DECLARATION

This report is my original work and has not been presented for a degree in any other university.

Signature: ............................  Date: ........................................

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C50/ 84409/2016

This report has been submitted for the review with my approval as university supervisor.

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DEDICATION

I dedicate this work to my Lord and Savior Jesus Christ for the resources and faith He availed to me during this journey, and to my late Mum Anastacia Nyadia who through her pain did not give up on me up to her deathbed. I also dedicate it to my wife Truphosa Wayodi, son Jayden Liam Hart and our supportive daughter and friend Margaret Thatcher.
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<td>AP</td>
<td>Area Programme</td>
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<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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ABSTRACT

This study examined the change management factors affecting employee performance and job satisfaction at World Vision - Kenya. The objectives that guided it included the effects of communication, functional leadership, employee development and tolerance to change on employee and job performance at World Vision- Kenya. A Case Study design was adopted, with a target population of 150 staff members. Stratified Simple Random sampling techniques were used to arrive at the sample size of sixty employees. Questionnaire and Interview Guide were the key data collection instruments. Data analysis was done using quantitative and qualitative approaches, while Statistical Package for Social Sciences v21 was used to summarize the quantitative data into frequencies and percentages. The summarized information was presented using figures, tables and pie charts. Inferential analysis was done to establish the relationships between the variables.

The study established that the influence of communication (p=0.040), functional leadership (p=0.000) and employee development (p=0.019) on employee performance and job satisfaction was significant. It also established that there was no relationship between tolerance to change and employee performance and satisfaction (p=0.084); that there was need for an effective communication system to be provided in the organization especially for sharing information relating to any new changes being introduced in the organization; and that the communication should be able to clearly indicate the goals and objectives of the organizational changes as well as clearly indicate the roles that each member of the organization is expected to play. Further, the management of the organization should provide strategic guidance and instructions to the employees on the change management process, as well as involve the entire stakeholder regime in the change process. It is also recommended that employee development be an activity that is constantly undertaken in the organization. The management should ensure that the skills and knowledge of the employees is constantly improved. There is need for further studies to be carried out, too: on the effects of organizational change management on the organizational performance of World Vision Kenya, the impact of initiative overload on staff performance and the role of tolerance to change on organizational change management at World Vision - Kenya.
CHAPTER ONE
INTRODUCTION

1.1. Background to the Study
Organizational change management, as defined by Rouse (2009), alludes to the system used in dealing with the effects of new business systems, changes in the way people operate or how they relate within an organization. Lewis and Cooper (2005) additionally characterized organization change management as a compelling methodology used inside an organization to deal with different changes that may emerge in the business in order to guarantee that the partners (official pioneers, supervisors and forefront employees) work suitably to effectively execute the required procedure, innovation or organization changes.

Different analysts have characterized change management differently. For example, Moran and Brighton (2011) characterized it as a process of constantly re-establishing an organization-heading ability to function consistently in line with the changing needs of its clients. Burnes (2004) averred that change management represents a component of an organization’s life, at the operational and management levels while Green (2007), characterized it as a style of management that goes for urging firms and people to bargain successfully with the progressions occurring in their work. Because of its significance, change management is getting to be objective and requires suitable administrative abilities and methodology.

The achievement of an organization depends both on internal and outside components (Moore's Law, 2008; Lerman & Schmidt, 2006; Lasica, 2005). Workers are the most basic and genuine resource of an organization and have a noteworthy influence on its advancement (Batool, 2013). Most authoritative leaders today would agree that change has turned into a steady marvel that needs to be taken care of reasonably if an organization has to survive. Changes in technology, commerce, the worldwide economy, social media, workforce socio-economics, and the political condition have all significantly affected the procedures, items and management style of organizations. Burnes (2004) demonstrated that the zenith of these factors has brought an outer situation that is dynamic, eccentric,
demanding and constantly destructive to those organizations that are ill-equipped or unfit to react.

According to Sidikova (2011), change presses us out of the comfort zone and is usually unavoidable. Kitur (2015) demonstrated that change is introduced in an organization in numerous ways: merger, securing, joint endeavor, new management, innovation usage, organizational re-building, and change in terms of administrative consistence. The change can be arranged ahead of time, or it might be constrained upon an organization due to the change in the operating environment. Authoritative change can be radical, modifying the manner in which an organization operates, or it can be incremental, gradually transforming the manner in which things are conducted.

In order for change management in an organization to be fruitful and effective, directors and managers in the organization need to comprehend what motivates their group and enlist worker cooperation. Isolating chief officers from the initiative is counter-productive in light of the fact that each administrator needs the authority and aptitude to complete the exercise and that each pioneer ought to have the administrative abilities to instigate change in workers. This is particularly essential in organizations or establishments experiencing change, since consistent inspiration and rules are required for adequacy of worker execution (McLagan, 2002).

Worldwide, market economies, a maturing boomer populace, and genuine world rivalries have all had an effect on process management. With the sudden global financial crisis of the late 2008, numerous businesses were hurriedly forced to cut back on their organizations to remain afloat. With prevailing business conditions globally, it's getting to be clear that nothing stays still (Olubayo, 2014). Besides, the rate of progress which business organizations are confronted with has meant they have had to keep on expanding over recent years. This is because of advances in data and correspondence innovation that have expanded the democratization of cost-cutting and progression of economies across the globe (Olubayo, 2014).
Change management consolidates valuing the drivers of change both in the inward and outside condition, and watching the convictions and states of mind of individuals inside the organization. Change inside the organization may influence conduct, shared convictions, the manner in which work is done and the guidelines that help employees’ mental models. Mental models are a part of organizational culture (Hayes, 2007). From past investigations, analysts have developed the capacity to recognize a couple of misgivings in regard to employee stress and anxiety arising from adjustments in organizations that deviate from the past organizational conditions they are familiar with. Such changes can diminish employees' spirit, bringing about the reduction of worker execution (Nicolaidis & Katsaros, 2007).

Workers more often than not have worries about their business and advantage in the face of change. They are terrified by uncertainty whether the organizational change will have a positive or negative effect on their business and advantages. Because of such vulnerability, staff may have less interest in working towards the growth of the firm, which in turn influences their execution of responsibilities at work. These days, because of the extraordinary rivalry in benefactor financing, and the quick change in working conditions, changes happen in organizations that result in increment of opposition to picking up incomes and development. The idea of organizational change is for the most part about the authoritative, wide-ranging change that incorporates adjustments in the strategy and mission of an organization.

In order to guarantee that organizations achieve quality operations, growth is the most important factor and calls for genuine conviction among the staff, the end goal being to achieve the execution in groups and to convey genuine change to both the networks and the givers. As indicated by Pierce (2003), when change begins to be seen pioneers have the opportunity to lead their workers to a better point of view. However, representative's commitment is essential, with the end goal being to move the organization towards development and advancement.

At the point where change is introduced within the organization, the expectation and feelings among the employees is that the results will suit and support them in their work
(Kimaku, 2010). Most workers expect positive results, and expect that the management will think about their needs. Sikasa, (2004) observes that in such a situation, trust turns into an important factor in deciding how workers reason, feel and act in regard to the current change, adding that trust and the anxiety of a group that it may be defenseless against the activities of another depend on the desire that others will play out a specific role that’s vital to the trust or independent of the ability to screen or stand.

Eriksson and Sundgren (2005) present a new point on the subject of progress management where they lay accentuation on authoritative culture. For the most part, culture is disregarded and expected to have its very own actual existence. Conduct decides a huge piece of the normal result of progress. As indicated by Davis and Holland (2002), culture contains the mutual qualities, understandings, suspicions, and objectives that are found out from before ages, are enforced by present individuals in an organization, and are passed on to succeeding generations.

It might be noticed that the performance of workers has been related to authoritative trust and that it helps in the increment of employee performance (Arnett et al., 2002). It likewise fills in as a noteworthy indicator in organizational commitment and maintenance (Kim et al., 2004). At the point when employees are happy with their activity, they are all the more ready to give benefits that surpass customers’ desires and decidedly impact customers’ disposition towards their management. Conversely, workers who are disappointed with their activity are probably going to have more work-related pressure and be less profitable (Skinner & Champion, 2008).

1.2. Statement of the Problem
Organizations face challenges on a continuous basis. These challenges make them opt for or adjust to changes in the way of operations (Burnes, 2004). The world of non-governmental organizations faces a lot of competition today and leads to fresh challenges, especially loosing employees to other sectors where there are more lucrative deals and positive working environments. With such challenges, the management is forced to make changes that will make them supportive of their employees, while at the same time devising
ways of retaining talents within the organizations (KIPPRA, 2010). World Vision Kenya, like any other organization, goes through different changes so as to be able to meet not only the local standards but also international standards in service provision. Moreover, change is inevitable for its effectiveness as a humanitarian organization, as well as for growth and success. Some of these changes may not be received well by the employees, providing a challenge on job performance and satisfaction.

The organization has tried to put into practice various management approaches to implementing change. This study seeks to look at the effect of these organizational changes on the performance and satisfaction of employees in the organization. There has been numerous studies on organizational change and employee performance. Such studies have been carried out in institutions such as universities (Al-Jaradat, 2013), the banking industry (Fong, Ting, Hui, Ying & Soo, 2011) and the Postal Corporation of Kenya (Karanja, 2015) among others. However, little has been done with regards to World Vision-Kenya. Hence, the study aims to examine the effects of organization change management factors on employee performance and job satisfaction at World Vision - Kenya.

1.3. **Purpose of the Study**

The purpose of this study was to examine the effects of organizational change management factors on employee performance and job satisfaction at World Vision - Kenya.

1.4. **Objectives of the Study**

The researcher was guided by the following objectives:

1. To determine the effect of the communication factor on employee performance and job satisfaction at World Vision - Kenya.
3. To examine the influence of employee development on employee performance and job satisfaction at World Vision - Kenya.
4. To identify the extent to which tolerance to change affects employee performance and job satisfaction.
1.5. Research Questions
This research looked at the following research questions:

1) What are the effects of communication on employee performance and job satisfaction?
2) How does the functional leadership factor affect employee performance and job satisfaction at World Vision-Kenya?
3) What is the influence of employee development on performance and job satisfaction?
4) To what extent does tolerance to change affect employee performance and job satisfaction at World Vision-Kenya?

1.6. Hypothesis
This study sought to establish the following hypotheses:-

H01: There was a significant relationship between communication and employee performance and job satisfaction.
H02: There exists a significant relationship between functional leadership and employee performance and job satisfaction.
H03: There is significant relationship between employee development and employee performance and job satisfaction.
H04: There is significant relationship between tolerance to change and employee performance and job satisfaction.

1.7. Justification of the Study
In spite of their economic significance, distinctive organizations experience the ill effects of an assortment of structural and institutional shortcomings. These have compromised their capacity to take full, favorable position by quickly driving the processes of globalization. Professional and non-professional human resource management is found in various organizations and businesses (Bhatti & Qureshi, 2007). According to Brenner (2008), the management team has always been taking the sole responsibility of making decisions on how change within an organization can be handled without involving the employees. Bringselius (2014) further asserts that the management team is considered one
of the major obstacles contributing to resistance among employees in the process of organizational change management.

According to research findings, the involvement of the management team in spearheading change in an organization can have either positive or negative outcomes to the organization. Their role can influence negatively positive outcomes, while at the same time it can worsen the negative situation for the organization (Stensaker et al., 2012). As such, management teams in an organization ought to be visible if their efforts and process of steering the change is to be successful. For this to be possible, they are supposed to evaluate and examine the overall attitudes, beliefs and values of their employees, which can only be executed through surveys (Whyte, 1991).

Accordingly, for organizational change management, which is the interest of the current study, there is a need to put into consideration the effects of its factors on employee performance and the attitude of job satisfaction. According to Whyte (1991) non-involvement of all the stakeholders in decision-making during the change management process will lead to negative results and the required change may not be achieved. For World Vision Kenya, being a global humanitarian organization, the inevitability of change necessitates an organizational management change that affects both the performance and satisfaction of employees. Therefore, this study that sought to analyze the effects of organizational change management factors on the employee performance and job satisfaction at the World Vision – Kenya was justified.

1.8 Significance of the Study
The research will benefit various stakeholders. The leadership of WV-K will be able to device ways on implementing and managing change within the organization while at the same time sustaining employee performance and productivity. The employees will better appreciate the need for change in the organization and will better embrace the various departmental and organizational changes. Other NGOs will find the results of this study valuable in the implementation and management of change in their organizations while at the same time maintaining the performance and satisfaction of their staff.
Leadership and organizational development experts will also be beneficiaries of this study as it will add to the body of research findings available. Students of research and those pursuing leadership and organizational change management will benefit from the study, which will provide literature on the effects of communication, leadership, tolerance to change and employee development on job performance that they can hopefully use in their research.

1.9. Scope and Limitation of the Study

The main point of focus herein was the effect of organizational change management factors on employee performance and satisfaction in non-governmental organizations. The key variables of investigation included the communication factor, the functional leadership factor, the employee development factor and the tolerance to change factor. Geographically, this study was delimited to World Vision-Kenya. The target population comprised of the staff members at the organization.

A major limitation which was experienced in this study was non-response among some of the employees. Some did not want to share information relating to their job performance and the effect of change management out of fear of possible victimization by the management. To deal with this challenge, the researcher clarified that the research was only for academic purposes. Moreover, they were also informed that the information they provide will be confidential. Another limitation was that the study focused on four variables which included communication, functional leadership, employee development and tolerance to change, ignoring other variables such as remuneration and staff appraisal among many others that may have an influence on the performance and satisfaction of employees.
1.10. Definition of Terms

**Change Management**: Refers to the process of handling various changes that arise in a business (Lewis & Cooper, 2005).

**Employee Performance**: This refers to the output results of an employee after executing a set of goals or objectives as stipulated by the organization or employer (Tushman, 1997).

**Management Culture**: As pointed out by Borjas (2012), this is a collective behaviour of the top officials in an organization which is characterized by organizational values, the mission, the vision, and norms.

**Job Satisfaction**: Refers to the outcome of a worker’s appraisal and the degree to which the working environment satisfies the individual’s needs (Dawis & Lofquist, 1984).

**Organizational Change**: Refers to the shift from one state of businesses within an organization to another (University of Minnesota Libraries, 2010).
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter reviews various studies and literature on change management and employees performance and presents the main variables of the study. Appropriate theoretical foundations and empirical studies have been studied for the purpose of understanding change management and employee performance factors. In the process, both dependent and independent variables have been reviewed. As such, the knowledge gap has been identified from the critical analysis of the literature.

2.2. Influence of Organizational Change Management on Performance and Job Satisfaction
The formal process for organizational change, which includes an efficient methodology and use of learning, is referred to as change management. Change management thus implies characterizing and embracing organizational systems, structures, methods, and innovations to manage change coming from internal and external environments. It is an important part of any project that leads, oversees, and enables staff to accept new technology, procedures, structures and qualities. Change management can be said to be an ongoing process of improving and aligning an organization and doing so in a more responsive and successful manner (Kudray, 1997).

Organization change is considered an effective administration of organizational changes. The leaders and employees work together to roll out the change. Sometimes employee resistance to the change, and lack of leadership and management support, leads to upto 70% of change programs failing to achieve their desired objectives. Just 30% are inclined to adhere to the change when individuals are encouraged to put resources into change processes. The objective of organizational change management is to actualize these changes rapidly and trying to enhance hierarchical execution. This is done through limiting the effect on efficiency, maintaining a strategic distance from high staff exits or loss of key
employees, and dispensing with unfriendly effects of achieving the desired organizations outcomes at the earliest opportunity (Dalziel, 2003).

Attributes of organizational change are essentially sorted alongside two associated ways; radical vs the incremental and receptive vs the active. Radical changes are considered as those that affect the entire organization. Essentially, it rethinks what constitutes an organization, or change of its fundamental system, technique, structure, staff, form, and (now and again) central qualities (Nadler & Tushman, 2013).

Change is also considered to be either reactive or proactive depending on the manner in which it is implemented. Reactive change is considered that which is realized as a result of some internal operational or administrative issues as well as an occurrence in the external environment. Proactive change, on the other hand, is that which puts an organization in a superior position to turn away potential upcoming issues. Ordinarily organizations will resort to a responsive strategy rather than a proactive one. More often than not this is the result of the ordinarily-held view that no change is a must if we are operating well (Nadler & Tushman, 2013). However, the proactive way of dealing with change is the best.

Performance and staff conduct during and after the change process is greatly impacted by the way change is managed. At some point when change is introduced the staff tend to develop some form of fear that prompts some resistance and defensive mechanism in order to guard jobs and positions. Usually their representatives do not view the change positively. It meddles with their normal routine and exposes them to a deviation from what they are accustomed to doing. The staff feels undermined and threatened. Their performance is affected as a result of the emotional and mental instability brought about by the changes in their work environment. In the process of growth, the employees are noted to have negative sentiments concerning the organization and in discerning how people will adapt to impacts of change (Fedor, 2009).
2.3. Communication and Performance of Employees

In spite of the acknowledgment that communication should be an essential part of any organizational change, just a couple of change communication research exists (Mills, 2003). Stewart and Kringas (2003) looked at six open division offices experiencing change and found out that communication to partners is significant in the achievement of fruitful change. From studies in organizations where communication is a coincidental result, it has been established that it assumes a vital role in the realization of progress (Lewis, 2000) and that setting up help desks for the change makes all the difference (Steward & Kringas, 2003). Others maintain that communication is very essential in the making and realization of the vision for the organization (Nutt & Backoff, 1997) and in teaching members of the staff the key reasons why the change is required (Kotter & Schlesinger, 1979).

Nonetheless, the main part of this work is restricted to helping change supervisors’ view, owing to the coincidental idea of the discoveries and/or absence of devoted spotlight on the communication factor in change management. One study that addresses the issue of communications as a factor in change management is one led by a UK analyst, Doyle, in 2000. In an investigation involving 34 change supervisors, the team discovered that in spite of the acknowledgment of communication being similar to a basic zone of progress realization, talk of communication does not agree with the truth of their encounters. The discoveries were followed up in another bigger study, which gave indications that issues to do with vertical and cross utilitarian communication lessened relationships and worker organization, ending with just 9% of the sample trusting they had best practice change communication. They likewise announced expanded levels of dread and skepticism.

Doyle et al (2002) argued that the change literature didn’t expound on the "how to" part of conveying changes, which creates prescriptive discoveries that cannot be actualized. Seemingly, the absence of observational research on change communication processes has led to specialists being constrained in the accomplishment of change communication objectives as perceived by Doyle et al (2000). As noted by Barret (2002), organizational communication is annoyingly "either everything (Vision, Mission, Strategy and Systems, Shared Values) in the organization, or it is simply meant to keep the communication staff
occupied and the workers updated on the organizational news. It isn't surprising then that communication amid the change procedure ends up being confusing for the change administrators.

Kotter (1995) refers to "under communication" as one of the fundamental reasons why numerous organizations do not have effective change programs, yet does not state what level of communication should be aimed at so as not to suffer the effects of under communication. In the best case scenario, it is contended that communicating the vision and mission of an organization, and including staff representatives in the process, is vital to "great communication" (Nutt & Backoff, 1997). While this is promising, when in doubt proclamations about communication begin to come up. More particularly, there is as yet extensive advancement in creating a change communications structure that illuminates the hypothesis and is helpful to the field of progress administration. The speculation of communication plainly shows a requirement for particular investigation of progress that gives a particular direction to change supervisors not well-equipped to handle change communication. Other researchers have put forth the defense that it's hard to isolate hierarchical communication from organization change. Consequently, it is important to seek after further learning about change communication with the end goal being to propel the field of organization change.

2.4. Functional Leadership and Employee Performance

Organizational performance will increase and grow if representatives share their thoughts and qualities among their staff. A good leader is one who is able to motivate his staff and inspire them towards task accomplishment, and gives moral support with the goal of allowing the staff put more effort in performing their responsibilities (Webb, 2007). A leader can inspire his followers to work proficiently to complete the tasks with the end goal of accomplishing hierarchical objectives (Wang, Law, Hackett, Wang & Chen, 2005).

Functional leadership plays a significant role in motivating junior employees and staff to accomplish their targets and achieve both organizational and personal goals (Wang et al., 2005). As indicated by Wang et al. (2011) leaders who play out numerous positions of
leadership will appreciate and enjoy high organizational effectiveness. The leadership style adopted helps shape an organization’s future in terms of management styles, marketing concepts and strategies, ethics and technical skills of teams (Wahab et al., 2009).

The main challenge confronting most leaders today is raising the salient joint identity and value among employees’ self-identity by linking the organization’s mission and vision to the individual staff member’s, and at the same time meet the clients’ or customers’ demands and identity (Perry et al., 2009). Walumbwa et al. (2008) found out that staff performance is impacted by change in functional leadership. Past studies have demonstrated that the effect of changes in Leadership would impact staff performance in an organization. The researcher indicated that leaders who manage their teams well usually have a direct, positive impact on staff performance.

2.5 Employee Development and Performance

Employee training and development assumes a vital role in any organization. The development of employees through training and organizational development opportunities improves their performance and enables them to advance in their careers. The basic motivation behind staff development and training is to accomplish what is humanly possible towards achieving organizational goals. Skilled employees are pushed to achieve even more, to ensure that the credibility and work procedures of the organization are maintained (Hassan, 2007).

Employee training and development plays a fundamental role in any organization. When trainings and capacity building initiatives are implemented, it is demonstration enough that the organization wants to improve employee productivity. Of late, organizations have been investing more and more in staff training and development programs. By using the acquired skills and working smarter, staff are able to work out better ways of achieving the organizations’ objectives. The development programs will identify employees who are eager to learn and ready to embrace the advancement exercises. Subsequently they are happy with their activity, which will eventually prompt improved employee performance (Elena, 2000).
An organization that contributes to employees’ development activities and undertakes initiatives that help to enhance employee skills and expertise opens doors to better career growth and development of the employees along the lines of social and, mental development that can be upgraded to the level of the society (Champathes, 2006). Non-governmental organizations like World Vision- Kenya view trainings in fund-raising and proposal writing as very key for their staff. In the final analysis the entirety of the advantages of trainings has to be more remarkable (Attia, Honeycutt& Attia, 2002).

2.6. Tolerance to Change

At the point where organizational change begins, staff who are not for change can express their anxiety of adapting to the different way of doing things. Staff who attach no significance to the new organizational setting or environment usually affect organizational and overall employee performance (Nikandrou, Papalexandris & Bourantas, 2000). An examination completed by Jaballa et al. (2009) demonstrated tolerance as an individual attribute that moves the individual to deal with vulnerabilities and uncertainties in a changing environment. Moreover, Calabrese (2000) further observed that some worker's resilience to change originates from foreseen torment of adapting to new ability and information that is not to their advantage, and the fear of adjusting to the new practices.

Another study carried out by Sahm (2008) established that time constraint affects the systematic variation in measured risk. It also found that age caused a modest failure in risk tolerance, while people seeking improvements in their macro-economic environment are forced to tolerate changes. A staff who tolerates change usually perceives changes as growth and thus desirable (Jaballa et al., 2009).

Research shows that individuals with a high tolerance to change and a high creativity are likely to take risks within the organization and succeed in change implementation (Phillips, Hellweg, & Tubbs, 1983). Kotter and Schlesinger (2008) state that the staff with a high tolerance for change have some flexibility and creativity and are capable of dealing with complex situations effectively.
2.7. Influence of Age, Gender, Occupation, Position and Working Experience on Performance and Satisfaction

As per the conceptualization of this investigation, there are different intensifying factors that impact the execution of employment fulfillment. These factors include age, sex, position, training level and work understanding.

2.7.1. Age

It is a typical perception that the more seasoned individual neglects to work viably when contrasted with the more youthful individual when taking care of specific obligations or potentially critical undertakings. As indicated by Gelderblom (2006), such perception is essentially ascribed to the age factor. The examples of age changes in occupation execution shift as per work qualities. As indicated by WHO (1993), if the activity requires brisk responses or overwhelming physical work, age might be a hindrance, even as early as the thirties. Nonetheless, if experience or skill could enhance the execution of employment-related undertakings, age turns into an advantage all through the work life (Warr, 1994). Some studies have suggested that execution decay begins earlier in physically strenuous occupations than in rationally requesting occupations (Ilmarinen 1999; Capanni et al., 2005).

A study done by Elsadig and Gawi (2012) established that the age influences EFL (English Foreign Language) learning in light of the fact that early exposure to dialect directions continually results in better execution. The outcome demonstrates that learning English at a younger age is an imperative factor in upgrading one’s mastery of the English language. Another investigation by Salleh et al., (2012) seemed to suggest that there are no noteworthy contrasts between deals execution and business brokers' statistic attributes, for example age.

As employees age, their physical and mental capacities will in general decline. Occurrence of accidents at the work place increases, and illnesses within workers likewise increases as they age (Kim & Kim, 2008). The results of the early stages of the research, which were
confirmed in later studies, indicated that when people reach a particular age, their work capacity essentially diminishes (Ilmarinen, Tuomi & Klockars, 1997). There are studies, for example that done by Ilmarinen and Rantanen (1999) and Kloimu Kller, Karazman and Geissler (1998) that have aptly demonstrated that as employees mature and mellow in age, their work capacity keeps on diminishing. Be that as it may, there are likewise dissenting results. For instance, the distinctions in physical capacity among elderly employees (50 years and above) are moderately less than those among youthful specialists (39 years or less). The former can keep up certain physical capacities to perform basic assignments (Gall & Parkhouse, 2004).

2.7.2. Gender
Another intensifying variable conceptualized in this investigation is sexual orientation. This essentially includes the categorization of employees into either male or female. A prior study by Brush (1992) seemed to suggest that there are eminent contrasts between male and female employees. In contrast Ahl (2002), in his investigation, demonstrated that there is no distinction in the profitability of businesses based on the gender of their employees. The examination by Ahl (2002, p. 125) suggested that female workers were the "motor of monetary development". As indicated by a contention raised by Blom (2003), when contrasted with men, ladies in the western nations have a superior probability of prevailing in business because of their better execution. Another study has affirmed that ladies have a larger occupation fulfillment than men (Bender, Donohuey & Heywoodz, 2005). Another key finding of the study was that men value work flexibility differently and this in turn influences their job satisfaction in the place of work differently (Bender et al., 2005).

Correspondence influences employee states of mind and can decrease representative's vulnerability. It is one of the key elements related with employee work fulfillment. Greenhans, Parasuraman and Wormley (1990) found no noteworthy contrasts in gender yet defended the results, clarifying that male members of staff held higher positions (managerial/professional) than female members who were more into administrative roles. They guessed that the ladies could be more joyful when they have less requesting tasks in
view of their lower desires (Specta, 2012). Correspondence is likewise a multi-dimensional idea, and one of the correspondence factors that have appeared is to foresee employees’ fulfillment with their job-related desires (Choi, 2011; Baruch-Feldman, Brondolo, Ben – Dayan & Schwartz, 2002; Lyons, 1971).

Kiffle and Desta (2012) did a study into what could be behind the critical connection between occupation fulfillment and sexual orientation. The findings suggested that men are more satisfied than females with the hours worked, promotion opportunities, new job openings and outstanding tasks. Men were also happy with inherent measurements of employment fulfillment, while ladies tended to be happier with outward part of occupation fulfillment. Ghazzawi (2010) and Gumbang, Suki and Suki (2010) found no critical connection between gender and employment fulfillment while. Solem and Blekesaune (2005) avered that ladies more frequently than men say that work is imperative to them, explaining why they yield better execution against men. Kimmel (2000) was of the opinion that there is no execution variety among people as sexual orientation is viewed as assembly instead of uniqueness, and that ladies and men are much more similar these days than they were a few decades back.

2.7.3. Position
Position in an organization may have a direct relationship with employment fulfillment. Schulz & Schultz, (2006) aver that "the higher activity level could introduce more noteworthy self-governance and open the door for fulfilling help needs” (Job fulfillment fluctuates as per the position one holds in an organization. An investigation by Hancer and George (2003) among employees engaged in an eatery setting demonstrated that there was a positive connection between occupation position and employment fulfillment.

Different past investigations (Landy, 1989; Dunnette et al., 1967) have likewise demonstrated that there is an impact that occupation plays with regards to work fulfillment and execution. The current study proposes to look at how position impacted organizational change administration factors in upgrading representative execution and employment fulfillment.
2.7.4. **Education Level**

The training level has been conceptualized in this examination as an interceding variable which impacts the impacts of Organization change administration factors on representative execution and occupation fulfillment. An investigation completed by Gonzalez, Sanchez and Lopez-Guzman (2013) in the friendliness business in Cordoba, Spain, found out that an employee’s instructive level had no impact on occupation fulfillment. Be that as it may, it had a converse impact on authoritative responsibility; the higher the training level, the lower the Organization responsibility and vice-versa.

Gurbuz A. (2007) conducted another investigation on the impact of instruction level on employment fulfillment from the travel industry. The examination test included 600 employees working in four and five-star inns, and the results pointed to a positive connection between training level and employment fulfillment. From the observational survey, it is clear that instruction level has some effect on execution. The current investigation intends to look at the degree of impact that instruction level has on organizational change administration factors that seek improvement in employee execution and occupation fulfillment.

2.7.5. **Work Experience**

The work experience viewpoint has likewise been conceptualized in this examination as having an impact on the free factors. An examination by Fusilier and Hitt (2014) demonstrated that the representative experience had an effect on their activity fulfillment and, additionally, execution. The investigation had sought to establish the connection between experience and age on the execution and occupation fulfillment of employees.

Ajzen and Fishbein (1977) also demonstrated that the adequacy of mentalities among employees was in some way or another related to work understanding and age of the employees, and that this could impact execution and fulfillment in the work environment. Akinci (2002) likewise noted that chiefs in an organization dependably need work fulfillment of their employees to be high. All things considered, they may use their
authority position and experience to guarantee that high fulfillment is accomplished. This investigation proposes to analyze how function experience affects organization change administration factors in representative execution and occupation fulfillment.

2.8. **Theoretical Framework**
This study adopted three theories, that is, Lewin’s Change Model, McKinsey Model (7s) and the Contingency Model of Change.

2.8.1. **Lewin’s Change Model**
This approach, used to handle transformation within organizations, was crafted by Kurt (1951) and recognizes the supportive choices implementing change. For Lewin (1958), one main fear is the team conduct. He indicated that peoples’ conduct was different from one group to another. From the work of Lewin came a model whose perspectives change. This three-advance model is related with deliberately changing organizations, and the change may utilize various processes to execute the proposed need (Branch, 2002). According to Harper (2001), there are three stages of change: freezing, unfreezing and refreezing. In the unfreezing stage, staff split themselves from the manner in which things are done. In organizations, for great and successful change to happen, the staff must understand how the change will impact their operations. With the goal in mind, staff are supported to remove themselves from safe zones that they were acquainted with and adjust to the new roles. Harper (2001) alluded that organizations implementing changes need to urge workers to submit to an arrangement that considers the profits to accrue from the new way of doing things and make an effort to allow the change.

The change process has its disadvantages, like the nervousness and dangers related to vulnerability that prompts unconstructive, unhelpful conduct among workers. The personal standards of conduct were noted by Argyris (1993) who saw that staff will in general wind up being restless in the performance of new undertakings, while not sure of the results of the change. In the starting stage, workers should be made part and parcel of the process as this helps them identify areas that will impact their roles and responsibilities. Harper (2001) recommended that for powerful change to happen, leadership has to guarantee that every
staff has an opportunity to take part. Leadership and management support are key to ensuring that change succeeds. As much as this is mainly the responsibility of leadership, the current reasoning is that staff who are included in the decision making are often appreciative as they roll out the new change.

A comprehension of the requirements and advantages of development may result in almost zero opposition from the staff. The last stage advances the prominence of revitalizing the new processes within the Organization. For change to be fruitful, the staff have to be recognized. Motivation is key for conducting of any alteration. Marketing the benefits of the change to employees serves to reinforce the perception that the new change is esteemed and keep past mistakes from re-occurring (Harper, 2001).

Lewin's change model can be used and applied in the following areas: the way people operate within an organization (aptitudes, abilities, demeanors, and behavior), having a clear focus of organizational change and changing the organization’s structure and operations; compensating operations revealing connections and work plans; or changing the organization’s atmosphere or relational style, that is, how regularly staff are with one another (Branch, 2002).

The Lewin's model centered itself on the factors in employee relationships. With regards to the organizational culture, this implies that there are processes of reliance on the diverse units and sub-units in an organization. The reliance depends on the significance of various units and departments in the organizations. A disadvantage in the model worth noting is that it depends on a presumption that organizations work in steady environments and that starting with one that is in stable state automatically leads the next one in an arranged way.

2.8.2. The McKinsey 7-S Change Model
This model of change management is an all-encompassing way to deal with hierarchical change in which, all things considered, decides the way organizations work (Karami, 2005). The McKinsey Seven S Model was developed by scholars such as Tom, Robert, Richard and Anthony during a meeting in 1978 (Peters and Waterman, 1982). They took a
glance at how the Japanese businesses were fruitful, while at around the same time Peters and Waterman were investigating the factors that made an Organization superb. The 7 S was conceived at the meeting of the four creators in 1978. This model proceeded to demonstrate efficacy and was adopted as an essential instrument by the administration consultancy firm McKinsey (Manage, 2007).

Figure 2.1: McKinsey 7S Model

The 7S Model takes a look at procedure, structure, framework, style, staff, shared qualities, and abilities. These elements are on the whole related; accordingly, inability or failure to address any marks the start of disappointment for the whole Organization (Peters & Waterman, 1982). The 7-S Model ensures that Organizations end up effective only when they accomplish an incorporated way to deal with all the seven factors (Barney, 1991). The hard segments are typically reasonable and simple to identify in an Organization as they are regularly feature as substantial questions or in reports, for instance system explanations, strategic plans and hierarchical graphs. The staying 4Ss are harder to understand (Dunphy & Stace, 1988).

Structure is the arrangement of roles in an Organization and needs to be steady in light of hierarchical changes. Systems are recognized through strategies and operational activities, and should be carefully conceived (Kaplan, 2005). Technique basically looks at three inquiries: the Organization’s current state and it’s future at a particular, given time and how it will arrive there; the system that is intended to be changed and from what state to which
state and how the new looks like; and whether the organization has the capacity to support the new change, what the abilities are and the potential for success (Kaplan, 2005).

Structure helps to define the manner in which duties and responsibilities are specified and isolated, and control disseminated. The systems and the goings in the Organization are all defined and all roundly facilitated (Kaplan, 2005). Organizations are organized based on roles that are in turn contingent upon motivation and the culture of the organization. The structure of the Organization manages the manner in which it operations are carried out and performed (Peters & Waterman, 1982). Generally, Organizations are continually creating departments, units or offices, each with a specific role or mandate. Despite this, most well-known organizational structures and current patterns are moving towards a level structure where assignments are done in groups and technical specialists are put together in a pool instead of having these in every unit or offices. The idea is to ensure that organizations are adaptable and can generate the ability to wipe out central administrative layers (Manage, 2007).

Organizations constantly utilize a bureaucratic leadership to actualize choices mostly taken at higher levels. Organizations have rearranged and modernized their processes by developing new hierarchical structures to significantly speed up and accelerate growth. The focus is on the clients, the aim being to ensure that the processes are easy to understand (Manage, 2007). Staff alludes to the individual employees, their abilities and how the organization inducts, recruits, trains, handles professions, and develops its workers (Kaplan, 2005). Organizations are made up of people, and the entire population has an effect on the achievements of the organization in an unavoidably information-based society. The importance of each individual’s assets, therefore, is central to every Organization. Every thriving Organization such as IBM, Google and Cisco put remarkable prominence to recruiting the very best staff, giving them thorough preparation and tutor backing, and supporting them to achieve more and better results (Karami, 2005). It is important for the Organization to ensure that their staff get an opportunity to grow in their profession development (Kaplan, 2005).
Style alludes to the leadership style of pioneers in an Organization; whether they invest their energy in the organization, how they make decisions, the culture that is predominant, quality and conviction, standards, the cognizant and oblivious illustrative acts taken by the founders (Kaplan, 2005). All Organizations have a unique culture and initiative. Culture incorporates qualities, principles and ethics that are formed over time. These in perseve the best part of the organizational norms that shape how operations are executed. Organizations have in the past been characterized by a military style of management, with strict adherence to instructions from senior management and leadership. However, there have been major strides and activities to change this style to a more open, innovative and well-disposed environment with less pecking orders and lean leadership hierarchies (Dunphy & Stace, 1988).

Finally, Kaplan (2005) characterized shared qualities as the focus or basic arrangement of abilities that are usually taken in the organization. These serve as a directing standard of what is essential: mission, vision, and explanations that give an expansive feeling of direction for all staff. All staff in an Organization share some regular basic ideas or thoughts around which the Organization operates. The qualities and shared objectives keep the staff moving in the same direction as a team. Organizations that do not have good qualities and shared objectives constantly find their staff having individual objectives that are different from those of the Organization (Peters & Waterman, 1982).

2.8.3. The Contingency Model of Change –(Dunphy & Stace’s)

The Contingency theory deals with the study of organizational behaviour in which explanations are given concerning how unanticipated factors, such as innovation and technology, as well as culture and the external environment, impact the plan and operations of an Organization. Dunphy and Stace (1988, 1992, and 1993) studied leadership change in different organizations. From their findings, Dunphy and Stace (1993) alluded that Organizations require a model that would show progress that has a 'situational' or 'possibility show'. The model sought to show how to shift change in a system to accomplish an 'ideal fit' with the developing and changing world (Dunphy & Stace, 1993). Besides, the journalists expressed that possibility of a change model that would rely on hypothesis that
chooses structure and operations of Organizations, on the grounds that organizations are usually not unique and can’t confront the equivalent situational factors that may affect structures and the operations of the organization (Dunphy&Stace, 1993).

The change model is inclined to structures, and a strong view of the determining suitable types of progress will rely on key analysis (Dunphy&Stace, 1992). They indicated that change doesn’t generally happen, but can happen on an irregular premise. Additionally, they recommended that transformation isn't just consultative but also coercive. Important feedback on this change model is its reliance on the translation and communication of change by the implementers. Change impacts more through the leadership style of the managers. In the event that the 'change driver' uses a consultative approach, consulting broadly among workers and being available to impact from staff about how change is influencing both them and the organization, results are much more likely to be positive. On the off chance that the 'change driver' is described by a mandate style of initiative, this would include the utilization of authentic expert to realize organizational change.

The dependent variable - employee performance and satisfaction - depends upon various aspects of organizational change management. These aspects include communication, functional leadership, employee development and tolerance to change. This study also conceptualized that there are certain intervening variables which may have influence on the relationship between change management, performance and job satisfaction. These intervening variables as conceptualized in the study include the age, gender, position, work experience, and education level. The relationship between the variables is as summarized in Figure 2.2.
2.9. Conclusion

From the literature reviewed, it is evident that there are a lot of studies and literal materials on change management and performance of employees. However, most of these studies and literature have been broad. Others have dwelt on the independent variables separately and thus have not been able to conclusively establish the existing relationship between the variables (communication, functional leadership, employee development and tolerance to change). Moreover, they examined change management in the context of other organizations and not World Vision-Kenya. Therefore there was need for this study to be carried out to examine the existing correlation between tolerance to change, functional leadership, communication, and employee development and how it is affecting job performance of employees at World Vision - Kenya.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction
The chapter states the methodology used in the research. Key areas addressed include the design, the target population, sampling techniques and sample size, instruments of data collection, the procedures for data collection and design, as well as analysis of the data and applicable ethics.

3.2. Research Design
The Case Study design was used. As expressed by Mugenda and Mugenda (2003), the case study design involves investigation of a given population. This design was adopted due to the fact that it helps in describing the characteristics of a specific populace. As such, this design helped the researcher to have a deeper understanding of the effects of organizational change management on the job performance and job satisfaction of employees with reference to World Vision - Kenya.

3.3. Location of the Study
The study was conducted within the World Vision-Kenya Karen complex situated along Karen Road in Nairobi. The office compound was strategic, as it hosts four World Vision International entities and is the regional hub for World Vision International in East Africa. The reason as to why this study focused on World Vision Kenya is that the organization plays a major role in promoting development, humanitarian affairs as well as advocacy all over the country. Its mandate is to create a better future for young children through helping them to grow in an environment that is conducive as well as eradicating poverty in our communities. The satisfaction and performance of the employees are likely to have a huge influence on the realization of this mandate. The researcher intended to examine in detail how organizational change management would influence the performance and satisfaction of employees so as to come up with better remedies that can enhance their performance and satisfaction, with an aim of increasing their productivity in order to realize the mandate of the organization.
3.4. **Target Population**

Gall, Borg and Gall (2007) defined the target populations as a universal set of study made up of a real or hypothetical set of people, events or objects to which an investigator wishes to generalize the results, or obtain information from. The target population used in this study was employees of World Vision – Kenya’s national office based in Nairobi. The study population was 150 staff members living in Nairobi and supporting the program operations and day to day field operations. A summary of the target population is as presented in Table 3.1.

![Table 3.1: Target Population](image)

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>20</td>
<td>13%</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>Non-Management Staff</td>
<td>100</td>
<td>67%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.5. **Sampling Techniques**

According to Kothari (2004), a sample is defined as a representable small population obtained from a larger population with specific and similar characteristics. Stratified proportion sampling was utilized to get an appropriate unit illustrative of the study. This is a direct result of the heterogeneity of the populace and respondents all had equivalent chance of support. Kothari (2004) contends that a stratified proportional sampling expands a sample’s factual effectiveness and gives satisfactory information to enable analyzing of the different populaces. This technique is savvy, enables quick track information gathering, and allows access to the unit of investigation and components of the examination.

The study utilized a stratified random sampling technique to identify the respondents. As indicated by Mugenda and Mugenda (2003), during stratified random sampling, subjects are selected so that the current sub-bunches in the population are pretty much recreated in the sample. Kerlinger (1973) observed that a sample haphazardly drawn is impartial in a way that no number of populaces has any chance of being chosen more than the other.
From every stratum, 40% respondents were chosen and utilized to assemble the required data. The sample size was arranged as follows:

**Table 3.2: A Summary of the Sample Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample Size (40%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Middle Management</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>Non-Management Staff</td>
<td>100</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

3.6. **Research Instruments**

Questionnaires with both structured and unstructured questions were used for data collection. Structured or close-ended questions are questions with a list of all possible alternatives, from which respondents select the answer that best describes their situation or how they feel. They are easier to analyze since they are in an immediate form, and are economical to use in terms of time and finance. Unstructured or open-ended questions are questions which gave the respondent complete freedom of response. The questionnaire was organized according to the research objectives, except the first section which sort for background information of the respondents. An interview guide was used for the managers to collect qualitative data. This comprised of open-ended questions that were pre-arranged according to the research objectives.

3.6.1. **Piloting of Research Instruments**

For the pilot test, at least 10 respondents were involved for the purpose of evaluating the precision, clarity, completeness and accuracy of the questions to the respondents. These test questionnaires were prepared and administered through Google forms and the questionnaire link sent to the respondents. This helped to confirm the reliability of the questionnaires utilized in the study.

3.7. **Validity and Reliability of the Instruments**

This part defines the validity and reliability of research instruments from various authors and the researcher, and outlines what instruments and methods will be used.
3.7.1. Validity

Validity is defined as the ability and/or accuracy of an instrument to answer what it has been set out to answer (Mugenda & Mugenda, 2003). It may be observed that knowledge and skills covered by the test items ought to be representative of the larger domain of knowledge and skills (Gillham, 2008). For validity testing, the researcher issued out the questionnaires to his supervisor, who went through the questions and reviewed whether they were answering the research objectives. The feedback provided by the supervisor was used to reinforce the questionnaire before going to the field for actual data collection.

3.7.2. Reliability

This is the extent to which a research instrument provides consistent results after being used multiple times (Kothari, Bickford, Edwards, Dobbins & Meyer, 2011). The reliability of the instruments was measured to determine their consistency in testing what they are intended to measure. To establish the reliability of the research instruments, the researcher carried out a pilot test of the instruments using another similar group with the same characteristics as the one targeted in the study. The reliability of the questionnaires was computed using Cronbach Alpha method with the help of SPSS version 21. From the analysis, a value of 0.600 was obtained. According to George and Mallery (2003), if the value found falls within the accepted levels (0.6-0.9), the questionnaires will be held as reliable. Therefore, the data collection instruments were considered to be reliable.

3.8. Data Collection

The researcher was able to obtain an authorization letter from the university to collect data and also sought other necessary authorization documents from the relevant ministry to collect data. Once the letters were provided, the researcher proceeded to World Vision-Kenya to collect the data from the respondents. The respondents were randomly selected. Once in the area, the researcher asked for permission from the management to collect the data from the sampled respondents. The respondents were informed on the purpose of the study. Once these were completed, the researcher issued the questionnaires and interview guide to the available respondents. The researcher followed up on them and ensured that the questionnaires were filled appropriately and collected for analysis.
3.9. Data Analysis

According to Shamoo and Resnik (2003), data analysis is the process through which we apply statistical and logical techniques to describe and demonstrate, condense and evaluate data. The data was analyzed using both quantitative and qualitative data analysis approaches. This approach involves both descriptive and inferential analysis. Descriptive analysis such as frequencies and percentages was used to present quantitative data in the form of tables and graphs based on the major research questions. Data from questionnaire was coded and logged in the computer using the Statistical Package for Social Science (SPSS) approach. Inferential analysis was done to test the relationships between the independent and dependent variables. Data collected through open ended questions in the interview guide was analyzed qualitatively. The emerging areas of concern were integrated within the framework of the quantitative analysis.

3.10. Ethical Considerations

The researcher embarked on several steps to ensure that the study adhered to the ethical standards. Research Authorization letters were obtained from both the University of Nairobi and World Vision-Kenya. The researcher asked for consent from the management of World Vision-Kenya before administering the questionnaires. Participants were asked to verbally consent to participate in the research and they had the option of declining. The researcher explained to them that the information that they gave would be used only for purposes of the study. The researcher explained that meaningful data for this study would contribute to their views on the effects of organizational change management on job performance among employees. The researcher explained to the respondents that the data being gathered in this study would be treated with lots of confidentiality and that the findings were only meant for academic purposes at the University of Nairobi. Moreover, they were asked not to indicate their names anywhere in the data collection instruments.
CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1. Introduction
This chapter covers data analysis and the presentation of findings. The information presented herein was obtained from the data collection instruments which were issued out to the respondents during the data collection process, and summarized using the SPSS. The chapter is presented according to the following areas: response rate; background information; communication factor and employee performance and job satisfaction; the influence of leadership factor on employee performance and job satisfaction; effects of employee development on performance and job satisfaction; and effects of tolerance to change on employee performance and job satisfaction.

4.2. Response Rate
During the data collection process, sixty questionnaires were distributed out to employees of World Vision - Kenya. The questionnaires that were returned completely filled were fifty. This translated to a response rate of 83.3%.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sample</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>50</td>
<td>83.3%</td>
</tr>
<tr>
<td>Did not respond</td>
<td>10</td>
<td>16.7%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source (Field Data, 2018)

4.3. Background Information
The respondents were to fill Section A of the questionnaire. This included gender, age bracket, highest level of education attained and the working experience at World Vision-Kenya.

4.3.1. Gender
The respondents’ gender was categorized into male and female. Figure 4.1 show a summary of the respondents by their gender.
As shown by the figure, 60% of the respondents were female whereas the remaining 40% were male.

4.3.2. Age bracket
With regards to the age bracket, 62% of the respondents were aged between 24 years and 34 years. This was followed by 18% who indicated that they were between 35-39 years of age. The remaining 16% and 4% were aged between 40-44 years, and above 45 years of age respectively. (See Figure 4.2)
4.3.3. Highest Level of Education Completed

Majority (60%) of the respondents were university graduates. Slightly less than a third (32%) were post-graduates whereas the remaining 8% were college graduates. This distribution may be based on the fact that a university degree forms the basic educational requirement by the employer. The responses were as further summarized by Figure 4.3.

Figure 4.3: Highest Level of Education Completed

![Pie Chart showing distribution of highest level of education completed]

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>College</td>
<td>4</td>
</tr>
<tr>
<td>University</td>
<td>30</td>
</tr>
<tr>
<td>Post graduate</td>
<td>16</td>
</tr>
</tbody>
</table>

4.3.4. Working Experience

In terms of the working experience, 38% had worked at World Vision Kenya for less than 5 years. This was followed by 36% who had worked for 6-10 years, while the remaining 26% had worked for more than 11 years (26%) (See Figure 4.4). The distribution shows that majority of the respondents have an experience working with World Vision Kenya and hence were better placed in providing relevant information on the effects that organization change management may have had on their performance and job satisfaction.
The first objective of this study was to determine the effects of the communication factor on employee performance and job satisfaction at World Vision-Kenya. To get the answer, a number of questions were provided to the respondents through a questionnaire. The findings from the questions were as further presented in this section.

First, the respondents were asked to rate the change communication system of their organization (See Figure 4.5).

Figure 4.4: Working Experience

![Working Experience Chart]

4.4. Communication Factor and Employee Performance and Job Satisfaction

The first objective of this study was to determine the effects of the communication factor on employee performance and job satisfaction at World Vision-Kenya. To get the answer, a number of questions were provided to the respondents through a questionnaire. The findings from the questions were as further presented in this section.

First, the respondents were asked to rate the change communication system of their organization (See Figure 4.5).
As shown by the figure, slightly more than two thirds (68%) rated the change communication system as effective. A few (16%) however rated the system as not effective. The remaining 10% and 6% rated the system as very effective or not sure respectively. The results indicated that despite some considering the communication system as effective, there were still those few who experienced loopholes in the communication system, which may have an effect on their performance and satisfaction.

Secondly, the respondents were given a number of statements and asked to indicate their extent of agreement or disagreement. The responses provided are as shown in Table 4.2 below.

**Table 4.2: Communication and Employee Performance and Job Satisfaction**

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. My manager always updates me on any recent changes in the organization.</td>
<td>-</td>
<td>10</td>
<td>20</td>
<td>34</td>
<td>36</td>
</tr>
<tr>
<td>b. I am free to discuss with my manager about any changes happening in the organization.</td>
<td>4</td>
<td>16</td>
<td>8</td>
<td>44</td>
<td>28</td>
</tr>
<tr>
<td>c. My manager pays attentions to what I say.</td>
<td>2</td>
<td>8</td>
<td>18</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>d. My manager provides relevant and practical reasons for any changes required in the organization.</td>
<td>-</td>
<td>12</td>
<td>28</td>
<td>32</td>
<td>28</td>
</tr>
<tr>
<td>e. I believe that effective communication helps improve my work performance.</td>
<td>-</td>
<td>-</td>
<td>14</td>
<td>34</td>
<td>52</td>
</tr>
</tbody>
</table>

**Key:** SA- Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD- Strongly Disagree
Whereas 70% of the respondents strongly agreed and agreed that their manager always updated them on any recent changes in the organization, 20% remained neutral to the statement. The remaining 10% however disagreed with the statement.

A good percentage (44%) agreed that they were free to discuss with their manager about any changes happening in the organization. This was further supported by 28% who strongly agreed. On the other hand, 16% and 4% disagreed and strongly disagreed with the statement respectively, whereas the remaining 8% were neutral.

Majority (72%) were positive to the statement that their manager paid attention to what they say by strongly agreeing and agreeing. A few (18%) remained neutral whereas the remaining 10% were negative to the statement by disagreeing and strongly disagreeing.

When asked to indicate whether the manager provided relevant and practical reasons for any changes required in the organization, 32% agreed, 28% strongly agreed, 28% remained neutral and the remaining 12% disagreed with the statement. Slightly more than half (52%) strongly agreed that they believed effective communication helps improve work performance. 34% were also in agreement. The remaining 14% remained neutral to the statement.

An open ended question was provided where respondents were asked to explain the other ways in which they felt communication would influence performance and job satisfaction. Various explanations were provided, as summarized by the Table 4.3 below.

**Table 4.3: Other Ways in Which the Communication Factor Affect Performance**

<table>
<thead>
<tr>
<th>Explanations</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds trust</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Helps me acquire necessary skills that fit the course the organization wants to take</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>In change management, communication as one factor is believed to be two-way if it’s held. There is usually no trust, openness and hence low morale</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>It makes me feel valued</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Level of engagement is enhanced with timely communication of changes in the organization; lack of it leads to dissatisfaction</td>
<td>1</td>
<td>2.0</td>
</tr>
</tbody>
</table>
Poor communication results in a challenging work environment which leads to poor performance
Provides clarity about the change process
Should help in preparing adjustment required to meet my work objectives and builds confidence
Well communicated change does not have effect on performance.
Change that is not effectively communicated leads to stress affecting job performance and satisfaction
When the change is effectively communicated there is no resistance from the change implementers
When there is flow of communication the staff feel satisfied and encouraged that the management are concerned of their views
Where there is no clarity in encoding or decoding, there is poor performance and satisfaction
Working with uncertainty about the changes in the organization affects my performance

Lastly, responses were also provided on the extent to which communication affected the employee performance and job satisfaction. (See Figure 4.6)

**Figure 4.6: Extent to Which Communication Affects Employee Performance and Job Satisfaction**

<table>
<thead>
<tr>
<th>Extent to Which Communication Affects Employee Performance and Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a greater extent 60%</td>
</tr>
<tr>
<td>To some extent 36%</td>
</tr>
<tr>
<td>Not sure 4%</td>
</tr>
</tbody>
</table>

Majority (60%) indicated that communication did affect performance and job satisfaction to a greater extent. This was further supported by 36% who indicated it did to some extent. The remaining 4% were however not sure the extent to which it affected their performance and satisfaction. Both descriptive statistics and inferential analyses were carried out to establish the relationship that existed between communication factor, employee
performance and job satisfaction. To test the hypothesis, regression analysis was used and the Analysis of Variance (ANOVA) utilized to summarize the relationship.

Table 4.4: ANOVA Results for the Relationship between Communication Factor and Employee Performance and Job Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>2.061</td>
<td>1</td>
<td>2.061</td>
<td>4.472</td>
<td>.040</td>
</tr>
<tr>
<td>Residual</td>
<td>22.119</td>
<td>48</td>
<td>.461</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.180</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee performance and job satisfaction
b. Predictors: (Constant), Communication Factor

The analysis of variance showed that the effect of change management communication on employee performance and job satisfaction was significant, \( F(4.472), P<.040 \). Since \( p<.000 \) is less than 0.05, to the researcher could not reject the alternative hypothesis that communication has a positive effect on employees’ performance and satisfaction at World Vision Kenya, and so concluded that there was an evidence of linear relationship. This means that organization change management communication is of significance when it comes to improving the performance and satisfaction of employees in the organization.

From the open-ended questions, a number of responses that were obtained from the top managers. With regards to communication, they were all positive that communication played an important role when it comes to change management and performance of employees. They reported that communication facilitated progressive engagement in the change process and increased the morale of employees. In fact, one of the managers reported as follows:

*Through a more frequent, better and open communication that has been done through many ways, mainly electronic mail and verbal, management has been able to improve upon the information gap, that has enabled exchange of information that is the basis for improved performance that consequently enhanced satisfaction which comes from staff and management speaking the same language and in the end working towards the common goal. (Manager 4, 2018)*

Another manager reported that:

*Open communication makes staff to know how to plan themselves and stay confident in their task since they are aware of the ongoings. But if communication*
is limited, staff develop fear and sometimes stop handling tasks all together. (Manager 5, 2018)

During the interview the team was in agreement that communication plays a major role in managing and implementing change in an organization and that clear communication helps the employee buy into the change idea and support the change.

4.5. The Effect of Functional Leadership on Performance and Job Satisfaction

This study was also set to establish how functional leadership affects employee performance and satisfaction at World Vision-Kenya. The respondents were first asked to rate the effectiveness of the leadership in the organization.

Figure 4.7: Ratings on the Effectiveness of Leadership

An overwhelming majority (80%) rated the functional leadership of the organization as being effective. A few (16%) were also in agreement by rating the leadership as very effective. A few (4%) however were not sure of the effectiveness of the leadership function.

Further, a Likert scale table with various statements on the influence of functional leadership on employee performance and satisfaction was provided. From the statements, the respondents were asked to indicate their extent of agreement or disagreement. (See Table 4.5) Table 4.5: Influence of Functional Leadership on Performance and Satisfaction

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>
Majority (62%) agreed that their managers always set high and challenging goals for the organization based on current objectives. 18% strongly agreed whereas 4% disagreed. The remaining 16% were neutral to the statement.

In terms of instructions, 58% agreed, 30% strongly agreed, 8% remained neutral whereas 4% disagreed with the statement that the manager provided precise and clear instructions about the work to be done. Slightly more than half (56%) agreed that they are encouraged to perform their jobs or tasks with creatively. This was further supported by 30% who strongly agreed with the statement. 12% remained neutral whereas 2% disagreed.

An overwhelming high number (84%) agreed and strongly agreed with the statement that they were motivated by the manager to accomplish their work in solving work-related problems. The remaining 16% however remained neutral on the statement. Whereas 62% agreed that the manager always provided supportive guidance and assistance to increase job performance and satisfaction, 22% remained neutral. The remaining 16% however strongly agreed with the statement.

Further, the respondents were asked to give their own personal views on ways in which they felt the leadership factor affected employee performance and job satisfaction at World Vision Kenya. The explanations that they provided are summarized in Table 4.6.
Table 4.6: Other Ways in which Leadership Affects Employee Performance and Job Satisfaction

<table>
<thead>
<tr>
<th>Explanations</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation of budget, allowed to attend trainings and workshop, opportunities to facilitate staff trainings</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Confidence to articulate initiatives</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Having confidence that I have freedom to be creative in my work gives me satisfaction in what I do.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Leaders should lead from the front. It’s easier for junior staff to accept change once they find the leadership to have embraced it first. They get more confidence.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Not willing to let go the old ways of doing things.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Proper leadership where all voices/concerns are listened to creates a conducive environment for growth, therefore improving on performance.</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Provisions of dependable and objective directives. Generation of teaching of inclusive participation. Enhances culture of participation in generating common agenda.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Leaders in providing strategic guidance help to improve performance and job satisfaction.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>The leadership openness to communicate changes is always a motivating factor. Providing a mechanism for staff to give feedback and file complaints without victimization is key in change management.</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>The style of leadership is usually very key; a leader who engages motivates and clearly communicates the vision of the organization and positively affects the performance.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>With no great leadership in communicating change there is a formed attitude/perception that will affect how I work/relate.</td>
<td>2</td>
<td>4.0</td>
</tr>
</tbody>
</table>

From the explanations, it is evident that the leadership factor influences employees in various ways. The researcher additionally asked the respondents to indicate the extent to which leadership affects performance and job satisfaction. The responses provided are as summarized in Figure 4.8.
Slightly more than half (56%) indicated that functional leadership affected employee performance and job satisfaction to a greater extent. This was supported by 38% who indicated ‘to some extent’. On the other hand, 4% indicated that it had no effect whereas 2% were not sure.

Further, inferential analysis was carried out to test the hypothesis which stated that there is a significant relationship between functional leadership and employees’ performance and job satisfaction. The ANOVA through regression analysis was used in presenting the inferential statistics for the relationship.

Table 4.7: ANOVA Results for the Relationship between Functional Leadership and Employee Performance and Job Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>7.274</td>
<td>1</td>
<td>7.274</td>
<td>20.654</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>16.906</td>
<td>48</td>
<td>.352</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.180</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee performance and job satisfaction
b. Predictors: (Constant), Functional Leadership
The table show that the p value (.000) obtained is less than 0.05. The alternative hypothesis is therefore accepted and it was thus concluded that there is significant positive relationship between functional leadership and employees’ performance and job satisfaction at World VisionKenya.

From the interview guide, various opinions were also provided regarding the effects of functional leadership on employee performance and satisfaction. One of the managers reported that:

*Functional leadership is important to the overall performance of employees in an organization. This is because it provides direction in the process of change, provides support and coaching to enable adaptation to change and allows for performance management towards the change.* (Manager 2, 2018)

Another one reported that:

*If leaders are focused on staff during change, staffs normally understand and support that change and sometimes do not raise issues at all. But if leaders focus on change and ignore the staff the staff develop fear, interpret the leaders’ actions and often do not handle task as prescribed.* (Manager 5, 2018)

Additionally, Manager 3 (2018) further added that:

*A leader is the catalyst to change. Good leadership fosters motivation in performance and the opposite is true. Each functional leader has a role to play in achieving organizational objectives and any envisaged change.*

Functional leadership plays a major role in improving employee morale and making staff in the organization feel that they are part of the change going on in the organization.

**4.6 Effect of Employee Development on Performance and Job Satisfaction**

The study also sought to examine the influence of employee development on employee performance and job satisfaction at World Vision-Kenya. First, the respondents were asked to indicate whether there were any training provided to the employees to improve their engagement in any change introduced to the organization. (See Figure 4.9)
80% indicated that there were training programs provided to the employees to improve their engagement in any change introduced to the organization. A few (20%) however indicated that there was no training provided.

Additionally, responses were provided on the question of how frequent training programs are facilitated in the organization for the purpose of employee development. The responses are as summarized in Figure 4.10 below.

**Figure 4.10: How Frequent Training Programs Are Facilitated In the Organization For The Purpose Of Employee Development**
Slightly more than half (58%) indicated that the training programs were often facilitated in the organization for the purpose of employee development. 22% indicated that the programs were facilitated very often whereas the remaining 20% indicated that training programs were not often facilitated in the organization.

Table 4.8: Influence of Employee Development on Performance and Job Satisfaction

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. My company provides employee training for staffing development.</td>
<td>2</td>
<td>-</td>
<td>18</td>
<td>56</td>
<td>24</td>
</tr>
<tr>
<td>b. There are several employee training programs offered by my company where new knowledge is successfully disseminated.</td>
<td>-</td>
<td>-</td>
<td>18</td>
<td>60</td>
<td>22</td>
</tr>
<tr>
<td>c. Employees are encouraged to take educational programs in order to acquire new knowledge.</td>
<td>-</td>
<td>2</td>
<td>30</td>
<td>46</td>
<td>22</td>
</tr>
<tr>
<td>d. My company is frequently evaluating the outcome of the employee training programs.</td>
<td>4</td>
<td>8</td>
<td>48</td>
<td>32</td>
<td>8</td>
</tr>
<tr>
<td>e. My company emphasizes long-term staff development through employee training.</td>
<td>-</td>
<td>8</td>
<td>28</td>
<td>50</td>
<td>14</td>
</tr>
</tbody>
</table>

Key: SA- Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD- Strongly Disagree

In terms of staffing development, 56% and 24% agreed and strongly agreed respectively that the organization provides employee trainings for staffing development. A few (2%) strongly disagreed with the statement. The remaining 18% remained neutral.

Whereas 60% agreed, 22% strongly agreed that there are several employee training programs offered by the company where new knowledge is successfully disseminated. The remaining 18% were however neutral to the statement.

Slightly more than two thirds (68%) were positive by strongly agreeing and agreeing that employees are encouraged to take educational programs in order to acquire new knowledge. On the other hand, 30% remained neutral to the statement whereas 2% disagreed.

Whereas 40% were positive to the statement that their organization is frequently evaluating the outcome of the employee training programs, 12% were negative by strongly
disagreeing and disagreeing. 48% were however not sure whether the outcomes of the employee training programs were frequently evaluated.

Half (50%) agreed that their company emphasized long-term staff development through employee training. This was supported by 14% who strongly agreed with the statement. Slightly more than a quarter (28%) remained neutral whereas 8% disagreed.

Further explanations were provided by the respondents on the other ways in which they felt that employee development affected the performance and job satisfaction of employees at World Vision Kenya. The explanations are summarized in Table 4.9 below.

Table 4.9: Other Ways in Which Employee Development Affects Performance

<table>
<thead>
<tr>
<th>Explanation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating spaces of interacting with employees brings awareness of external environment and expected changes.</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Employee development builds capacity of staff to take up new roles and assignments that come with the changes thus boosting confidence level in achieving objectives of the changes.</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Feel encouraged to learn new initiatives, understand cross-cutting themes and confidently perform role</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Helps in complementing changes in business trends</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>If an employee is developed, they feel appreciated by the organization and perform better</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>If changes are not well communicated and managed it tends to unsettle employees, affecting performance.</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Improve delivery of results in my position</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Incentives to learn and take up relevant training will increase my job performance</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>It is motivational</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>The world is changing, therefore it’s important to develop staff. This will affect individual performances. When staff are engaged in development or are encouraged to develop there is a sense of satisfaction in the job</td>
<td>1</td>
<td>2.0</td>
</tr>
</tbody>
</table>

Lastly, the extent to which employee development affected performance and satisfaction was looked into. The responses provided are as summarized in Figure 4.11 below.
Figure 4.11: Extent to Which Employee Development Affects Performance and Satisfaction

Fifty four percent (54%) of the respondents indicated that employee development affected performance and job satisfaction of the employees to a greater extent. This was further supported by 40% of the respondents who indicated that it had an effect but to some extent. The remaining 6% were not sure of the effects that employee development had on performance and job satisfaction.

A hypothesis was proposed which stated that there is a significant relationship between employee development and employee performance and job satisfaction. To test this, regression analysis was utilized. The observations made are as presented by the ANOVA table below.

Table 4.10: ANOVA Results for the Relationship between Employee Development and Employee Performance and Job Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>2.624</td>
<td>1</td>
<td>2.624</td>
<td>5.844</td>
<td>.019b</td>
</tr>
<tr>
<td>Residual</td>
<td>21.556</td>
<td>48</td>
<td>.449</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.180</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee performance and job satisfaction
b. Predictors: (Constant), Employee Development
The significance value obtained is .019. This is basically less than the p value 0.05. Hence, the alternative hypothesis is accepted and it was concluded that there is a positive significant relationship between employee development and performance and job satisfaction. This means that the satisfaction and performance of employees at World Vision-Kenya is influenced by the employee development programs put in place.

From the interview, the views of some of the respondents were also obtained regarding employee development and employee performance and satisfaction. One of the managers for instance reported that:

*Employee development enables staff to understand, acquire information on and practice skills related to the new roles and any new working relations and dynamics related to the change.* (Manager 2, 2018)

Another respondent argued thus:

*In any case of change/innovation, as they get dissimulated, staff try to adjust accordingly and through management monitoring and evaluation, get to implement any new development implemented as part of the change management process.* (Manager 4, 2018)

In addition, Manager 5 (2018) explained that:

*In most cases, employee development is the first area that gets affected during change process. If this is the case, the staffs often withdraw and become allergic in performing their roles. Most changes occur to reduce cost of staff development, which is one of the cost areas first targeted for reduction.*

There is need to ensure that staff are trained and their skills developed ahead of the change that is about to be introduced in an organization. However, as one of the managers alluded, staff development is usually one of the key areas targeted when a change is being introduced and hence staff capacity to adapt to the change is never appropriately developed.

4.7. **Effects of Tolerance to Change on Employee Performance and Job Satisfaction**

The study was set to identify the extent to which tolerance to change affects employee performance and job satisfaction. To answer the objective, the respondents were first asked
to indicate how flexible they were in adapting to changes introduced in the place of work. (See Figure 4.12)

**Figure 4.12: Employee Flexibility in Adapting to Changes Introduced in the Work Place**

![Pie chart showing employee flexibility](image)

Majority (74%) indicated that they were flexible in adapting to changes introduced in the work place. Slightly less than a quarter (24%) indicated that they were flexible. The remaining 2% were however not sure of the extent of their flexibility to adapt to new changes introduced in the work place. A number of statements were also provided to the respondents on the effects of tolerance to the change factor on employee performance and job satisfaction. They were asked to indicate their extent of agreement or disagreement on the statements. (See Table 4.11)

**Table 4.11: Effects of Tolerance to Change on Employee Performance and Job Satisfaction**

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I am willing to learn new skills within a short period of time.</td>
<td>-</td>
<td>-</td>
<td>14</td>
<td>38</td>
<td>48</td>
</tr>
<tr>
<td>b. When there is a change in organization, I can adapt easily to the changing situation within the shortest time possible.</td>
<td>-</td>
<td>-</td>
<td>12</td>
<td>58</td>
<td>30</td>
</tr>
<tr>
<td>c. I readily change my work habits as demanded by any changes in the working environment.</td>
<td>-</td>
<td>-</td>
<td>12</td>
<td>62</td>
<td>26</td>
</tr>
<tr>
<td>d. My flexibility to change attitude helps to improve my work performance.</td>
<td>-</td>
<td>-</td>
<td>12</td>
<td>52</td>
<td>36</td>
</tr>
<tr>
<td>e. The changes in organization will bring good impact to my work performances.</td>
<td>-</td>
<td>4</td>
<td>26</td>
<td>54</td>
<td>16</td>
</tr>
</tbody>
</table>
An overwhelming majority (86%) were positive and strongly agreed and agreed to the statement that they were willing to learn new skills within the shortest period of time. A few (14%) however remained neutral to the statement. With regards to adapting to new changes, 58% agreed and 30% strongly agreed that when there is a change in organization, they can adapt easily to the changing situation within the shortest time possible. Majority (62%) agreed that they readily change their work habits as demanded by any changes in the working environment. 26% strongly agreed with the statement whereas 12% remained neutral.

In terms of attitude flexibility, 52% agreed and 36% strongly agreed that their flexibility to change attitude helped to improve their work performance. The remaining 12% remained neutral. When asked to indicate whether the changes in the organization will bring good impact to work performances, 54% agreed, 16% strongly agreed, 26% remained neutral and 4% disagreed with the statement. The respondents further gave various explanations on the other ways in which they felt tolerance to change affected performance. (See Table 4.12)

Table 4.12: Other Ways in Which Tolerance to Change Affect Performance

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helps with being aligned to the changing working environment or landscape.</td>
<td>1</td>
</tr>
<tr>
<td>Helps you fit to organization needs.</td>
<td>1</td>
</tr>
<tr>
<td>I believe change in mindset and adaptability is important in job satisfaction.</td>
<td>1</td>
</tr>
<tr>
<td>I must be effective to change for change will always be there.</td>
<td>1</td>
</tr>
<tr>
<td>It can be positive or negative.</td>
<td>1</td>
</tr>
<tr>
<td>Positive attitude.</td>
<td>1</td>
</tr>
<tr>
<td>The feedback given by the implementers should be considered since they are the people on the ground..</td>
<td>1</td>
</tr>
<tr>
<td>This affects my job performance positively for there is intolerance, or, not putting up with working conditions will be difficult or unbearable</td>
<td>1</td>
</tr>
<tr>
<td>Tolerance to change improves performance e.g. through being able to go the extra mile beyond the expected job/work outputs without feeling over worked. This could arise as a result of changes like restructuring which necessitate taking additional roles.</td>
<td>2</td>
</tr>
</tbody>
</table>
Tolerance gives you a peace of mind hence enables you to concentrate on your work. One can tolerate change until you cannot tolerate any more and this can affect how one works/performs duties and productivity.

Responses were provided on the extent to which tolerance to change affects performance and satisfaction of the employees. The responses are as shown in Figure 4.13 below.

**Figure 4.13: Extent to Which Tolerance to Change Affects Performance and Satisfaction**

Slightly more than half (56%) indicated that tolerance to change affected performance and satisfaction to a greater extent. 40% indicated to some extent whereas the remaining 4% indicated not at all or not sure.

The respondents, through open-ended questions, had their own views regarding tolerance to change and employee performance and satisfaction. It was reported that:

*People should not tolerate change but understand the cause for change for them to support. Tolerating change may lead to sabotage and hence lead to poor employee performance.* (Manager 3, 2018)

Another respondent explained that:

*If change is frequent and keeps coming, staff develop tolerance. This means that the results of the change that was done may not be realized. That will precipitate more changes until the system becomes stuck. Staffs stop seeing themselves as part of the solution.* (Manager 5, 2018)

However, some of the other respondents were of the idea that tolerance facilitates the ability to understand and implement change; it impacts the willingness and ability to
change and points to acceptance and ease of implementation. From these views, it is
evident that there is divided notion regarding tolerance to change and performance of
employees. There are those who view it positively whereas others consider it to be
negative. Lastly, the regression analysis was carried out to establish the relationship
between tolerance to change and employee performance and satisfaction. Table 4.13 below
shows the regression results on the relationship between tolerance to change and employee
performance.

Table 4.13: ANOVA Results for the Relationship between Tolerance to Change and
Employee Performance and Job Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.476</td>
<td>1</td>
<td>1.476</td>
<td>3.120</td>
<td>.084b</td>
</tr>
<tr>
<td>Residual</td>
<td>22.704</td>
<td>48</td>
<td>.473</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24.180</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee performance and job satisfaction
b. Predictors: (Constant), Tolerance to Change

From the findings, the p value (.084) obtained is greater than .05. Therefore, the alternative
hypothesis is rejected and it was concluded that there is no significant relationship between
tolerance to change and employee performance and satisfaction. This means that despite
being a positive relationship, the level of significance does not exist and thus tolerance to
change may not have any effect on the performance and satisfaction of the employees at
World Vision-Kenya.
CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction
This chapter presents the summary of findings, discussion, conclusions and recommendations of this study on the effects of organizational change management factors on employee performance and job satisfaction at World Vision-Kenya.

5.2. Summary of the Findings
The findings presented in Chapter Four (analysis) are summarized in this section based on the objectives.

5.2.1. Communication Factor and Employee Performance and Satisfaction
Slightly more than two thirds (68%) of the respondents rated the change communication system at World Vision-Kenya as effective. Whereas 70% of the respondents strongly agreed and agreed that their managers always updated them on any recent changes in the organization, 20% remained neutral to the statement. A good percentage (44%) agreed that they are free to discuss with their manager about any changes happening in the organization. This was further supported by 28% who strongly agreed.

Majority (72%) were positive to the statement, by strongly agreeing and agreeing, that their manager pays attention to what they say. When asked to indicate whether the managers provided relevant and practical reasons for any changes required in the organization, 32% agreed, 28% strongly agreed, 28% remained neutral and the remaining 12% disagreed with the statement. Slightly more than half (52%) strongly agreed that work performance improved as a result of effective communication.

Majority (60%) indicated that communication did affect performance and job satisfaction to a greater extent. This was further supported by 36% who indicated ‘to some extent’. The
influence of change management communication on employee performance and job satisfaction was significant, \( F(4.472), P<.040 \).

### 5.2.2. Functional Leadership Factor and Employee Performance and Satisfaction

An overwhelming majority (80%) rated the functional leadership of the organization as being effective. Majority (62%) agreed that challenging goals were being set in the organization by the managers based on overall organizational objectives.

In terms of instructions, 58% agreed and 30% strongly agreed that the manager provided them with specific instructions relating to the work that was to be done, while 56% agreed and 30% strongly agreed that creativity was encouraged in handling tasks. An overwhelming majority (84%) agreed and strongly agreed that managers motivated employees to accomplish tasks by solving various work-related problems.

Whereas 62% agreed that the managers always provided supportive guidance and assistance that helped to increase job performance and satisfaction, 22% remained neutral. Slightly more than half (56%) indicated that functional leadership affected employee performance and job satisfaction to a greater extent. There is a significant positive relationship between functional leadership and employees’ performance and job satisfaction at World Vision Kenya (\( p=.000 \)).

### 5.2.3. Employee Development and Employee Performance and Satisfaction

80% of respondents indicated that there were training programs provided to the employees to improve their engagement in any change introduced to the organization. Slightly more than half (58%) indicated that the training programs were often facilitated in the organization for the purpose of employee development. 22% indicated that the programs were facilitated very often whereas the remaining 20% indicated that training programs were not often facilitated. 56% and 24% agreed and strongly agreed respectively that the organization provided employee training for staffing development.
Whereas 60% agreed, 22% strongly agreed that there are several employee training programs offered by the company where new knowledge is successfully disseminated. Slightly more than two thirds (68%) were positive by strongly agreeing and agreeing that employees are usually encouraged to take up educational programs in order to acquire new knowledge. Whereas 40% were positive about the statement that their company is frequently evaluating the outcome of the employee training programs, 12% were negative by strongly disagreeing and disagreeing while 48% were not sure.

Half (50%) agreed that their organization emphasizes long-term staff development through employee training. Fifty four percent (54%) of the respondents indicated that employee development affected performance and job satisfaction of the employees to a greater extent, whereas 40% indicated ‘to some extent’. There was a positive significant relationship between employee development and performance and job satisfaction (p=.019).

5.2.4. Tolerance to Change and Employee Performance and Satisfaction

Majority (74%) indicated that they were flexible in adapting to changes introduced in the workplace. An overwhelming majority (86%) were positive by strongly agreeing and agreeing to the statement that they were willing to learn new skills within the shortest period of time. With regards to adapting to new changes, 58% agreed and 30% strongly agreed that when there is any change in the organization, they can adapt easily to the changing situation and environment within the shortest time possible. Majority (62%) agreed that they readily change their work habits as demanded by any changes in the working environment.

In terms of attitude flexibility, 52% agreed and 36% strongly agreed that their flexibility to change their attitude helped to improve their job performance. When asked to indicate whether the changes in the organization would bring good impact on work performances, 54% agreed, 16% strongly agreed, 26% remained neutral and 4% disagreed with the statement. Slightly more than half (56%) indicated that tolerance to change affected performance and satisfaction to a greater extent.
People should not be expected to tolerate change; they need to understand the reason for the change for them to support it. Tolerating change may lead to sabotage and hence lead to poor employee performance. From the responses of the respondents, there was no significant relationship between tolerance to change and employee performance and satisfaction (p=.084).

5.3. Discussion of Findings

Based on the findings of this study, it is clear that communication plays a very important factor when it comes to embracing change introduced in the organization. It is observed that without communication, the staff may not be aware of the roles and responsibilities they are supposed to undertake with the new change. This may leave them in the darkness and kill their morale to perform. Lack of morale most definitely leads to poor performance and satisfaction. In line with the observations made in this study is Stewart and Kringas (2003) who through examining six public sector agencies undergoing change established that communication to stakeholders is crucial in successful change. Additionally, Lewis (2000) observed that communication played an important role in the implementation of change. Consequently, an earlier study by Kotter (1995) cited “under communication” as one of the main reasons why many organizations do not have successful change programs, yet did not clarify what level of communication needed to be achieved to avoid the problem of under communication. This proves right the general hypothesis of this study where that there is a positive significant relationship between communication and employee performance and job satisfaction (p=.040).

This study has established that there is a positive significant relationship between functional leadership and employee performance and job satisfaction (p=.000). This may be attributed to the fact that leaders play a central role in guiding employees to be their best. Indeed, one of the respondents was able to point out that a functional leader was able to provide strategic guidance that enabled him to perform better in the tasks assigned. Others held that leaders who provided supportive guidance to their employees as well as motivation and encouragement led to effective performance. In line with this observation is Webb (2007) who points out that a leader is one who can give rewards to his employees,
motivate them towards task achievement, give incentives and moral support so that the employees can put more effort in their work. Likewise Wang, Law, Hackett, Wang and Chen (2005) observed that a leader has the ability to influence their employees so that they can work efficiently and get things done in order to achieve organizational goals.

It is evident from the findings that any change in leadership style and way of doing things may have an interference with the performance and satisfaction of employees in the place of work. The leaders set the tone in creating the environment needed at the place of work to steer employees towards performance. As such, changes in the work environment through the leadership may significantly affect performance and satisfaction. This concurs with Walumbwa et al. (2008) who found that employee performance will be affected by change in leadership. Perry et al. (2009) noted that leaders are expected to link the employee’s job behaviours to their identity and value. In addition, Wahab et al. (2009) explains that leadership factors such as managerial styles, ethics, service, skills of the people and technical management significantly affect the performance of employees as well as their satisfaction at the place of work.

As it has been presented in the analysis, it is evident that employee development is an important factor in employee performance and satisfaction. It is through the trainings provided that employees are able to acquire new skills and knowledge that in turn enable them to tackle any new tasks which are introduced through the changes. Moreover, the perceptions and willingness of the employees to learn new things enable them to competently handle the changes in the organization and thus improve on their performance and satisfaction. This is in line with Elena (2000) who noted that employee development programs indicate those employees who are willing to learn, and that when they show willingness to learn they also show interest in development activities. As a result they are satisfied with their jobs, which ultimately leads to increased job performance.

It has been established that there is positive significant relationship between employee development and performance and job satisfaction (p=.019). As such, organizations that invest in employee development sessions improve employee’s skills, enabling better career growth and in this way enhancing cultural and economic growth at the society level.
In the end, the sum of benefits of training must be greater than the sum of costs (Attia, Honeycutt & Attia, 2002). This means that despite some financial costs being incurred in facilitating the development of employees in the organization, the final results or output of the training will be more than the cost. This refers to the output of the employees after having received training and the efficiency of their performance improved.

The findings of this study may provide mixed reactions in relation to tolerance to change in that it established no significant relationship between tolerance to change and employee performance and satisfaction (p=.084). This is in agreement with a number of respondents who indicated that tolerance to change had some negative effects on the performance of change. Specifically, when employees tend to tolerate change, the initial objectives of the change may not be achieved and hence the results output needed may not be realized.

However, there were other respondents who argued that tolerance to change enabled them to learn new skills within short periods of time. This may somehow concur with Jaballa et al. (2009) who showed that tolerance to change is a personal characteristic that clarifies the action that individual takes in order to handle uncertainties and stress in change situations. Calabrese (2000) further observed that employee’s tolerance to change comes from anticipated pain of learning new skills and knowledge that are not in their best interest, and adapting to new behaviours (Nikandrou et al., 2000).

In concurring with the previous findings made by Jaballa et al., (2009) that employees with high tolerance for change have higher interest in whatever is being presented, slightly more than half (56%) of respondents indicated that tolerance to change affected performance and satisfaction to a greater extent. This suggests that there are still people who consider tolerance as an important facet in improving their performance. Hence, there is more that needs to be done in reviewing the impact of tolerance to change in different organizations because its impact may change from one organization to the other.
5.4. Conclusion

As it has been presented in the analysis, summary of the findings and discussions of this study, there are a number of conclusions made. First and foremost, communication is an important factor in the performance and satisfaction of employees at World Vision-Kenya. Poor communication affects how employees work or get to understand the objectives and roles in any new change process introduced by the organization. Breakdown in the communication channels makes it hard for the employees to perform. Consequently, more improvements need to be made in the communication channel, especially during the process of implementing organizational change.

In terms of functional leadership, the effectiveness of the leaders at World Vision-Kenya is great. However, there are a few employees who still consider the leaders as not being that effective in their leading role especially in providing strategic guidance and motivation to the employees towards embracing change. This affects their performance and satisfaction to a great extent.

Employee development has also been established in this study as having a significant influence on the performance and satisfaction of employees at World Vision-Kenya. Through development programs the employees are able to acquire new skills and knowledge that enable them to handle new tasks and roles that may arise in the course of organizational change. However, the training programs are still not provided consistently. In the midst of new changes in the organization, some of the employees still feel not adequately developed to handle the new changes and roles. Consequently, their performance and satisfaction may be affected.

With regards to tolerance to change, the statistical data has shown that there is no significant relationship between it and employee performance. However, some of the respondents felt that tolerance to change affects negatively change implementation in the organization and as a result its objective may not be realized. There are those of the view that tolerance to change positions them to handle changes as they occur in the organization. Hence, there is
need for more studies to be carried out with regards to tolerance to change and its impact on performance and satisfaction so as to provide further statistical responses and views.

5.5. Recommendations
The study makes the following recommendations:
First, there is need for an effective communication system to be provided in the organization especially for sharing information relating to any new changes that may need to be being introduced. The communication should be frequent and clearly indicate the goals and objectives of the organizational changes, as well as clearly indicate the roles that each member of the organization is expected to play. Moreover, there is need for consistency in the communication channels so as to ensure that the staff are regularly updated on current activities being undertaken in the organization as way as putting in their input.

Secondly, the management of the organization should play their role in providing strategic guidance, direction and instructions to the employees on what needs to be done so as to implement changes in the organization. The management should be able to incorporate the staff in the change process by enabling them to share their views and opinions in order to be accommodated in the changes. This will make them feel appreciated and thus increase their involvement as well as performance and satisfaction.

Thirdly, it is recommended that employee development be an activity that is constantly undertaken in the organization. The management should ensure that the skills and knowledge of the employees is constantly improved through workshops, training programs, as well as furthering of education in higher institutions of learning. All these help in improving the knowledge and skills of the employees so that they are prepared to tackle new roles and tasks that may arise in the course of organizational operation. Moreover, the staff should not only wait on the organization to provide them with opportunities for learning, but should also take the initiative to learn more from various other sources and be abreast the flow of direction that the future brings in the non-governmental organizations sector.
Lastly, the organization should enhance performance appraisal and management techniques for the sole purpose of appraising the performance of employees and identifying the areas where they are underperforming. It should capitalize on those areas and invest in employee development through workshops and training programs. Moreover, right moods should be set in the organization so as to address the personal characteristics of the employees that may have an effect on performance and satisfaction. Additionally, the employer must ensure that all employees have the necessary adjustment captured in their job description and performance agreement to ensure all is evaluated and activities taken into consideration as well as the necessary changes that need to be implemented.

5.6. **Suggested Further Areas of Study**

There is need to carry out further studies on the following areas:

2. Relationship between initiative overload and employee performance.
3. The role of tolerance to change on organizational change management at World Vision- Kenya.
REFERENCES


Fedor, B. D. (2009). The effects of change and change management on employee responses: An overview of results from multiple studies. UK.


Dear Sir/Madam,

RE: PETER MAINA HART: LETTER OF INTRODUCTION

I am a student at The University of Nairobi Main Campus, taking a Masters of Psychology degree in Industrial and Organizational psychology in partial fulfillment of this degree award. I am conducting a study on “EFFECTS OF ORGANIZATIONAL CHANGE MANAGEMENT FACTORS ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION: A CASE STUDY OF WORLD VISION KENYA.”

For the purpose of completing this research work, I would wish to collect data through questionnaire. I will be very grateful if you could kindly extend me some assistance I will need to have the questionnaires completed. This information is purely for the purposes of my academic research work and therefore it shall be treated with strict confidentiality. A copy of the final report shall be given to you on request.

Thank you in advance, I look forward to your assistance.

Yours Faithfully,

PETER MAINA HART
C50/84409/2016
Appendix II: Questionnaire for Employees

This questionnaire seeks information on organizational change. It is part of my Masters Degree course in Organizational Psychology. Kindly fill in the information required. You can tick (√) or write down the information. All information collected shall only be used for academic purposes and as such shall be treated with utmost confidentiality.

Section A: Background Information

1. Gender (Tick (√))
   - Male [ ]
   - Female [ ]

2. Age (Tick (√))
   - 24 - 29 years [ ]
   - 30 - 34 years [ ]
   - 35 - 39 years [ ]
   - 40 - 44 years [ ]
   - Above 45 years [ ]

3. Highest education completed (Tick (√))
   - Primary [ ]
   - Secondary [ ]
   - College [ ]
   - University Graduate [ ]
   - Post Graduate [ ]
   - Doctorate [ ]
   - Others, Please specify:______________________________________________

4. How long have you been working at World Vision-Kenya? (Tick (√))
   - Below 1 year [ ]
   - 1 - 5 years [ ]
   - 6 - 10 years [ ]
   - 11 - 15 years [ ]
   - 16 - 20 years [ ]
   - Above 20 years [ ]

5. Position?
   - Management staff [ ]
   - Non-management staff [ ]

Section B: Communication and Employee Performance

6. How can you rate the change communication system of your organization?
   - Very effective [ ]
   - Effective [ ]
   - Not effective [ ]
   - Not sure [ ]

7. By use of a tick on the 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree], indicate your extent of agreement or disagreement with the following statements regarding the influence of change
management communication on job performance of employees in your place of work.

<table>
<thead>
<tr>
<th>No</th>
<th>Questions</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My manager always updates me on any recent changes in the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I am free to discuss with my manager about any changes happening in the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>My manager pays attentions to what I say.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My manager provides relevant and practical reasons for any changes required in the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I believe that effective communication helps improve my work performance.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Key: SA- Strongly Agree, A-Agree, UD- Undecided, D-Disagree, SD-Strongly Disagree

8. In what other ways does the communication factor in change management affect your performance and job satisfaction?

__________________________________________________________________
__________________________________________________________________

9. To what extent does the organization change management communication affect the job performance of employees in your place of work?
   a) To a greater extent  [ ]
   b) To some extent  [ ]
   c) Not at all  [ ]
   d) Not sure  [ ]

Section C: Functional Leadership and Employee Performance

10. How can you rate the effectiveness of the leadership of your organization?
   a) Very effective  [ ]
   b) Effective  [ ]
   c) Not effective  [ ]
   d) Not sure  [ ]

11. By use of a tick on the 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree], indicate your extent of agreement or disagreement with the following statements regarding the influence of change management leadership on job performance of employees in your place of work.

<table>
<thead>
<tr>
<th>No</th>
<th>Questions</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My manager always sets a challenging goal for the organization based on current objectives.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>My manager provides precise instructions to me about the work to be done.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
12. Explain other ways in which you feel leadership factor in change management affects your performance and satisfaction at the place of work.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

13. To what extent does the organizational change management leadership affect the job performance of employees in your place of work?
   a) To a greater extent [ ]
   b) To some extent [ ]
   c) Not at all [ ]
   d) Not sure [ ]

Section D: Employee Development and Job Performance

14. Are there any trainings provided to the employees to improve their engagement in any change introduced to the organization?
   a) Yes [ ]
   b) No [ ]

15. How frequent are training programs facilitated in the organization for the purpose of employee development?
   a) Very often [ ]
   b) Often [ ]
   c) Not often [ ]
   d) Not at all [ ]

16. By use of a tick on the 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree], indicate your extent of agreement or disagreement on the following statements regarding the influence of employee development on job performance of employees in your place of work.

<table>
<thead>
<tr>
<th>No</th>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My company provides employee training for staffing development.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>There are several employee training programs offered by my company where new knowledge is successfully disseminated.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Employees are encouraged to take educational programs in order to acquired new knowledge.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
4. My company is frequently evaluating the outcome of the employee training programs.

5. My company emphasizes long-term staff development through employee training.

Key: SA- Strongly Agree, A-Agree, UD- Undecided, D-Disagree, SD-Strongly Disagree

17. Explain other ways in which you feel employee development in change management affects your performance and job satisfaction.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

18. To what extent does employee development affect the job performance of employees in your place of work?
   a) To a greater extent  
   b) To some extent  
   c) Not at all  
   d) Not sure  

Section E: Tolerance to Change and Employee Job Performance

19. How flexible are you in adapting to changes introduced in the place of work?
   a) Very flexible  
   b) Flexible  
   c) Not flexible  
   d) Not sure  

20. Indicate the extent to which you agree with the following statements regarding the influence of tolerance to change on job performance of employees in your place of work. [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree].

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I am willing to learn new skills within a short period of time.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>When there is a change in organization, I can adapt easily to the changing situation within the shortest time possible.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I readily change my work habits as demanded by any changes in the working environment.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My flexibility to change attitude helps to improve my work performance.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>The changes in organization will bring good impact to my work performances.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Key: SA- Strongly Agree, A-Agree, UD- Undecided, D-Disagree, SD-Strongly Disagree
21. Explain other ways in which tolerance to change affects your performance and job satisfaction.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

22. To what extent does the tolerance to change affect job performance of employees in your place of work?
   a) To a greater extent [ ]
   b) To some extent [ ]
   c) Not at all [ ]
   d) Not sure [ ]

Section F: Employee Performance and Job Satisfaction

23. To what extent are you satisfied with the changes which have been implemented in your organization?
   a) To a greater extent [ ]
   b) To some extent [ ]
   c) Not at all [ ]
   d) Not sure [ ]

24. By use of a tick on the 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree], indicate your extent of agreement or disagreement on the following statements regarding the performance and job satisfaction in the place of work.

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The changes introduced have increased my commitment to work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>My productivity as an employee has increased over the past five months.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I do not feel like leaving this organization for other opportunities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My attitude towards the work I do has improved due to the new changes implemented.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>The working environment is supportive and it encourages productivity.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Key: SA- Strongly Agree, A-Agree, UD- Undecided, D-Disagree, SD-Strongly Disagree

25. What are the measures that can be put in place to enhance the effectiveness of organizational change management on employee performance at your place of work?

________________________________________________________________________
________________________________________________________________________

Thank you for your participation.
Appendix III: Interview Schedule for Managers

This questionnaire seeks information on organizational change. It is part of my Masters Degree course in Organizational Psychology. Kindly fill in the information required. You can tick (√) or write down the information. All information collected shall only be used for academic purposes and as such shall be treated with utmost confidentiality.

Section A:

1. Gender Tick (√) Male [ ] Female[ ]
2. Age Tick (√)
   a) 30 - 34 years [ ]
   b) 35 -39 years [ ]
   c) 40 - 44 years [ ]
   d) Above 45 years [ ]
3. Highest education completed Tick (√)
   a) College [ ]
   b) University Graduate [ ]
   c) Post Graduate [ ]
   d) Doctorate [ ]
   e) Others, Please specify:______________________________________________
4. How long have you been working at World Vision-Kenya?
   a) 1 - 5 years [ ]
   b) 6 - 10 years [ ]
   c) 11 - 15 years [ ]
   d) 16 - 20 years [ ]
   e) Above 20 years [ ]

Section B: Effects of Organizational Change Management on Employee Performance and Satisfaction

5. In what ways does the communication factor in change management affect the performance and satisfaction of employees at the place of work?
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

6. Explain how functional the leadership factor in change management affects the performance and satisfaction of employees at the place of work.
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
7. Kindly explain how employee development in change management affects the performance and satisfaction of employees at the place of work. 

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________

8. Explain the effects that tolerance to change has on the performance and satisfaction of employees at the place of work. 

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________

10. What are the measures that can be put in place to enhance the effectiveness of organizational change management on employee performance at your place of work? 

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________

Any other comments 

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________

Thank you for your participation.
Appendix III: Authorizations for Research
22/10/2018,

World Vision Kenya
Nairobi

RE: PETER MAINA HART – C50/84409/2016

The above named is a student in the Department of Psychology undertaking a Masters degree in Organisational and Industrial Psychology at the University of Nairobi. He is doing a project on “Effects of Organisational change management factors on employee performance and job satisfaction: A Case study of World vision Kenya.” The requirement of this course is that the student must conduct research project in the field and write a Project.

In order to fulfill this requirement, I am introducing to you the above named student for you to kindly grant him permission to collect data for him Masters Degree Project.

Yours Sincerely,

[Signature]

Dr. Luke Odiemo
Chairman
Department of Psychology
22/10/2018

NACOSTI

RE: RE: PETER MAINA HART – C50/84409/2016

The above named person is a duly registered student in the Faculty of Arts at the University of Nairobi. He is seeking a research permit from your office.

Kindly accord him the necessary assistance to allow him collect data.

Thank you in advance for your cooperation.

Yours sincerely,

[Signature]

Dr. Luke Odierno,

Chairman,
Department of Psychology
THIS IS TO CERTIFY THAT:
MR. PETER MAINA HART
of UNIVERSITY OF NAIROBI, 35687-100
Nairobi, has been permitted to conduct
research in Nairobi County

on the topic: EFFECTS OF
ORGANIZATIONAL CHANGE
MANAGEMENT FACTORS ON EMPLOYEE
PERFORMANCE AND JOB SATISFACTION:
A CASE STUDY OF WORLD VISION KENYA

for the period ending:
26th November, 2019

Applicant's
Signature

Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND
INNOVATION ACT, 2013

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