



**ROLE OF STRATEGIC CHANGE MANAGEMENT ON EMPLOYEE
PERFORMANCE IN THE CARBONATED SOFT DRINK FIRMS IN NAIROBI
COUNTY, KENYA**

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Abstract

Due to change in customer demand and preference, carbonated soft drink industry has faced more challenges and opportunities. Also, liberalization of the economy has made it easy for products to be imported into the country. Therefore, strategic change management has therefore become the main focus of these organizations in an effort to survive in the turbulent environment. The general objective of the study was to evaluate the role of strategic change management on employee performance in the carbonated soft drink industry in Nairobi County. Specific objectives were to evaluate the role of organizational structure change on employee performance in the carbonated soft drink industry in Nairobi County. To determine the role of technological changes on employee performance in the carbonated soft drink industry in Nairobi County. To examine the role of organizational leadership change on employee performance in the carbonated soft drink industry in Nairobi County. To assess the role of organizational culture change on employee performance in the carbonated soft drink industry in Nairobi County. The study was informed by concepts explained by the theory of change management, Lewin's Change management model and the Kotter's Change management model. The study adopted a descriptive research design. The target population was 2,147 employees at carbonated soft drink companies in Nairobi. Stratified random sampling was used to select the study sample. The study sample size was 337 respondents. Structured questionnaires were used in data collection. The study used both quantitative and qualitative methods of data analysis. Quantitative data analysis was in form of frequency tables and percentages which represent the most commonly used method for descriptive data presentation. Content analysis was used to analyse the unstructured questions. Inferential statistics was used to determine the relationship between strategic change management on employee performance in the carbonated soft drink industry in Nairobi County. The study found that organizational structure change, technological changes, organizational leadership change and organizational cultural change had a positive influence on employee performance. The study recommends that the management of carbonated soft drink firms should communicate about organizational structure change to the employees as early as possible. This would help employees to understand and adjust to the new organizational structure. This would also improve their performance. The study recommends that carbonated soft drink firms should have a systematic procedure of technology transition. The organization should also make sure that the employees are informed on the phases of technology changes. This will enhance their acceptance of their new technology and hence their performance. The study recommends that the carbonated firms should inform all individuals in the organization about organizational culture change. This will help them to

effectively adjust to the improved firm culture. This will also reduce resistance to change and hence employee will focus on their tasks to improve their performance.

Key Words:change management, structural change, technological changes, leadership change, cultural change

INTRODUCTION

Achievement of organizational goals is dependent on performance of employees. In any organization, employees are the most important resource and have either positive or negative influence on the overall performance of the organization. In today's organizations, it is inevitable to have environmental changes which have increased the need for organizations to embrace strategic change which influences employee performance. Top organizational management has to therefore ensure that all factors influencing performance of employees are considered (Drucker, 2013). In the recent past, organizations have identified the benefits of having strategic change management. The strategic outcome is dependent on organizations management and these important functions of management including learning of delegation, planning, organizing, clear communication, employee motivation, adoption to change and constant generation of innovative ideas. Today, organizations cannot avoid strategic change and its effect on performance of employees (Sidikova, 2011).

Change management has been affected by a number of factors which include competition in the world market, global economy, introduction of technology, and aging of the boomers (Olubayo, 2014). The situation is the same for Africa, change cannot be avoided. Organizations adoption of aspects of change management like structure, technology, leadership and culture which have effects on performance of employees can help it to compete in the global market. To maintain its competitiveness, organizations have embraced cultural systems that each employee is aware of and enhances performance; an example is quality training. Change in leadership can affect performance of employees. Leaders have the ability of managing change in organizations and ensuring that the process is effective and successful if they have the competency and the capability (Asghar, 2010).

The foundational basis of this study will be Lewin's and Kotter's models of Change management and the theory of change management. The change management model of Lewin allows a manager and other change agents to implement very sensitive change efforts and needs to be as seamless (Lewin, 1947). Kotter (1996) introduced 8 Step Model of Change; this model helps to understand and manage change. In the theory of change management, advocates who observe organizational change in rational-linear view commonly observe this theory; they are of the opinion that organization of labor, raw materials and capital as well as adoption of new practices in an organization exists.

Globally, soft drinks products are overtaking the hot drinks industry and are becoming biggest beverage industry around the world because customers are accepting these products more. With the rapid growth experienced in the soft drinks industry, there are more challenges and opportunities that the industry encounters (Kelley, Power & Wimbush, 2012). Maintaining of existing customers and attracting new ones requires new strategies that can deal with their changing demands and preference (Wei, Lee, Chen & Wu, 2013). It is imperative that these organizations develop strategies that will position them to excel regardless of the environment (Franken, Edwards, & Lambert, 2013). In Kenya, the carbonated soft drinks industry has previously operated in an almost stable environment for many years. However, in the current moments, the area is facing aggressive stakeholders' demands in a new information and technology era. Strategic changes will continue to be a

major factor for organizations to remain competitive (Burnes, 2014). It is against this background that the study sought to establish the role of strategic change management on employee performance in the carbonated soft drink industry in Kenya.

Statement of the Problem

Organizations exist to meet predetermined objectives (Burnes 2015). To achieve these objectives, the management put fourth measures and strategies that steer the organization towards the desired direction. One organization aspect that is of ultimate significance to organization performance is employees. When employees perform effectively, the firm in turn gets pleasant performance (Muhumuza, 2010).

Carbonated soft drink firms are operating in an ever-changing environment coupled with unpredictable changes, full of competitive pressures from the competing organization. This has forced organizations to opt for strategic change management. The biggest responsibility any company can get involved in is change management. Aside from the large funding the process requires, it also involves disagreeable commitment in the entire business. Strategic change management is an approach that focuses on bringing major modifications to prospects of the people in order to ensure that the business moves forward smoothly. Whenever there is change in the market, businesses are forced to embrace it in order to maintain their competitive advantage. Change, despite being a painful process, is the only way for guaranteeing business survival (Self & Schraeder, 2019).

Carbonated soft drinks firms in Kenya are one of the sectors of the economy experiencing immense proliferation of brand or products. This is mainly contributed with the fact that soft drinks are growing in popularity and are overtaking hot drinks in the world. It is approximated that consumption of carbonated soft drinks in the world in growing by 5% each years (Zenith International, 2017). Recently, due to change in customer demand and preference, the industry has faced more challenges and opportunities. The companies are expected to provide its customers with high-quality products and at a low price and at the same time exploit new products for competitive advantage. Strategic change management has therefore become the main focus of these organizations in an effort to survive in the turbulent environment (Burnes 2015). Also, liberalization of the economy has made it easy for products to be imported into the country. Some of the products include Pepsi, Mirinda, Seven-Up Virgin Cola and other health drinks such as Red Bull, Shark and Dark Dog. This has had significant effect on the Carbonated Soft Drink (CSD) industry in Kenya and has triggered these companies to change their strategies.

Empirical studies done in Kenya have largely focused on the strategic change management process without necessarily linking it to employee performance. For example, a study by Gachara (2014) focused on management of strategic changes at Sumac Microfinance Bank Ltd; Wataka (2013) researched on strategic change management at Pact Kenya; Guchu (2013) researched on strategic change management in Kenya Post Office Savings Bank; and Muteti (2013) focused on management of strategic change at Telkom Kenya Ltd. None of the reviewed studies focused on carbonated soft drink industry. Further, there is scanty of empirical evidence on the role of strategic change management on employee performance. This study therefore sought to fill the existing research gap by answering the research question: what is the role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County?

Objective of the Study

General Objective

The general objective of the study was to evaluate the role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County.

Specific Objective

The specific objectives were to;

- i. To evaluate the role of organizational structural change on employee performance in carbonated soft drink firms in Nairobi County.
- ii. To examine the role of technological changes on employee performance in carbonated soft drink firms in Nairobi County.
- iii. To examine the role of organizational leadership change on employee performance in carbonated soft drink firms in Nairobi County.
- iv. To assess the role of organizational cultural change on employee performance in carbonated soft drink firms in Nairobi County.

LITERATURE REVIEW

Theoretical Framework

Lewin's Change Management Model

The model was created in the 1940s by Lewin (1947). The foundational basis for this model was the three processes of unfreeze, change and freeze which offers a high approach level to improvement. Change agents and managers are provided with a framework for the implementation of sensitive change efforts and need to be as seamless as possible. The change theory by Kurt Lewin can assist leaders in the following: making radical changes/innovation, minimizing operations of structure disruptions and making sure that the changes are permanently adopted.

The first stage is the Unfreeze. In this stage, the organization is prepared to embrace the fact that change is inevitable and this involves break down of existing status quo before developing new ways to operate. The key is to develop a compelling message that shows why there is need to discontinue present ways of doing things (Bourda, 2013). The next stage after unfreeze is change where uncertainties are resolved and new ways of doing this is explored. People start believing and acting in a manner supporting the new direction. Transitioning from unfreeze to change phases doesn't happen overnight; time is taken before the new direction is embraced and proactively takes part in change. Change acceptance and its contribution in making successful, it is important for employees to understand how it is beneficial to them. Just because the change is necessary and the company will benefit from it does not necessarily mean that everyone will support it (Bridges, 2013).

Once the changes have taken shape and people have embraced the new work practices then the company now ready to refreeze. Refreeze can be observed through stability in organizations chart and consistency in job description. At this stage people need to be helped and the organization applies and implements the changes. This simply means that at this stage the organization ensures that it uses the changes and that they are incorporated in their daily activities. Having new stability sense, staff gets more confident and comfortable in new ways introduced in the company (Burnes, 2009).

The Lewin's model of change management is easy to understand because of its simplicity. Implementation of change by management can be done by recognizing the three stages of the model. On the other hand, the advantage of model is that it is mechanistic and too simple and therefore current organizations might not apply it. The model also fails to put into consideration the transformational/radical change; the model could be more applicable if the organization can implement the incremental form of change(Wanberg & Banas, 2000). This theory has also been adopted by (Wachira and Anyieni, 2015; Schutte, Chetty and Karodia, 2016) in their studies.

In relation to the study, managers and change ambassadors can use the three steps in the model to understand what is involved in change. Using the three stages, they will be able to understand how they can get people to embrace change. It will guide a manager in implementing change and re-assigning tasks. The only time change will be effected is if the people involved accept the change and help in implementing the change. This theory helps in explaining the role of organizational structure change on employee performance in the carbonated soft drink industry in Nairobi County.

Kotter's Change Management Model

This model was developed by Kotter (1996). Using a sample of 100 companies undergoing change, Kotter came up with a change model with 8 steps. The 8 steps in the model help understand and manage change. In each step, a primary principle that relates with the response of the people is identified also the change approach which is how people view change, feel it and then accept the change.

The 8 steps in the model can be generalized to be creation of a sense of urgency. It includes people's aspiration to move making objectives real and relevant; building of guiding team through the use of the appropriate people having the appropriate emotional commitment and appropriate skills; having proper vision through encouragement of team establishing simple strategies and vision; involving as many people as possible in communicating for buy-in; empowering actions, removing obstacles; enabling constructive feedback and supporting leaders, rewarding and recognizing progress, and achievements; creating short-term wins by setting easy to achieve targets, in small sizes, fostering and encouraging persistence and determination, encouraging ongoing progress reporting and highlighting achieve and future milestone; and finally is making changes stick through the reinforcement of value of successful change by recruitment, promotion, new leaders of change by recruitment and change and then weaving of change in culture (Clark, 2010).

The process of change isn't quick neither is it simple, and it is for this reason that Kotter outlined the steps of changed and stressed on them. Before any change is undertakes, there is a lot of planning involved and after the change has been implemented, there is a lot that needs to be done to ensure that the change process is successful. According to Kotter, the failure rate of change initiated is 70% and the main reason for their failure is because majority of them do not prepare sufficiently and efficiently. Therefore, if an organization wants to see their change initiatives to succeed, they should follow the steps highlighted to the latter (Hopp&Spearman,2004).

In Kotter's change model, there are two initial steps; the first is developing the sense of urgency and the second is developing the coalition that guides it; these two steps are what forms the strength of the model. Most leaders make the mistake of initiating changes in their organization without involving all stakeholders and convincing them that there is need for the change. Using the approach of Kotter, there is a comprehensive list of things that need to be considered when thinking of change. The disadvantage of using this model of Kotter is that it

is a top-down model and is also a bit mechanistic. A company is made of more than just machines it also involves community of individuals (DahlgaardPark, 2000). This theory was also adopted by Wachira and Anyieni (2015) in their review on change management.

In relation to the study, it is important to get the right people with different skills during change. It is also essentially to communicate change to all individuals to minimize resistance. To ensure that the organization has the right team and there is proper communication, it is crucial to change leaders and the firm culture. This theory helps in explaining the role of organizational leadership change and organizational culture change on employee performance in the carbonated soft drink industry in Nairobi County.

Theory of Change Management

This theory on change management was developed in the year 200 with Modahl (2000). The view of practitioners of change management differ, those I large companies advocate for the view of rational linearity while the view of theoreticians is that of systematic multivariate view (Modahl,2000). Among majority of those advocating for rational linear view, it has been seen that the organization's labour has optimum solution, thy also have for capital, raw materials and for adoption of new practices in an organization. Based on this view, the main focus has been on necessary contingencies to succeed and effectiveness in the implementation of change in an organization.

For the contingency model that is situational, various change approaches to adopt one way that is considered best in various business contexts or timelines is considered. Kotter 1996) presented a model that is considered ideal for the situations of an organization based on different contexts and time. Despite the approach of contingency having been encouraged for practitioners to consider depending on the conditions in their environment, technology and size as the foundational basis for making decisions on the best change path, delineating deterministic assumptions regarding the change nature in an organization, presenting insufficient appreciations towards the role performed by strategic choice, power and belief and neglecting facts that companies are made up of different interests brought together (Dawson,1996).

Burns(1978) explained that three school of thought are the foundational basis in which the theory of change management is based on. The first school of thought is the perspective of an individual which takes the assumption that the behavior of a person is as a result of their interaction with the environment. The actions of an individual are conditioned with the expectation and repeated behavior is the reward and vice versa. According to philosophy, external stimuli is what influences the behavior of an individual. The second school is group of dynamic schools arguing that the behavior of an individual is groups environment function. The behavior of an individual will be in a manner that suits norms, pressure, values and roles of their group. In such situations, the focus of change should be influencing norms, values, and roles of a group in order to achieve successful change of strategies. The third school is open systems which focuses on the organization as a whole. The organization is considered to be made up of different sub-systems which are subsystems of goals and values, technical, psychological and managerial subsystems (Mullins,2011). This model draws its strengths in highlighting areas requiring most attention during deployment of change. However, the challenge with this model is that it lacks real steps for action, and there are no timelines set r conditions that guide the move from one step to another.

in line with this research study, change is part of the systems that affects other parts of the system. Therefore, change is achievable by transforming sub-systems. However this requires understanding of interrelationship of subsystems. Therefore, this theory of change

management was applicable in this study in explaining the role of changes in organizational structure on performance of employees in carbonated soft drink industry in Nairobi County.

Empirical Literature Review

Employee Performance

A research study by Turner(2017) focused on establishing the effects change management have on behavior of administrative employees in universities. The study was a case study and adopted qualitative techniques to determine the impact of system upgrade on performance of employees in their jobs in their central departments. The study was a case of university in Southern US. The research was guided by change model of Kotter. Designed research questions conducted an examination of attitude and behavior of employees working on business process. The questions were administered in interviews to 11 employees selected purposively. Pattern matching methods were applied to analyze the data collected. It was evident that employees had positive feeling for being involved in projects of business process. As the project progressed, employees were not trained sufficiently yet they felt that it was important for the new processes; there lacked communication and other forms of assistance for employees concerns. It was also evident that the management increased employees duties and responsibilities but failed to increase their income and therefore employees felt they were not valued.

A study by AlJaradat, Nagresh, AlShegran and Jadallah (2013) focused on determining effect of change management on employee performance in Jordan university library. Researchers main intention was to establish how change management affected performance of employees. This was a case study which focused on three change aspects; change in technology, change in structure of the organization and individual's change. Employees were randomly selected and issued with questionnaires for data collection. It was evident that change in structure of the organization isn't flexible and therefore the structure wasn't suitable for business needs in the university library and the result was that powers and responsibilities overlapped. The three aspects of change were seen to have direct link with employees' performance.

Organizational Structure Change and Employee Performance

Kampini(2018) in his research sought to establish how the structure of the organization affects performance of employees. This research was a case study of New era secondary school in Malawi. Researchers focus was on how hierarchy of employees affected their performance; determine employees motivational factors and evaluating the impact of job satisfaction on performance of employees. It was evident that performance of staff members in the school was affected by the structure of the organization. In addition, development of good structure in an organization is crucial in enhancing employees performance when conducting their responsibilities.

Funminiyi (2018) in his research focused on developing the impact of the structure of the organization on engagement of employees in North Central of Nigeria. This was a survey study where primary data was collected through questionnaires distributed to 196 managerial level employees of manufacturing companies in the state of Plateau. It was evident that the structure of decentralization affected productivity levels among employees while structure of standardization had a positive impact on efficiency of employees.

Technological Changes and Employee Performance

A study in Pakistan by Abbas(2014) sought the effects of technology on performance of Allied Bank Ltd. Interviews were used to gather information which was then analyzed using SPSS. Analyzed information established that technology is responsible for enhancing

productivity levels of employees and also saves on time. Workload of employees is affected by technology and also plays a crucial role in controlling fraud and mistakes. Quickly accessing information and easing use make it possible for workers in the bank to deliver services that are of high quality.

Kumari (2013), studied the impact of technological change on employee performance. This research aim was to determine the relationship between technological change and employee performance. This research is descriptive in nature. Primary data was collected from 100 employees of Reliance Communication through the designed questionnaire and secondary data is collected through annual reports and online resources. It was found that An alternate hypothesis under this study is finally accepted which says that there was a positive relationship between technological change and employee performance. It means with the development of new technology organization have a tremendous impact on employee performance.

Organizational Leadership Change and Employee Performance

A study conducted in Malaysia by LorandHassan(2017) sought to determine how leadership affected performance levels of workers in Jewelry craft workers. Data was collected from questionnaires which were developed from critically reviewing existing literature. Simple random sampling was adopted to select a sample of 115 respondents. Information gathered was subjected to SPSS v.22 for analysis. Analyzed information established that supportive and transformational leadership had a positive and significant impact on performance of workers. Other forms of leadership such as transactional, servant and participative affected performance of workers but their influence was insignificant.

Rathore,KhaliqandAslam(2017) conducted an investigation in Pakistan in telecommunication industry and sought to determine how the form of leadership affected performance of employees based on how they perceive the politics of their organization. It mainly showed the association between the form of leadership and performance of employees. To achieve this, the positivism paradigm was adopted. The research was survey in nature and data was obtained through FGDs also questionnaires distributed to a sample of 360 respondents was used. Analyzed data showed that transformational style of leadership did not have significant relationship with performance of employees while the style of transactional had significant relationship with performance of employees. Additionally, the perception regarding politics of the organization had mediating impact on the link existing between transformational style of leadership and performance of employees.

Organizational Culture Change and Employee Performance

A study in Oman was conducted by Isa,UgheokeandNoor(2016) and their focus was evaluating the effect of organizational culture on performance of employees. In their research, they examined the role the culture played in influencing performance of employees in public sector. A sample of 250 employees was selected and data collected using questionnaires. The two measures of culture were found to positively and significantly influence performance of employees.

A study was conducted in SaudiArabia by Saad andAbbas(2018) and they sought to determine how culture in an organization can affect job performance. They examined direct and indirect impact of culture on performance. Their study was quantitative and data collection was through questionnaires. The culture of the organization and its workers performance was positively related. The four measures of organizational culture that were examined (change management, goals achievement, teams coordination and strength of culture) all affected performance of jobs positively but the extent of influence varied. The

orientation of customer was the only measure that had negative influence on performance of tasks.

Conceptual Framework

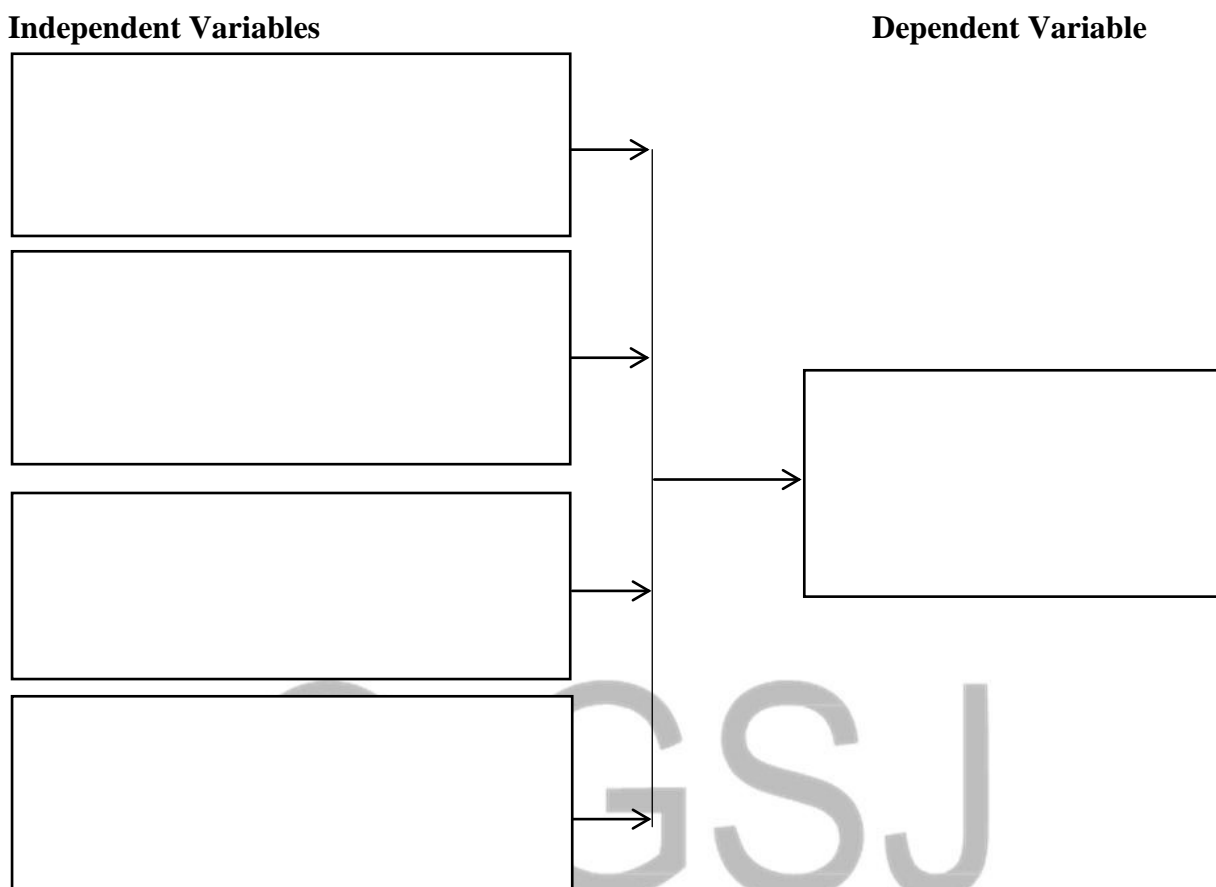


Figure 1: Conceptual Framework

Organizational Structure Change

The structure of an organization is what enables it to have shared views and missions. Any weakness in the structure of an organization will affect the flow of communication and therefore, it is important to ensure that the structure of an organization functions appropriately to facilitate successful change process. Whenever roles are not clearly stated, they result in conflict and misinterpretation which lowers the morale of employees. In addition, it can result to other departments drifting from common goals of an organization where the process of making decisions become slow and effectiveness of workers varnishes (Machuki&Aosa,2011).

McLagan(2012) explained that change in an organization is in three forms. here is transactional, transformational and transitional. Minor interventions are required for transactional change for instance the change in incentive of training systems of change in software. For transitional, it is more complicated and needs changing roles, responsibilities, systems and power bases. For instance the forms of change that can be needed when opening a new plant location because detailed planning and expertise will be required. Lastly, transformational form of change needs an complete redesign of the organization more so key norms and beliefs for the purpose of adapting to global standards and demands.

Technological Changes

When adopting and applying new complicated technology, change is inevitable. Organizations try to extract great value from innovations and this requires them to make changes to their structures, culture and work processes (Orlikowski,2015). Because of swift advancement in technology, the lifespan of Information Technology (IT) is reduced unintentionally. As changes occur in the market, organizations are forced to change their IT system. Most times, the process of building and rebuilding results in disappointing. Currently, the rate of innovation in the world has increased and therefore technological advancement has accelerated. The merger of communication and data processing and advancement in technology has allowed companies to attain competitive advantage, improving performance and developing new businesses in different locations. It's usage has shifted from supportive role to an organizational role that is oriented strategically(Lucas &Turner,2012).

A major breakthrough in computing was observed in the 2000s when organizations underwent revolutions in embracing and applying complicated IT systems. Nonetheless, rapid advancement in technology has led to significant reduction in lifespan of IT systems. This forces organizations to constantly build and rebuild existing IT systems as they respond to change in market. Most time, the efforts they make end up being unsatisfactory. Most projects on change in technology have failed (Adam,2013).

Organizational Leadership Change

Performance of any organization can be improved through its leadership. Leaders in an organization are responsible for making decisions and therefore have the responsibility of determining acquisition, development and use of resources. In addition, they have the responsibility of changing resources into products and services that are of value to the organization. Therefore they are the source of managerial rent and therefore sustaining competitive advantage (Hurduzeu, 2015). According to Adler (2011), in an effort to streamline organizational activities, managers play an important role as key decision-makers; they determine how organizational resources will be acquired, developed and deployed, transformed from such assets into valued products and provide stakeholders with value created. They are therefore powerful sources of management rents and therefore a lasting competitive advantage. Effective leadership, therefore, includes analytical skills, inspiration, management, reward and motivation, all together to achieve the organizational goal (Hurduzeu, 2015). Abbas and Bello (2012) note that, when an organization leadership is characterized by the above attributes, they register increased employee satisfaction which positively affects profitability.

The leaders of companies should motivate employees to achieve better performance during the change management process. Leadership should be a dynamic motivating force for people who participate in the management of change. The practice of motivation initiatives provided to employees includes the availability of needs; each person possesses a set of needs, ranging from physical needs to the needs of self-realization; an employee is making efforts to meet these needs (Cater & Pucko, 2010).

Organizational Culture Change

The basis of culture is shared history as well as organizations traditions combined with existing management values (Wambugu,2014).In their research, Shahzad(2012) sought the effect of corporate culture on staff performance and determined that the employee performance increases if the employees have the same standards and values as that of the corporation. This is because the corporate culture has a significant function to deliver in shaping the values and members' conduct in an organization. Deal and Kennedy (2012) noted

a deliberate management effort to promote corporate culture in an organization that improves performance.

Currently, there has been interrelationship between organizational leadership and its culture. Leadership and culture are essential aspects resulting to effective management of culture in an organization because it enhances stability of structure and integrating superior organizational culture (Baca & Claudia, 2015). There are some traits in organizational culture that have been developed where norms, values and beliefs guide in perfecting the link between them. Depending on the level of culture in an organization, various backgrounds, ethics and racial variations affects their performances. Employee norms influences performance sustainability and organizational culture leadership because it influences achievement of profitability (Wambugu, 2014).

Employee Performance

Putterill and Rohrer (2013) explained that positive performance of employees is when a goal set to be achieved by an employee is achieved over the set duration of time. In addition, performance is enhanced by properly managing a company and this depends on efficiency and effectiveness of HR strategies which have the responsibility of selecting and retaining motivated and dedicated employees. AlAhmadi (2009) asserts that task performance relates with the nature of the task and this implies that individuals job satisfaction affects performance of an employee. Having a sense of job worthiness, sense of meaning, identifying capabilities of others, and being free to make decisions have a positive influence on performance levels of employees.

Balanced score card was developed by Kaplan and Norton (2011) and is a combination of various actions providing quick and in-depth ways of looking at individual performance and incorporates measuring processes and also determining the performance of the processes. The use of balance score card in determining performance of employees is considered very effective unlike other techniques where results are communicated to managers, colleagues, supervisors and workmates.

The most valuable asset in any organization is the employees. By engaging employees in improving their performance, a successful and highly productive organization can be achieved (Jerome, 2013). A constructive link between performance of employees and retention can be attained through commitment of employees to their tasks. Those employees that are very committed to performing their responsibility in the organization are likely to be retained in the organization. When the retention strategies are effective, there is possibility that employees will put more effort in enhancing their performance. What encourages employees to be committed is the relationship between retention and performance (Irum, Ahmed & Mehmood, 2012). According to Toit (2011), job contentment is related with performance levels of employees which results in increased profits. Happy and satisfied employees and those satisfied with their roles tend to be more dedicated and enthusiastic when performing their duties.

RESEARCH METHODOLOGY

The study adopted a descriptive survey research design. The use of descriptive survey research design was most applicable for this study as it focuses on describing the independent variables. The study was conducted at carbonated soft drink industry in Nairobi, Kenya. According to the KNBS (2018), there are 34 carbonated soft drink organizations in Nairobi County. The target population was employees at the carbonated soft drink firms in Nairobi. From the human resources report of the different carbonated soft drink firms, the study population was 2,147 employees. Therefore, the study's target population was 2,147

respondents. Sample used in the study was selected through stratified random sampling. The study population was divided into top managers, middle-level managers and low-level managers. The study used the Krejcie and Morgan (1970) formula to arrive at the sample size. The study sample size was 337 respondents which were 16% of the target population. According to Mugenda (2009), at least 10% of the target population is appropriate for social studies.

Questionnaires were used in data collection. Questionnaires are easy for respondents to complete and easy for the researcher to analyse. The questionnaires were used because they are easy administering and obtaining the necessary information for the study with ease. In order to ensure that selected data collection tool is of good quality and can be understood by respondents, a pilot test is conducted. The pilot study allowed for pretesting of questionnaire to ascertain its consistency and make any adjustments necessary, which ensured that they measure what is intended.

Clarity of the instrument items to the respondents was necessary so as to enhance the instrument's reliability and validity.

Consistency of collected data was ensured by editing it before analysis. The data was then subjected to SPSS version 23 for analysis. Since the questionnaire collected qualitative and quantitative information, the study analyzed the data using both qualitative and quantitative techniques. Descriptive statistics including percentages and frequencies were performed on quantitative data and the findings presented in tables and figures. On the other hand, qualitative information was analyzed using content analysis and displayed in prose form. Relationship between variables was determined by computing inferential statistics. correlation and multiple regression analysis were computed. The influence of strategic change management on employee performance was established through regression analysis. The results were presented in tables.

DATA ANALYSIS

The study targeted 337 respondents however 320 questionnaires were filled and returned. This formed a response rate of 95%.

Descriptive Statistics

Organizational Structure Change

Statements						Mean	Std. Dev.
	Strongly disagree	Disagree	Moderate	Agree	Strongly agree		
Employees from all levels of the organization are involved in the planning stage	9	16	27	170	98	4.038	0.959
The organization reviews its structure in line with the new strategy	11	18	22	156	113	4.069	0.957
The employees' roles in the organization are redefined	8	20	25	176	91	4.006	0.965
The employees are informed about the improved reporting structure in the organization	10	15	32	189	74	3.944	0.988
The employees are informed about the new organization processes	9	17	24	154	116	4.097	0.961
Employees are reminded of the new organization	12	19	30	169	90	3.965	0.951

strategies from time to time

The results show that the respondents agreed that workers are informed about the new organization processes as shown by a mean of 4.097, the company reviews its structure in line with the new strategy as shown by a mean of 4.069, staff from all organizational levels are involved in the planning stage as shown by a mean of 4.038, workers' roles in the company are redefined as shown by a mean of 4.006, employees are reminded of the new organization strategies in a timely manner as shown by a mean of 3.965 and employees are informed about the improved reporting structure in the organization as shown by a mean of 3.944. The findings concur with Kampini (2018) who found that building a good organizational structure is essential for an employee to perform well in their work. Funminiya (2018) found a significant positive association between decentralization system of control and productivity of employees, standardization systems of control positively impacts on efficiency of workers. Alipoor (2017) indicated that the structure of the organization significantly and negatively influence job performance of employees.

Technological Changes

Statements	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Mean	Std. Dev.
The organization communicates about technology change to the employees	12	15	21	180	92	4.016	0.994
The employees are trained on the newly adopted technology in the organization	7	21	28	193	71	3.938	1.005
Technology improves operations efficiency in the organization	11	19	23	155	112	4.056	0.947
Employee and managers are interconnected through a network of computers	13	23	30	143	111	3.988	0.884
Information technology improves inter-groups collaborations	9	18	25	175	93	4.016	0.967
ICT improves communication in the organization	10	20	26	169	95	3.997	0.942

Source: Author (2020)

The respondents agreed that technology improves operations effectiveness in the firm as shown by a mean of 4.056, the organization communicates about technology change to the employees as shown by a mean of 4.016, information technology improves inter-groups collaborations as shown by a mean of 4.016, ICT improves communication in the organization as shown by a mean of 3.997, employee and managers are interconnected through a network of computers as shown by a mean of 3.988 and employees are trained on the newly adopted technology in the organization as shown by a mean of 3.938.

The findings concur with Abbas (2014) who found that technology improves employee's productivity and also saves times. Technology impacts on worker's workload and helps in controlling fraud and mistakes. Imran (2014) established that advancement in technology significantly affected employee training and their level of motivation. Also, performance level of employees was significantly affected by motivation but the influence of training was insignificant. Kipkosgei (2018) found that technical interventions effects positively on the performance of employees.

Organizational Leadership Change

Statements	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Mean	Std. Dev.
The employees are informed about new organization leadership	12	18	21	167	102	4.028	0.962
Leaders guide employees throughout the organization change process	10	15	23	182	90	4.022	0.997
Leaders are role models as they are actively involved in the organization change process	11	19	29	143	118	4.056	0.921
The organization leaders brings individuals together in planning and executing change	12	14	30	199	65	3.909	1.031
The organization leaders explain the change purpose	9	17	21	160	113	4.097	0.976
The organization leaders develop a strategy and a clear action plan	10	20	17	171	102	4.047	0.984

Source: Author (2020)

The respondents agreed that the organization leaders explain the purpose of the change as shown by a mean of 4.097, leaders are role models as they are actively involved in the organization change process as shown by a mean of 4.056, the organization leaders develop a strategy and a clear action plan as shown by a mean of 4.047, employees are informed about new organization leadership as shown by a mean of 4.028, leaders guide employees throughout the organization change process as shown by a mean of 4.022 and the organization leaders bring people together to plan and execute change as shown by a mean of 3.909. The findings concur with Rathore, Khaliq and Aslam (2017) The results of this study indicated that transformational leadership is insignificantly related to employee performance while transactional leadership significantly related to the employee performance. Faupel and Süß (2019) noted that transformational leadership increases employees' work engagement.

Organizational Culture Change

Statements	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree	Mean	Std. Dev.
The organizational culture gives the organization direction that it should take	8	15	26	211	60	3.938	1.096
The organizational culture impact on staff behavior in the firm	12	14	32	184	78	3.944	0.970
Organizational culture facilitates the effective management of staff	9	17	29	190	75	3.953	0.997
The organizational culture is supports change systems in the organization.	13	17	25	166	99	4.003	0.944
Organizational culture supports mutual understanding between employees	11	19	30	155	105	4.013	0.911
The organizational culture assists workers to accept the changes brought in the organization	9	16	25	172	98	4.044	0.970

Source: Author (2020)

From the findings, respondents agreed that the organizational culture assist workers to accept changes introduced in the organization as shown by a mean of 4.044, the company culture support a shared understanding between workers as shown by a mean of 4.013, the firm culture is supports change systems in the firm as shown by a mean of 4.003, the company culture facilitates the effective management of staff as shown by a mean of 3.953, the organization culture impacts on staff behavior in the company as shown by a mean of 3.944 and the organizational culture gives the organization direction that it should follow as shown by a mean of 3.938.

The study findings concurs with the findings of Saad and Abbas (2018) that job performance and culture of an organization are directly related. They also established that change management, goal achievement, teamwork coordination and cultural strengths which are sub elements of organizational culture affect job performance positively but the level of their influence vary. The findings also agree with Misigo (2017) who found that values of the organization, its aspect of communication and reward systems had positive effect on performance level of employees. The study concurs also with Wanjiku and Agusioma (2014) concluded in their study that the culture of the organization greatly affected performance because it determines ways of doing things, philosophy of the organization, its working environment, targets of performance, stability of the organization.

Employee Performance

	Strongly Disagree	Disagree	Moderate	Agree	Strongly agree	Mean	Std. Dev.
Employees ensure timeliness of work	13	21	27	193	66	3.869	0.997
Employees are conformant to their work	12	18	32	180	78	3.919	0.946
Employees achieve targets at the set time	10	22	35	151	102	3.978	0.875
Employees are more efficient	9	20	30	162	99	4.006	0.919

Source: Author (2020)

From the findings, the respondents agreed that workers are more effective as shown by a mean of 4.006, employees accomplish their target at the recommended time as shown by a mean of 3.978, employees know their tasks as shown by a mean of 3.919 and staff ensure timeliness of work as shown by a mean of 3.869.

Inferential Statistics

The relationship existing between variables was determined by computing inferential statistics which included correlation analysis and multiple regression analysis.

Correlations

Strength and direction of relationship between dependent and the independent variables is determined by computing Pearson R correlation. In this study, the independent variables (organizational structure change, technological changes, organizational leadership change, and organizational culture change) were correlated with the dependent variable (employee performance).

		Employee performance	Organizational structure change	Technological changes	Organizational leadership change	organizational culture change
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	320				
Organizational structure change	Pearson Correlation	.768**	1			
	Sig. (2-tailed)	.002				
	N	320	320			
Technological changes	Pearson Correlation	.776**	.138	1		
	Sig. (2-tailed)	.002	.059			
	N	320	320	320		
Organizational leadership change	Pearson Correlation	.804**	.153	.427	1	
	Sig. (2-tailed)	.001	.065	.025		
	N	320	320	320	320	
Organizational culture change	Pearson Correlation	.783**	.266	.323	.392	1
	Sig. (2-tailed)	.002	.076	.052	.058	
	N	320	320	320	320	320

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

Source: Author (2020)

From the findings, organizational structure change had a positive significant relationship with employees performance (r=0.768, p=0.002); technological changes had positive significant relationship with employee performance (r=.776, p=0.002); organizational leadership change was found to have positive significant relationship with employee performance (r=0.804, p=0.002); and finally, organizational cultural change was seen to have a positive and significant relationship with employee performance (r=0.783, p=0.0042). Based on these findings, organizational structure change, technological changes, organizational leadership change and organizational culture change are seen to have direct relationship with employee performance.

Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	0.783	0.773	0.21701

a. Predictors: (Constant), organizational structure change, technological changes, organizational leadership change, organizational culture change.

Source: Author (2020)

The results obtained show that the value of adjusted R square is 0.773 which suggests that 77.3% variation in employee performance can be attributed to changes in organizational structure change, technological changes, organizational leadership change and organizational culture change. The remaining 22.7% imply there are other factors that contribute to changes in employee performance that were not included in this model. The findings further showed

that the study variables were strongly and positively correlated as shown by correlation coefficient (R) value of 0.885.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.156	4	2.039	21.531	0.005 ^b
1 Residual	29.831	315	0.095		
Total	37.987	319			

Source: Author (2020)

From the results in table 4.10, the p-value (0.005) was less than the selected level of significance (0.05) which implies that the model was significant. Further, the F-calculated value from the ANOVA table, (21.531) was greater than the F-critical value from the f-distribution tables (F=2.400). This therefore suggests that organizational structure change, technological changes, organizational leadership change, organizational culture change can be used to predict employee performance.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.358	0.155		8.761	0.000
1 Organizational structure change	0.549	0.089	0.509	6.169	0.005
Technological changes	0.518	0.091	0.486	5.692	0.010
Organizational leadership change	0.634	0.085	0.603	7.459	0.003
Organizational culture change	0.565	0.087	0.535	6.494	0.005

a. Dependent Variable: Employee performance

Source: Author (2020)

From the results, the following regression equation was fitted;

$$\text{Employee performance} = 1.357 + 0.549\text{Organizational structure change} + 0.518\text{Technological changes} + 0.634\text{Organizational leadership change} + 0.565\text{Organizational culture change}$$

The equation above reveals that holding all variables to a constant zero, employee performance will be at a constant value of 1.551. The findings were also used in answering the study’s research questions.

From the findings, organizational structure change had a positive effect on employee performance ($\beta=0.549$). Further, the influence of organizational structure change on employee performance was significant as indicated by p-value $(0.005) < (0.05)$ significance level. Therefore, organizational structure change is seen to have a positive significant influence on employee performance. This simply means that a unit increase in organizational structure change will result to an increase in employee performance by 0.549 units.

From the findings, technological changes had a positive impact on employee performance ($\beta=0.518$). Further, the influence of technological changes on employee performance was significant as indicated by p-value ($0.010 < 0.05$) significant level. Therefore, technological changes are seen to have a positive significant influence on employee performance. This simply means that a unit increase in technological changes will result to an increase in employee performance by 0.518 units.

From the findings, organizational leadership change had a positive impact on employee performance ($\beta=0.634$). Further, the influence of organizational leadership change on employee performance was significant as indicated by p-value ($0.003 < 0.05$) significance level. Therefore, organizational leadership change is seen to have a positive significant influence on employee performance. This means that a unit increase in organizational leadership change will result to an increase in employee performance by 0.634 units.

From the findings, organizational culture change had a positive impact on employee performance ($\beta=0.565$). Further, the influence of organizational culture change on employee performance was significant as indicated by p-value ($0.005 < 0.05$) significance level. Therefore, organizational culture change is seen to have a positive significant influence on employee performance. This means that a unit increase in organizational culture change will result to an increase in employee performance by 0.565 units.

CONCLUSION AND RECOMMENDATIONS

Conclusions

The study found that a company's structure change positively influences employee performance. Further, the impact of organizational structure change on staff performance was significant. Therefore, company's structure change is seen to have a positive significant influence on worker performance. This simply means that a rise in organizational structure change will result to a rise in employee performance. The study concludes that organizational structure change is positively related to staff performance.

The study revealed that technological changes had a positive effect on a worker's performance. Further, the influence of technological changes on staff performance was significant. Therefore, technological changes are seen to have a positive significant influence on employee performance. The study concludes that an increase in technological changes will result to an increase in employee performance.

The study revealed that organizational leadership change had a positive influence on employee performance. Further, the influence of organizational leadership change on employee performance was significant. Therefore, organizational leadership change is seen to have a positive significant influence on employee performance. This means that a unit increase in organizational leadership change will result to an increase in employee performance. The study concludes that organizational leadership change is positively related to employee performance.

The study found that organizational culture change had a positive influence on employee performance. Further, the influence of organizational culture change on employee performance was significant. Therefore, organizational culture change is seen to have a positive significant influence on employee performance. The study concludes that a unit increase in organizational culture change will result to an increase in employee performance.

Recommendations

The study recommends that the management of carbonated soft drink firms should communicate about organizational structure change to the employees as early as possible. This would help employees to understand and adjust to the new organizational structure. This would also improve their performance.

The study recommends that carbonated soft drink firms should have a systematic procedure of technology transition. The organization should also make sure that the employees are informed on the phases of technology changes. This will enhance their acceptance of their new technology and hence their performance.

The study recommends that employees should be informed about the organizational leadership change. This will help them to adjust to the new leadership in the organization. Hence, they would be able to work together as a team to achieve firm goals.

The study recommends that the carbonated firms should inform all individuals in the organization about organizational culture change. This will help them to effectively adjust to the improved firm culture. This will also reduce resistance to change and hence employee will focus on their tasks to improve their performance.

Suggestions for Further Research

This study sought to establish the role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County. The study recommends that further studies should be conducted on strategic change management on employee performance to consider other variables of variables that were not considered in this study.

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