THE IMPACT OF CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE IN LIBYAN HEALTH CARE SECTOR: THE MEDIATING ROLE OF ADMINISTRATIVE EMPOWERMENT

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الملخص:

تناولت هذه الدراسة أثر إدارة التغيير على أداء الموظفين في المستشفيات العامة في مدينة بنغازي ، مع التركيز على الدور الوسيط للتمكين الإداري. استخدم الباحث المنهج الوصفي الكمي. باستخدام الاستبيان في جمع البيانات المطلوبة على عينة مكونة من 362 موظفًا في خمسة مستشفيات عامة في مدينة بنغازي. تم إجراء تحليل البيانات باستخدام الإصدار 22 من SPSS وبرنامج Smart-PLS. أظهرت نتائج البحث وجود علاقة ذات دلالة إيجابية بين إدارة التغيير فى كل من (التغيير في الهيكل التنظيمي والتكنولوجيا والموارد البشرية) وأداء الموظفين. بالإضافة ، إلى أن إدارة التغيير في الهيكل التنظيمي والتكنولوجيا والموارد البشرية عززت التمكين الإدارى، أسهمت الدراسة إلى أن الإدارة بحاجة إلى التأكيد على الأبعاد الثلاثة لإدارة التغيير (الهيكل والتكنولوجيا والموارد البشرية) من أجل تحقيق النجاح فى إدارة التغيير. أخيرًا ، أوصى الباحث صناع القرارفى إدارة المستشفيات العامة بالاهتمام بادارة التغيير كعملية أساسية لتحسين أداء الموظفين وكذلك التمكين الإداري للموظفين لإقناع الموظفين بأهمية التغيير.

الكلمات المفتاحية: إدارة التغيير ، التمكين الإدارى ، أداء الموظف .

ABSTRACT

This study investigated the impact of change management on employee performance in Public Hospitals in the City of Benghazi, with emphasis on the mediating role of administrative empowerment. The quantitative descriptive research approach was used. The data collection process was conducted using a survey questionnaire administered to 362 employees in five public hospitals in Benghazi City, Libya. Data analysis was conducted using SPSS version 22 and Smart-PLS Software. The research findings showed that a positively significant relationship exists between change management (change in organisational structure, technology and human resource) and employee performance. Besides, change management in organisational structure, technology and human resources have resulted in reinforcing administrative empowerment. Moreover, the practical contribution of the study indicated that management needs to emphasise the three dimensions of change management (structure, technology and human resource) in order to accomplish a successful change management process. Finally, this research recommended that public hospital management pay attention to change management as an essential process for improved employee performance as well as the employee administrative empowerment to convince employees of the need for change.

Keywords: change management, administrative empowerment, employee performance .

Introduction

Organizational change refers to the actions in which a organization or enterprise alters a major component of its organization, such as its underlying technologies or infrastructure it uses to operate, or its human resources .The role of organizational change management and empowerment has received a growing attention due to their role in improving organizational performance in healthcare sectors in both developed and developing countries. Most employees view change as the possibility of facing a new and different way of performing current job duties, It allows employees to understand and commit to the shift and work effectively during it. Managers have to be courageous by taking on risks, and motivate people to support the change , and must know who to put in charge of carrying out change processes. Organisational change management involves a transfer from a given stage to another in order to achieve change and improve performance initiated by management who exert significant efforts or even enforce severe circumstances to convince employees of the need for change. The WHO and other health specialized international organisations have emphasized the application of emergent leadership perspectives in managing hospitals such as change management, administrative empowerment, and total quality management (Metcalf et al., 2018). The current study advocates the need for organisational management as essential strategy to improve employee performance to achieve organisational effectiveness and provide excellent healthcare service. in addition to considering the challenging options that managers face when endeavoring to implement and sell change within their organisation. It was indicated that 70% of change programmes failed to achieve their objectives due to the resistance of employees and lack of administrative support (Kotter., 2012). It can be concluded that the current status in the Libyan healthcare sector is unsatisfactory for both employees and patients. Relevant studies on Libyan healthcare status (Rafferty & Jimmieson.,2017) stated that there are certain administrative problems in Libyan healthcare sector such as low level of service quality and weak performance.

 On the other hand, the Libyan Audit Bureau report (2016) highlighted various problems faced by Libyan hospitals such as insufficient finance, lack of skilled staff, low and incompetent services delivered and indicated that there is a need to evaluate the performance of Libyan ministry of health. Furthermore, researchers (Elarabi & Johari., 2014) indicated in their study that "the government hospitals in Libya suffered from low performance, which was the result of low wages, lack of incentives and training programmes for medical staff as well as management staff. This study will analyse change management in the Libyan healthcare sector and highlight the vital role of change management in enhancing hospital employees' performance. Moreover, provide a recommendation on how to implement a successful organisational management strategy and how to manage resistance to change, the importance of this study is also shown in the Clarify of the influential role of empowerment in executing effective organisational change management.

STATEMENT OF THE PROBLEM

El Oakley et al., (2013) considered that "the current issues that affect the efficiency and responsiveness of the healthcare workforce in Libya are: inconsistent distribution of the health work force, significant proportions of the workforce, whichare generally poorly skilled or unqualified to cope with allocated tasks and responsibilities. The main problem to be

addressed is the poor performance of the medical staff and staff of government hospitals in Libya due to many reasons such as constant change, inflexibility of organisational structure, low salaries and lack of incentives . The Research Problem Statement therefore is the need for change management and how it will impact employee performance in public hospitals in the city of Benghazi in Libya.

RESEARCH QUESTIONS

The general research question is formulated as: what is the relationship between organizational change management and employee performance in the presence of administrative empowerment in Libyan healthcare sector?

RESEARCH OBJECTIVES

The general research objective is to examine the association between change management and employee performance with emphasis on the mediating role of empowerment in Libyan healthcare sector

LITERATURE REVIEW

Change management and employee performance

According to Altamony et al. (2016) examined the crucial success parameters in change management strategy. Commenting on their findings they stated: Our findings show that successful change management strategy consists of three phases: preparing to change, implementation of change, and measuring the impact on user. They explained that In the preparing to change phase, organisational leadership should prepare to change organization culture and structure must be managed by watching individuals, organisation and culture.
Al-saed (2003) reported that the adopting and using of novel technology is highly resisted by employees and represents a major obstacle for technical development and organisational change.

An empirical study by (Abbas ; et al .2014) investigated the impact of change the information technology on performance of Allied Bank employees in Pakistan. The study reached at the following conclusion: Technology greatly escalates the productivity of employees along with time saving.

Alhmeidiyeen, et al (2015) purposed to investigate the possible impact of change management on organisational performance and represented. The study sample consisted of 162 respondents from top, middle and lower management. Results of the study showed that there is a positive effect of change management on all performance criteria. These results confirm that the change management can contribute to improve organisational performance in government institutions.

A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. When organizations support the employee, change can be successful. No organization, college or university should implement change without the input and step progression of the employee working on the front line (Alasadi & Askary, 2014).

(Thomas, 2014) indicated that identified positive relationship change management and its effects on organizational performance of Nigerian telecoms industries. In conducting this study, a total of 300 staffs. The result revealed that changes in technology has a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The result also shows that changes in management via leadership has a significant effect onemployee's performance.

Wanza and Nkuraru (2016) investigated the effects change management on the performance of employees in relation to technological changes, organizational leadership, structure and culture. Their research findings revealed that structural changes and organizational leadership influenced university employees' performance positively. Additionally, authors indicated that technological changes have a great impact on employees' performance due to the rapid technological changes that the world is rapidly adjusting that eases employee's work load and to increase efficiency and effectiveness at work place.

Administrative empowerment and Employee Performance

Al-Lozi, M. (2017). has conducted a review on the association between empowerment and work team performance. Authors acknowledged work team performance is positively associated with administrative empowerment. Employee empowerment theory points to a more complex causal structure, with employee empowerment practices directly influencing the performance of employees as well as indirectly, as mediated by the attitudes of those employees.

Rajalingam.et.al (2015) argued that the empowerment tools such as Power, Knowledge, Information Sharing and Rewards does influence the employee's performance. Meanwhile, Performance Appraisal which is the mediating variable was also found to be mediating the relationship between empowerment and employee performance.

Kruja(2016) This study explores that Empowerment makes employees feel better about their jobs and themselves. Organizations need to learn that empowering employees to improve their performance requires a fundamental shift in the entire organizational culture—a much bigger job than it was initially perceived to be.

Rhee et.al. (2017) examined the mediating role of empowerment in the associations among centralization, formalization, and employee innovative behaviour in organisations. Authors indicated that empowerment was positively associated with employee innovative behaviour, and played a mediating role among centralization, formalization, and innovative behaviour.

Mehmt (2018) examined the relationship between job satisfaction and empowerment of 19 different companies operating in different sectors in Konya Industrial Zone, including the first five hundred and the second five hundred largest industrial establishments in Turkey. His research findings showed that there is a positive relationship between empowerment and job performance .

Change management and employee performance

Bartlomé, et al, (2015) investigated the change management and empowering of employees .Their research findings showed that trusting an employee and providing timely required information, and having trust in the employee's will and capability to perform the designated Trasks will results in realising the desired outcome and justify the need for employee empowerment.

Batool and Abdel Hakim (2017) investigated the impact of employee empowerment on the success of organisational change, within the privatized enterprises in Jordan. Their research findings showed that there is a significant impact of employee empowerment on the success of organisational change, also there is significant impact of employee empowerment factors (Talent Management, Leadership Styles, Employee Training, Rewards) on the success of organisational change.

The pervious literature shows ample evidence that the change managment " has a positive relationship with performance . on otherhand ,Nearly all of these empirical studies analyzed the direct effects of employee empowerment on performance and work-related attitudes independently of each other and without considering indirect or mediating effects**.**

RESEARCH METHODOLOGY

The target population of the study consists of workers in the Libyan health sector in some public hospitals operating in the city of Benghazi. This involved Al-Hawari General Hospital, Al-Jalaa Accident Hospital, Children's Medical and Surgery Hospital, Benghazi Medical Center, and Quefia Hospital for Chest Diseases. These hospitals occupy various positions (doctors, nurses, technicians and administrators) (6215) employees where the researcher drew a simple random sample of the community study by (400) individuals. The size of the withdrawn sample was based on the size of the total population and the margin of error allowed in this study (0.05) (Sekaran, 2009) .

The researcher will based the study on the table (Krejcie & Morgan, 1970) in the selection of the sample in case of knowledge of the total number of society and adopted by the study (Patra, 2012) and the fact that the number of population targeted is 6215 employees . Based on the previous equation, the table in question will be a sample of 362 employees in Benghazi hospitals.To ensure the representation of the target population represented by doctors, nurses, technicians and administrators working in the Libyan health sector in some public hospitals operating in Benghazi was (6215), and 400 were distributed after examination. In order to determine their validity for statistical analysis, 38 questionnaires were excluded (10.5%) because Validity of the statistical analysis process. Thus, the total number of valid questionnaires for statistical analysis (362) (90.5%) of the total number of questionnaires retrieved.

In this study, the researcher used the descriptive method based on the analysis of factual data on the field as an accurate description and expressed in quantitative and qualitative terms. primary data was collected through the questionnaire as a major research tool, and through the dimensions of previous studies related to the subject of this study were designed specifically for this purpose.
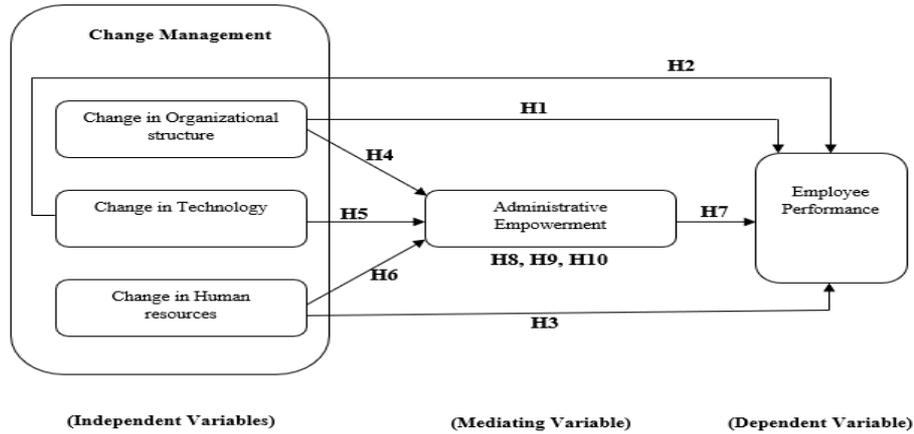
Figure 1:Research Model

SAMPLE AND DATA COLLECTED

In this study, data was collected via a self-administered survey using stratified random proportional sampling method.The sampling frame is the list workers in the Libyan health sector in public hospitals operating in the city of Benghazi. This involved El Hawary General Hospital, Aljala hospital Benghazi, Benghazi Children's Hospital, Benghazi medical center, Al Quefia Chest hospital. These hospitals occupy various positions (doctors, nurses, technicians and administrators) (6215) employees where the researcher drew a Stratified random proportional sampling of the community study by (400) individuals. the sample size was determined using Slovin's formula (Sekaran, 2009). The sample size of n=362 was considered as sufficient for this study. The study sample size (N=362) achieved the ratio of 5:1 as recommended by (Hair, et al., 1998).

Table.1: Target Population & Sample Size

Job	Doctors	Assistants		Administrates	Total
Population	1434	2618		2163	6215
Job	Doctor	technician	Nurses	Administrates	Total
Sample Size	81	91	130	60	362

Source: Health Information Centre, Libyan Ministry of Health (2015)

Data collection tool (questionnaire)

The researcher chose the questionnaire form to be the main tool in achieving the research objectives and answer his questions. The main areas covered by the questionnaire were identified in their initial form and then their paragraphs under each field were composed of (72) paragraphs. In order to answer the question items, the Likert scale was adopted to measure the direction of the views of the study sample. The clarity of the statements was examined by conducting a pilot study on a small group of workers in public hospitals in benghazi   before starting the study. The content validity of the questionnairewas evaluated by

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a group of experts on human resources management. Table.2 provides the pilot study results which were validated based on the criteria provided by Kline, (2005).

Table.2 Reliability Analysis

Constructs	No. of Items	Cronbach Alpha
Change in organisational Structure	18	0.965
Change in Technology	13	0.979
Change in Human Resources	17	0.981
Administrative Empowerment	11	0.845
Employee Performance	13	0.963
Total	72	0.986

Data analysis

The data were analyzed by using SPSS software version 24 . Hence, this study adopted PLS-SEM Version 3 because was more appropriate to perform the analysis and examining the measurement model as well as to test the hypothesized relationships and to assess the proposed research model of this study.

Table. 3 Univariate Outliers

Variables	Code	Case of outlier	z-scores >±3.0
Change in organisational Structure	COS	79, 108	More than ±3.0
Change in Technology	CTR	99, 210	More than ±3.0
Change in Human Resources	CHR	315	More than ±3.0
Administrative Empowerment	AE	88	More than ±3.0
Employee Performance	EP	83, 302	More than ±3.0

The results reveal that the data set contained 8 cases of outliers because z-scores for these cases were more than ±3. Therefore,these cases were 1excluded from the data set leaving a final (370-8) 362 cases to be analyzed.

Table 4. Theoretical values of Skewness and Kurtosis for Variables.

Variables	Code	Skewness	Kurtosis
Change in organisational Structure	COS	.107	-.900
Change in Technology	CTR	.272	-1.191
Change in Human Resources	CHR	.119	-1.233
Administrative Empowerment	AE	-.019	-.743
Employee Performance	EP	-.148	-.668

Table 4. shows that the value of kurtosis and skewness for every construct is within the range (± 2.58). The descriptive analysis illustrates that almost normal distribution with mean skewness and kurtosis values of 0.272 and -1.233 respectively.

Table 5. Items loading, AVE, Cronbach's alpha and Composite Reliability (CR)

Variable	AVE	Cronbach's alpha	CR
Change in Organisational Structure	0.651	0.968	0.971
Change in Technology	0.760	0.974	0.976
Change in Human Resources	0.718	0.975	0.977
Empowerment	0.528	0.860	0.886
Employee performance	0.672	0.959	0.964

All values for composite reliability and Cronbach's alpha are greater than the recommended value of 0.60. Table 5. also shows that the results of the AVE test for all the constructs were above the recommended value of .50 **Fornell** and **Larcker** (**1981**, pp. 45-46) and ranged values between 0.528 and 0.760. all loading are more than 0.5. As per Hair et al. (2013).

Table 6. Correlation Test for Multicollinearity

Variable	Change in organisational Structure	Change in Technology	Change in Human Resources	Administrative Empowerment	Employee Performance
Change in organisational Structure	**0.807**				
Change in Technology	0.706	**0.872**			
Change in Human Resources	0.756	0.787	**0.847**		
Administrative Empowerment	0.719	0.717	0.757	**0.820**	
Employee Performance	0.169	0.131	0.109	0.090	**0.726**

Table 6. shows that the square root of the AVE were all greater than the correlation among latent constructs, suggesting adequate discriminant validity.

DISCUSSION & RESULTS

In this study, the model showed a good fit to the data as evidenced by the squared multiple correlations (R^2) values for the dependent variables: Employee Performance ($R^2=0.755$); and administrative empowerment ($R^2=0.245$) as shown in Figure 2. Thus, the four latent variables change in organizational structure change in technology, change in human resources and administrative empowerment explain a substantial 75.5% of the variance for the Employee Performance. Meanwhile, change in organisational structure, change in technology and change in human resources explain 24.5% of administrative empowerment among health sector workers in Public Hospitals in The City of Benghazi.
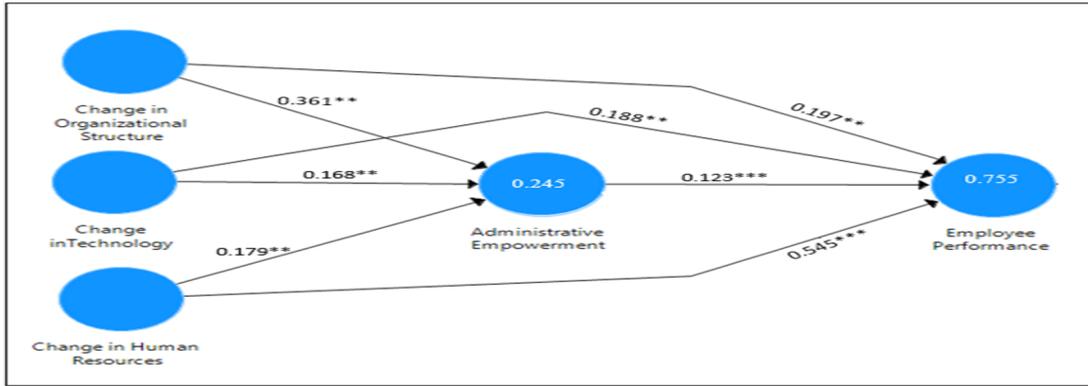
*: p<0.1; **: p<0.05; ***: p<0.01 (Asiaeia & Jusohb., 2017)

Figure 2. Pathway coefficients model

Table 7. Summary of Direct Hypotheses Testing results

Hypothesis	β Value	Std. dev	T Value	P Value	Status
Change in organisational Structure * Employee Performance	0.197**	0.094	2.100	0.018	Supported
Change in Technology * Employee Performance	0.188**	0.102	1.846	0.033	Supported
Change in Human Resources * Employee Performance	0.545***	0.077	7.097	0.000	Supported
Change in organisational Structure * Administrative Empowerment	0.361**	0.155	2.330	0.010	Supported
Change in technology * Administrative Empowerment	0.168**	0.101	1.662	0.049	Supported
Change in Human Resources * Administrative Empowerment	0.179**	0.107	1.669	0.048	Supported
Empowerment * Employee Performance	0.123***	0.031	3.940	0.000	Supported

Assessment of the structural model *: p <0.1; **: p<0.05; ***: p<0.01

RESULTS OF HYPOTHESIS TESTING

H1: There is a significant positive effect with statistical significance between the change in the organisational structure and the employee performance in the Public Hospitals Operating in the City of Benghazi.

The calculated T value was greater than the value , with a statistical significance at a significant level of less than 0.05, where the level of significance is 0.018, which indicates that the change in the organisational structure affects the employee performance in the public hospitals. This findings were consistent with an earlier studies done by (Wanza and Nkuraru,2016; Altamonyet al,2016).

H2: There is a significant positive effect with statistical significance between the change in technology and the employee performance in Public Hospitals Operating in The City of Benghazi.

The results of the statistical analysis showed a statistically significant positive effect of the change in technology on the performance of the workers. ($\beta = 0.188$, $t = 1.846$, $p < 0.05$), meaning that technology development increases performance by 18.8% with a relationship of high importance and a strong statistical significance. This findings were consistent with an earlier studies done by (Thomas, 2014; Abbas ; et al ,2014). Not consistent with study results by(Al-saed ,2003.)

H3: There is a significant positive effect with statistical significance between the change in human resources and the employee performance in Public Hospitals Operating in the City of Benghazi.

Table 7 shows ($\beta = 0.545$, $t = 7.097$, $p < 0.01$), meaning that change in human resources increases performance by 54.5% with a significant effect and with a strong statistic. where the level of significance of 0.000, which indicates that the change in human resources affects the employee performance. This findings were consistent with an earlier studies done by (Alhmeidiyeen, et al ,2015 ;Wanza and Nkuraru ,2016; Alasadi & Askary, 2014)

H4: There is a significant positive effect with statistical significance between the change in the organisational structure and the administrative empowerment in the Public Hospitals Operating in The City of Benghazi.

All values indicate that they are in line with the specified criteria ($\beta = 0.361$, $t = 2.330$, $p < 0.05$) meaning that improvement or improvement in organisational structure increases empowerment by 36.1% with a relationship of high importance and strong statistical significance,where the level of significance is 0.01, that is more improvement in the organisational structure, the greater the empowerment in the public hospitals, which shows that the fourth hypothesis is acceptable. This result is consistent with the study done by (Bartlomé, et al, 2015)

H5: There is a significant positive effect with statistical significance between the change in technology and the administrative empowerment in the Public Hospitals Operating in The City of Benghazi.

Table 7 shows the results ($\beta = 0.168$, $t = 1.662$, $p < 0.05$) , which is statistically significant at a level less than 0.05, with a significance level of 0.049 which indicates that the change in technology Affect the empowerment in the public hospitals . This findings were consistent with an earlier studies done by (Kruja ,2016;Rajalingam.et.al ,2015)

H6: There is a significant positive effect with statistical significance between the change in human resources and the administrative empowerment in the Public Hospitals Operating in The City of Benghazi.

Table 7 shows the effect of change in human resources on, empowerment where the results of the statistical analysis showed a positive effect that is statistically significant to change in ($\beta = 0.179$, $t = 1.669$, $p < 0.05$) meaning that change in human resources increases empowerment by 17.9% with a statistically significant relationship. This findings were consistent with an earlier studies done by (Kruja ,2016;Bartlomé, et al, 2015)

H7: There is a significant positive effect with statistical significance between the administrative empowerment and the employee performance in the Public Hospitals Operating in The City of Benghazi.

(β = 0.123, t = 3.940, p <0.01)which indicates that empowerment positively affects the employee performance in the public hospitals. that the improvement in empowerment increases the performance by 12.3% with a relationship of high importance and a strong statistical significance. This findings were consistent with an earlier studies done by (Rhee et al;2017; Rajalingam.et al ;2015 ; Mehmt ,2018; Al-Lozi, M,2017)

Table 8. Summary of Indirect Hypotheses Testing Results

Hypothesis	Direct Relationship (a)	Direct Relationship (b)	Indirect Relationship (c)	T-Value	BCCI Lower 5%	BCCI Upper 95%	Status
Change in organisational Structure Employee Performance	0.361 *	0.123	0.197	2.023	0.110	0.143	Supported
Change in Technology Employee Performance	0.168 *	0.123	0.188	1.951	0.071	0.097	Supported
Change in Human Resources Employee Performance	0.179 *	0.123	0.545	1.998	0.020	0.146	Supported

*: p <0.1; **: p<0.05; ***: p<0.01 for one tailed test (Asiaeia & Jusohb, 2017).

The path coefficient revealed a significant positive relationship between change management dimensions (change in organisational structure , technology and human resources), administrative empowerment and employee performance.

H8: There is a significant positive effect with statistical significance between the change in the organisational structure and the employee performance through administrative empowerment as a mediator in the Public Hospitals Operating in The City of Benghazi.

Table 8 shows the extracted values 0.110 and 0.143 for this relationship, and the statistical significance level is less than 0.05(t = 2.023, p <0.05), that is, empowerment is an effective mediator between the change in the organisational structure and the functional performance of the workers in the Public Hospitals in The City of Benghazi.

H9: There is a significant positive effect with statistical significance between the change in the technology and the employee performance through administrative empowerment as a mediator in the Public Hospitals Operating in The City of Benghazi.

Table 8 and Figure 3 shows the indirect relationship to the change in technology on the performance of the function of empowerment as an intermediary variable It is clear through

H10: There is a significant positive effect with statistical significance between the change in human resources and the employee performance through administrative empowerment as a mediator in the Public Hospitals Operating in The City of Benghazi.

the values extracted are 0.020 and 0.146 for this relationship.and the statistical significance level is less than 0.05 (0.05 t = 1.998, P <0.05), that is, empowerment is an effective mediator between change in human resources and the performance of the workers in the Public Hospitals in the City of Benghazi, from which it is clear that the tenth hypothesis is acceptable.

The research is the first to study the effect of empowerment as a mediating factor on the relationship between change management and performance in the Libyan healthcare sector. whereas, little is known about the mediating or moderating role of administrative empowerment in the relationship between change managment and employee performance among healthcare providers .
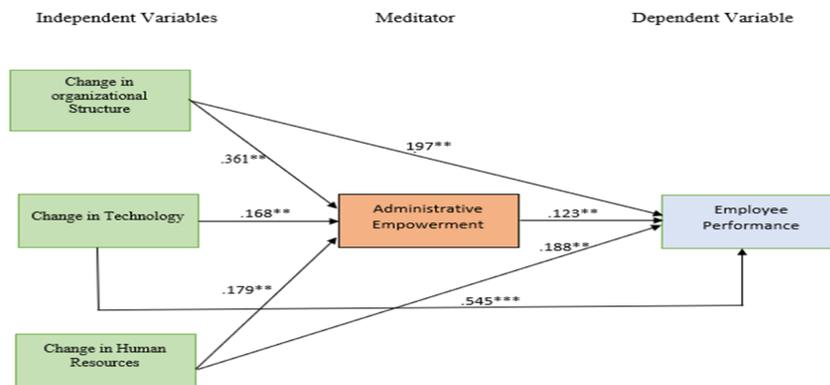

Figure 3. Hypotheses Results with Standardised Estimation

CONCLUSION

The study showed the importance of empowerment, theoretically and practically, according to results of the statistical analysis as an independent variable and its direct positive impact on the performance of the workers as well as the positive effect as an intermediate variable beside its role in explaining the relationship between the dimensions of change management and the employee performance in public hospitals in the city of Benghazi. Finally, Results showed that the dimensions of change management in (Organisational structure, technology, and human resources) affect positively and statistically the performance of employees through mediating impact of administrative empowerment in the Public Hospitals in the City of Benghazi.

RECOMMENDATIONS

1. Changing leaders and managers should be committed to the planned and focusing on effective communication skills and allowing employee participation .
2. Developing and improving individual skills via training and getting them involved in decision making .
3. Recognizing that change in organisational structure must be compatible with the goals of organisational change.

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4. Identifying and separating authority and responsibility is necessary for a successful organisation change.

5. Interacting with subordinates should emphasize both the practical and humanitarian sides in order to achieve the desired organisational change.

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