Role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County, Kenya

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DECLARATION

Declaration by the Candidate

This dissertation is my original work and to the best of my knowledge has never been presented for a degree award in any other university.

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DEDICATION

This work is dedicated to my father Mr. Simon Gitari, my loving mother Mrs. Hellen Gitari and my three beautiful sisters for the great support they provided to make this study a success.

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LIST OF ABBREVIATIONS AND ACRONYMS

EI	**:**	Employee Involvement
ELDOWAS	**:**	Eldoret Water and Sanitation
ICT	**:**	Information and Communications Technology
IT	**:**	Information Technology
KCB	**:**	Kenya Commercial Bank
KNBS	**:**	Kenya National Bureau of Statistics
KPLC	**:**	Kenya Power and Lighting Company
KWS	**:**	Kenya Wildlife Service
NACOSTI	**:**	National Commission for Science, Technology, and Innovation
NIC	**:**	National Industrial Credit Bank
RH	**:**	Rumailahi Hospital
SEM	**:**	Structural Equation Modeling
SMEs	**:**	Small and Medium Enterprises
SPSS	**:**	Statistical Package for Social Sciences
TSC	**:**	Teacher's Service Commission

OPERATIONAL DEFINITION OF TERMS

Cultural change	It is a shift in the values, norms, expectations, habits, symbols and mission of an organization.
Employee performance	Refers to how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output.
Leadership change	It is the ability to influence and inspire action in others, and respond with vision and agility during periods of growth, disruption or uncertainty to bring about the needed change.
Structural change	it the shift of hierarchies, reporting relationships and information flows within an organization
Technological changes	It is the increase in the outputs possible with a given level of inputs through the processes of invention, innovation, and diffusion.

ABSTRACT

Carbonated soft drink firms are operating in an ever-changing environment. The environment is coupled with unpredictable variables full of competitive pressures from the competing organizations forcing an organization to opt for strategic change management. Due to change in customer demand and preference, the 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; to determine the role of technological changes on employee performance; to examine the role of organizational leadership change on employee performance and 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 in the management level at 34 carbonated soft drink companies in Nairobi. Stratified random sampling was used to select the study sample. The population was stratified into top level managers. Middle level managers and low level managers. 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 ($r=0.768$, $p=0.002$); technological changes ($r=776$, $p=0.002$); organizational leadership change ($r=0.804$, $p=0.002$); organizational cultural change ($r=0.783$, $p=0.0042$) have a strong positive significant relationship with employee performance. The study also found that organizational structure change, technological changes, organizational leadership change and organizational cultural change had a positive influence on employee performance. The study also revealed that the influence of organizational structure change, technological changes, organizational leadership change and organizational cultural change on employee performance was significant. It was also noted that a unit increase in organizational structure change, technological changes, organizational leadership change and organizational cultural change will result to an increase in 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. The study recommends that carbonated soft drink firms should have a systematic procedure of technology transition. The study recommends that the carbonated firms should inform all individuals in the organization about organizational culture change. The study concludes that organizational structure change, technological changes and organizational leadership change are positively related to staff performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

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 as possible (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 (Chemengich, 2013). 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.

1.1.1 The concept of Strategic Change Management

Strategic Change Management includes the various activities undertaken by managers as they handle various aspects of change. For strategic change management processes to be manageable, clear priorities must be set since the processes involved in the change management are complex in nature. At the initial stage when idea of change arises, programs and projects for strategic change should be sensible. Clarity on the idea that changes have to be tailored to fit the organization and specific situations in business will facilitate the feeling that certain strategic changes are fit for an organization and then there will be the urgency in securing its realization (Burnes, 2014).

Successful efforts for strategic change management are considered to be the ones with internal consistency and fit particular situations; consistency should be observed in involvement of others, level of preplanning, choice of speed of action and the level of emphasis directed towards different approaches (Clegg, Kornberger & Pitsis, 2015).

These variables include the power and position of the initiator of change, anticipated level of resistance, individual with the information required to initiate the change, and energy for its implementation and stakeholders involved in the change process. Any effort made by an organization and fails to consider these factors end up in problems (Kotter & Schlenger, 2009). Kotter (2013) explained that change needs creation of new systems which always requires leadership. His emphasis was that for there to be successful change in organizations, the process should undergo several phases which require a considerable amount of time.

Strategic change management in the organization involves technological change, structure change, culture change and leadership change (Chemengich, 2013). Technological change is an increase in the efficiency of a product or process that results in an increase in output, without an increase in input. The state of technology determines the quality and quantity of goods and services produced (Ahmad, 2014). According to Harper (2015) organizational structure is the hierarchical arrangement of lines of authority, communications, rights and duties of an organization. The structure of an organization determines how the roles, powers, and responsibilities are assigned, controlled and coordinated and how information flows between different levels of management. Organizations may find it necessary to change their organization structures in order to remain competitive or adapt to changes that have happened or are anticipated to happen to the organization. Organizational structure defines the way employee's complete tasks and interact with each other in the organization. Organizational structural changes can inhibit or promote employee performance, depending on how effectively the supervisory relationships and workflow influences productivity (Ahmed, Rehman, Asad & Bilal, 2013).

Organizational culture has been referred as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational culture binds the workforce together and provides a direction for the company. In times of change, the biggest challenge for any organisation may be to change its culture, as the employees are already accustomed to a certain way of doing things (Azhar, 2013). An important element for a successful change in any organization is leadership. Leadership has a direct cause and effect relationship upon organizations and

their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive: its people (Singh, 2011).

During change management the organization should encourage innovation by loosening very tight controls and rigid structures. It is also important to widen the search for new ideas, maintaining a link between innovators and mainstream operators and finally improving co-operation and communication. Leadership is also crucial in the management of change with stress on creating direction, aligning, motivating and inspiring others (Muogbo, 2013). People hold onto culture very strongly and therefore, for change to be effective, there is need to adjust behavior and organization so that it can accommodate and also sustain change (Soriano, 2012).

1.1.2 Concept of Employee Performance

Performance of employees is a specific behavior outcome emanating from an individual or performer. Employee performance is about the timeliness, effectiveness and efficiency in completion of tasks set out by an employer to the employee (Rotundo & Sackett, 2012). Today, several performance measures have been incorporated such as: the balanced Scoreboard, Performance Prism, the Cambridge performance measurement process, graphics rating scale and 360 degrees feedback. Individual performance can be measured through creative works, innovativeness, satisfaction of clients and skillfulness at work. Employers should provide an enabling environment so as to support performance since lack of performance support hinders exemplary and skillful performance (Judge, Locke & Durham, 2017).

However, Peters and Waterson (2014) held the opinion that performance should be directed toward the attainment of the goals of the company and should relate to the job. This implies that performance doesn't include those activities where there is an expectation of effort put towards the attainment of peripheral goals. For instance, efforts put in place for the purpose of ensuring that work is done using the shortest time possible is not performance unless the effort focuses on avoiding lateness. Peters and Waterson (2014) observed that apart from emphasizing on definition and prediction of

performance, it's not a structure that is unified. There exist a lot of jobs each having distinct standards of performance. Thus, the conceptualization of job performance is a multidimensional construct that is made up of more than one behavior.

When measuring the performance of employees, there are a number of measures that can be considered and they include their productivity, efficiency, effectiveness and quality of work (Dessler, 2013). The ability of an individual to produce the required outcome with minimum resources is termed as efficiency while the ability to meet set goals and target is defined as effectiveness. To measure productivity, the ratio between inputs and outputs is used. This measure is used to show how resources are converted into goods and services by an individual, an industry or an organization. It measures the amount of output produced using a single unit of resource. Product or service characteristic bearing the ability to meet the stated needs is defined as quality. It is increased achievement of better products as well as services at a price that is progressive and competitive (Budhwar, 2012).

1.1.3 Strategic Change Management and Employee Performance

Productivity of any organization can be ascertained by how able the organization is in anticipating and responding to pressure and opportunities that arise due to internal and external changes. Depending of management's interpretation of strategic issues, the effectiveness and nature of response by organizations will be different (Dutton & Duncan, 2013: Kiesler & Sproull, 2012). The role of management in defining development and events that have the ability of influencing the current or future strategies of an organization (Dutton & Duncan, 2013) creates an important link between the company and its external environment. According to Porter (1985), management of performance can be effective only if there is a clear corporate strategy in an organization and elements of general performance have been identified; those that are considered important in achieving competitive advantage.

Competitive advantage can be achieved if an organization can change and align itself to the environment and also manage the changes effectively. Currently, most organizations operate in a drastically changing environment and they are forced to constantly, plan, implement and manage implementation of change (Backoff & Nutt, 2013). Such dynamic environments need people, processes, systems and culture that is dynamic in order to ensure successful management of strategic change. Transforming an organization or

department into a more creative and innovative one involves strategic change. The main focus of strategic change management is improving organizational performance and the people in the organization (Burnes, 2014).

Strategic change management is visible when changes are made to an organization's fundamental functional part. The current business environment is very demanding and therefore, the competitive advantage of an organization is dependent on the strategic changes it undertakes, many strategic alterations specialists pledge to the view that amends is an everyday occurrence in an organization; that there is no such obsession as the status quo in a business that needs survival (East, 2011). Grant (2015) observes that strategic change is determined by business trends, the environmental factors, and the multiple shifts in the global, sociological and political bubble. It can arise due to the anticipations of the stakeholders. It cannot be based on proactive and strategic techniques, or in a reactive process in reaction to a crisis within the organization or outside. It could include the fulfillment of change in customers wants, lowering risks, being more sensitive to the environment, improve quality, raise customer satisfaction and retention of customers (East, 2011).

1.1.4 Carbonated Soft Drink Firms in Kenya

There are more than fifty carbonated soft drink firms in Kenya. In Kenya and around the world, Coca-Cola Company is the common carbonated soft drink firm; their products are found all over the globe (Keebler & Plank, 2018). There are several Coca-Cola company bottlers in Kenya. Pepsi is another soft drink company operating in Kenya. In 2019, the carbonated soft drinks industry in Kenya recorded an increase in its retain sales volume, this growth was attributed to growth in country's GDP, increase in disposable income and lack of clean drinking water in many parts of the country (Coca-Cola company president report, 2019). The increase in the on-the-go consumption led to a wider variety of pack sizes while simultaneously making soft drinks more affordable to a wider range of people (Abdalla, 2011).

There is a substantial market share for carbonated soft drinks but the growth of its market share has stagnated. This has led to most of the carbonated industry companies to start producing juices (Giathi, 2003). There are several challenges that industries in Kenya face and this is inclusive of depressed economy and increased cheap imports as a result of liberalization of the economy and the spread of unhygienic and informal drinks. There are

some players that have been unfortunate and have ended up closing their business. Abdalla (2011) indicated that adverse trading environment led to Pepsi cola pulling out of the Keya market in the 80s, also in 2002, Aspar a distributor and marketer of Schweppes closed business. Nonetheless, the industry as a whole seemed to have had a grip with the challenges it encountered and in 2015 they recorded an increase in their sales from 203,169 thousand liters in 2014 to 256,599 thousand in 2015; this was equivalent to 26.3% growth (Economic Survey, 2016).

Carbonated soft drink firms are operating in an ever-changing environment coupled with unpredictable changes full of competitive pressures from the competing organization forcing organizations to opt for strategic change management. This change must be strategic, carefully planned and implemented so as to lead to a desirable positive change and not destructive negative change. Wilson (2011) termed strategic change management as the process of articulating a future version of accomplishment for an organization by planning, directing, and controlling the organization's activities to work towards the desired position. The management identifies the uniqueness of their organization as they develop a vision of how their organization will operate to achieve their intended goals. Thus, management should strive to ease the transformations as much as possible to reduce uncertainties that result from the changes that in turn affect their effective performance. In order to ensure their competiveness, soft drinks companies should put into consideration the current trend in the market. This is important because the companies will understand the challenges facing them and change these challenges to their benefit by enhancing their flexibility and in return enhance their profitability (Muhumuza, 2010). Considering the current challenges and developments in consumption of soft drinks it is important for these companies to research on the taste and preference of customers an implement these changes and ensure the change process does not affect employee performance (Yule, 2015). This study therefore sought to establish the role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County.

1.2 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.

Burnes (2015) notes that employees in the carbonated drinks industry perform below expectations in some situations. This happens when employees are not informed about a change that is about to take place in the organization as early as possible. This creates resistance among the employees leading to their poor performance. In the carbonated drink firms employee performance is measured in terms of their productivity, efficiency, effectiveness and quality of work.

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; Muteti (2013) focused on management of strategic change at Telkom Kenya Ltd; AlJaradat, Nagresh, AlShegran and Jadellah (2013), studied the impact of change management on the performance of employees in university libraries in Jordan; Methode (2019) studied how change in an organization affects performance of employees in selected commercial banks in Bujumbura, Burundi. Wanza and Nkuraru (2016), studied the influence of change management on employee performance in the University of Eldoret, Kenya. 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?

1.3 Objective of the Study

The general and specific objectives of the study were:

1.3.1 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.

1.3.2 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.

1.4 Research Questions

The study sought to answer the following research questions

i. How does organizational structure change impact employee performance in the carbonated soft drink firms in Nairobi County?
ii. How does technological change impact employee performance in the carbonated soft drink firms in Nairobi County?
iii. How does organizational leadership change impact employee performance in the carbonated soft drink firms in Nairobi County?
iv. How does organizational culture change impact employee performance in the carbonated soft drink firms in Nairobi County?

1.5 Significance of the Study

Managers of the carbonated soft drinks may benefit from the findings of the study. They may understand how strategic change management can affect the performance of their employees. The findings may therefore guide them in selecting the best strategies that would enhance and motivate improved employee performance.

Policymakers and the government might also find the study findings beneficial. The study would provide information on ways performance of employees can be affected by strategic change management and therefore help policy makers to develop policies that may mitigate the negative effect of strategic change management. It can also provide some recommendations to the government on some of the ways they can help the companies smoothly implement their strategic changes and therefore enhance organizational and employee performance.

Academicians and researchers might also find the study findings beneficial. The findings on ways in which strategic change management affect performance of employees informed academicians by adding on existing body of knowledge. For researchers, the study can act as reference points in their study on the same area; it acts as foundational basis for future research.

1.6 Scope of the Study

The study's goal was to establish the role of strategic change management on employee performance in the carbonated soft drink industry in Nairobi County. The study was conducted at carbonated soft drink industries in Nairobi County, Kenya. The study was specifically determine the role of organizational structure change, technological changes, organizational leadership change and organizational culture change on employee performance. The study target population were 2,147 management level employees at the 34 carbonated soft drink industry firms and sample size was 337 respondents. The unit of observation was 34 carbonated soft drink industry firms while the unit of analysis was management level of employees. Data was collected by the use of questionnaires. The study was conducted between December 2020 to July 2020.

1.7 Limitations and Delimitations

The researcher encountered challenges mostly in the process of data collection. The respondents took a longer time to complete the questioners citing lack of enough time due to their duty shifts. The researcher had to persuade them to spare some time and fill them. Secondly getting appointments with the respondents was not easy due to their sensitive and busy nature of work, and therefore the researcher had to reschedule most of the data collection hence taking a longer time to finish.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature that is relevant to the study. It reviews literature that is related to strategic change management on employee performance. The study has discussed various theories that relate to strategic change management. Conceptual framework explaining the dependent and independent variables is also presented in this chapter. The chapter also discusses the empirical reviews, research gaps, and summary of key issues addressed in the chapter.

2.2 Theoretical Framework

This section provides theories that guided the study. 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 in an attempt to establish the role of strategic change management on employee performance in the carbonated soft drink industry in Kenya.

2.2.1 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.

2.2.2 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 main reason that Kotter outlines these steps is to emphasize that change is not a simple and quick process.Many steps of planning are required and even when the change has been implemented there is still a lot to do to ensure it is successful. Kotter argues that 70% of change initiatives fail, and attributes this to the fact that most organizations do not put in the necessary preparation or see the project through correctly. Following these steps ensure organization change initiative is more likely to be a long term success (Hopp & Spearman, 2004).

The greatest strength of Kotter's model is its first two steps creating a sense of urgency and creating the guiding coalition. Far too many leaders lurch into a programme of organisational upheaval without having properly convinced people first that there is a genuine need for change. Kotter's approach provides a very robust checklist of most of the things you need to think about during the change process. The drawbacks to Kotter's model is that it is essentially a top down model. Secondly, it is a bit mechanistic. Organisations are not just machines, they are also communities of people (Dahlgaard Park, 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's 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.

2.2.3 Theory of Change Management

The theory was developed by Modahl (2000). The practitioners, in the large consulting firm model of organizational change, are seen as advocating the rational linear view of organizational change, while the theoreticians are perceived as supporting the systemic-multivariate view of organizational change (Modahl, 2000). It is commonly observed among the advocates of the rational linear view of organizational change that there is an optimum solution for organizing labor, raw materials and capital and for adopting new organizational practices. Within this view, the focus has been primarily on the contingencies necessary for the success and effectiveness of implementing organization change.

Situational models of contingencies, under which different approaches to change assume one best way across business contexts or timescales (Kotter, 1996), present an ideal model of what happens in organizations at different points in time or different contexts. Although a contingency approach to organizational change has encouraged practitioners to consider aspects of their environment, technology and size as a basis for deciding on the appropriate paths of change, it delineates deterministic assumptions about the nature of change in organizations, presents inadequate appreciation of the role of strategic choice, beliefs and power and neglects the fact that organizations are collections of diverse interests (Dawson, 1996).

According to Burns (1978), there are 3 schools of thought that form the central planks on which change management theory stands; first there is the individual perspective school, which assumes that individual behavior results from his interaction with the environment. Human actions are conditioned by expected consequences and behavior is rewarded to be repeated and vice versa. Psychologists argue that behavior is influenced by external stimuli. Second, there is the group dynamics school, which argues that individuals' behavior is a function of group environment. Individuals behave in a way that conforms to group pressure, norms, roles and values. Change focus in such a case should be on influencing group norms, roles, and values to bring about successful strategic change. And third there is the open systems school whose focus is on the entire organization. It sees the organization as being composed of different subsystems, which

are the goals and values sub systems, the technical subsystem, the psychological sub system and the managerial subsystem (Mullins, 2011). The strength of the model is that it highlights the areas that most require attention when deploying changes. The weakness of the model is that it does not have real actionable steps, and no set timeline or conditions for moving from one stage to another.

In relation to the study, a change in one part of the system has an impact on other parts of the system. Change can, therefore, be achieved by changing the sub systems but one then needs to understand the interrelationship of the subsystems. This theory helps in explaining the role of organizational structure changes on employee performance in the carbonated soft drink industry in Nairobi County.

2.3 Empirical Literature Review

2.3.1 Change Management and Employee Performance

Turner (2017), studied the impact of change management on employee behavior in a university administrative office. This qualitative case study focused on the effect of a system implementation upgrade on employees' job performance within a central administration department of a major research university in the Southern United States. Guided by Kotter's research on change management models, the research questions examined the attitudes and behaviors of employees involved with the business process project. Data collection was through purposeful sampling and face to face interviews with eleven employees. Data were analyzed through pattern matching techniques. The findings were that employees initially felt positive about being a part of the business process project. This study focused on employee behaviour while the current focus is on employee performance.

AlJaradat, Nagresh, AlShegran and Jadellah (2013), studied the impact of change management on the performance of employees in university libraries in Jordan. This study aimed to identify the impact of change management on employees performance, through a case study of university libraries in Jordan, three areas of change has been addressed, the change in organizational structure, technology change and change in individuals. The researcher designed a questionnaire to collect the raw data, and used the random sample in data collection. The study found that change in the organizational structure is not flexible, and therefore the organizational structure is not appropriate for the business requirements within the University Library, leading to overlapping powers

and responsibilities. There was a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers. This study focused on employee performance in university libraries in Jordan while the current study focus on employee performance in carbonated soft drink firms in Nairobi County.

Schutte, Chetty and Karodia (2016), did an investigation on the impact of change management on the wellbeing of healthcare workers at Rumailah Hospital in the State of Qatar. This study was undertaken to explore change management, how changes are communicated to staff and the factors that impact on employee wellbeing. The objective of the study wasto determine how employees at RH perceive change implementation.The study found that successful change program includes a mission, vision, strategic goals, training plan and an effective communication strategy. Communication mustinclude the benefits to the individual and the organization. Staff must be made to feel valued in the workplace and encouraged in order feeling effective in carrying out day to day duties. Employee wellbeing impacts on individual performancewhich in turn affect organizational wellbeing and overall performance. The study has revealedthat employee perceptions to change management vary slightly; Qatari respondents aremainly neutral which means they neither agree nor disagree. However non-Qatar agree with the way change is implemented in RH. This study focused on well-being of health workers while the current study focus on employee performance in carbonated soft drink firms in Nairobi County.

OseiBonsu (2014), studied the impact of change management on job satisfaction of employees in Ghana's Banking Sector. The objectives of this study were to assess the extent of employee involvement in the change management processes, assess the impact of change management on employee job satisfaction and thirdly, the attitude of employees after the organizational change. A descriptive survey research design was employed to administer self designed questionnaire consisting of open and closed ended items to one hundred and forty respondents using simple random sampling. Data was analyzed using SPSS and presented in descriptive form. The main findings indicate that employees' involvement in the process was limited to the provision of adequate information. It also revealed that generally, the change had a positive impact onem ployees' job satisfaction. Finally, employee attitudes after the change were found tobe positive. Interestingly, respondents disagreed with the issue of a high level of trustaft er the change process. This study focused on employee job satisfaction in the banking

sector while the current study focus on employee performance in carbonated soft drink firms in Nairobi.

Methode (2019) studied how change in an organization affects performance of employees in selected commercial banks in Bujumbura, Burundi. To answer this research question, cross-sectional research design was adopted. The study targeted 163 employees from which a sample of 116 was drawn. Questionnaire was selected for data collection. From analyzed data, structural change was seen to have significant effect on performance of employees. Also performance of employee was influenced by strategic change management so did change in technology. This study focus was in the banking sector while the current study focus is on carbonated soft drink industry.

Broni (2016), researched on the strategic change and employee performance: th mediating role of human capital in Anglogold Ashanti, Obuasi Gold Mine.The research aimed at providing a model for determining the mediating role of human capital in the link between strategic change and employee performance of AngloGold Ashanti, Obuasi Gold Mine. The research was quantitative in nature and the survey method was used by utilizing a self administered questionnaire. Ordinary Least Square Regression Analysis was used for the analysis. Among other tests, Sobel test was used to test mediation. The study indicated that there is a full mediation of human capital on strategic change and employee performance. The findings buttressed the fact that the strategic change and human capital have a positive impact on employee performance. This study focus was on human capital in the mining sector while the current study focus is on employee performance in carbonated soft drink firms in Nairobi.

Wanza and Nkuraru (2016), studied the influence of change management on employee performance in the University of Eldoret, Kenya. This study investigated the effects of change management on the performance of employees in relation to technological changes, organizational leadership, structure, and culture. The study adopted case study research design. The target population was 403 employees. A sample size of 121 employees was selected using simple random sampling technique. Primary data was collected using questionnaires and interview schedules. The analysis was done using descriptive statistics and presented using graphs and tables. The study found that structural changes and organizational leadership influenced university employees' performance positively. The study further revealed that technological changes have a great impact on employees' performance due to the rapid technological changes that the

world is rapidly adjusting that eases employees work load and to increase efficiency and effectiveness at the workplace. A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. This study focus was on employee performance in universities while the current study focus is on employee performance in carbonated soft drink firms in Nairobi.

Wachira and Anyieni (2015) studied ways in which practices of strategic change management affected teacher's service commission performance. The objective of the study was to establish how communication influences the performance of TSC. Descriptive survey research design was adopted. The target population for the study included the directors, senior deputy directors, deputy directors, county directors, deputy county directors and human resource officers. The study drew a sample of 80 respondents. Questionnaire was used as the main data collection instrument. SPSS version 24 was used in analyzing the data where descriptive and inferential statistics were computed. The analyzed data was presented in tables and figures. Communication was found to have positive influence on performance of TSC. This study focus was on performance of TSC while the current study focus is on employee performance.

Okechukwu and Ugwu (2015) studied ways in which strategic change affected performance of employees in manufacturing companies. Researchers' focus was to determine how change in work environment affected performance of employees and also establish some of the challenges that the company faces when faced with change. Survey research design was adopted and data used was collected using both primary and secondary sources. Analysis of information gathered was by use of mean, frequencies, percentages and z-test. The key challenge facing companies in managing change is lack of planning, communication, change resistance, insufficient resources, conflict and conformity of groups. It is also important to effectively plan, have HR strategy, create distinct capabilities, have effective communication, motivation, and participation in order to effectively manage change in an organization.

Butt and Afzal (2014) looked into strategic management: overseeing change in worker involvement. This examination investigated the level of inclusion in dynamic strategic management unequivocally. Strategic administration made out of three significant advances: formation of a reported arrangement, making key arrangements a useful piece of the administration frameworks, and properly oversee association in the arranging procedure. It necessitates that an organization's supervisors must be engaged with a

procedure of targets recognizable proof, techniques advancement and execution intentions to achieve those goals, and inconsistently assess the usage of choices. Dynamic, usage, input, and assessment; is a nonstop procedure. Essentially, successful dynamic and usage implies congregating the correct blend of individuals, persuading them that what they are doing is noteworthy to the senior official, and adequately dealing with their contribution in the dynamic procedure.

A review by Dicke (2017) reached the conclusion that involved employees in change management have a higher likelihood of enhancing their performance and having a better buy-in. Wanza and Nkuraru (2016) did an investigation on the impact of change management on employee performance in line with change in technology, leadership, culture and structure of the organization. Their research study showed that changes in structure and organizations leadership had a positive impact on performance of employees. Wanza and Nkuraru (2016) also asserted that synergy and drive is created by a strong organizational culture and this ensures that there is teamwork and enhanced performance among employees.

2.3.2 Organizational Structure Change and Employee Performance

Hao, Kasper and Muehlbacher (2012) researched the connection between organizational structure and execution, particularly through hierarchical learning and development, in view of proof from Austria and China. In light of the research and theory, a hypothetical, calculated and basic condition model was set up through a poll overview and test of around 90 Austrian and 71 Chinese samples. Fractional least squares were utilized in the examination and the outcomes are tried by bootstrap techniques. The discoveries strengthen the significant framework position of organizational structure on execution. Organizational structure affected hierarchical learning than on advancement, authoritative learning indirectly affects execution through development, aside from the immediate impact of structure on execution. Regardless of how enormous or little change is in association it influences laborers either directly or indirectly. Effect of progress on representatives relies upon whether they were very much educated about change or not. This study failed to establish the effect of organizational structure change on employee performance.

Kampini (2018), reviewed the impact of organizational structure on employee performance. The study was to investigate the effect of organizational structure one

mployee performance. It was a case study of New Era Secondary School one of thee ducation institutions in Malawi. Specifically, it focused on the effect of hierarchy one mployee performance; identified factors that motivate employees and to evaluate thee ffect of job satisfaction on employee performance. The study found out organizations tructure has an effect on employee performance. From the results, it also showed that building a good organization structure is important for an employee to perform well in their work. This study focused on employee performance in education institutions and the findings cannot be generalized to carbonated soft drink companies.

Funminiyi (2018), researched the impact of organizational structure on employee engagement in North Central Nigeria. This study assessed the impact of organizational structure on employee engagement in North Central Nigeria.Adopting a survey design, the research made use of primary data, collected mainly through administering a set of questionnaires to 196 management staff, supervisors and non management staff of the selected manufacturing firms from Plateau state. The findings revealed that: there is a significant positive relationship between decentalization system of control and employee productivity; standardization system of control positively affects employees' efficiency.

Shabbir (2015), researched on organizational structure and employee's performance: a study of brewing firms in Nigeria. This study sought to assess effect of organizational structure on employee's performance in brewing firms in Nigeria. The population of the study is 6468 being the total staff strength of the five brewing firms in Nigeria Stock Exchange while the sample size was extracted from the population using the Taro Yamane method. This study used a descriptive type of survey design and a structured questionnaire was used to generate data. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's performance of brewing firms; that technology has significant positive effect on the employee's performance of brewing firms; that internal and external boundaries have significant positive effect on the employee's performance of brewing firms; and that formalization significantly affect employee's performance positively. This study focus was on brewing firms in Nigeria while the current study focus is on carbonated soft drink companies in Kenya.

Onono (2018), studied the impact of organizational structure on performance atGeneral Electric Africa. The research study sought to establish the relationship between organizational structure and performance at General Electric Africa. A descriptive

research design was used in this study. The target population was 290 employees at General Electric in the Sub Sahara Africa region based in four General Electric site locations or location sites in Nairobi in Kenya, Lagos in Nigeria, Luanda in Angola and Johannesburg in South Africa. A structured questionnaire was used to collect quantitative data. The study was affirmed that organizational learning had the impact of further helping managers align employee's assignments' based on their abilities and interests, establish efficient information exchange systems within the organization thereby creating the positive impact of increasing the speed and accuracy of execution of operational tasks as well as implementation of long term strategic alignments within the business in the region. This study focus on firm performance while the current study focus was on employee performance.

Alipoor (2017) sought to determine how the structure of an organization can affect job performance of employees in Ahvaz private hospitals. The focus was on structural aspects on performance of employees. Descriptive of correlation-survey type was employed. Targeted population was 589 from which a sample of 239 staff was drawn. Stefan Robbins questionnaire was adopted as data collection tool; it comprised on 24 questions on organizational structure and 15 on job performance. Correlation and regression analysis were adopted for data analysis. The structural aspects of organizational structures were found to significantly affect employee job performance in Ahvaz hospitals. This study focus on employee performance in hospitals while the current study focus was on employee performance in carbonated soft drink companies in Kenya.

Zondi and Mutambara (2016) sought to establish how organizational change strategy affected performance of company X. The point of the examination was to research how the organizational change techniques have influenced worker spirit and execution. The discoveries of the investigation demonstrated that three significant organizational change procedures were actualized, being auxiliary, conduct and turnaround systems. The particular techniques were the rebuilding of divisions, development system, and organizational culture change. The research affirm that representative resolve declined since the progressions were executed. The absence of representative support in the arranging of the change methodology, disarray over wanted practices, absence of job clearness, and high employment instability, all added to this low spirit. Execution anyway has not been negatively affected, as 49% of members concur that they are putting forth

more prominent effort since the progressions were actualized and are as dedicated to the association as before. This study failed to establish the effect of organizational structure change on employee performance.

Huma (2015) contemplated the effect of progress in organizational structure and change in innovation on representative execution. This investigation gave an account of effect of progress in innovation and organizational structure on worker execution and job of transformational initiative as arbitrator. The investigation concentrated on the IT business in twin urban areas. The investigation gathered information from 131 respondents. The test utilized for the examination is illustrative measurements, relapse, connection and Andrew test to check control. The results indicate that that there is huge positive connection between the representative execution and change in organizational structure and change in innovation yet transformational initiative doesn't assume directing job. On the off chance that they would have assumed their job all the more successfully, at that point there will be in every case all the more impressive outcomes. This study failed to establish the effect of organizational structure change on employee performance.

Mon, Jasfar and Arafah (2019) considered the impact of organizational structure, organizational strategy, and change of the executives on firm execution. The reason for this investigation was to dissect the relationship of organizational structure, system, and change the board to firm execution with organizational duty as intercession. The plan utilized was speculation utilizing structural equation modelling (SEM) on the grounds that the factors utilized in this investigation used interceding factors. The populace and respondents in this investigation were Chief/Designer, Supervisor, Head supervisor, and Executive of assembling organizations. The after effects of the investigation show that the organizational structure doesn't essentially influence firm execution, organizational system and change the board has huge impact on firm execution, organizational responsibility has huge impact on firm execution. The outcomes additionally show that organizational duty doesn't intercede the organizational structure of firm execution, organizational responsibility intervention between organizational systems and the executives changes in organizational duty are intercession in execution. This study failed to establish the effect of organizational structure change on employee performance.

Kantena, Kanten and Gurlek (2015) contemplated the impacts of organizational structures and learning association on work embeddedness and individual versatile execution. This examination point was to research the impacts of organizational structures and learning

association on work embeddedness and individual versatile execution. Information which were gathered from 216 representatives of Inn Foundations by the review strategy were broken down utilizing the auxiliary condition demonstrating procedure. The after effects of the investigation show that natural association structure has been found to have no immediate impact on work embeddedness and individual versatile execution. Likewise, robotic association structure influences work embeddedness emphatically, while it has no immediate impact on individual versatile execution. Be that as it may, learning association influences both occupation embeddedness and individual versatile execution decidedly and learning association has a completely middle person job in the connections between natural association structure and employment embeddedness. It likewise has a completely arbiter job in the connections between natural association structure and individual versatile execution. This study failed to establish the effect of organizational structure change on employee performance.

Atieno and Kyongo (2017) investigated on the impact of strategic change on organizational execution. The investigation looked to build up the impact of key change on the exhibition of Kenya Wildlife Service (KWS) and the relating speculation was defined and tried. The examination focused on 144 representatives situated at the administrative center in Nairobi, Kenya and 79 of them reacted. The investigation received an enlightening exploration plan and applied comfort testing procedure. SPSS Variant 21 was utilized to break down information utilizing basic relapse examination. Research discoveries from the trial of theory built up that vital change fundamentally influences execution at Kenya Untamed life Administration. The investigation discoveries bolster Lewin's change the executives hypothesis, which assists with recognizing the results of key change and furthermore control the negative results in the beginning periods of vital change usage so as not to adversely impact organizational execution. This study failed to establish the effect of organizational structure change on employee performance.

Mansoor et *al.* (2012) argued that the performance effect of an organizational structure strategy change is moderated by changes in the business environment and they arrived at a conclusion that to attain the desired level of superior performance by an organization compared to their peers in an industry, adequate attention is required to have the structure to remain aligned at all times to the prevailing environment's dynamics. In their conclusion they stated that an ideal organizational structure should create a

good recipe for superior performance over their peers in the industry. In order for business organizations to consistently succeed in meeting their customers' needs and attaining their strategic objectives, there is need for such organizations to constantly change the approaches to the organization of work and resources which consequently leads to organizational change (Biloslavo, Bagnoli, & RusjanFigelj, 2013)

2.3.3 Technological Changes and Employee Performance

Abbas (2014), studied the impact of technology on the performance of employees in Allied Bank Ltd, Pakistan. The study aimed at examining the effects of information technology on the performance of Allied Bank employees. The data was gathered through unstructured interviews and responses were analyzed through SPSS analytics. It was found out that technology greatly escalates the productivity of employees along with time saving. It greatly affects the workload on employees and ensures control over mistakes and frauds. Quick access to information and ease of use enables the bank employees to deliver quality service. This study focus was on the banking sector while the current study focus is on carbonated soft drinks firms.

Brown and Campbell (2012) considered the effect of change in technology on work and wages. This examination was a conversation of how innovation influences wage structures. The reasearch was partitioned into two fragments - investigations of the effect of change in technology on wages and developing disparity, efficiency, and work and investigations of the interrelationship of innovation, human asset frameworks, and work profitability. By and large, it was discovered that change in technology represents just piece of the changing pay structure in the US, though changes in institutional powers that influence the making of industry rents and the dissemination of rents are likewise a significant factor. This study failed to establish the effect of technological change on employee performance.

Kumari (2013) studied how technological change affects performance of employee. Researchers focus was on the nature of the relationship between change in technology and performance of employees. This research is descriptive in nature. Primary data was used and was gathered from 100 employees of Reliance Communication through the designed questionnaire and secondary data 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 that with the development of new technology, organization have a tremendous impact on employee performance. This study focus was on the telecom sector while the current study focus is on carbonated soft drinks firms.

Kute and Upadhyay (2014) analyzed the connection between changes in technology and its effect on worker execution in business printing industry. The examination found that technological changes influence worker's exhibition in different manners like excess, representative turnover and the degree of inspiration at work. It was noticed that changes in technology influenced skills and execution of the representatives in the business printing industry. It merits considering whether changes in technology influence execution of workers in colleges. This study failed to establish the effect of technological change on employee performance.

Rezaei (2014) explored the impacts of IT on worker efficiency in Shahr Bank. The principle goal of the investigation was to look at how IT influences the profitability of HR. In view of an audit of hypothetical foundation and the writing and exploratory meetings with the members, eight files of HR efficiency were distinguished in this examination, including inspiration, imagination and development; soul of intensity, action cost decrease, the improvement of the nature of exercises, work time decrease, work fulfillment, and HR soul. Results recommended that that there is a positive connection among IT and HR profitability. This study failed to establish the effect of technological change on employee performance.

Dauda and Akingbade (2014), researched on technological change and employee performance in selected manufacturing industry in Lagos State of Nigeria. This studyex amined how employee relation could be employed for technological changem anagement. It also seeks to determine the effective methods of using technologicalin novations for improved performance in the Nigerian manufacturing industry. Twoh ypotheses were formulated to determine the relationship between technological changea nd employee skill; and between technological change and employee performance. Findings reveal that employee relations do not have a significant relationship with technological change. This study focus was on the manufacturing firms in Nigeria while the current study focus is on carbonated soft drinks firms in Kenya.

Imran (2014) studied the effect of progression in technology on worker execution in banking segment. The motivation behind this examination was to check the effect of

progression in technology on worker execution in banking division. The investigation was finished with the assistance of broad writing on technological headway and representative execution accessible on the databases and sites. Primary information was utilized. SPSS was utilized to break down the data to provide useful information on effect of progression in technology on worker execution. The investigation found that progression in technology has huge effect on inspiration and preparing of workers. Inspiration has huge effect on worker execution yet preparing of workers has no noteworthy effect on representative execution. Besides the worry about technological headway and representative execution, there is critical relationship among them. This study failed to establish the effect of technological change on employee performance.

Litwin (2014) looked into on change in technology at work, the effect of worker association on the adequacy of health IT. To test this speculation, the examination used Kaiser Permanente Northwest Region's patient planning module as a model to research the degree to which this specific innovation cooperates with employee involvement EI to influence facility level enhancements in persistent fulfillment. The examination was about the effect of the innovation over the period October 2004 to August 2007 across 16 centers to distinguish variety across destinations. Estimating results from a dataset that incorporates representative and patient overviews, interviews, chronicled information, and facility perceptions, it was discovered that the utilization of IT is related with execution increments and that these impacts are more noteworthy in those centers accomplishing higher mean degrees of EI. This study failed to establish the effect of technological change on employee performance.

Durowoju (2017) examined the effect of change in technology on SMEs performance in Lagos State. The objective of change in technology being investigated was the capacity of SMEs to acknowledge new inventive strategies that will prompt better technology for expanded profitability. With the example populace of 153 respondents comprised of administrators and proprietors of little and medium ventures inside the Lagos city was utilized for this investigation. The major factual strategy utilized was a straight relapse procedure. The research found that change in technology impacted on authoritative execution of SMEs inside the Lagos city. The coefficient of assurance demonstrated that 56.6% of the achievement recorded in the SMEs execution is represented by change in technology. This outcome is measurably noteworthy in light of the fact that the p-estimation of the outcome (0.000) is under 0.05 degree of huge effect utilized for the

examination. This shows change in technology has a positive and huge effect on SMEs execution in Lagos State. This study focus was on SMEs performance while the current study focus was on employee performance.

Njoroge (2016), studied the effect of technology on the performance of the mobile telephone industry in Kenya. The purpose of this study was to investigate the effects of technology on performance. The study employed a descriptive and explanatory design The target population consisted of 381 respondents and the sample size was 170 respondents from the four mobile phone companies in Kenya. The study used mainly primary data which was collected using self administered questionnaires. Data was analyzed using inferential statistics.Technology was found to be significant in explaining the variation in the performance of mobile phone companies. The study concluded that there is a need for companies to invest more in modern technology to cope with the changes that are necessary to enhance performance.This study focus was on organizational performance while the current study focus on employee performance.

Kipkosgei (2018) studied the effects of technological interventions on employee performance: A case of Eldoret Water and Sanitation Company, Kenya. The study sought to find out the effect of technological interventions on employee performance at Eldoret Water and Sanitation Company. This study was guided by systems theory and employed a case study method. The target population consists of 215 managers and the employees working at the ELDOWAS Company. The sample size of 50% of the target population was selected. Stratified random sampling technique was used to ensure to select the respondents from the target population. In collecting data, questionnaires and interview schedules were used. Data was analyzed using descriptive statistical techniques that included frequencies and percentages. The findings revealed that technical interventions positively affect the performance of employees. A range of technical interventions are required to enhance employee performance. In particular, the study established that ISO certification, provision of ICT facilities, job descriptions, payment of overtime and delegation improves employee's performance. This study failed to establish the effect of technological change on employee performance.

2.3.4 Organizational Leadership Change and Employee Performance

Lor and Hassan (2017), studied the influence of leadership on employee performance among jewelry artisans in Malaysia. The purpose of this study was to examine the

leadership influence on employee job performance, in this case, in the jewelry industry in Malaysia. A survey self-rating scale questionnaire was developed using past literature to examine leadership styles and employee performance A sample of 115 respondents was recruited using a simple random probability sampling technique. The collected data was recorded and analyzed using SPSS 22.0. The finding shows that only supportive and transformational leadership behavior positively and significantly influences employee performance at the workplace. The study also found the other three leadership behaviors such as servant, participative and transactional leadership behaviors are not significant in influencing employee performance. This study focused on employee performance among jewelry artisans in Malaysia the findings cannot be generalized carbonated soft drinks industry because they operate differently.

Rathore, Khaliq and Aslam (2017), studied the influence of leadership styles on employees' performance under perceptions of organizational politics in Telecom Sector, Pakistan. The purpose of this study was to investigate relationship between leadership styles and employee performance. The positivism research paradigm and deductive research approach have been adopted. Survey research method and focus group interviews have been triangulated to validate the research findings. Random sampling technique has been used in which 360 questionnaires has been distributed in the selected telecom companies of Lahore, Pakistan. The results of this study indicated that transformational leadership is insignificantly related to employee performance while transactional leadership significantly related to the employee performance. The findings of that study also indicated that perceived organizational politics fully mediate the relationship between transformational leadership and employee performance. This study focus was on the employee performance in the Telecom sector while the current study focus is on carbonated soft drink firms.

Ahmed, Rehman, Asad, Hussain and Bilal (2013) examined the effect of authoritative change on the representative's exhibition in banking area of Pakistan. The reason for this examination was to dissect the effect of authoritative change towards worker execution in the financial segment of Pakistan. In this investigation information assortment methods were utilized for acquiring information. Surveys were utilized for essential information assortment. Leadership, correspondence, procedural equity, worker improvement, resilience to change is the factors considered for this investigation. The example size for this exploration was 252 (n=252). SPSS programming was used for analysis. The

outcomes show that hierarchical change has a positive huge effect on representative's presentation in banking part of Pakistan. This study focus was on the banking sector while the current study focus is on carbonated soft drink firms.

Mikkelsen and Olsen (2019) examined the impact of progress arranged leadership on work execution and employment fulfillment in emergency clinics; the interceding jobs of learning requests and occupation association. The motivation behind the examination was to look at the components through which change-situated leadership in emergency clinics impacts work execution and representative occupation fulfillment. The cross-sectional examination depends on an overview of four open emergency clinics in a territorial wellbeing expert in Norway. Learning requests and occupation association assume interceding jobs. More elevated levels of progress arranged leadership decline learning requests and work inclusion, work execution and employment fulfillment. Learning requests affect work execution and occupation fulfillment. Employment contribution impacts work execution and occupation fulfillment. The most grounded relationship in the basic displaying is between change-situated leadership and employment inclusion. This study failed to establish the effect of leadership change on employee performance.

Sellers (2017) researched on leadership strategies and employee performance within small business. The purpose of this multiple case study was to explore leadership strategies of 2 small business managers in a manufacturing setting who had a demonstrable record of improving employee performance to meet organizational goals. The conceptual framework for this study was Burns and Bass's transformational leadership theory. The small business managers were from 2 small manufacturing plants in the coastal plains region of South Carolina. Data were collected from semi structured interviews, archival documents, and observations of the managers during their daily activities. Data analysis included identifying relevant themes using the comparison method. Data were compared at each phase of the data collection process, revealing themes of following a vision, self-efficacy, self-determination, and need fulfillment. Findings suggest that other small business managers in similar contexts may improve employee performance using the transformational leadership approach, especially when employee encouragement, managerial experience, and adaptation are present. Small business managers and owners can benefit from the study results by using these findings to improve employee performance. This study focus was on the employee performance in the small businesses while the current study focus is on carbonated soft drink firms.

Kehinde and Banjo (2014), reviewed the impact of leadership styles on employee performance: a study of the department of petroleum resources. This study examined the effect of transformational, transactional and laissez faire leadership styles on employee performance constructs of organizational commitment, organizational citizenship behavior and job satisfaction in the Nigerian public sector using the Department of Petroleum Resources as a case study. Using primary data generated through a structured 5 point Likert scale questionnaire from a stratified randomly selected sample of 100, and analyzed using regression on SPSS, it was established that the leadership styles tested have a positive relationship on the performance of employees. This study focus was on the employee performance in the petroleum sector while the current study focus is on carbonated soft drink firms.

Iqbal, Anwar and Haider (2014) looked into the impact of leadership style on representative execution. The examination tried to explore the impact of leadership styles rehearsed in an association and their impact on representative exhibition. The reason for this examination is to comprehend the impact of various leadership styles; totalitarian, popularity based, and participative style-on worker execution. It was presumed that the absolutist leadership is valuable for the time being and majority rule leadership style is helpful in untouched skyline. What's more, investment leadership style is generally valuable in long haul and impact on representatives is sure. Ling, Guo and Chen (2018) explored on change leadership and workers' responsibility to change: A staggered inspiration approach. This examination built up a staggered inspiration model to look at the intervening impact of aggregate personality and change self-adequacy on the connection between change leadership and worker pledge to change. The model was observationally tried utilizing information gathered from 647 representatives inside 110 groups. The outcomes show that notwithstanding the positive connection between change leadership and worker pledge to change aggregate personality at the gathering level and change self-adequacy at the individual level essentially intervene the constructive connection between change leadership and representative responsibility to change. This study failed to establish the effect of leadership change on employee performance.

Kagwiria (2015), studied the influence of leadership on employee productivity at KCB Bank Kenya Ltd. This study was founded on the need to establish the influence of leadership on employee productivity at KCB Bank Kenya Ltd. To achieve the objective of the study, the study used descriptive survey research. The target population of the

study included all the managers and employees of KCB Bank Kenya Ltd.The study used primary data which was collected by a semi structured questionnaire. The study found that a unit increase in transformational leadership style, transactional leadership style and Laissez faire leadership style leads to an increase in employee productivity. It further established that employees at KCB bank act in ways that build each other, display a sense of power and confidence and go beyond self interest for the good of the group. The study also established that employees do not fail to interfere until problems become serious and they do not wait for things to go wrong before taking action. It also revealed that employees direct their attention toward failures to meet standards; they keep track of all mistakes and focus attention on irregularities, mistakes, exceptions, and deviations from standards. This study focused on employee productivity while the current study focus is on employee performance.

Hao (2015) explored on how compelling leadership can encourage change in associations through progress and advancement. This examination planned to clarify compelling leadership and how it can bring positive change that encourages the association to improve and be inventive in the present business condition. Powerful leadership and change the executives talked about in the examination and furthermore how leadership influences different elements, for example trust, culture and clear vision, in the association as it encourages the change. It was noticed that leadership is one of the fundamental factors in carrying positive change to the association; if there is no leadership in the association they won't have the option to alter in the course they want and could encounter negative change. This study failed to establish the effect of leadership change on employee performance.

Faupel and Süß (2019) contemplated the impact of transformational leadership on workers during authoritative change. The examination broke down work commitment and the apparent outcomes of a change (valence) as persuasive instruments that clarify the impact of transformational pioneers on representatives' conduct during change. The investigation drew in 328 representatives who were encountering authoritative change to finish a review and utilized basic condition demonstrating for information examination. Results show that work commitment and valence work as middle people in the connection between transformational leadership and worker conduct during change, so two inspirational components are distinguished that shed light on the leadership procedure. Transformational leadership expands representatives' work commitment and

view of appealing change results, in this way bringing out worker conduct on the side of progress. This study failed to establish the effect of leadership change on employee performance.

2.3.5 Organizational Culture Change and Employee Performance

According to Pfister (2010) organization culture is shared understanding of a particular group of people in a particular context. This shared understanding grows out of the principles that the people or groups regard as being important to them and they therefore base their actions on those particular principles. Driskill and Brenton, (2011) take into account both extrinsic and intrinsic aspects of organizational culture. The elements of organizational culture that this study adopted were values, norms and rites/rituals.

Saad and Abbas (2018) examined the effect of hierarchical culture on work execution in Saudi Middle Eastern open part work culture. This investigation expected to survey immediate and roundabout impacts of hierarchical culture on work execution, just as to assess the effect of each sub-component of authoritative culture on such execution. A quantitative report apparatus, in light of a far reaching research survey, was utilized and the example was chosen from different government divisions being usable in Alkharj. The discoveries demonstrate a positive connection between hierarchical culture and occupation execution. In like manner, four hierarchical culture sub-components, to be specific overseeing change, accomplishing objectives, organizing cooperation and social quality, were secured influencing decidedly on position execution, yet with differing and particular force. Just Client Direction was secured adversely connected with position execution. This study failed to explain how culture affects employee performance. This study failed to establish the effect of organizational culture change on employee performance.

Isa, Ugheoke and Noor (2016), evaluated the influence of organizational culture on employees' performance in Oman. The study examined the role of organizational culture on an employee's performance within the context of public sector organizations. Data were collected from 250 employees using a questionnaire based on a well known and extensively used measurement tool developed by Wallach. From the result, two out of the three cultural dimensions identified in this study were found to have a significant positive influence on an employee's performance. Ratnawat (2018) studied ways in which culture of an organization affects performance of employees. The study presented

a review of the relevant literature to know the state of the art about the subject and set the agenda for further research. Books, reports and research articles published in management and allied literature between 1979 and 2012 were reviewed for this purpose. The researcher used different measures of organizational culture and different measures of employee performance. Through a structural relationship that existed between culture and employee performance, a conceptual model was fitted. This study focus was on the public sector while the current study focus in on carbonated soft drink industry.

Odhiambo (2016), studied the influence of organizational culture on employee performa nce at NIC Bank Limited, Kenya. The study objective was to find out the influence of or ganizational culture on employee performance at NIC bank. The research problem was st udied through a descriptive survey research design. The population of the study consiste d of all employees of NIC bank which are 1,164. Only primary data collection instruments were used for the research. The findings displayed that most of the individuals who responded were in agreement that espoused beliefs and values, rules and policies, artifacts and management behaviors influence various aspects of their performance positively. The study revealed that businesses engaged in numerous organizational culture to improve the performance of employees. The findings of the research showed that rules and policies and espoused beliefs and values were the most prevalent cultural components. This study focus was on the banking sector while the current study focus in on carbonated soft drink industry.

Ngara (2018) studied the impact of firm culture on performance of KPLC. The major goal was to explore the impact of firm culture on performance of KPLC. The study used a descriptive research design. The study population was the entire 11,295 workforce of KPLC. A sample frame of 4,697 employees of KPLC based at the Central Office, Nairobi North, Nairobi West and Nairobi South was used. The study established a significantly positive influence of cooperating culture on performance at KPLC. Also a significant positive impact of innovating culture on performance at KPLC. The study showed a positive significant influence of harmonizing culture on performance at KPLC. This study focused on firm performance while the current study focus is on employee performance.

Owino and Kibera (2019) examined on organization culture and execution: proof from microfinance institutions MFIs in Kenya. The examination planned for deciding the impact of authoritative culture on the presentation of microfinance establishments in

Kenya. A distinct cross-sectional study configuration was embraced. Auxiliary information were gathered from yearly reports by the Relationship of Microfinance Organizations in Kenya and the Microfinance Rating Africa. Essential information were gathered utilizing organized survey focusing on the CEO, human asset administrator and promoting director. Information were investigated utilizing factor examination and various leveled relapse. Our examination distinguishes faction and order as the prevailing social typologies in the microfinance business. The outcomes show that hierarchical culture affects non-advertise execution. Furthermore showcase culture was conversely connected with obligation/value proportion. This study focused on firm performance while the current study focus is on employee performance.

Johnson et al. (2016) did a survey of hierarchical/organizational culture change in medicinal services associations. The motivation behind the investigation was to audit the ongoing research on culture change mediations in human services associations to distinguish the regular subjects supporting these intercessions. The investigation was created from a broad survey on culture change mediations in medicinal services from 2005 to 2015, expanding on past audits and featuring instances of good practice. All culture change mediations for the survey utilized procedures and methods that can be ordered into Lewin's three phase model of progress. These incorporate giving proof to the requirement for change through information, a scope of effective change techniques, and systems for inserting the culture change into the firms. This study failed to establish the effect of organizational culture change on employee performance.

Misigo (2017) examined the impact of hierarchical culture on representative execution in Kenya's civil service. The general goal of this examination was to look at the impact of authoritative culture of the Service of Water and Water system (State Branch of Water) on worker execution. The investigation analyzed the connection between authoritative culture and execution in Kenya's Affable Assistance. Its particular targets were to determine how authoritative qualities, correspondence, reward framework and strategic work execution. The extent of the examination was restricted to the Service of Water and Water system (State Division of Water). The objective populace was the 797 representatives of the Service of Water and Water system (State Branch of Water) as contained in the Service's Human Asset Division's Records. In this populace size a sample of 80 workers was drawn by delineated arbitrary testing strategy. The analyst utilized both essential and optional sources to lead the examination. Information was

gathered utilizing organized surveys and broke down utilizing expressive insights, for example, rates, frequencies and proportions of focal inclinations through the SPSS PC bundle. The research uncovered that hierarchical qualities, authoritative correspondence, reward frameworks and crucial execution. This study failed to establish the effect of organizational culture change on employee performance.

Wanjiku and Agusioma (2014) examined how the culture of an organization affects performance of employees in NGOs. The principle focal point of the investigation was the NGOs in Kenya with a particular spotlight on World Vision Kenya. The exploration configuration embraced for this investigation was a descriptive overview, utilizing polls to decide the connection between association culture and worker execution. The objective populace included 960 representatives in World Vision Kenya, and a sample size of 484 was taken from the general objective populace. Information was broken down subjectively and quantitatively and through utilization of SPSS. The study inferred that organization's culture impacts execution as it directs how things are done, association's way of thinking, workplace, execution targets and associations dependability. This study focus was on the NGOs while the current study focus in on carbonated soft drink industry.

Kiiru (2014) explored the impact of organizational/hierarchical culture on execution of medical clinics in Nairobi. The discoveries uncovered that dominant part of the respondents concurred that authoritative qualities, employees perspectives towards work and the social characteristics impact different parts of their exhibition, for example, worker fulfillment, the nature of their administrations, their income development and in general execution in a positive way. The examination suggested that hierarchical culture improvement programs be used at all degrees of the associations so as to assist workers with building up knowledge of the significance of authoritative culture. This study failed to establish the effect of organizational culture change on employee performance.

2.4 Review of Variables

2.4.1 Organizational Structure Change and Employee Performance

Organizational structure enables an organization to have common views and mission. Well functioning organizational structure is important for an organization going through change because if there are flaws in the structure it will affect communication flow. Wit h unclear roles conflicts and misunderstandings occur that lowers motivation and wor

k morale. It can also drift different departments apart from the common organizational goal, where decision making processes become slow and employee effectiveness disappears (Machuki & Aosa, 2011).

According to McLagan (2012), there are three types of changes in the organization structure. They are transactional, transitional and transformational.Transactional changes only need minor interventions, for example, training or changing the incentive system, switching software. Transitional change is more complex and requires a change in roles/ responsibilities, power bases and systems. Transformational change requires redesigni ng the entire organization, especiallythe fundamental beliefs and norms, in order to adapt to global business demand.

Jens and Khalid (2014) argued that an organization that can embrace a blend of multiple structures at the same time will always tend to maximize aggregate performance outcomes compared to their peers in the marketplace who fail to embrace the dynamic organizational structures that are aligned to the market needs and the complexity of their business organizations. They further stated that the type of the organization structure adopted by an organization should enable such organizations to continuously stay responsive to the very dynamic and complex business environments that they operate in.

2.4.2 Technological Changes and Employee Performance

Technological change implies the specialized information utilized in the creation of capital and apparatus. The different changes in innovation lead to an expansion in the efficiency of work, capital and other creation factors. Technological advancement includes formation of aptitude, new methods for creation, new employments of crude materials and the broad utilization of hardware (Denison 2014). The innovation is the most impressive methods for wresting power from nature in every potential manners. It reinforces the offices of man. Technological change is definitely not a simple improvement in the specialized skill. It implies substantially more than this. It ought to be developed before by sociological change additionally, an ability and want with respect to network to adjust their social, political and managerial foundations in order to make them fit with new strategies of creation and improving monetary movement (Adam, 2013).

Organizations have undergone a revolution in the adoption and application of complex information technology. In the hope of extracting the greatest value from innovations,

organizations have adjusted their management structures, work processes and culture (Orlikowski, 2015). Swift technology enhancement unintentionally reduces the presumed lifespan of many Information Technology (IT) systems. Organizations build and rebuild their existing IT systems in response to market changes. The results of these initiatives are often rather disappointing. The world has more technology than ever before with technological changes increasing at an accelerating pace. The amalgamation of data processing, communications and the advances of software allows firms to gain a competitive advantage, improve performance and develop new businesses from various areas. The use of information technology is now shifting from a supportive role to a more strategically oriented role in organizations (Lucas & Turner, 2012).

The 2000s were marked by major breakthroughs in computing in organizations as organizations had undergone a revolution in the adoption and application of complex information technology. Nevertheless, swift technology enhancement unintentionally reduces the presumed lifespan of many IT systems. Organizations build and rebuild their existing IT systems in response to needs and market changes. The outcomes of these initiatives are often rather unsatisfactory.Many of these technological change project sexperience failure (Adam, 2013).

2.4.3 Organizational Leadership Change and Employee Performance

Leadership is one of the key driving forces for improving firm performance. Leaders, as the key decision makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and hence sustained 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 meeting of needs; each person possesses a set of needs, ranging from physical needs to the needs of self-realization; employees are making efforts to meet these needs (Cater & Pucko, 2010).

2.4.4 Organizational Culture Change and Employee Performance

The culture of an organization characterizes the manner in which workers complete errands and connect with one another in an association. The social worldview includes different convictions, qualities, customs and images that oversee the working style of the individuals inside an organization. Corporate culture ties the workforce together and gives a heading to the organization. In the midst of progress, the greatest test for any association might be to change its culture, as the representatives are familiar with a specific method of getting things done (Tsai 2011). As per Kopar (2015) culture speaks to the 'social paste' and produces a 'wefeeling', therefore checking procedure of separations which are an unavoidable piece of hierarchical life. Authoritative culture offers a common arrangement of implications which is the reason for correspondences and shared comprehension. In the event that these capacities are not satisfied in an agreeable manner, culture may fundamentally decrease the performance of workers.

Culture is based on shared history and traditions of the organization combined with current leadership values (Wambugu, 2014). Shahzad (2012) conducted a study on 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.

Nowadays organizational culture has generally been intergrated to management. The two essential factors that lead to effective culture management include structural stability and integration of a superior standard of organization culture (Baca & Claudia, 2015). Certain characteristics of organizational culture have been established they include norms, values, and beliefs.

At different levels of organization culture different background, ethics and racial differences impact upon performance. The norms of employees impact upon sustainable performance and management of organizational culture as it leads to the attainment of profitability (Wambugu, 2014).

The performance of employees improves by creating a solid foundation of culture in an organization. Representative execution would be considered as vital of an association as it prompts its improvement. The dedication of worker depends upon information and attention to culture that improves conduct of association (Denison, 2014). Organizations must structure their enrollment procedures to draw in and connect with occupants with similar convictions and qualities that establish the association's culture. This guarantees the new representative's digestion to the organization and further reinforces corporate culture. Organizations ought to likewise guarantee that they adjust corporate culture to execution frameworks. At the point when culture and the board frameworks are not adjusted, the executives must divert them with the goal that representative conduct brings about the accomplishment of hierarchical objectives (Alvesson, 2012).

2.4.5 Employee Performance

According to Putterill and Rohrer (2013), the attainment of goals in the assigned tasks to workers in a given period is an indicator of a positive employee performance. Besides good performance on the effectiveness and efficiency of human resource strategies which are successfulin selecting and retaining a dedicated and motivated workforce. AlAhmadi (2009) suggested that performance of task is linked with its nature and this is an indication that indeed satisfaction with one’s job influenced the employees performance. The sense ofjob worth, feeling meaningful, discovering individual capabilit ies, andfreedom in decision making positively relates to the performance of employees.

Kaplan and Norton(2011) came up with some set of action which were referred to as the balanced scorecard that provided a quick and in depth way to look at personnel performance and included the process measures as well as results of the processes. The most effective way to establish employees performance is by use of a balanced approach as opposed to a partial way of looking at the performance where the outcome is shared with the managers, team-mates, supervisors and colleagues. 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 good association between performance of staff and their retention is attained due to the commitment of workers to their jobs. Highly committed employees are likely to remain in the organization. Workers tend to put more efforts in their work to perform better due the effective retention plans. The factors that influences commitment of employees is the link between retention and their performance (Irum, Ahmed & Mehmood, 2012). Toit (2011) links job satisfaction with staff performance, which in turn is linked to high profits. Those employees who feel happy and content in their roles are much more likely to approach tasks that they need to carry out with enthusiasm and dedication.

2.5 Research Gaps

This section is a review of studies and identification of the research gaps.

Table 2.1: Empirical Gaps of the Study

Author(S)	Focus of Study	Findings	Research Gap	Focus of Study
Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013)	The impact of change management on the performance of employees in university libraries in Jordan.	Change in the organizational structure is not flexible, and therefore the organizational structure is not appropriate for the business requirements within the University Library, leading to overlapping powers and responsibilities.	This study focused on employees in university libraries in Jordan.	The current study focus is on employee performance in carbonated soft drink industry in Kenya
Schutte, Chetty and Karodia (2016)	The impact of change management on the wellbeing of healthcare workers at Rumailah Hospital in the State of Qatar.	The study found that a successful change program includes a mission, vision, strategic goals, training plan and an effective communication strategy.	This study focused on the wellbeing of healthcare workers	The current study focus is on employee performance in carbonated soft drink industry in Kenya
Olajide (2014)	Change management	Changes in technology has a	This study focus was on	The current study focus is

	and its effects on organizational performance of Nigerian Telecoms Industries.	significant effect on performance and that changes in customer taste has a significant effect on customer's patronage.	organizational performance of Nigerian Telecoms Industries.	on employee performance in carbonated soft drink industry in Kenya
Osei-Bonsu (2014)	Impact of change management on job satisfaction of employees in Ghana's Banking Sector.	Employees' involvement in the process was limited to the provision of adequate information.	This study focus was on job satisfaction of employees in Ghana's Banking Sector	The current study focus is on employee performance in carbonated soft drink industry in Kenya
Kaurai (2016)	The role of strategic change management practices on the performance of the Kenya National Highways Authority.	Constructive effect amid the strategic change management practices and performance at Kenya National Highways Authority	This study focus was on performance of the Kenya National Highways Authority	The current study focus is on employee performance in carbonated soft drink industry in Kenya
Sang, Komen, and Korir (2017)	Effect of strategic change management on the performance of large and medium hotels in Nairobi County, Kenya.	Technology change and leadership change have a significant effect on firm performance.	This study focus was on performance of large and medium hotels	The current study focus is on employee performance in carbonated soft drink industry in Kenya

The study has reviewed literature related to strategic change management inorgani zations. AlJaradat, Nagresh, AlShegran and Jadellah (2013) studied the impact ofchange management on the performance of employees in university libraries in Jordan.Schutte, Chetty and Karodia (2016) did an investigation on the impact of change management on the wellbeing of healthcare workers at Rumailah Hospital in the State of Qatar.

Olajide (2014) researched on change management effects on organization performance of Nigerian Telecoms. OseBonsu (2014) studied the impact of change management on job satisfaction of employees in Ghana's Banking Sector. Kaurai (2016) studied the role of strategic change management practices on the performance of the Kenya National Highways Authority. Sang, Komen and Korir (2017) studied the effect of

strategic change management on performance of large and medium hotels in Nairobi County, Kenya.

Though the reviewed studies have focused on change management practices, very few studies have focused on change management practices and employee performance. The studies were also conducted in different organizations and different countries. Therefore, there is need to study the role of change management practice on employee performance. The study sought to fill the research gap by establishing the role of strategic change management on employee performance in the carbonated soft drink industry in Nairobi County.

2.6 Summary of Literature Reviewed

Numerous studies reviewed the impact of strategic change management on employee performance. However, the studies were conducted in different sectors and different countries. The study has reviewed the theories that support strategic change management. The proposed study will be informed by concepts explained by the theory of change management, Lewin's Change management model and Kotter's Change management model.. The gap that the study seeks to fill have been identified from the reviewed studies. The conceptual framework shown in Fig 2.1 displays the relationship between the study variables. Will be discussed in the next section.

2.7 Conceptual Framework

A conceptual framework is an analytical tool that is used to get a comprehensive understanding of a phenomenon. It can be used in different fields of work and is most commonly used to visually explain the key concepts or variables and the relationships between them that need to be studied (Norton, 2006). The study sought to establish the role of strategic change management on employee performance in the carbonated soft drink industry in Nairobi County. The independent variables are organizational structure change, technological changes, organizational leadership change, and organizational culture change. The dependent variable is employee performance.

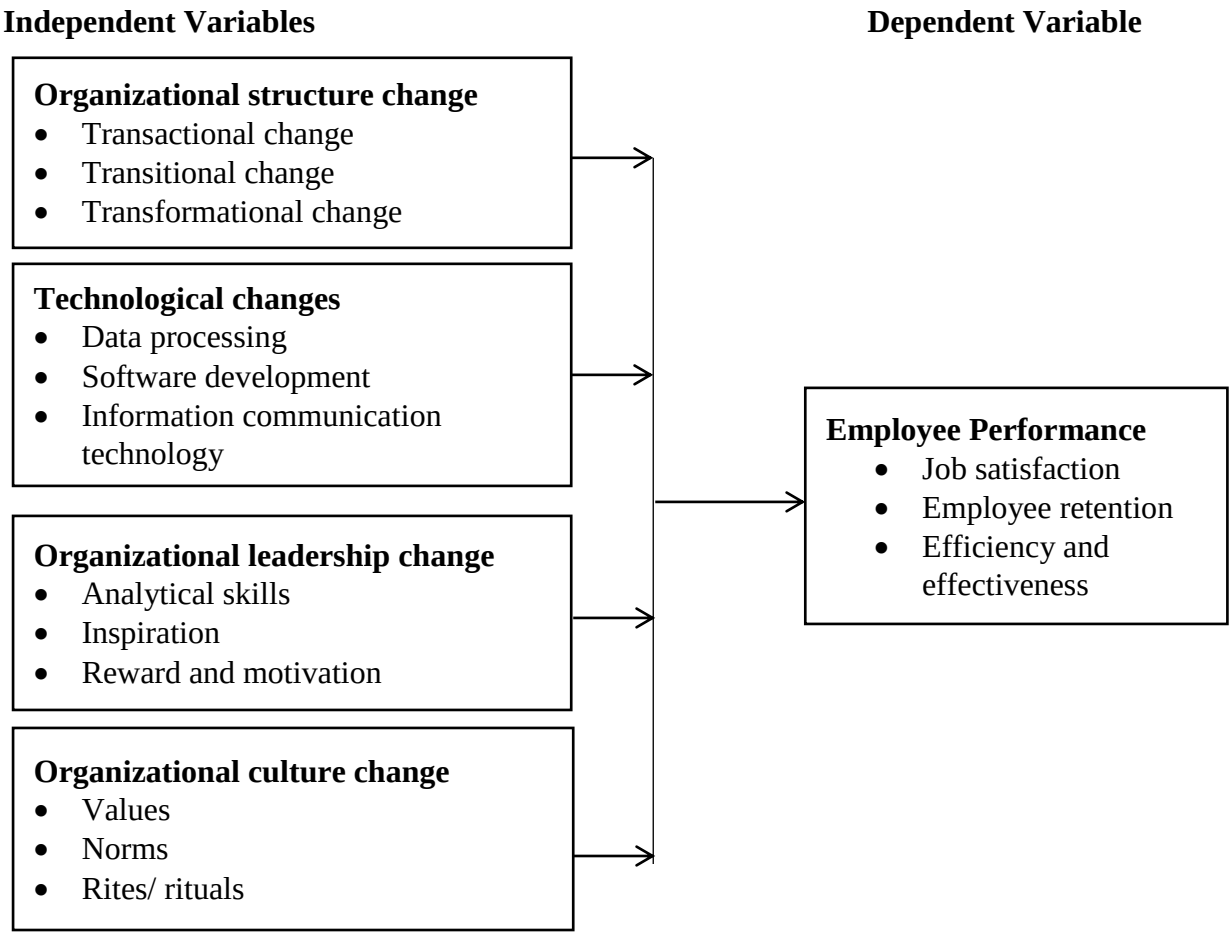


Figure 2.1: Conceptual Framework

Source: Author (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology. It covers the research design, target population, sampling frame, sampling size and sampling technique, data collection procedures, pilot testing, data analysis and presentation and ethical consideration.

3.2 Research Design

The study adopted a descriptive survey research design. A descriptive survey research design gives an actual representation of things and incorporates a planned framework for analytical purposes. It gives an outline of how the researcher aims to generate possible answers to research questions(Creswell, 2013). The use of descriptive survey research design was most applicable for this study as it focuses on describing the independent variables. It determines and reports the actual representation of how things are and gives realistic information that is reliable from the target population. Kimhi (2019) adopted descriptive survey research design to do an evaluation on change management. Osei-Bonsu (2014) adopted the survey study method in a study on change management.

3.3 Target Population

The study was conducted in 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 the employees in the management level 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 in the management level. This is shown in Table 3.1

Table 3.1: Target Population

Category	**Frequency**	**percent**
Top level manager	262	12.2
Middle level manager	706	32.9
Low level manager	1179	54.9
Total	**2147**	**100**

3.4 Sampling Frame

Sampling frame is a list of individuals from where a sample is selected (Sekeran, 2010). The sampling frame was the list of employees at carbonated soft drink firms in Nairobi County. The sampling frame was identified since it is not possible to interview each employee in an organization. The sampling frame was therefore 2,147 employees in top, middle and low level management in the 34 carbonated soft drink organizations in Nairobi County.

3.5 Sampling Size and Sampling Technique

The sample for this study was selected through stratified random sampling. This sampling technique is probabilistic whereby the population targeted is divided into groups called strata and a sample is selected randomly from each stratum to form the study sample. The advantage of stratified random sampling technique is that all the elements in the population have equal chances of being selected to form the study's sample (Creswell, 2013). The study population was divided into top managers, middle-level managers and low-level managers.

The Krejcie and Morgan (1970) formula was used to determine study's sample size. The selection formula is as follows:

$$n=\frac{N}{1+(N-1)e^2}$$

Where n= the required sample size

N = is the Target Population (2,147 employees)

e = accuracy level required. Standard error = 5%

Sample calculation

$$n=\frac{N}{1+(N-1)e^2}$$

$$n=\frac{2,147}{1+(2,147-1)0.05^2}$$

$$n=\frac{2,147}{1+(2,146)0.05^2}$$

$$n=\frac{2,147}{6.365}$$

n=337

n=337 Respondents

The study sample size was 337 respondents which were 15.69% of the target population. According to Mugenda (2009), at least 10% of the target population is appropriate for social studies. This is shown in Table 3.2

Table 3.2: Sample Size

Category	Target population	Sample distribution	Sample Size
Top level manager	262	15.7%	41
Middle level manager	706	15.7%	111
Low level manager	1179	15.7%	185
Total	**2147**	**15.7%**	**337**

3.6 Data Collection Instrument

Questionnaires were used in data collection. The study used structured questionnaires because it facilitate collection of large data quantities using less time and cost. Furthermore, filling of questionnaire is easy and data collected can be analyzed with ease. The questionnaires were used because they are easy administering and obtaining the necessary information for the study with ease. Close-ended questions in the questionnaires provided quantitative data for statistical analysis. The questionnaires were divided into 6 sections. Section one required the respondent to fill in their demographic information while the remaining five sections consisted of the independent variables which the researcher intends to research on.

3.7 Pilot Testing

A pilot study is a 'small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for a larger study (Stewart, 2008). A pilot study is one of the important stages in a research project and is conducted to identify potential problem areas and deficiencies in the research instruments and protocol prior to implementation during the full study (Lancaster, Dodd & Williamson, 2004).

A pilot test was conducted to determine the quality of data collection tool. Through piloting, pre-testing was done and validity and reliability of the research instrument determined. The findings of the pilot test allowed modifications and any anomalies to be

corrected. Clarity of the instrument items to the respondents was necessary so as to enhance the instrument's reliability and validity. The study used 17 respondents in the pilot test which was 5% of the study sample size. The respondents who participated in pilot test were excluded from the final study.

3.7.1 Validity

The main focus of validity is determining whether the instrument provides the measures of what it was designed to measure (Zikmund, 2003). Thietart (2001) explained that validity is mainly concerned on whether the data measured is of relevance and is precise and also the extent in which the information collected can be generalized. The focus of validity in this study was whether the research measured as required variables nd the structuring of the questions was in line with the objectives of the study. Content validity was adopted to determine validity of the questionnaire. The study utilized opinion from experts who were supervisors and lecturers to determine how valid the instrument was. Their opinions and recommendations were used to adjust the instrument to enhance validity.

3.7.2 Reliability

The main concern of reliability is consistency. An instrument is considered to be reliable after being administered severally to different respondents under similar conditions, the findings obtained are similar. In other words, Ngechu (2004), states that reliability is the ability of research instrument to yield consistent results or data after repeated trials. Cronbach's Alpha was used to determine reliability of data collection tool; this technique provides measures on instruments internal consistency. Alpha values lie between 0 and 1 are used to determine the level of reliability; if the value is high then it implies that the scale is highly reliable. According to Cooper and Schindler (2011) 0.70 is the acceptable threshold value for reliability.

3.8 Data Analysis and Presentations

Before analyzing the data, it was checked for consistency. Data coding was then done in SPSS version 23. This software was selected because it can handle simple and complicated manipulations of data. Qualitative and quantitative methods of analysis were adopted. Quantitative data gathered was subjected to descriptive statistics like percentages and frequencies and displayed in tables and figures. Qualitative information collected was analyzed using content analysis and displayed in prose form.

The relationship between variables was determined by computing inferential statistics. Multiple linear regression was used to establish the role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County. The findings were presented in tables. The regression model for this study was;

$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y is Employee performance

β is Autonomous Factors

X_1 is Organizational structure change

X_2 is Technological changes

X_3 is Organizational leadership change

X_4 is Organizational culture change

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are regression coefficients corresponding to X_1, X_2, X_3, X_4 respectively

ε is Error term.

3.9 Ethical Consideration

A letter of introduction was obtained from St. Paul's University. This letter was used in introducing the respondents to the study. A research permit was also obtained from NACOSTI. Respondents' participation in the study was voluntary and therefore, the researcher prepared a consent form so that the respondents willing to take part in the study would sign. Anonymity was ensured by excluding respondents' names in the data collection instrument. And lastly, the information provided was kept confidential and was stored in the school database.

CHAPTER FOUR

DATA ANALSYSIS AND PRESENTATION

4.1 Introduction

This chapter is a discussion of study findings from the field. It covers the reliability results, response rate, and demographic information, descriptive and inferential analysis.

4.2 Response Rate

The study targeted 337 respondents. All the respondents were issued with questionnaire; however 320 questionnaires were filled and returned. This formed a response rate of 95%. According to Mugenda (2009), a response rate of 30% is adequate for social studies. Therefore, 95% is excellent for this study. This is shown in Table 4.1

Table 4.1: Response Rate

Category	Frequency	Percentage
Returned	320	95%
Unreturned	17	5%
Total	337	100

4.3 Reliability Analysis

Data collected from the pilot test were used to test for reliability of the questionnaire. Reliability of the questionnaire was tested using Cronbach Alpha. According to Cooper and Schindler (2008), 0.7 is an acceptable reliability coefficient therefore the study used 0.7 as the cutoff point.

Table 4.2: Reliability Results

Category	Cronbach Alpha	Number of items
Organizational structure change	0.805	6
Technological changes	0.760	6
Organizational leadership change	0.829	6
Organizational culture change	0.782	6

From the reliability findings presented in Table 4.2, all variables had Cronbach alpha values greater than 0.7 which suggests that they were all reliable. The findings show that organizational structure change had alpha value of 0.805, technological changes had

alpha value of 0.760, organizational leadership change alpha value of 0.829 and organizational culture change had alpha value of 0.811.

4.4 Demographic Information

This section analyses respondent's general information.

4.4.1 Gender of Respondents

The study sought to determine the gender of respondents. Results were as shown in figure 4.1

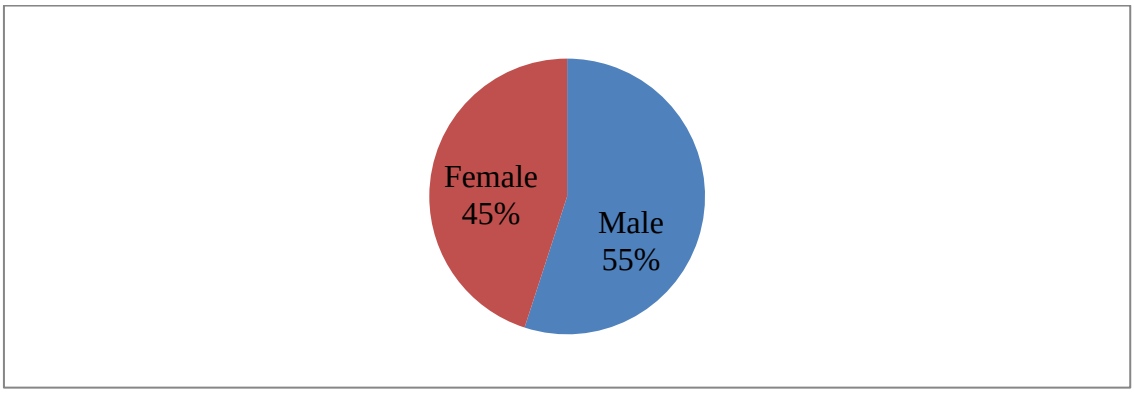


Figure 4.1: Gender of Respondents

The results show that 55% of the respondents were male while 45% were female. This implies that gender parity is taken care of in the carbonated soft drink firms in Nairobi County.

4.4.2 Length of Service in the Organization

The study sought to determine the length of period the respondents have worked in their organizations. Findings are as shown in Figure 4.2.

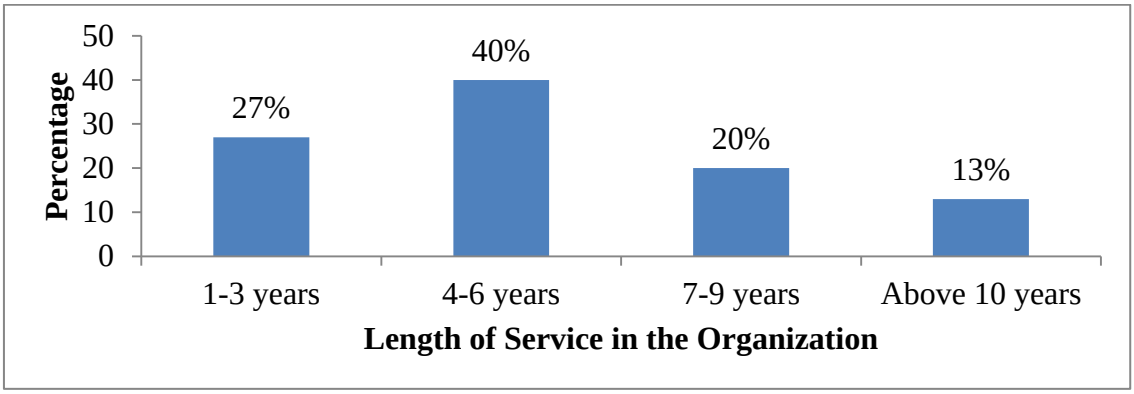


Figure 4.2: Length of Service in the Organization

The results in Figure 4.2 show that 40 percent of the respondents had worked in the organization in the organization for a period between 4 to 6 years, 27% had worked for a

period between 1 to 3 years, 20% had worked in the organization for a period between 7 to 9 years and 13%for above 10 years. These imply that the respondents had worked in their organizations for some duration and hence are able to provide information needed in the study.

4.4.3 Level of Education of the Respondents

The respondents were requested to indicate their highest level of education. Results were as shown in Figure 4.3

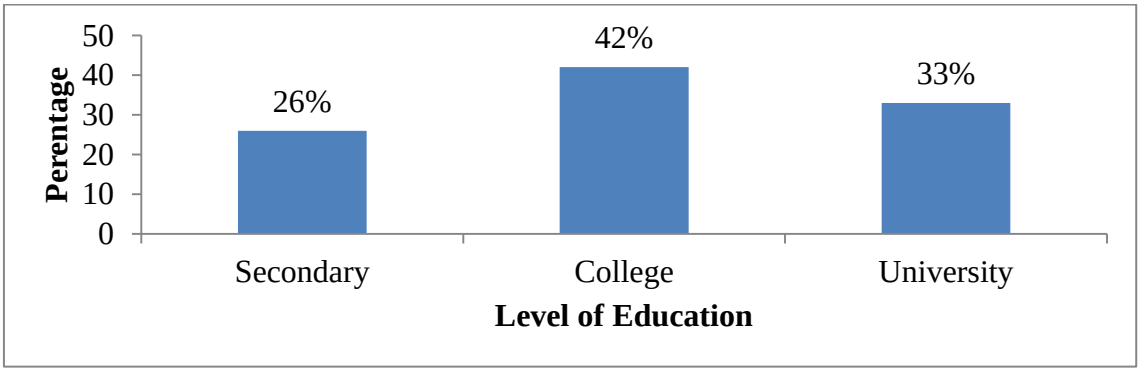


Figure 4.3: Level of Education of the Respondents

Results show that 42% of the respondents, college was highest level of education, 33 percent had university education while 26% has secondary school education. This implies that the carbonated drink firms employ individuals having different levels of education. This also means that that majority of the employees (42%) have attained a college qualification and above.

4.4.4 Respondents Position in the Organization

The study sought to determine the position of the respondents in their organization. The findings were as shown in Figure 4.4

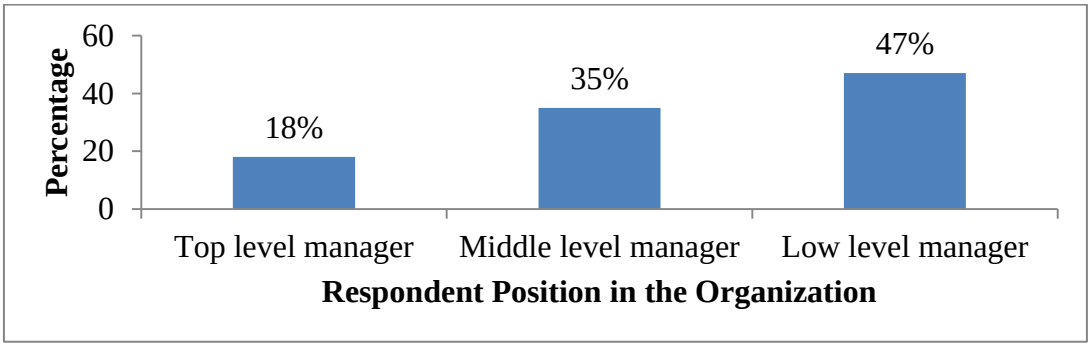


Figure 4.4: Respondents Position in the Organization

The findings in Figure 4.4 show that, 47% of the respondents were top level managers, 35% were middle level managers and 18% were top level managers. This implies that employee at different levels of management participated in the study. Therefore the study was able to collect information on ways strategic change management affect employee performance at different levels of management.

4.5 Descriptive Statistics

4.5.1 Organizational Structure Change

Respondents were asked to indicate their level of agreement on the following statements about the influence of organizational structure change on employee performance in the carbonated soft drink industry in Nairobi County. Results were as presented in Table 4.3

Table 4.3: Organizational Structure Change

Statements	Strongly disagree	Disagree	Moderate	Agree	Strongly agree	Mean	Std. Dev.
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 strategies from time to time	12	19	30	169	90	3.965	0.951
Aggregate						**4.020**	**0.964**

The results show that the respondents agreed that workers are informed about the new organization processes as shown by a mean of 4.097 and standard deviation of 0.961, the company reviews its structure in line with the new strategy as shown by a mean of 4.069

and standard deviation of 0.957, staff from all organizational levels are involved in the planning stage as shown by a mean of 4.038 and standard deviation of 0.959, workers' roles in the company are redefined as shown by a mean of 4.006 and standard deviation of 0.965, employees are reminded of the new organization strategies in a timely manner as shown by a mean of 3.965 and standard deviation of 0.951and employees are informed about the improved reporting structure in the organization as shown by a mean of 3.944 and standard deviation of 0.988. The aggregate means was 4.020 and standard deviation was 0.964

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. Funminiyi (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.

4.5.2 Technological Changes

The study sought to determine respondent's level of agreement on the following statements about the influence of technological changes on employee performance in the carbonated soft drink industry in Nairobi County. Results were as shown in Table 4.4

Table 4.4: 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
Aggregate						**4.002**	**0.957**

From Table 4.4, the respondents agreed that technology improves operations effectiveness in the firm as shown by a mean of 4.056 and a standard deviation of 0.947, the organization communicates about technology change to the employees as shown by a mean of 4.016 and a standard deviation of 0.967, information technology improves inter-groups collaborations as shown by a mean of 4.016 and a standard deviation of 0.994, ICT improves communication in the organization as shown by a mean of 3.997 and a standard deviation of 0.942, employee and managers are interconnected through a network of computers as shown by a mean of 3.988 and a standard deviation of 0.884 and employees are trained on the newly adopted technology in the organization as shown by a mean of 3.938 and a standard deviation of 1.005. The aggregate mean was 4.002 and standard deviation was 0.957.

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.

4.5.3 Organizational Leadership Change

Respondents were requested to indicate their level of agreement on the following statements about the influence of organizational leadership change on worker performance in the carbonated soft drink industry in Nairobi County. As shown in Table 4.5

Table 4.5: 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
Aggregate						**4.0265**	**0.9785**

The respondents agreed that the organization leaders explain the purpose of the change as shown by a mean of 4.097 and standard deviation of 0.976, leaders are role models as they are actively involved in the organization change process as shown by a mean of 4.056 and standard deviation of 0.921, the organization leaders develop a strategy and a clear action plan as shown by a mean of 4.047 and standard deviation of 0.984, employees are informed about new organization leadership as shown by a mean of 4.028 and standard deviation of 0.962, leaders guide employees throughout the organization change process as shown by a mean of 4.022 and standard deviation of 0.997 and the organization leaders bring people together to plan and execute change as shown by a mean of 3.909 and standard deviation of 1.031. The aggregate mean was 4.037 and standard deviation 0.979. The findings concur with Rathore, Khaliq and Aslam (2017).The results ofthis study indicated thattransformational leadershipis insignificantly relatedtoemployee performance whiletransactional leadership significantly related to the employee performance.Faupel and Süß (2019) noted that transformational leadership increases employees' work engagement.

4.5.4 Organizational Culture Change

The study sought to determine the respondent's level of agreement on the following statements about the influence of organizational culture change on employee performance in the carbonated soft drink industry in Nairobi County.

Table 4.6: 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
Aggregate						3.983	0.981

From the findings in Table 4.6, respondents agreed that the organizational culture assist workers to accept changes introduced in the organization as shown by a mean of 4.044 and standard deviation of 0.970, the company culture support a shared understanding between workers as shown by a mean of 4.013 and standard deviation of 0.911, the firm culture is supports change systems in the firm as shown by a mean of 4.003 and standard deviation of 0.944, the company culture facilitates the effective management of staff as shown by a mean of 3.953 and standard deviation of 0.997, the organization culture impacts on staff behavior in the company as shown by a mean of 3.944 and standard deviation of 0.970 and the organizational culture gives the organization direction that it should follow as shown by a mean of 3.938 and standard deviation of 1.096. The aggregate mean and standard deviation was 3.983 and 0.981 respectively.

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.

4.5.5 Employee Performance

Respondents were requested to indicate their level of agreement on the following statements about employee performance. The findings are as shown in Table 4.7

Table 4.7: 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
Aggregate						**3.943**	**0.934**

From the findings, the respondents agreed that workers are more effective as shown by a mean of 4.006 and a standard deviation of 0.919, employees accomplish their target at the recommended time as shown by a mean of 3.978 and a standard deviation of 0.875, employees know their tasks as shown by a mean of 3.919 and a standard deviation of 0.946 and staff ensure timeliness of work as shown by a mean of 3.869 and a standard deviation of 0.997. The aggregate mean was 3.943 and standard deviation 0.934.

4.6 Inferential Statistics

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

4.6.1 Correlation Analysis

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). Table 4.8 presents the findings.

Table 4.8: Correlations

		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).

From the findings presented in table 4.8, organizational structure change had a strong positive significant relationship with employees performance (r=0.768, p=0.002); technological changes had a strong positive significant relationship with employee performance (r=776, p=0.002); organizational leadership change was found to have a strong positive significant relationship with employee performance (r=0.804, p=0.002); and finally, organizational cultural change was seen to have a strong 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 a strong positive significant relationship with employee performance because the r-values are greater than 0.75.

4.6.2 Model Summary

Model summary helps in determining the dependent variable variations that can be attributed to independent variables changes. The model summary was used to determine the extent of variation in employee performance as a result of changes in organizational structure change, technological changes, organizational leadership change and organizational culture change.

Table 4.9: 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.

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.

4.6.3 Analysis of Variance

Analysis of variance is used to determine whether the model developed is a perfect fit for the data. It determines the significance of the model. For this study, the significance of the model was tested at 5% level of significance.

Table 4.10: ANOVA

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

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.

4.6.4 Beta Coefficients of the Study Variables

Beta coefficients from the coefficients table were fitted on the modeled regression equation: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.357	0.155		8.761	0.000
	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

From the results presented in table 4.11, the following regression equation was fitted;

Employee performance = 1.357+ 0.549 X_1**+ 0.518** X_2 **+ 0.634** X_3 **+ 0.565** X_4..... Equation 4.1

Organizational culture change

The equation above reveals that holding all variables to a constant zero, employee performance will be at a constant value of 1.357. 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 (β=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 (β=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 (β=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 (β=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.

From the findings, organizational leadership change had the greatest variance on the employee performance. The findings concur with Lori and Hassan (2017) who found that only supportive and transformational leadership behaviour positively and significantly influences employees in the workplace. Rathore, Khaliq and Aslam (2017) indicated that transformational leadership is insignificantly related to employee performance while transactional leadership significantly related to the employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of findings, conclusion and recommendations. The objective of the study was to establish the role of strategic change management on employee performance in the carbonated soft drink firms in Nairobi County.

5.2 Summary of Findings

5.2.1 Organizational Structure Change on Employee Performance

The first objective of the study was to examine the role of organizational structure change on staff performance. The study found that that workers are informed about the new organization processes, the company reviews its structure in line with the new strategy, staff from all organization levels are involved in the planning stage, employees' roles in the organization are redefined, employees are reminded of the new organization strategies from time to time and employees are informed about the improved reporting structure in the organization. The study also found a significant relationship between organizational structure change and worker's performance.

5.2.2 Technological Changes on Employee Performance

The second study objective was to determine the role of technological changes on employee performance. The study revealed that technological changes were correlated to employee performance. It was also established that technology improves operations efficiency in the organization, the organization communicates about technology change to the employees, information technology improves inter-groups collaborations, ICT improves communication in the organization, employee and managers are interconnected through a network of computers and employees are trained on the newly adopted technology in the organization.

5.2.3 Organizational Leadership Change on Employee Performance

The third objective of the study was to determine the role of organizational leadership change on worker performance. The study revealed that organization leaders explain the purpose of the change, leaders are role models as they are actively involved in the organization change process, the organization leaders develop a strategy and a clear action plan, employees are informed about new organization leadership, leaders guide

employees throughout the organization change initiatives and the organization leaders involve all individuals in planning and execution of change.

5.2.4 Organizational Culture Change on Employee Performance

The fourth objective of the study was to determine the role of organizational culture change on employee performance. The study established that organizational culture help the employees to embrace change introduced in the company, the organizational culture support shared understanding between the workers, the organizational culture is supportive of change initiatives at the company, the organizational culture facilitates the effective management of staff, the organization culture impact on staff behavior in the firm and the company culture gives the organization direction that guides it.

5.3 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 also concludes that organizational leadership change had the greatest variance on the 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.

5.4 Recommendations

The study recommends that the management of carbonated soft drink firms should communicate about transactional, transitional and transformational 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 employees should understand data processing, software development and ICT. 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 which include the analytical skills, inspiration, reward and motivation. 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 value, norms and rituals. This will also reduce resistance to change and hence employee will focus on their tasks to improve their performance.

5.5 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 that were not considered in this study.

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APPENDICES

Appendix I: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **925648**

Date of Issue: **11/May/2020**

RESEARCH LICENSE



This is to Certify that Miss.. MERCY MUTHONI GITARI of St Paul's University, has been licensed to conduct research in Nairobi on the topic: ROLE OF STRATEGIC CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE IN THE CARBONATED SOFT DRINK FIRMS IN NAIROBI COUNTY, IN KENYA for the period ending : 31/May/2020.

License No: **NACOSTI/P/20/872**

925648

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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Appendix II: Introduction Letter

Mercy Muthoni Gitari

Dear Participant,

RE: DATA COLLECTION

I am a student at St Paul's University pursuing a Master of Business Administration and currently writing my Research Proposal. This study seeks to determine the **Role of Strategic Change Management on Employee Performance in the Carbonated Soft Drink Industry in Nairobi County.** This is to request you to assist me in responding to the questions in the attached questionnaire.

Your contribution and comments will be treated in utmost confidentiality and no names or staff members will be published in the final research document. Your assistance and cooperation will be highly appreciated.

Yours Sincerely,

Mercy Muthoni Gitari

Appendix III: Questionnaire

Section A: Demographic Information

1. Kindly indicate your gender

   Male ( ) Others …….

   Female ( )

2. How long have you been working in the organization?

   1-3 years ( ) Others……

   4-6 years ( )

   7-9 years ( )

   Above 10 years ( )

3. What is your highest level of education?

   Secondary ( )

   College ( )

   University ( )

   Others…….

4. What is your position in the organization?

   Top level manager ( )

   Middle level manager ( )

   Low level manager ( )

Section B: Organizational Structure Change

1. What is your level of agreement on the following statements about the influence of organizational structure change on employee performance in the carbonated soft drink industry in Nairobi County? 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

Statements	1	2	3	4	5
Employees from all levels of the organization are involved in the planning stage					
The organization reviews its structure in line with the new strategy					
The employees' roles in the organization are redefined					
The employees are informed about the improved reporting structure in the organization					
The employees are informed about the new organization processes					
Employees are reminded of the new organization strategies from time					

to time					

Section C: Technological Changes

2. What is your level of agreement on the following statements about the influence of technological changes on employee performance in the carbonated soft drink industry in Nairobi County? 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

Statements	1	2	3	4	5
The organization communicates about technology change to the employees					
The employees are trained on the newly adopted technology in the organization					
Technology improves operations efficiency in the organization					
Employee and managers are interconnected through a network of computers					
Information technology improves inter-groups collaborations					
ICT improves communication in the organization					

Section D: Organizational Leadership Change

3. What is your level of agreement on the following statements about the influence of organizational leadership change on employee performance in the carbonated soft drink industry in Nairobi County? 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

Statements	1	2	3	4	5
The employees are informed about new organization leadership					
Leaders guide employees throughout the organization change process					
Leaders act as role models as they are actively involved in the organization change process					
The organization leaders bring people together to plan and execute change					
The organization leaders explain the purpose of the change					
The organization leaders develop a strategy and a clear action plan					

Section E: Organizational Culture Change

4. What is your level of agreement on the following statements about the influence of organizational culture change on employee performance in the carbonated soft drink industry in Nairobi County? 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

Statements	1	2	3	4	5
The organizational culture gives the organization direction that it should take					
The organizational culture impact on staff behavior in the firm					
Organizational culture facilitates the effective management of staff					
The organizational culture is supports change systems in the organization.					
Organizational culture supports mutual understanding between employees					
The organizational culture assists workers to accept the changes brought in the organization					

Section F: Employee Performance

5. What is your level of agreement on the following statements about employee performance? 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree

	1	2	3	4	5
Employees ensure timeliness of work					
Employees are conformant to their work					
Employees achieve targets at the set time					
Employees are more efficient					

THANK YOU

Appendix IV: Work Plan

Month /Activity	December 2019	January 2020	February	March	April	May	June 2020
Proposal Writing							
Corrections							
Data Collection							
Data Analysis							
Project Writing							
Submission of Project							

Appendix V: Research Budget

Item	Unit cost	Cost (KShs)
Traveling expenses	Item	5,000
Hiring of research assistant	Item	14,500
Computer/typing services	Item	11, 600
Printing and Photocopying of proposal	Item	3,000
Binding of proposal	Item	2,050
Data analysis	Item	15,000
Printing and Photocopying of Project	Item	6,000
Hard binding	Item	2,960
Miscellaneous	Item	5,000
Total		**53,510**

Appendix VI: List of Carbonated Soft Drink Firms

1. Alpine Coolers Ltd
2. Aquamist Ltd
3. Bio Foods Products
4. Coca limited
5. Crown Foods
6. Excel Chemicals
7. Annum Trading Company
8. Farmers Choice Ltd
9. Jetlak Foods Ltd
10. Kenafric Industries
11. Kevian Kenya Ltd
12. Koba Water Ltd
13. Top Pak Ltd
14. Miritini Kenya Ltd1
15. Pearl Industries Ltd
16. Premier Foods Industries Ltd
17. True FoodsLtd17.Promasido (Kenya) Ltd
18. Sunny Processors19.Grange Park Ltd
19. Adarsh Developers Ltd
20. The Good Water Company
21. Tabibu Cures
22. Ragos Trading Company
23. Seven Sees Investment
24. Softa Bottling Company
25. Razco Limited
26. Avodale Water Company
27. Sammic Enterprises
28. Ten Out of Ten
29. Ridge Ways Springs
30. Nestle Foods Kenya Ltd
31. Beverages Services
32. GlaxoSmithKline
33. Aberdare Springs
34. BenveroWater Company