital, which employs 325 people; Zanana Hospital, which employs 75 people; and District Health Office, which employs 180 people in Dera Ismail Khan). As a result, the current study's population includes all of these employees. A statistical formula was used to select the sample (n=130) (Yamane, 1967). The primary data was acquired by a well-structured questionnaire that was adapted from earlier research studies by Lam, Lau, Ng, Shua, and Teh (2011), while the secondary data was gathered from a variety of readily accessible and available online databases. Cronbach's alpha was used for assessing the instrument reliability. The following table contains the information.

Table No. 1: Cronbach's Alpha Reliability Analysis

No	Dimensions	Number of Items	Cronbach's Alpha
1	Employees Development	05	.734
2	Procedural Justice	05	.707
3	Leadership	05	.762
4	Communication	05	.756
5	Tolerance to Change	05	.903
6	Employee's performance	05	.790

Operational Concepts

Table No. 2: List of Operational Concepts Backed by the Literature Review Mentioned Above:

Group Titles		Variables
1	Predictor	Change management i.e., leadership, procedural justice, tolerance to change, Communication, employee development
2	Criterion	Employee's performance

RESULTS

This portion's main purpose is to investigate and interpret those data which are collected from respondents (nurses working in hospitals of Dera Ismail Khan). This data was analysed using the computer program SPSS v#17, and the outcomes were assessed in relation to the research hypothesis. It explores the quantitative findings of the examination of independent variables towards dependent variables. In the first portion descriptive statistics are used, while in the second portion the Pearson Correlation Coefficient and Multiple Regression test are used to test the research hypothesis. The alpha level is .05. The results are presented in six tables.

Table No. 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communication	98	1.20	5.00	3.89	.63
Leadership	98	1.80	5.00	3.92	.56
Procedural Justice	98	1.20	5.00	3.75	.63
Employees Development	98	1.60	5.00	3.61	.66
Tolerance to Change	98	2.00	5.00	4.27	.63
Employees Performance	98	2.20	5.00	3.95	.62

The above table no. 3 shows that the nurses working in the hospitals of Dera Ismail Khan completely agree that if the factors, i.e., communication, leadership, procedural justice, employee development, and tolerance to change, are better, then the employees' performance also improves. The mean value and standard deviation for the communication was (mean and std. deviation 3.89, 0.63), leadership (mean and std. deviation 3.92, 0.56), procedural justice (mean and std. deviation 3.75, 0.63), employees development (mean and std. deviation 3.61, 0.66), tolerance to change (mean and std. deviation 4.27, 0.63) and employees performance (mean and std. deviation 3.95, 0.62) respectively.

Table No. 4: Perceptions of Employees about Communication, Leadership, Procedural Justice, Employee Development, Employees' Performance and Tolerance to Change.

Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Q.1	4(4.1%)	2 (2 %)	17(17.3%)	60(61.2%)	15(15.3%)
Q.2	2 (2%)	11(11.2%)	12(12.2%)	50(51%)	23(23.5%)
Q.3	1(1%)	5(5.1%)	17(17.3%)	54(55.1%)	21(21.4%)
Q.4	5(5.1%)	4(4.1%)	20(20.4%)	56(57.1%)	13(13.3%)
Q.5	1(1%)	2(2%)	12(12.2)	43(43.9%)	40(40.8%)
Leadership					
Q.6	0(0%)	5(5.1%)	17(17.3%)	54(55.1%)	22(22.4%)

Q.7	1(1%)	2(2%)	16(16.3%)	64(65.3%)	15(15.3%)
Q.8	0(0%)	12(12.2%)	14(14.3%)	53(54.1%)	19(19.4%)
Q.9	0(0%)	2(2%)	16(16.3%)	61(62.2%)	19(19.4%)
Q.10	1(1%)	2(2%)	23(23.5%)	46(46.9%)	26(26.5%)
Procedural Justice					
Q.11	1(1%)	18(18.4%)	24(24.5%)	42(42.9%)	13(13.3%)
Q.12	4(4.1%)	3(3.1%)	28(28.6%)	42(42.9%)	21(21.4%)
Q.13	1(1%)	6(6.1%)	24(24.5%)	52(53.1%)	15(15.3%)
Q.14	3(3.1%)	7(7.1%)	21(21.4%)	38(38.8%)	29(29.6%)
Q.15	2(2%)	3(3.1%)	16(16.3%)	57(58.2%)	20(20.4%)
Employees Development					
Q.16	4(4.1%)	35(35.7%)	16(16.3%)	32(32.7%)	11(11.2%)
Q.17	5(5.1%)	15(15.3%)	17(17.3%)	45(45.9%)	16(16.3%)
Q.18	2(2%)	5(5.1%)	14(14.3%)	54(55.1%)	23(23.5%)
Q.19	1(1%)	1(1%)	33(33.7%)	50(51%)	13(13.3%)
Q.20	1(1%)	4(4.1%)	35(35.7%)	40(40.8%)	18(18.4%)
Employee Performance					
Q.21	0(0%)	1(1%)	11(11.2%)	43(43.9%)	43(43.9%)
Q.22	0(0%)	2(2%)	12(12.2%)	47(48%)	37(37.8%)
Q.23	0(0%)	1(1%)	13(13.3%)	38(38.8%)	46(46.9%)
Q.24	0(0%)	3(3.1%)	11(11.2%)	43(43.9%)	41(41.8%)
Q.25	0(0%)	2(2%)	13(13.3%)	40(40.8%)	43(43.9%)
Tolerance to Change					
Q.26	0(0%)	10(10.2%)	21(21.4%)	39(19.8%)	28(28.6%)
Q.27	2(2%)	12(12.2%)	17(17.3%)	52(53.1%)	15(15.3%)
Q.28	1(1%)	1(1%)	15(15.3%)	52(53.1%)	29(29.6%)
Q.29	1(1%)	4(4.1%)	22(22.4%)	45(45.9%)	27(27.6%)
Q.30	1(1%)	1(1%)	15(15.3%)	53(54.1%)	30(30.6%)

Table No. 5: Descriptive Statistics

	N	Mini:	Max:	Mean	Sd	Skewness	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Employees Per	98	2.20	5.00	3.9510	.61598	-.368	-.537	.483
Tol Avg	98	2.00	5.00	4.2694	.63317	-1.078	1.054	.483
Edev Avg	98	1.60	5.00	3.6061	.66267	-.267	-.114	.483
Lead Avg	98	1.80	5.00	3.9245	.55577	-.679	.928	.483
Com Avg	98	1.20	5.00	3.8918	.63126	-1.060	2.263	.483
Prov Avg	98	1.80	5.00	3.7510	.62923	-.617	.954	.483
Valid N (listwise)	98							

In the above table the value of skewness is -1.078, and the kurtosis value is 1.054 for tolerance to change, which lies within the range (-3 to +3). The values of skewness of employee development, leadership, communication, and procedural justice are -0.267, -0.679, -1.060 and -0.617, and the kurtosis values are -0.114, 0.928, 2.263 and 0.954, respectively, which lie within the range (-3 to +3). The data is normally distributed; therefore, there is no need to check the outliers.

Correlations

Table No. 6: Pearson Correlation Coefficient Test Was Used to Find the Relationship between Employee's Performance and Organizational Changes.

		TC	ED	Ldr	Comm	P.J	E.P
Tolerance to change	R	1					
	P	.000					
Employees development	R	.598**	1				
	P	.000					
Leadership	R	.69**	.64**	1			
	P	.000	.000				
Communication	R	.55**	.56**	.57**	1		
	P	.000	.000	.000			
Procedural Justice	R	.67**	.72**	.77**	.62**	1	
	P	.000	.000	.000	.000		
Employees performance	R	.56**	.61**	.58**	.37**	.70**	1
	P	.000	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation coefficient was conducted to compare the mean score for employee performance with various organizational changes like tolerance to change, employee development, leadership, communication, and procedural justice. The finding revealed a statistically positive correlation with all variables. Procedural justice and employee performance have a significant relationship ($r = .70$, $n = 98$, and p -value is $0.000 < 0.05$); a higher level of procedural justice is being associated with higher levels of employee performance. Employee development and employee performance have a significant relationship ($r = .61$, $n = 98$, and p -value is $0.000 < 0.05$); a higher level of employee development is being associated with higher levels of employee performance. Leadership and employee performance have a significant relationship ($r = .58$, $n = 98$, and p -value is $0.000 < 0.05$); a higher level of leadership is being associated with higher levels of employee performance. Tolerance to change and employee performance have a significant relationship ($r = .56$, $n = 98$, and p -value is $0.000 < 0.05$); a higher level of tolerance to change is being associated with higher levels of employee performance. Communication and employee performance have a significant relationship ($r = .37$, $n = 98$, and p -value is $0.000 < 0.05$); a higher level of communication is being associated with higher levels of employee performance. Thus, hypothesis no. 1 is accepted, as there is a significant relationship between the variables.

Regression

Table No. 7: Model Summery for the Predictor i.e. Procedural Justice, Communication, Tolerance to Change, Employee Development and Leadership and Dependent Variable i.e. Employees Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.739 ^a	.546	.522	.42607	22.148	.000 ^b

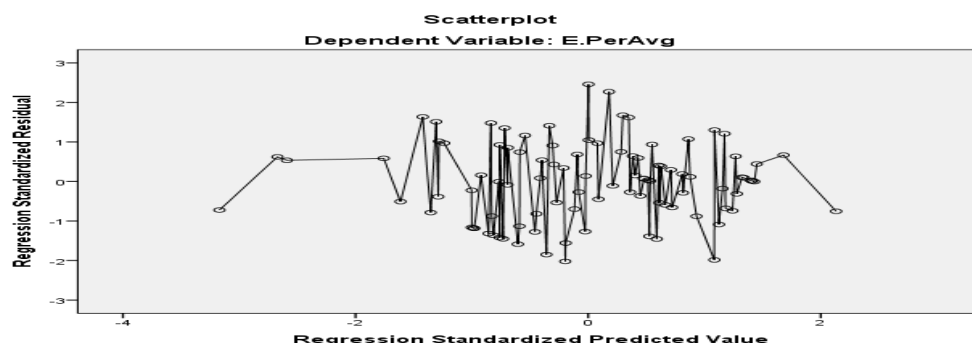
The regression analysis was rushed to test the presence of circumstances and end results amongst procedural justice, communication, tolerance to change, employee development, leadership and employee performance. The table gives an R square of 0.546, which means that 54.6% of the change in employee's performance is clarified by the procedural justice, communication, tolerance to change, employee development and leadership. Given these outcomes, hypothesis no. 2 is acknowledged as genuine in light of the fact that 54.6% of the variation in employees' performance is attributed to the predictor.

Table No. 8: Coefficient Regression for the Predictor i.e. Procedural Justice, Communication, Tolerance to Change, Employee Development, Leadership and Dependent Variable i.e. Employees Performance

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	1.207	.341			3.543	.001		
Tolerance to change	.154	.101	.159		1.523	.131	.454	2.203
Edev Avg	.197	.099	.212		1.997	.049	.438	2.282
Lead Avg	.025	.133	.022		.187	.852	.343	2.918
Com Avg	-.188	.091	-.193		-2.060	.042	.563	1.777
Prov Avg	.536	.128	.547		4.183	.000	.288	3.468

a. Dependent Variable: E. Per Avg

Procedural justice, communication, tolerance to change, employee development and leadership have a positive significant influence on the employee performance of nurses working in hospitals of Dera Ismail Khan.



The relationship between the variables should not show evidence of heteroscedasticity (presence of unequal variances). SPSS gives an option to check regression plots by plotting ZRESID and ZPRED, the standardized predicted values of the dependent variable based upon the model, which helps to determine if there is heteroscedasticity problem or not. Thus, no evidence was found for violation of assumptions in this data.

DISCUSSION

To evaluate the phenomena, two hypotheses were developed. The first hypothesis was about the association between organizational change with its attributes and employee performance, where a strong relationship was found. The findings of the Ismail et al. (2017) and Ismail et al. (2011) studies also supported the association between procedural justice and employee performance. These findings clarify that procedural justice serves as a base for employee performance. Better procedural justice lays the foundation for the efficiency, effectiveness and creativity of employees. The current study is in line with the findings of Asfaw et al. (2015), and Elnaga and Imran (2013) also supported the association between employee development and employee performance. So, it shows that employee development served as a base for employee performance. Better policy for employee development lays the foundation for the efficiency, effectiveness and creativity of employees. However, the study by Anlesinya et al. (2014) gave a negative result about the relationship between employee development and employee performance. The results of these researchers (i.e., Abbas & Yaqoob, 2009; Puni, Ofei, & Okoe, 2014; Shafie, Baghersalimi, & Barghi, 2013) supported the current study and clarified that leadership served as a base for employee performance. A better leadership style lays the foundation for the efficiency, effectiveness and creativity of employees. The findings of Irene and Dimitris (2000) and Jaballa et al. (2009) also supported the association between tolerance to change and employee performance. Tolerance to change clearly served as a base of employee performance. Tolerance to change became the foundation of employee performance. The Muda, Rafiki, and Harahap (2014) study results also supported the current study that there is a significant relationship between communication and employee performance. Similarly, a study conducted by Neves and Eisenberger (2012) shows that communication and employee performance have a strong positive relationship. Communication served as a base for employee performance. Good communication affects the employee's performance.

The second hypothesis was also accepted, and the findings of the existing study are in line with the findings of Bery et al. (2015), Lam et al. (2011), Tourani and Rast (2012), and Wolf (2005), which explained that communication is a strong predictor of employee performance. While the study of Iqbal et al. (2015) indicated that no effects were seen for communication and employee performance. The current study states that leadership is a strong predictor of employee performance, which is also supported by the studies conducted by Babalola (2016), Men (2010), Ojokuku et al. (2012), and Pradeep and Prabhu (2011). The findings of the studies by Bakhshi et al. (2009), Moazzezi et al. (2014), Wesolowski and Mossholder (1997), and Yaghoubi et al. (2011) are in line with the existing studies which explained that procedural justice is a strong predictor of employee performance. The findings of the current study are in line with the findings of Asfaw et al. (2015), Benedicta (2010), Gul (2015), Hafeez and Akbar (2015), and Naqvi and Khan (2013), which explained that employee development is a strong predictor of employee performance. The study by Jaballa et al. (2009) and Lam et al. (2011) also supported

the current study, which states that tolerance to change is a strong predictor of employee performance.

CONCLUSION

On the basis of the study results, an organization can improve its employee performance after organizational changes. A better policy for employee development and fair treatment may provide motivation to employees for their work performance and improve employees' reaction towards the organizational change. To achieve the organizational goals, a leader plays an important role; the leader is the one who understands the employee's needs. Tolerance to change allows the employees to learn changes from time to time and understanding to find the best different ways to achieve the organization's objective. The importance of communication cannot be undermined. In order to reduce the employee's negative reaction when change occurs, communication plays an essential role in satisfying the employees. In consequence, with the thorough awareness of all factors that affect employee's performance, it may support organization to improve employee's performance. In conclusion, according to the study results, organizational changes will enhance the all-around performance of employees and make them more efficient and effective.

Implications and Recommendations

In this research, data are collected from the nursing staff of public hospitals of Dera Ismail Khan. In future research it can be extended to other districts or divisions of Khyber Pakhtunkhwa as well as Pakistan, and similarly, the numbers of respondents can be increased in order to be more precise. Further research in various professions is also recommended in order to compare, such as those of teachers, doctors, and bankers employed by various institutions. This study has limitations since other elements that may influence an employee's performance as a result of organizational change were not considered. It is recommended that future study be conducted with a focus on other associated aspects.

The finding of this research is helpful for the professionals; they can conduct seminars, courses, case studies, and conferences on change management and performance. In Pakistan, medical practitioners and academicians can also increase their skill of change management to increase performance. The finding of this study is also helpful for the Ministry of Health in making policy regarding the health sector in Pakistan. This study is also beneficial for employees to bring changes in management and increase performance.

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