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The Effect of Organizational Change on the Performance of Public Service Organizations in Malawi

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Abstract

As noted in other types of organizations, changes in public service organizations are inevitable in order to be successful. Therefore, this study investigated the effect of organizational change on the performance of public service organizations. Specifically, the study aimed at investigating the effect of business process reengineering and restructuring on the performance of public organizations. Dynamic capability and empirical literature guided the development of hypotheses. The study employed a cross-sectional research design with a quantitative approach, and a structured questionnaire was used as the main instrument for data collection from senior officers as representatives of Malawian public services organizations. The study used multiple linear regression aided by SPSS software to assess the specified model and test established hypotheses by using data from 166 senior officers of public service organizations in Malawi. Findings indicate that business process reengineering and restructuring have a significant positive effect on organizational performance. This study contributes to the importance of organizational change in the dynamic environment in which organizations are affected by the business environment, thus adhering to the dynamic capability perspective. Thus, for organizations to prosper, managers should strive to improve processes (reorganizing activities) and restructuring to ensure cost minimization while adding quality to services.

Keywords: Business Process Re-engineering, Restructuring, Ministries, Departments and Agencies

Introduction

The importance of organizational change in ensuring improved organizational performance and survival has been highlighted in the strategic management book. For instance, David, F. (2019) argued that without change, organizations will not survive. Such assertions have been attributed to important driving forces like changing technology, economics, demographics, governments, consumer preferences, and competition. According to such scholars and practitioners, an organization can only ensure its survival if it is able to respond to sensed threats and opportunities in its operating environment (Čudanov et al., 2019; David & David, 2017; Teece, 2018). However, Asikhia, O., Nneji, N., Olafenwa, A., and Owoeye, O. (2021) argued that whereas it has generally been accepted that organizational change has a positive effect on organizational performance, it can also be a source of demise for organizations. As noted by Evans (2020) and Stouten et al. (2018), our understanding of the link between organizational change and performance is based on theories and approaches that are often conflicting

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(favourable or unfavourable factors), inadequate in empirical evidence, and based on unchallenged assumptions. In addition, most of the major studies on public sector reform have emphasized different aspects of restructuring, like employment, structures, payments, costs, and finances, with only minor references to the others (Alsharari, 2019; Evans, 2020; Rosenbaum et al., 2018; Stouten et al., 2018). Moreover, according to Evans (2020), previous studies have inadequate justification for informing change management and employed unsatisfactory case studies or cross-sectional designs. On the other hand, Shaw (2019) emphasized that change management consultants look to form strategic partnerships with clients to enhance organizations' performance without explicitly focusing on aspects of restructuring and business process reengineering. Additionally, Stouten et al. (2018) focused on how the six emotional stages can influence change management without explicitly considering issues of restructuring and business process reengineering and how they can influence organizational performance.

Furthermore, as argued by Kotter (1995), between 20 and 70 percent of all planned organizational change efforts end in failure. The failure of organizational change efforts has been attributed different factors, one of which is resistance to change. According to Errida and Lotfi (2021), resistance to change, which is the result of whether or not an organization (management) or its employees are prepared and willing to change, is acknowledged as being central to the change process and the primary reason why change efforts in most organizations do not succeed or get implemented. The high rate of failure therefore raises the need for further studies in the area to enhance our understanding of the relationship between constituents of organizational change that may lead to resistance or acceptance of change and influence organizational performance (Aslam et al., 2018; Čudanov et al., 2019; Mansaray, 2019). With regards to public sector organizational change, it has been noted that most restructuring strategies used by organizations have brought about worse results than expected, especially if the plans set to implement them are not well observed. It has also been noted that most public service restructuring programs have resulted in big variances between expressed goals and actual outcomes (Aslam et al., 2018; Hinson et al., 2022; Jiru, 2020; Lee & Usman, 2018). The Malawi public service has similarly experienced challenges in its own change efforts. Malawi Government (2015b) noted that the desire for reforms in the public sector has been there and attempts to reform have been made, but commitment to the reforms has always been the challenge.

In addition, despite various reform programs and restructuring exercises that have been undertaken in the public sector, only a few organizations have shown marked improvements in performance as assessed by the public sector organizational performance evaluation program. For example, out of 33 Ministries, Departments, and Agencies (MDAs) of the government that took part in the organizational performance assessment program in the 2015/2016 financial year, none attained a performance rating of "very good" or "outstanding". (Malawi Government, 2015a, 2015b). Further, in the 2018–2019 financial year, 56 MDAs took part in the performance evaluation. Of the 56, only 7 MDAs attained a performance rating of "good" or above. The average scores only slightly improved from a range of 1.342–2.783 in the previous (2017–18) financial year to 1.255-2.750 (Malawi Government, 2018; Manyunya & Farhat 2020). The example above implies that improvement in performance could be attributed to changes in restructuring and business process reengineering that necessitated the provision of training and the gaining of experience over time or recruiting new staff that matches job

specifications and requirements, which could be attributed to business process reengineering and restructuring.

The mixed results in the performance of public service organizations even after undergoing change point to the need to examine and understand the exact benefits that these changes bring about, especially considering the costs associated with the change process. Furthermore, as argued by Manyunya and Farhat (2020), performance contracts as an example of organizational change have a positive impact on organizations performance. However, as per Evans (2020), there is a need for more published literature on the linkage between organizational change and the performance of organizations, as the existing studies are not informative and are based on poor case studies or cross-sectional research designs. It is against this background that the researcher set out to conduct this particular study. Thus, this study aimed at investigating the effect of organizational change on the performance of public service organizations in Malawi. Specifically, the study aimed at determining the effect of business process re-engineering on the performance of public service organizations and the effect of restructuring on the performance of public service organizations.

Theoretical Literature Review

Dynamic Capabilities

According to Galvin et al. (2014), dynamic capabilities theory came into existence as a reaction to the limitations of resource-based view theory. Dynamic Capability Theory entails that organizations may create, deploy, modify, reconfigure, and upgrade resources so as to provide value to customers and/or lower costs in a dynamic environment (Teece et al., 1997). The essence of this perspective is that sustainable superior organization performance (competitive advantage) is not derived from static resources or markets but from a dynamic reconfiguration of a firm's resource base. According to Rothaermel (2018), these resources are classified as tangible (financial, physical, human, and organizational) and intangible (technological, innovation, and reputation). Thus, processes and structures are resources embedded within organizations. Hence, dynamic capability aims to explain how and why certain organizations are able to build sustainable competitive advantage in environments of rapid change (Teece, 2018). The dynamic capabilities model is useful in this study because it helps to explain why some MDAs, which are considered public organizations and are mainly funded by the government, may experience better performance upon undergoing a similar kind of change than others. This may be a result of better-performing public organizations having better managerial capabilities and being better at reconfiguring their business processes than others. The model is therefore closely linked to both specific objectives that seek to determine the effect of business process reengineering and restructuring on public organizational performance.

Hypotheses Development

Business Process Re-engineering and Organisational Performance

Business process re-engineering is the analysis and re-design of workflows and core business processes within an organization aimed at ensuring enhanced service delivery and customer satisfaction, cutting operating costs, and ensuring competitiveness (Al-Fawaeer et al., 2019).

By its nature, BPR should then help improve organizational performance since it is directed towards improving all organizational performance dimensions, particularly service delivery, productivity, customer satisfaction, quality, and fast completion of work. As argued by

proponents of the dynamic capabilities model, BPR belongs to the higher-order capabilities that enable an organization to attain sustainable competitive advantage (Teece, 2018). Empirical studies by different scholars seem to back this assertion. Firstly, Akam et al. (2018) conducted a study titled "Business Process Reengineering and the Performance of Quoted Brewing Firms in Nigeria. In the study, the researchers sought to examine the effect of BPR on the performance of selected brewing firms in Nigeria. After carrying out a regression analysis of the data, the result indicated that BPR had a 94% significant effect on the performance of the brewing firms, thereby supporting those that have posited that BPR positively influences organizational performance.

Another study on the effect of BPR on organizational performance was carried out by Zaini and Saad (2019), titled "Business Process Reengineering as the Current Best Methodology for Improving the Business Process". In the study, the researchers carried out a comparative analysis of four leading methodologies, namely BPR, Six Sigma, Lean Thinking, and Kaizen. The analysis revealed that amongst the four methodologies analyzed, BPR was best suited to help drastically improve overall organizational processes (Zaini & Saad, 2019). Lastly, Al-Fawaeer et al. (2019) also conducted a study on the relationship between business process re-engineering (BPR) and employees' performance in Jordanian public shareholding companies'. According to their findings, business process reengineering had a positive and significant effect on employees' performance. By extension, employee performance leads to organizational performance since organizations perform through their human resources. The above studies regarding the effect of BPR on organizational performance have been carried out in private organizations. However, there is an ongoing debate regarding whether BPR can actually be effective in enhancing the performance of public sector organizations (Kassahun, 2012). Therefore, hypothesis one is constructed as follows:

H_1: Business process re-engineering has a positive effect on organizational performance.

Restructuring and Organisational Performance

According to the dynamic capabilities and resource-based view theories, the most important resources that give an organization a sustainable competitive advantage should be valuable, inimitable, intangible, and rare, like human knowledge and skills and organizational culture, reputation, knowledge, and information. Such resources then enable firms to function efficiently and effectively compared to rivals (David & David, 2017; Teece, 2018). Going by such thinking, therefore, intangible resources like organizational structures and assets that can easily be replicated can only provide a limited effect on a firm's competitive advantage or overall organizational performance. Additionally, there are some scholars who have argued that high levels of restructuring dimensions, especially formalization and centralization, have an inverse relationship with organizational performance.

To begin with, Ali et al. (2018), the main objective of the study was to establish a link between structural dimensions like configuration, formalization, and centralization and organizational absorptive capacity (ACAP), which is an antecedent of organizational performance. The study found that two of the three dimensions, namely formalization and centralization, related negatively to ACAP and hence organizational performance. They argue that these two dimensions emphasize formal rules, standard policies, and procedures, which inhibit the seeking

of new ideas and might lead to a realization of performance gaps between what the firm is doing and what the employees recognize it should be doing. In addition, the scholars argue that highly centralized structures hinder adequate interaction among workers, reduce the probability of innovation and knowledge solutions, and create new knowledge.

Hassan (2014) whose main objective of the study was to find out the impact of organizational structure elements like centralization and formalization on employees' creativity at workplaces. According to the results of the study, high centralization and formalization have a strong and negative effect on the management of innovation at workplaces and ultimately on organizational performance. He argues that creativity enables feasible advantages over rival firms, and therefore a lack of it compromises organizational performance and success. Lastly, Fløvik et al. (2019), one of the change dimensions was restructuring. According to the study's findings, implementing organizational change, especially repeated ones, may have negative effects on various aspects of the psychological and social work environments. It is the negative effects on the company's psychosocial work environment that may then lead to unwanted health effects, often observed following changes.

From the above-listed studies, a mixed picture of the effect of restructuring on organizational performance emerges. On the one hand, the studies show that different organizations respond differently to changes in organizational structure. However, as argued by David and David (2017) and Teece (2018), public service organizational structures, which are said to be highly centralized, ought to have a negative influence on organizational performance and not necessarily a mixed effect, as the studies suggest. Thus, hypothesis two (2) is established to find more evidence of a positive effect as follows:

H2: Restructuring has a positive effect on organizational performance.

Conceptual Framework

On the basis of the reviewed literature, the identified research gap and the developed research hypotheses, a conceptual model was developed, as depicted in Figure 1. The model portrays the relationship between business process re-engineering and organisational performance and between restructuring and organisational performance.

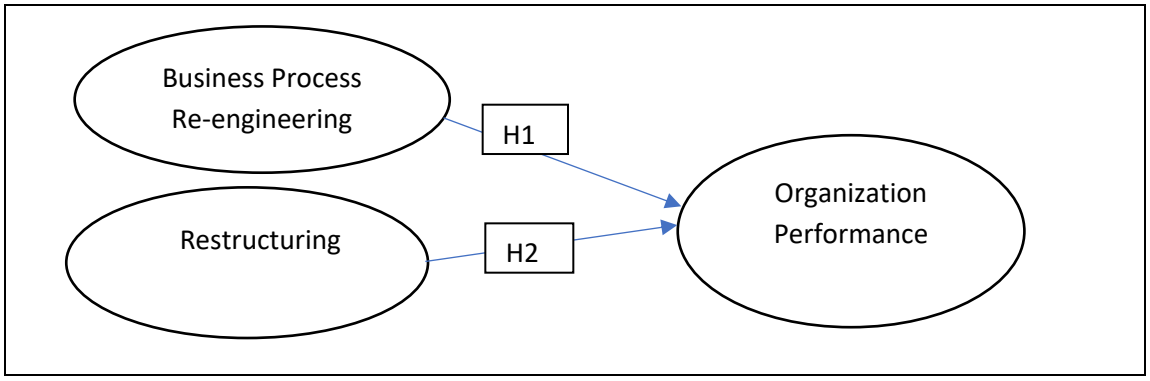

Figure 1: Conceptual Framework
Source: Synthesized from literature

Methodology

This study is based on a cross-sectional research design whereby data was collected only once from the field. The study was conducted across Malawi, targeting any public service organization that fit the target description. According to the public service organization performance evaluation report (2019), 58 MDAs had taken part in the implementation of performance contracts, of which 23 were ministries or departments, 5 were governance institutions, 29 parastatals, and the National Assembly. The unit of analysis for this study was organization, whereas the unit of inquiry was comprised of heads of sections or senior officers in all public service organizations that had been taking part in the public service organizational performance evaluation exercise and had undergone functional review in the past three (3) or more years. The study employed a sample size of 166 respondents from the targeted population of 290 by using both stratified and random sampling methods, whereby 42, 49, and 75 respondents were from ministries, departments, governance institutions, and parastatals/National Assembly, respectively. A structured questionnaire was used as the main instrument for collecting primary data.

A 7-point Likert scale ranging from 1 strongly disagree to 7 strongly agree for each indicator of a construct was employed in this research. The indicators used for the constructs were adapted from previous studies with minor modifications to suit this study. Business process re-engineering was measured using six items that were adapted from Al-Fawaeer et al. (2019); Zaini and Saad (2019); Ikon et al. (2018). Restructuring used five items that were adapted from Funminiyi (2018), Gaspary and Luiz de Moura (2020), Bondarouk and Friebe (2014). Organizational performance used six items that were adapted from Manyunya & Farhat (2020); Malawi Government (2018). The measures and Cronbach alpha for each construct are as indicated in Table 1. From the table, it can be concluded that measures of constructs portrayed the existence of consistency, as Cronbach Alpha (α) for all constructs was at least 0.7, in line with Kapur (2018), Pallant (2011), Ragab (2017), Mc Manus et al. (2017).

Table 1: Constructs, indicators and reliability based on Cronbach Alpha (n=166)

Construct	Indicators	Cronbach Alpha (α)
Business process re-engineering (Al-Fawaeer et al., 2019; Zaini & Saad, 2019; Ikon et al., 2018)	Our product/service delivery times have improved (BPR1) There has been a steady decrease in the number of errors, defects and complaints about our products/services (BPR2) The organisation is continuously striving to decrease operating costs (BPR3) Generally our clients rate our products/services highly (BPR4) Streamlined and automated business processes have enhanced staff physical and mental wellbeing (BPR5) The organisation has recently changed its structure and job descriptions to ensure they reflect current realities (BPR6)	0.832

Restructuring (Funminiyi, 2018; Gaspary & Luiz de Moura, 2020; Bondarouk & Friebe, 2014)	The few layers of hierarchy in the organisation enable timely decision making (R1)	0.870
	My supervisor has enough time to check the quality of my work (R2)	
	Multiple levels of grading on the organogram provide room for career advancement and staff motivation (R3)	
	The lean structure and staff numbers help in reducing operating costs (R4)	
	The organisation's structure enables good communication and coordination among different functional areas (R5)	
Organisation Performance (Manyunya & Farhat, 2020; Malawi Government, 2018)	The organisation is performing well in moving towards fulfilling its mandate and national development goals (OP1)	0.899
	On average, it now takes a shorter period of time for the organisation to address faults/problems (OP2)	
	The organisation has introduced several new products/services in the past 3 years (OP3)	
	There has been an increase in the rate of achievement of targets/objectives in the past 3 years (OP4)	
	The organisation output/number of clients/program implementation area have increased in recent years (OP5)	
	Occupational safety and health practices in the organisation are very good (OP6)	

Source: Synthesized from literature

The characteristics of respondents and public service organisations involved in data collection are as presented in Table 2.

Table 2: Sample Characteristics (n=166)

Demographic Characteristics	Category	Frequency	Percent
Respondents based on public service organisation type	Ministries/ Departments	42	25.30
	Governance institutions	49	29.52
	Parastatals/National Assembly	75	45.18
Time elapsed since change in years	0-3	64	38.55
	4-6	58	34.94

	>6	44	26.51
Scope of organisations' change	Partial	38	22.89
	Wholesome	128	77.11
Proportional of planned change implemented	<25%	38	22.89
	25%-45%	35	21.08
	46%-65%	55	33.13
	66%-85%	11	6.63
	>85%	27	16.27

Source: Field data (2022)

Descriptive statistics of constructs' measures are presented in Table 3 to describe minimum, maximum, mean, standard deviation, skewness, and kurtosis. Skewedness and kurtosis statistics are aimed at explaining the normality of the data with regard to responses to indicators. From the table, it can be concluded that responses on measures followed the normality pattern, as all skewness statistics are less than 1 and all kurtosis statistics are less than 10 (Pallant, 2011).

Table 3: Descriptive statistics of constructs' measures (n=166)

Indicators	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
BPR1	1	7	4.11	2.133	-.193	-1.415
BPR2	1	7	4.84	1.929	-.883	-.484
BPR3	1	7	4.73	2.004	-.742	-.762
BPR4	1	7	4.47	2.088	-.489	-1.228
BPR5	1	7	4.60	2.024	-.586	-.992
BPR6	1	7	3.22	2.037	.359	-1.343
R1	1	7	4.18	2.130	-.232	-1.448
R2	1	7	4.46	2.070	-.377	-1.334
R3	1	7	4.23	1.984	-.256	-1.348
R4	1	7	4.07	1.902	-.174	-1.247
R5	1	7	3.04	1.927	.644	-.961
OP1	1	7	3.70	1.983	.005	-1.517
OP2	1	7	3.00	1.875	.525	-1.124
OP3	1	7	2.50	1.669	.978	-.313
OP4	1	7	3.44	1.905	.187	-1.417
OP5	1	7	3.11	1.985	.540	-1.138
OP6	1	7	2.89	1.932	.722	-.850

Source: Field data (2022)

Assessment of validity is essential to checking if an instrument measures what it is meant to measure (Kapur, 2018). In order to ensure that measures of specific constructs of the study were not related to measures of other constructs, a discriminant validity test was conducted. The aim of the analysis was to group the variables into clusters of closely related factors per variable (Tran & Tian, 2013).

Based on the Kaiser-Meyer-Olkin (KMO) score of.555, which is above the acceptable limit of.5, and Bartlett's test with the value of $\chi 2 = 474.04$ (significance level: 0.000), there exists a

linear relationship between the variables that warrants further analysis. Finally, the KMO criterion was used to retain only those factors that represented Eigen values equal to one (1) or greater. These first three factors accounted for 68.3% of the initial variance, which represented a good proportion of information. Applying the method of Varimax rotation, loadings were obtained for each factor for each of the variables. The discriminant validity results based on cross-loadings are summarized in Table 4.

Table 4: Discriminant validity based on cross loadings (n=166)

	1	2	3	4
OP1	**.684**	.151	.162	.253
OP2	**.839**	.213	.177	.140
OP3	**.719**	.308	.112	.225
OP4	**.771**	.156	.050	.136
OP5	**.783**	.156	.265	.060
OP6	**.778**	.152	.243	.007
R1	.188	**.793**	.246	.009
R2	.174	**.795**	.152	.054
R3	.224	**.827**	.140	-.024
R4	.253	**.718**	.102	.130
R5	.110	**.664**	.149	.261
BPR1	.269	.299	**.661**	.187
BPR2	.201	.041	**.774**	.163
BPR3	.151	.064	**.693**	.154
BPR4	.119	.173	**.652**	.104
BPR5	.071	.185	**.740**	.100
BPR6	.299	.386	**.481**	.194

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.
Source: Field data (2022)

Also, testing for multicollinearity was essential. A correlation matrix, as presented in Table 5, was used to assess how independent constructs relate to one another. From the table, it can be concluded that the correlation among independent variables was not so serious, as values were less than 0.5, in line with what was proposed by Pallant (2011).

Table 5: Correlation matrix with mean and standard deviation (n=166)

Factor	BPR	R	OP	ORC
Business process re-engineering (BPR)	1		.	
Restructuring (R)	.497***	1	.	
Organisation performance (OP)	.512***	.487***	1	
Mean	4.33	4.00	3.11	4.75
Standard Deviation	1.50	1.63	1.54	1.16

Note: ***p <0.01, **p < 0.05, *p < 0.10 (two-tailed)
Source: Field data (2022)

Model specification and Hypotheses Testing

Multiple linear regression analysis based on SPSS software was used to estimate coefficients of predictors as specified in the regression equation such that:

$OP= \beta_0+ \beta_1(BPR)+\beta_2(R)+Ɛ$

Where: OP is the dependent variable,

β_0 is the regression coefficient/constant,

β_1 and β_2 are the slopes of the regression equation,

OP is Public Service Organisation Performance

BPR is Business Process Re-engineering

R is Restructuring

Ɛ is the error term normally distributed about a mean of 0 and for purpose of computation, is assumed to be 0.

Multiple linear regression analysis should comply to several assumptions such as normality (see Table 3), linearity (see Table 6), multicollinearity (see Table 5) and homoscedasticity. Tested assumptions were compiled enough for allowing to conduct multiple linear regression analysis for estimating coefficients as presented in Table 6.

Table 6: Multiple regression analysis results (n=166)

Model 1	Unstandardized Coefficients			Collinearity Statistics	
	B	Std. Error	t	Tolerance	VIF
Constant	.209	.047	4.404***		
BPR	.887	.224	3.958***	.375	3.817
R	.715	.234	3.060***	.267	4.023
R^2= 0.423 (R^2adj = 0.409), F(2, 163)=29.567					

Note: ***p <0.01, **p < 0.05, *p < 0.10 (two-tailed)

Source: Field data (2022)

Based on coefficients estimation in Table 6, previous specified equation is re-written as follows: OP = 0.209 + 0.887(BPR) + 0.715(R) +Ɛ. The results, as summarized in Table 6, indicate that both hypotheses were statistically significant. The model fitness of the specified model was quite good based on the F test, such that F(2, 163) = 29.567, p < 0.01. The R2 = 0.423 indicates that 42.3% of any movement in organizational performance is explained by the model of the study, and the remaining 57.7% is explained by other factors not considered in this study. As per the study's model summary, the R^2adj = 0.409 means that business process re-engineering and restructuring account for 40.9% of the variation in organizational performance. Table 6 provides strong evidence to support hypothesis 1, which stated that business process re-engineering (BPR) has a positive effect on organizational performance ($\beta1 = 0.887$, t = 3.958, p <0.01). This implies that a 1-point increase in business process re-engineering renders a 0.887-point increase in organizational performance. It further provides strong evidence to support hypothesis 2, which stated that restructuring has a positive effect on organizational performance ($\beta2 = 0.715$, t = 3.060, p <0.01). This implies that a 1-point increase in restructuring results in a 0.715-point increase in organization performance.

Discussion of Findings

Business process re-engineering has a significant positive effect on organizational performance. This entails that for organizations to perform well, they should strive at shortening their product or service delivery times, decreasing the number of errors, defects, and complaints about products or services offered, decreasing operating costs, ensuring that clients rate their products or services highly, streamlining and automating business processes to enhance staff physical and mental wellbeing, and changing structures and job descriptions to ensure that they reflect current realities.

The second finding of the study reveals that restructuring has a significant negative effect on organizational performance. This could be that, in most cases, the new established structure, which also includes employment positions, their interrelationships, and accountability for process and sub process outputs, is normally not supported by employees to positively affect organisation performance. Thus, organizations should strive to ensure that there are few layers of hierarchy in the organization to enable timely decision-making, supervisors who have enough time to check the quality of my work, multiple levels of grading on the organogram to provide room for career advancement and staff motivation, lean structures and staff numbers who help in reducing operating costs, and

Theoretical Implications

In terms of dynamic capability theory, the finding of this study regarding the positive effect of BPR on organizational performance could be viewed as being in line with the dynamic capabilities model, which posits that the most important resources that give an organization a sustainable competitive advantage are the intangible (soft) valuable, inimitable, and rare resources like knowledge and skills, organizational culture, reputation, and information, which enable an organization to function efficiently, effectively, and less costly than competitors (David & David, 2017; Teece, 2018). The unique business processes of organizations may be considered valuable, rare, and inimitable resources, hence their positive effect on the performance of public service organizations. The study found that business process re-engineering and restructuring have a positive effect on organizational performance. While the results build on theories that posit that organizational change positively affects performance, it can also be argued that the same result challenges the theories that discuss change as a whole. Thus, it advocates the applicability of dynamic capability in organizational change.

Therefore, organizational change dimensions, i.e., business process re-engineering and restructuring, as seen from the study, have a positive effect on an organization's performance. This therefore provides blocks for a dynamic capability perspective that caters for specific aspects of organizational change. Moreover, theory in general assists in predicting, explaining, describing, and controlling phenomena (Cooper and Schindler 2006). Based on the study's findings and other previous studies that have found mixed effects of change on performance, there is a need for updated literature that accurately explains and predicts the effects of change on organizational performance.

Policy Implications

The study's findings are based on the responses of key officers, namely heads of sections and units in the sampled government ministries, departments, and agencies, regarding their

perceptions of the effect of organizational change on the performance of their respective organizations. The mixed results regarding the effect of change on performance may indicate the prevailing negative perception about organizational change among senior public service officials. The findings indicate that organizations implementing changes as planned are half way to succeed. The findings therefore call for the need for the government to put in place deliberate policies that will compel organizations to implement a significant proportion of the planned changes to give the change process a better chance of succeeding. The policy changes could also extend to putting in place training programs aimed at developing a positive attitude and mindset towards change among public officials.

Managerial Implications

The findings indicate that successful implementation of organizational change by itself does not automatically lead to enhanced organizational performance. This means that in order to attain improved organizational performance, managers should pay attention to other equally important organizational performance aspects like resourcing and performance management. Secondly, the findings suggest that business process re-engineering, although not very well established in the public sector, has a positive effect on organizational performance. This therefore calls for public sector managers to embrace it. On the other hand, the findings indicate that any significant reduction in undesirable restructuring dimensions like highly centralized decision-making and formalization leads to enhanced organizational performance. This then calls for managers to increase efforts to decentralize decision-making, encourage creativity, and ensure that organizations have the means of sensing, acquiring, assimilating, and applying the latest knowledge and information from outside the organization in order to enhance organizational performance.

Conclusion

The main objective of this study was to investigate the effect of organizational change (restructuring and business process re-engineering) on the overall performance of public service organizations in Malawi. The findings of the study inform the existing relationship between organizational change and performance in public service organizations in Malawi. Furthermore, the variables under consideration in the study should be considered for organizations to perform well. However, it is imperative to test the significance of these variables in other empirical settings to see if established results can be generalized.

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