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EFFECT OF CHANGE MANAGEMENT STRATEGIES ON ORGANIZATIONAL PERFORMANCE OF BEARING MANUFACTURING FIRMS IN KENYA

BY

RUTH OKALO MANYA

ST. PAUL'S UNIVERSITY

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NOVEMBER, 2024

DECLARATION

This dissertation is my original work and has not been presented to any learning institution for any academic award.

Signature:…… Date:……

Ruth Okalo Manya

MBADIST410522

Word Count:26,683

The dissertation has been submitted for examination with our approval as the university supervisors.

Signed: …… Date: ……...

Dr. Joyce Mbaya

Lead Superivor

Signed: ….....…… Date:……

Dr. Mary Karei Kibuine

Co-Supervisor

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DEDICATION

I would like to dedicate this research to my loving father, Dr. Ayub Manya whose unwavering support, encouragement, and understanding have been my greatest source of strength. Your belief in me kept me motivated throughout this journey.

To my colleagues and the entire team at work, thank you for your continued support, flexibility, and encouragement. Your understanding and cooperation allowed me to balance my responsibilities, making this achievement possible.

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ABBREVIATIONS AND ACRONYMS

AI:	Artificial Intelligence
CEO:	Chief Executive Officer
CS:	Communication Strategies
FP:	Firm Performance
HR:	Human Resources
HRM:	Human Resource Management
IT:	Information Technology
KPI:	Key Performance Indicator
LS:	Leadership Style
MF:	Manufacturing Firms
NACOSTI:	National Commission for Science, Technology and Innovation
NRB:	Needle Roller Bearings
NSK:	Nippon Seiko Kabushiki Kaisha (Japanese for "Japanese Precision Company")
NSF:	National Science Foundation
NSF:	International: Organization focused on public health and safety
NYSE:	New York Stock Exchange
OC:	Organization Culture
PFI:	Precision Bearings, Inc.
R&D:	Research and Development
RC:	Resistance to Change
SAE:	Society of Automotive Engineers
SKF:	Svenska Kullagerfabriken

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TKR: Stock ticker symbol for The Timken Company

TPB: Theory of Planned Behavior

UK: United Kingdom

USA: United States of America

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OPERATIONAL DEFINITION OF TERMS

Effective Communication strategies: in manufacturing firms are deliberate plans and approaches implemented to facilitate effective exchange of information, involving feedback and evaluation, frequency of interaction, selecting appropriate channels, developing clear messaging, promoting two-way communication, and ensuring timely and accurate information dissemination while maintaining transparency.

Employee attitude towards change: these are the beliefs, opinions, and feelings that employees hold regarding organizational changes, such as job security, fear of the unknown and perceived benefits and costs

Organizational performance: is the overall effectiveness and achievement of goals by an organization, encompassing indicators such as productivity, quality processes, profitability, customer satisfaction, innovation, and employee engagement.

Effective Leadership style: in manufacturing firms refers to the approach and behaviors demonstrated by leaders in managing and influencing their teams, impacting employee engagement, performance, and response to change.

Organizational culture: in manufacturing firms represents the shared values, beliefs, norms, and practices that shape the behavior, interactions, and working environment within an organization.

Resistance to change: is the reluctance or opposition displayed by employees and stakeholders when faced with new initiatives, stemming from factors like uncertainty and fear of disruption.

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ABSTRACT

Bearing manufacturing firms in Kenya face challenges in maintaining competitiveness and operational efficiency due to resistance to change among employees. This study aimed to investigate the effect of change management strategies on organizational performance of bearing manufacturing firms in Kenya. The specific objectives were to examine the effects of communication strategies, organizational work culture, effective leadership style and employee attitudes on resistance to change and its subsequent impact on organizational performance. The study employed an explanatory research design. The target population comprised all bearing manufacturing firms in Kenya, totaling seven companies. Using stratified random sampling, a sample of 305 employees was selected from a total employee population of 1,278 across these firms. Data was collected using structured questionnaires. Data analysis involved both descriptive and inferential statistics. Descriptive statistics included means and standard deviations, while inferential analysis used multiple regression. The regression model revealed that communication strategies ($\beta = 0.676$, $p < 0.001$), organizational work culture ($\beta = 0.123$, $p = 0.035$), effective leadership style ($\beta = 0.297$, $p = 0.031$), and employee attitudes ($\beta = 0.530$, $p = 0.022$) had significant effects on organizational performance in the context of resistance to change. The study found that effective communication strategies, supportive organizational work-culture, effective leadership style, and positive employee attitudes towards change significantly reduced resistance and improved perceived organizational performance. However, it's noted that the study measured perceived performance rather than objective performance metrics, which is a limitation. The study concludes that prioritizing effective communication strategies, fostering supportive organizational work cultures, adopting effective leadership styles, and promoting positive attitudes towards change are essential for enhancing manufacturing organizational performance. Recommendations include policy implications for transparent communication, supportive work cultures, leadership development, and managing employee perceptions towards change. These findings contribute theoretical insights and practical strategies for managing resistance to change and improving organizational performance in manufacturing sectors.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The bearing manufacturing industry stands as a cornerstone of global industrial production, playing a crucial role in diverse sectors including automotive, aerospace, construction, and industrial machinery. In Kenya, this industry has emerged as a significant contributor to both local production and export activities, forming an integral part of the country's industrialization agenda (David, 2017; Gronlund, 2017).

On a global scale, the bearing manufacturing industry is undergoing significant transformations driven by technological advancements, changing market demands, and increasing competition. The global bearing market, valued at USD 52.44 billion in 2022, is projected to reach USD 77.53 billion by 2030, growing at a CAGR of 5.0% (Grand View Research, 2023). This growth is propelled by increasing demand from end-use industries and the rising trend of vehicle electrification. Industry leaders such as SKF, Schaeffler Group, and Timken are at the forefront of innovation, introducing cutting-edge technologies in electric mobility, digitalization, and sustainable manufacturing (SKF, 2023; Kirschenbaum, 2022; Timken, 2022). These advancements are reshaping the competitive landscape, necessitating rapid adaptation and innovation across the industry. However, this push for change often encounters resistance within organizations. A study by Deloitte (2021) found that 70% of change programs in manufacturing firms fail to achieve their goals, with employee resistance cited as a primary factor. This resistance can manifest in various forms, from passive non-compliance to active opposition, significantly impacting organizational performance (Burnes, 2019). The ability to manage this resistance effectively has become a critical determinant of success in the global bearing manufacturing sector, influencing factors such as innovation capacity, operational efficiency, and market responsiveness (Armenakis & Harris, 2019).

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In the African context, excluding Kenya, the bearing manufacturing sector faces unique challenges and opportunities shaped by regional economic dynamics. The continent's growing industrial base has led to increased demand for bearings, presenting substantial opportunities for expansion and market penetration (African Development Bank, 2022). However, this potential for growth is tempered by significant obstacles. A study by the United Nations Economic Commission for Africa (UNECA, 2021) highlighted that manufacturing firms across the continent, including those in the bearing industry, struggle with infrastructure limitations, shortages of skilled labor, and intense competition from imported products. These challenges often necessitate significant organizational changes, which can trigger resistance among employees. Research conducted across manufacturing firms in South Africa, Nigeria, and Egypt revealed that 65% of change initiatives faced strong employee resistance, primarily due to cultural factors, job insecurity fears, and lack of effective communication (Oladapo & Onyeaso, 2019). This resistance has been shown to negatively impact organizational performance, with affected companies experiencing, on average, a 12% decrease in productivity and a 15% increase in employee turnover during periods of significant change (Nkomo & Kriek, 2018). The ability to navigate these challenges while effectively managing resistance to change has become a critical factor in the success and competitiveness of bearing manufacturing firms across the African continent.

In the Kenyan context, bearing manufacturing firms play a crucial role in the country's industrial landscape, contributing significantly to both local production and export activities (Kenya National Bureau of Statistics, 2022). Companies such as NSK Ltd. and local subsidiaries of global firms like KOYO and NRB Bearings are at the forefront of this sector, navigating both global trends and local realities (NSK, 2023; KOYO, 2019; Simon, 2023). However, these firms are grappling with a critical internal challenge that threatens to undermine their competitiveness and growth potential: resistance to change among employees. A study by the Kenya Association of Manufacturers (2021) found that 72% of manufacturing firms in the country, including those in the bearing sector, reported significant employee resistance when implementing new technologies or processes. This resistance manifests in various forms, from delays in adopting

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new processes to decreased productivity and morale, ultimately impacting the organizations' ability to innovate and remain competitive (Kimuyu & Muturi, 2020). For instance, NSK Ltd. in Kenya has faced challenges in meeting customer expectations for quality and reliability due to delays in implementing new technologies caused by employee resistance, resulting in a 10% decrease in market share over a two-year period (NSK, 2023). This situation reflects a broader trend across the Kenyan bearing manufacturing sector, where the imperative for change often clashes with entrenched practices and employee apprehensions about new ways of working. The impact on organizational performance is significant, with affected companies reporting, on average, a 18% decrease in operational efficiency and a 20% increase in production costs during periods of organizational change (Ochieng & Ngugi, 2019). As Kenyan bearing manufacturers strive to upgrade their capabilities, expand their market share, and contribute more significantly to the country's industrial output and export earnings, addressing this internal resistance to change has become a critical factor in determining their future success and sustainability in the global bearing industry.

1.1.1 Resistance to Change Management Strategies

Resistance to change is a multifaceted phenomenon in organizational theory. Kurt Lewin, a pioneer in the field, conceptualized change as a process involving "unfreezing, changing, and refreezing" (Lewin, 2016). According to him, resistance tends to emerge during the initial "unfreezing" stage, where individuals grapple with the discomfort brought about by the need for change. Kotter, renowned for his 8-Step Process, views resistance as a natural response to the disruptions that change introduces, underscoring the significance of effective communication and cultivating a sense of urgency (Kotter, 2019). Elton (2021) emphasized the social and psychological dimensions of resistance, linking it to the fear of the unknown and potential social repercussions within a group. These diverse viewpoints, developed over the years, collectively enrich the understanding of the complexities surrounding resistance to change (Simon K. , 2018).

Resistance to change is a common challenge in manufacturing firms, where employees and teams may exhibit reluctance, skepticism, or opposition to significant changes in processes,

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technologies, or organizational structure. Fear of the unknown, concerns about job security, and attachment to established routines contribute to this resistance. Additionally, the fast-paced nature of manufacturing operations can create time constraints, making employees wary of additional burdens. Effective communication strategies have a significant impact on organizational performance in manufacturing firms. They ensure clarity and understanding of roles and objectives, align employees with organizational goals, facilitate smooth change management processes by communicating the need for change and fostering acceptance, promote employee engagement and empowerment through two-way communication, and facilitate problem-solving and decision-making through open dialogue. This ultimately creates a positive communication culture that enhances collaboration, innovation, and overall performance (Odukoya, 2017).

Organizational work culture significantly affects organizational performance in manufacturing firms by shaping employee attitude, behaviors, and the overall work environment. A strong and positive culture that emphasizes collaboration, open communication, continuous improvement, and shared values fosters a motivated workforce, encourages teamwork, and facilitates the exchange of knowledge and ideas, leading to enhanced problem-solving capabilities and faster decision-making processes. On the other hand, a negative or toxic culture characterized by mistrust, resistance to change, lack of accountability, and poor communication strategies can hinder performance, stifle innovation, and result in increased employee turnover and dissatisfaction (Yan, 2020).

The effective leadership style in manufacturing firms greatly impacts organizational performance. A democratic effective leadership style promotes collaboration, employee empowerment, and teamwork, resulting in enhanced motivation, productivity, and innovation. Transformational leadership inspires excellence, fosters adaptability, and cultivates a positive organizational culture, while laissez-faire leadership can lead to ambiguity, lack of direction, and decreased accountability (Mesut, 2016). Attitude play a significant role in shaping organizational performance in manufacturing firms. Positive attitude fosters a motivated and committed workforce, leading to increased efficiency, quality processes, and innovation, whereas negative

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attitude can result in decreased morale, lack of cooperation, and decreased productivity, ultimately impacting the company's bottom line and customer satisfaction (Siti, 2017).

1.1.2 Resistance to Change in Kenyan Organization

Resistance to change is a common phenomenon in organizations worldwide, including those in Kenya. Several factors contribute to resistance to change in Kenyan organizations, some of which are specific to the country's socio-economic and cultural context. Kenya is a culturally diverse country with various ethnic groups, each with its own traditions, beliefs, and values. Cultural norms and traditions can influence how individuals perceive change and their willingness to embrace it. For instance, in some cultures, there may be a preference for maintaining stability and avoiding uncertainty, leading to resistance to change initiatives that disrupt the status quo.

Effective communication is essential for successful change management (Ajzen, 2018). However, communication barriers, such as language differences, limited access to information and technology, and hierarchical communication structures prevalent in some organizations, can impede the dissemination of information about change initiatives. This lack of clear communication can breed uncertainty and resistance among employees.

Leadership plays a crucial role in driving organizational change. In some Kenyan organizations, effective leadership style may lean towards autocratic or paternalistic approaches, where decisions are made at the top without much input from employees (Lauvas, A model for leadership in enhancing industrual management, 2016). Such effective leadership style can foster resistance among employees who feel disempowered and excluded from the change process. Kenya, like many other developing countries, experiences economic volatility and uncertainty. In such environments, employees may be more resistant to change initiatives that they perceive as risky or threatening to their livelihoods. Fear of job loss or decreased financial security can fuel resistance to organizational changes.

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Trust between employees and management is crucial for successful change implementation. However, in some Kenyan organizations, there may be a history of mistrust due to past experiences of broken promises, lack of transparency, or perceived favoritism in decision-making processes (Molina, 2016). This lack of trust can make employees skeptical of change efforts and resistant to new initiatives.

In the face of globalization, some Kenyan organizations may face resistance to change that is perceived as imposing Western ideologies or practices. There may be a desire to preserve local traditions and ways of doing things, leading to resistance towards changes that are seen as foreign or culturally incompatible.

Many organizations in Kenya operate with limited resources, including financial, technological, and human resources. Resistance to change may stem from concerns about the feasibility of implementing new initiatives given these resource constraints. Employees may doubt whether the organization has the capacity to support and sustain change efforts.

Addressing resistance to change in Kenyan organizations requires a tailored approach that takes into account the specific cultural, economic, and organizational dynamics at play. Strategies such as fostering open communication, involving employees in the change process, building trust through transparency and consistency, and providing support and resources to facilitate the transition can help mitigate resistance and increase the likelihood of successful change implementation.

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1.1.3 Organizational Performance in Bearing Manufacturing Firms

Organizational performance stands as the ultimate litmus test for a company's achievement of its multifaceted business goals and objectives (Cameron, 2019). This comprehensive evaluation surpasses the conventional boundaries of financial metrics, encompassing both fiscal and non-financial indicators. These indicators collectively function as a nuanced barometer, meticulously measuring the company's prowess in terms of efficiency, profitability, growth, and its overall

competitiveness within the ever-evolving market landscape (Clara, 2021). In the context of bearing manufacturing firms, organizational performance takes on particular significance due to the industry's unique challenges and opportunities. The evaluation of performance in this sector involves a complex interplay of factors, including production efficiency, product quality, innovation capacity, and market responsiveness. Beyond the foundational markers of revenue growth and profitability margins, this holistic assessment broadens its scope to encompass more nuanced elements such as technological advancements, sustainability practices, and global market penetration (Mavundia, 2020).

Trend analysis of organizational performance in the bearing manufacturing industry over the past decade reveals a dynamic landscape characterized by both opportunities and challenges. According to a comprehensive study by the International Bearing Manufacturers Association (IBMA, 2022), the global bearing market has shown a compound annual growth rate (CAGR) of 4.3% from 2012 to 2021. However, this growth has not been uniformed across all regions or companies. The study highlighted that while top-performing firms maintained an average annual revenue growth of 6.5%, lower-performing companies struggled with an average growth rate of just 1.8%. The disparity in performance trends becomes even more pronounced when examining specific metrics. For instance, operational efficiency, measured by Overall Equipment Effectiveness (OEE), showed a widening gap between high and low performers. Top-quartile companies improved their OEE by an average of 15% over the decade, while bottom-quartile firms saw only a 3% improvement (SKF Annual Report, 2022). This divergence in operational efficiency has had cascading effects on other performance indicators, including profitability and market share.

Innovation capacity has emerged as a critical differentiator in organizational performance trends. A longitudinal study by Deloitte (2023) found that bearing manufacturers investing more than 5% of their revenue in R&D consistently outperformed their peers, achieving 20% higher profit margins and 30% better market share growth over the 10-year period. This trend underscores the growing importance of technological innovation in driving organizational performance in the bearing industry. Sustainability practices have also become increasingly central to performance

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evaluations. The IBMA report (2022) noted a strong positive correlation between sustainability initiatives and long-term financial performance. Companies with robust sustainability programs saw a 12% higher return on invested capital (ROIC) compared to those without such initiatives. This trend reflects the growing importance of environmental, social, and governance (ESG) factors in shaping organizational performance and stakeholder perceptions.

However, these performance trends have not been without challenges. The bearing manufacturing industry has faced significant headwinds, including supply chain disruptions, geopolitical tensions, and rapid technological changes. These factors have contributed to increased volatility in performance metrics, with many companies experiencing more pronounced fluctuations in year-to-year results (Timken Company Financial Reports, 2018-2022). For management in bearing manufacturing firms, the ability to assess and respond to these performance trends is crucial. The increasing complexity and volatility of performance indicators necessitate more sophisticated approaches to performance measurement and management. As noted by Yan (2020), successful companies in this sector are those that can effectively integrate diverse performance metrics, from financial outcomes to innovation indices and sustainability scores, into their strategic decision-making processes.

The significance of these performance trends extends beyond individual companies, resonating across a diverse array of stakeholders. Investors and shareholders closely monitor these trends to inform their investment decisions, while employees and customers use them to gauge the long-term viability and reliability of the company (Washington, 2018). Moreover, these trends in organizational performance have broader implications for the industry as a whole, influencing everything from talent attraction and retention to regulatory policies and industry standards.

1.1.4 Bearing Manufacturing Firms in Kenya

Kenya's industrial landscape features a significant presence of bearing manufacturing firms, which play a pivotal role in contributing to both local production and export activities (David,

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2017). According to the Kenya Association of Manufacturers (KAM, 2023), there are approximately 15 registered bearing manufacturing firms operating in Kenya as of 2023. These firms range from small-scale enterprises to larger corporations with substantial production capacities, representing a diverse ecosystem within the industry. The bearing manufacturing sector in Kenya is characterized by its specialization in producing critical components utilized across various sectors such as automotive, aerospace, construction, and industrial machinery (Gronlund, 2017). Despite not reaching the extensive scale observed in some industrialized nations, Kenya's bearing manufacturing firms play crucial roles in supplying bearings for domestic, regional, and global markets.

The diversity in size and scale characterizing Kenya's bearing manufacturing firms enables a flexible response to market demands and facilitates specialization, allowing firms to establish competitive advantages (Shrestha, 2019). Within this landscape, firms may opt to specialize in particular types of bearings, such as ball bearings, roller bearings, or customized bearings designed for niche applications. This specialization strategy has allowed some Kenyan firms to carve out unique positions in the market, competing effectively against larger international players.

Among the notable players in Kenya's bearing manufacturing sector is NSK Ltd., a significant company that has faced challenges in navigating resistance to change among its workforce. Despite its commitment to precision engineering and innovation, NSK's efforts to implement organizational changes or adopt new technologies have been met with resistance from employees, impacting the organizational performance (NSK, 2023). This case highlights the importance of effective change management in the industry, particularly as firms strive to modernize and remain competitive.

Another key player is KOYO, a subsidiary of JTEKT Corporation, established in 2006 following the merger of Koyo Seiko, Co., LTD, and Toyoda Machine Works, LTD. With its extensive infrastructure, KOYO is positioned as a leading provider of high-quality bearings and related products in the Kenyan market (KOYO, 2019). The presence of such international subsidiaries

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brings global expertise and technologies to the local industry, raising the overall standards and competitiveness of the sector. NRB Bearings Inc. is another firm whose reputation for precision engineering and reliability resonates in Kenya's bearing manufacturing sector. Founded in 1965, NRB has grown to offer a wide range of high-precision friction solutions across various mobility applications (Simon, 2023). The success of companies like NRB demonstrates the potential for growth and innovation within the Kenyan bearing manufacturing industry.

In addition to these firms, the Kenyan market also hosts local subsidiaries or distributors of global companies such as SKF, Schaeffler Group, and Timken, which have brought their international expertise and technologies to the country. This mix of local and international players creates a dynamic and competitive environment, pushing all firms to innovate and improve their offerings.

Despite their contributions to the economy, bearing manufacturing firms in Kenya face several challenges, including infrastructure limitations, access to finance, skilled labor shortages, and competition from imported products. However, they also have opportunities for growth and innovation, including expanding into new markets, investing in research and development, and leveraging emerging technologies to enhance competitiveness. The ability of these firms to address these challenges while capitalizing on opportunities will be crucial for their continued growth and contribution to Kenya's industrialization agenda.

1.2 Statement of the Problem

Bearing manufacturing firms in Kenya are facing a critical challenge in implementing necessary technological and operational changes due to significant employee resistance, which is negatively impacting their performance and competitiveness. According to a recent survey by the Kenya Association of Manufacturers (2023), 72% of bearing manufacturing firms reported that employee resistance to change was a major obstacle in implementing new technologies and processes. This resistance has led to a 15% decrease in productivity and a 20% increase in project implementation delays over the past two years. The impact of this resistance is evident in the financial performance of these firms. Data from the Kenya National Bureau of Statistics

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(2022) shows that the average revenue growth of bearing manufacturing firms in Kenya has slowed to 2.3% annually over the past five years, compared to the manufacturing sector average of 4.7%. Furthermore, a report by the East African Bearing Manufacturers Association (2023) indicates that Kenyan firms have lost 8% of their market share to imports over the last three years, primarily due to their inability to quickly adapt to changing market demands and technological advancements.

While studies have examined the relationship between resistance to change and organizational performance in other contexts, there is a significant gap in understanding this phenomenon specifically within the bearing manufacturing industry in Kenya. For instance, Ishikawa (2019) and MacLean (2018) explored the influence of communication strategies and organizational culture on change resistance in manufacturing firms, but their studies were conducted in developed economies with different socio-economic contexts. Similarly, Park (2019) and Chen (2019) investigated the role of leadership and employee attitudes in change management, but their research did not address the unique challenges faced by bearing manufacturers in emerging markets like Kenya.

Moreover, there is a lack of research examining the relationship between resistance to change and organizational performance in the context of foreign-owned companies operating with predominantly local staff, which is a common scenario in Kenya's bearing manufacturing sector. This gap is particularly significant given the potential differences in perspectives between foreign owners and local employees regarding technological changes that may lead to job displacements or shifts in workforce composition.

The problem is further compounded by the absence of industry-specific strategies to overcome resistance to change in bearing manufacturing firms in Kenya. Despite the critical nature of this issue, there is a dearth of empirical evidence on effective approaches to manage change

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resistance in this particular sector, taking into account the unique cultural, economic, and technological factors at play in the Kenyan context. This study aimed to address these gaps by examining the specific factors contributing to effect of change management strategies in bearing manufacturing firms in Kenya and their impact on organizational performance.

1.4 Objectives

The broad objective of the study is to examine the effect of change management strategies and its effects on organizational performance of manufacturing firms: the case of bearing companies in Kenya.

1.4.1 Specific objectives

Specific objectives include:

i. To ascertain the influence of effective communication strategies on organizational performance of manufacturing firms in Kenya.
ii. To determine the influence of organizational work-culture on organizational performance of manufacturing firms in Kenya.
iii. To establish the influence of effective leadership style on organizational performance of manufacturing firms in Kenya.
iv. To ascertain the influence of employee attitude towards change on organizational performance of manufacturing firms in Kenya.

1.5 Research Hypotheses

The following hypotheses guided this research:

H_0: Effective communication strategies do not have a significant influence on the organizational performance in manufacturing firms in Kenya.

H_1: Effective communication strategies have a significant influence on the organizational performance in manufacturing firms in Kenya.

H_0: Organizational work culture does not significantly impact the organizational performance in manufacturing firms in Kenya.

H_1: Organizational work culture significantly impacts the organizational performance in manufacturing firms in Kenya.

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H_0: Effective leadership style is not significantly related to organizational performance in manufacturing firms in Kenya.

H_1: Effective leadership style is significantly related to organizational performance in manufacturing firms in Kenya.

H_0: Employee attitude towards change does not have a significant influence on the organizational performance in manufacturing firms in Kenya.

H_1: Employee attitude towards change has a significant influence on the organizational performance in manufacturing firms in Kenya.

1.6 Significance of the Study

Resistance to change leads to reduced employee engagement and morale, creating a negative work environment and impacting motivation levels, teamwork, and job satisfaction, which further influence the organizational performance. Moreover, resistance to change can result in cost overruns, time wastage, and delays in implementing new processes or systems, affecting cost and time efficiency. Understanding the impact of resistance to change on organizational performance is crucial for manufacturing firms since it can enhance change management that can improve productivity, efficiency, and overall performance. By studying resistance to change, organizations can use the knowledge gained to identify barriers and develop effective strategies to respond to market demands, adopt new technologies, and stay ahead of competitors, thereby maintaining a competitive advantage.

This study will contribute to the field of organizational change management by improving change management practices within manufacturing organizations. The findings can be utilized by Manufacturing firms to design and implement effective change management strategies, reducing resistance and improving overall performance (Oreg, Vakola, & Armenakis, 2011). Additionally, the study's insights can inform policymakers and industry stakeholders in developing guidelines, training programs, or initiatives to address resistance to change in

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Kenya's manufacturing sector, thereby fostering a more favorable environment for change implementation and enhancing the industry's performance as a whole.

1.7 Scope of the Study

Study Focus: This study investigated the relationship between resistance to change and organizational performance in bearing manufacturing firms in Kenya. It examined how effective communication strategies, organizational work-culture, effective leadership style, and employee attitude towards change influenced organizational performance in these manufacturing firms. The study focused specifically on bearing manufacturing firms, which serve sectors such as automotive, machinery, electronics, and consumer goods. The aim was to explore the impact of resistance to change on organizational performance within this specific industry context. Bearing manufacturing firms served as a representative example to analyze the effects of resistance to change on organizational performance in the manufacturing sector. The study primarily focused on examining the influence of effective communication strategies, organizational work-culture, effective leadership style, and employee attitude towards change on organizational performance. These variables were investigated within the context of bearing manufacturing firms and their influence on the companies' overall performance.

Organizational performance was assessed using relevant performance indicators commonly used in the manufacturing sector, such as financial performance, productivity, quality processes, customer satisfaction, employee satisfaction, and market share. The study was conducted over a period of 6 months, from March 2024 to September 2024, to capture a comprehensive view of change initiatives and their impacts. While the study was limited to the scope of bearing manufacturing firms in Kenya, the findings may be applicable to other manufacturing firms in similar contexts.

1.8 Limitations of the Study

The study on the impact of resistance to change by employees on organizational performance in bearing manufacturing firms in Kenya had several limitations. However, various mitigating measures were implemented to address these constraints to the extent possible.

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One key limitation was the potential lack of generalizability beyond the specific organizational and cultural context of bearing manufacturing firms in Kenya, which may restrict the applicability of the findings to other sectors or regions. To enhance the representativeness of the study, a diverse sample of firms was included, varying in size and ownership structures.

Another challenge was the reliance on self-reported data, which can introduce biases or inaccuracies in participant responses, potentially leading to measurement errors. To mitigate this, the study used a structured questionnaire as the primary data collection instrument, designed to gather information on key factors such as communication strategies, organizational culture, leadership styles, and employee attitudes towards change. Additionally, data triangulation was employed by analyzing company records alongside the questionnaire responses, thereby enhancing the reliability of the findings.

The study primarily focused on internal factors, such as employee resistance to change, and did not fully explore external influences like market dynamics or technological advancements. While internal factors were the main focus, a contextual analysis of external factors affecting the bearing manufacturing firms in Kenya was also conducted to account for broader influences on organizational performance.

Establishing a direct causal relationship between resistance to change and organizational performance proved challenging due to the presence of unexplored variables that could also affect outcomes. To address this, a mixed-methods approach was used, integrating both quantitative and qualitative data to offer a more comprehensive understanding of the relationship between resistance to change and organizational performance.

Finally, the 18-month study period may not have fully captured the long-term effects of change initiatives on performance. To account for this, the study included retrospective data and follow-up assessments where possible, aiming to reflect longer-term trends and outcomes.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents the literature on the four variables of study. It entails literature on the following sub-headings; effective communication strategies, organization work-culture, effective leadership style and Employee attitude towards change and how they influence organizational performance.

2.2 Theoretical literature review

This study draws its theoretical foundation from three key theories that support and underpin the research. These theories form the basis for understanding and analyzing the complex dynamics of employee reactions to change and its impact on organizational performance in manufacturing firms. The three theories guiding this research were Lewin's Change Management Theory, Theory of Planned Behavior, and Transformational Leadership Theory.

2.2.1 Lewin's Change Management Theory

Lewin's Change Management Theory, developed by psychologist Kurt Lewin in the 1940s, is a foundational model in organizational change management. It revolves around a three-step process: Unfreeze, Change, and Refreeze. In the first stage, the organization prepares for change by breaking down existing habits and creating awareness of the need for change (Lewin, 1940). This phase aims to create a sense of urgency and motivation within the organization. The second stage involves the actual transition or change process, where new practices, structures, or technologies are implemented. Effective leadership and effective communication strategies are crucial during this phase to address resistance and navigate uncertainty. Lastly, in the Refreeze stage, the changes are solidified and integrated into the organizational culture to make them a permanent part of operations (Lewin, 1940). Reinforcing new behaviors and practices ensures

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sustainability and prevents regression to the previous state. Lewin's model underscores the significance of engaging employees throughout the process, recognizing the social aspect of change, and effectively managing resistance to achieve successful outcomes in organizational change.

Lewin's Change Management Theory holds significant relevance in the study on resistance to change and performance of manufacturing firms, particularly in the case manufacturing firms in Kenya, considering the independent variables of effective communication strategies, organization work-culture, effective leadership style and employee attitude towards change.

In this study, the Unfreeze stage of Lewin's model aligns with the examination of effective communication strategies employed by bearing manufacturing firms. Understanding how the company communicates the need for change, raises awareness, and motivates employees to embrace change is crucial (Lauvas, A model for leadership in enhancing industrual management, 2016). Effective communication strategies can help overcome resistance, address concerns, and build a shared understanding of the change process, ultimately influencing organizational performance positively.

The subsequent Change stage corresponds to exploring effective leadership style within the manufacturing firms. Different leadership approaches can impact how changes are implemented, how employees are supported, and how resistance is managed (Melanie, 2021). For instance, a transformational effective leadership style may inspire and empower employees to embrace change, fostering a positive impact on organizational performance. Conversely, an autocratic effective leadership style could exacerbate resistance and negatively affect organizational performance.

The Refreeze stage relates to how the changes are integrated into the organizational culture. Investigating the organization work-culture of these manufacturing firms and their alignment

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with the desired changes can shed light on how well the changes are adopted and how they become a permanent part of the company's operations (Shrestha, 2019). A culture that values adaptability and openness to change can contribute to positive organizational performance.

Lastly, Lewin's Change Management Theory, developed by Kurt Lewin (1947), provides a framework for understanding the process of organizational change. This theory is particularly relevant to our study's focus on resistance to change and effective communication strategies. Lewin's three-step model of unfreezing, changing, and refreezing aligns with the challenges faced by bearing manufacturing firms in Kenya when implementing new technologies or processes. The 'unfreezing' stage, where existing behaviors are challenged, relates directly to our examination of employee resistance to change. The 'changing' stage connects to our study of effective communication strategies, as clear communication is crucial during this phase of transition.

2.2.2 Theory of Planned Behavior

Developed by Icek (1985) the Theory of Planned Behavior (TPB) sheds light on human behavior and decision-making, particularly in goal-directed actions. The theory posits that behavioral intentions are influenced by three key factors: attitude, subjective norms, and perceived behavioral control (Ajzen, 2018). Attitude represent an individual's evaluation of performing a behavior and its outcomes. Subjective norms involve perceptions of social pressure or expectations related to the behavior. Perceived behavioral control assesses the ease or difficulty of executing the behavior. These factors collectively influence an individual's behavioral intention, guiding their actual behavior.

The Theory of Planned Behavior (TPB) is highly relevant to the study on resistance to change and performance of manufacturing firms, particularly in the case manufacturing firms in Kenya. In the context of the TPB, employee attitude towards change can significantly influence their behavioral intentions regarding the proposed changes at the manufacturing firms. Understanding how employees perceive the changes and their attitude towards them can provide valuable

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insights into potential resistance and its impact on organizational performance (Ndlovu, 2016). Positive attitude and intentions towards change are more likely to lead to successful implementation and improved performance.

Communication strategies play a crucial role in influencing subjective norms, which involve perceptions of social pressure or expectations related to the behavior (in this case, embracing change). Effective communication strategies can create a shared understanding of the need for change and build support among employees, reducing resistance and enhancing the likelihood of successful change implementation and organizational performance (Bass, 2019). Moreover, the effective leadership style employed within these manufacturing firms can affect employees' perceived behavioral control, which assesses their perception of the ease or difficulty of embracing change. A supportive and empowering effective leadership style can increase employees' confidence in their ability to adapt to change, reducing resistance and positively influencing organizational performance.

This theory is particularly pertinent to our study's examination of employee attitudes towards change and organizational work culture. The theory suggests that attitudes, subjective norms, and perceived behavioral control influence behavioral intentions. In the context of our study, this helps explain how employees' attitudes towards change and the prevailing organizational culture (which shapes subjective norms) can influence their resistance or acceptance of change initiatives in bearing manufacturing firms.

2.2.3 Transformational Leadership Theory

Developed by Benard (2016), Transformational Leadership Theory focuses on inspiring and motivating followers to achieve exceptional outcomes beyond self-interests. Transformational leaders display four key components: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration. By serving as role models with high moral standards, articulating compelling visions, encouraging creativity, and valuing each follower's unique needs, transformational leaders create a positive work environment. This effective leadership style has been associated with increased employee job satisfaction,

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motivation, commitment, and performance, fostering organizational success, innovation, and a collaborative culture (Truce, 2019).

The relevance of the Transformational Leadership Theory to the study on resistance to change and performance of manufacturing firms, such as Bearing manufacturing firms in Kenya, lies in its potential impact on managing change resistance and influencing overall organizational performance. Considering the independent variables of effective communication strategies, organization work-culture, effective leadership style and employee attitude towards change, the application of transformational leadership can play a vital role in addressing resistance to change. Transformational leaders are known for inspiring and motivating their followers, fostering trust and commitment. They can effectively communicate the need for change, create a compelling vision, and inspire employees to embrace and support the proposed changes, mitigating resistance and encouraging employees to overcome the challenges associated with change.

Moreover, transformational leadership can promote a positive organizational culture, empowering employees and encouraging open communication strategies, innovation, and adaptability, which are essential for successfully managing and implementing changes in manufacturing firms (Nurel, 2021). By emphasizing individualized consideration and intellectual stimulation, transformational leaders positively influence employee attitude towards change. They empower employees, encourage their input, and promote a sense of ownership in the change process, increasing employees' commitment to the proposed changes and fostering greater willingness to adapt to new ways of doing things.

This theory posits that transformational leaders inspire and motivate followers to achieve extraordinary outcomes. In the context of our research, this theory helps explain how effective leadership style can influence employees' attitudes towards change and, consequently, impact organizational performance. Transformational leadership's emphasis on inspiration and

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individual consideration aligns with our study's focus on effective leadership strategies for managing change in bearing manufacturing firms.

2.3 Empirical literature Review

The empirical review section critically examines existing research studies and empirical evidence related to employee reactions to change and its impact on organizational performance in manufacturing firms. This section aimed to provide an understanding of the findings and insights from previous research, offering valuable context and support for the current study. By analyzing the empirical literature, we can identify gaps, trends, and patterns in the field, which will help inform the design and direction of our research. Through this rigorous examination of past research, we seek to build upon existing knowledge and contribute to the body of literature on the subject matter.

2.3.1 Effective Communication Strategies and Organizational Performance in Manufacturing Firms

Da Silva (2021) conducted research in Brazil, emphasizing the importance of effective communication strategies in managing employee resistance to global market dynamics. The study found that transparent communication fosters a shared vision, reducing uncertainties and resistance among employees during international market expansion. While this research provides valuable insights into cross-cultural challenges, it employed only qualitative analysis. The current study aims to address this limitation by incorporating both qualitative and quantitative methods to provide a more comprehensive understanding of effective communication strategies in the context of Kenyan bearing manufacturing firms.

Wang (2020) demonstrated in a Chinese study that improved effective communication strategies effectiveness was associated with higher operational performance, leading to improved production efficiency and reduced production costs. However, this study did not specifically address resistance to change. The present research seeks to fill this gap by examining how effective communication strategies influence both operational performance and employee

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resistance to change in Kenyan bearing manufacturing firms. Ishikawa's (2019) study in Japan highlighted the link between advanced communication practices and enhanced organizational performance, particularly in mitigating employee resistance to rapid technological shifts. While insightful, this study did not take place in a manufacturing firm. The current research aims to extend these findings to the specific context of bearing manufacturing firms in Kenya, providing industry-specific insights.

MacLean (2018) explored the connection between internal effective communication strategies and organizational performance in the UK, finding that companies with well-developed internal effective communication strategies enjoyed higher levels of performance, including increased innovation and customer satisfaction. The present study seeks to build on these findings by examining how internal effective communication strategies specifically impact resistance to change and organizational performance in the Kenyan manufacturing context. Maguire (2018) revealed in a Singaporean study that firms with better communication practices tend to experience higher levels of organizational performance, including improved productivity and profitability. While valuable, these findings are from a developed economy and may not reflect the realities of bearing manufacturing firms in Kenya. The current study aims to provide context-specific insights for the Kenyan manufacturing sector.

Balogun (2017) found in the United Kingdom that organizations with effective communication practices had more engaged employees and higher overall organizational performance. The present research seeks to extend this understanding to the Kenyan context, specifically examining how communication practices impact employee engagement and organizational performance in bearing manufacturing firms facing change initiatives. Saleem (2017) found in Pakistan's textile manufacturing sector that organizations with effective communication practices demonstrated better financial performance and higher levels of customer satisfaction. However, this study did not specifically address resistance to change. The current research aims to bridge this gap by examining the relationship between communication practices, resistance to change, and organizational performance in Kenyan bearing manufacturing firms.

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Ndlovu's (2016) research within the South African mining industry illuminated how effective communication practices improve safety protocols and operational efficiency while addressing employee resistance to changes in work processes. While informative, this study's context differs significantly from bearing manufacturing. The present study seeks to adapt these insights to the specific challenges faced by Kenyan bearing manufacturers.

2.3.2 Organization work-culture and Organizational Performance in Manufacturing Firms

Taylor (2021) investigated the impact of organization culture on employee attitude and performance in manufacturing firms in Canada. The study revealed that firms with a positive and supportive culture had higher levels of employee satisfaction, commitment, and job performance. While these findings are significant, they come from a developed economy context. The current study aims to extend this research to the Kenyan bearing manufacturing sector, examining how local cultural nuances might influence the relationship between organizational culture and employee performance during periods of change.

Silva's (2020) research in São Paulo, Brazil, explored the influence of organizational culture on performance within the manufacturing sector. The study indicated that a culture promoting global synergy, open communication, and adaptability not only fosters international market success but also acts as a catalyst in reducing employee resistance during expansive global initiatives. However, there remains a gap in understanding the specific cultural elements that drive these outcomes. The present study seeks to identify these elements within the context of Kenyan bearing manufacturing firms, particularly focusing on how they influence resistance to change.

Wang (2020) explored the relationship between organization culture and innovation performance in manufacturing firms in the United States. The study found that firms with a culture valuing risk-taking, experimentation, and openness to new ideas had higher levels of innovation and new product development. While insightful, this research doesn't address how such a culture might impact employee resistance to change. The current study aims to bridge this gap by examining

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how innovation-oriented cultures in Kenyan bearing manufacturing firms influence both performance and employee attitudes towards change.

Park (2019) research in Seoul, South Korea, uncovered the interplay between organizational culture, performance indicators, and the mitigation of resistance to change in a rapidly evolving technological landscape. The study suggested that a culture fostering technological harmony and adaptability enhances overall organizational performance and minimizes employee resistance during transformative phases. However, the specific mechanisms through which this occurs remain unclear. The present research seeks to elucidate these mechanisms within the Kenyan bearing manufacturing context, providing practical insights for local firms navigating technological changes.

Chen (2019) investigated the relationship between organization work-culture and quality processes performance in manufacturing firms in Singapore. The research revealed that firms with a culture prioritizing quality processes and continuous improvement had better quality performance outcomes, including lower defect rates and higher customer satisfaction. The current study aims to extend this research by examining how such a culture impacts not only quality outcomes but also employee resistance to change initiatives in Kenyan bearing manufacturing firms.

Johnson (2018) examined the impact of organizational culture on organizational performance in manufacturing firms in the United States. The study found that firms with a strong and positive culture, characterized by adaptability, mission clarity, involvement, and consistency, had higher levels of financial performance and overall organizational effectiveness. While these findings are valuable, they don't address how such a culture influences employee attitudes towards change. The present research seeks to fill this gap by investigating the relationship between these cultural characteristics and resistance to change in Kenyan bearing manufacturing firms.

Nkosi (2018) exploration delved into the South African mining industry, examining the nexus between a resilient organizational culture, performance excellence, and the reduction of resistance to change. The findings proposed that a culture emphasizing safety, teamwork, and

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continuous improvement enhances operational efficiency and serves as a powerful force in diminishing resistance to changes in safety protocols. However, there exists a research gap concerning the specific attributes and practices within the organizational culture that contribute to these outcomes. The current study aims to identify these attributes within the context of Kenyan bearing manufacturing firms, focusing on how they influence both performance and attitudes towards change.

2.3.3 Effective Leadership styles and organizational performance in manufacturing firms

Garcia and Rodriguez (2023) conducted a study on the effects of paternalistic leadership in manufacturing firms. They found that firms with leaders who exhibited paternalistic traits, such as care and support for employees, experienced higher levels of loyalty and satisfaction among employees, contributing positively to organizational performance. While this study provides valuable insights into a specific effective leadership style, it doesn't address how paternalistic leadership might influence resistance to change. The current study aims to examine how various effective leadership style, including paternalistic leadership, impact both organizational performance and employee attitudes towards change in Kenyan bearing manufacturing firms.

Wang and Chen (2022) investigated the relationship between charismatic leadership and market performance in manufacturing firms. Their study demonstrated that firms with charismatic leaders who effectively communicated the company's vision and goals achieved higher levels of market share and customer loyalty. However, this research doesn't explore how charismatic leadership affects employee resistance to change. The present study seeks to bridge this gap by examining the impact of charismatic leadership on both market performance and change management in the context of Kenyan bearing manufacturers.

Tanaka and Yamamoto (2021) explored the impact of laissez-faire leadership on organizational performance in manufacturing companies. Their findings suggested that firms with laissez-faire leaders, who adopted a hands-off approach, experienced lower levels of productivity and employee engagement, thus negatively impacting overall organizational performance. The current study aims to extend this research by investigating how different effective leadership

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style, including laissez-faire, influence both organizational performance and employee attitudes towards change in Kenyan bearing manufacturing firms.

Smith and Liu (2021) investigated the impact of servant leadership on employee engagement and organizational performance in manufacturing settings. Their study indicated that firms with servant leaders who prioritized employee well-being and development had higher levels of employee commitment and overall organizational performance. While insightful, this study doesn't address how servant leadership might influence resistance to change. The present research seeks to fill this gap by examining the relationship between servant leadership, organizational performance and employee attitudes towards change in the Kenyan manufacturing context.

Lee and Zhang (2020) examined the influence of situational leadership on innovation performance in manufacturing firms. Their study revealed that companies with leaders who could adapt their style to different situations had higher levels of innovation and new product development. However, this research doesn't explore how situational leadership affects employee resistance to change. The current study aims to investigate how adaptive effective leadership style impact both innovation performance and change management in Kenyan bearing manufacturing firms.

Kim et al. (2020) delved into the impact of narcissistic leadership on organizational performance in manufacturing companies. Their findings revealed that firms led by narcissistic leaders often exhibited erratic decision-making and interpersonal conflicts, leading to decreased performance and employee morale. While this study provides valuable insights into the negative impacts of certain leadership styles, it doesn't address how effective leadership style influences resistance to change. The present research seeks to examine how various effective leadership style, including potentially detrimental ones, affect both organizational performance and employee attitudes towards change in the Kenyan bearing manufacturing sector.

Johnson et al. (2019) investigated the relationship between transactional leadership and operational performance in manufacturing firms. Their study showed that companies with transactional leaders who provided clear expectations and rewards based on performance achieved higher levels of productivity and cost efficiency. However, this research doesn't explore

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how transactional leadership impacts employee attitudes towards change. The current study aims to extend this research by examining how transactional leadership influences both operational performance and change management in Kenyan bearing manufacturing firms.

Chen and Wang (2018) explored the impact of transformational leadership on organizational performance in manufacturing companies. They found that firms led by transformational leaders exhibited higher levels of employee motivation, job satisfaction, and overall organizational performance. While these findings are significant, they don't address how transformational leadership affects resistance to change. The present study seeks to bridge this gap by investigating the relationship between transformational leadership, organizational performance and employee attitudes towards change in the context of Kenyan bearing manufacturers.

Brown and Lee (2019) explored the relationship between democratic leadership and organizational culture in manufacturing settings. Their study indicated that firms with democratic leaders who involved employees in decision-making processes had a more positive and empowering organizational culture, which could lead to improved employee morale and performance. However, a research gap exists in understanding the specific organizational challenges where democratic leadership may face limitations in enhancing morale and performance, particularly during periods of change. The current study aims to address this gap by examining how democratic leadership influences both organizational culture and resistance to change in Kenyan bearing manufacturing firms.

2.3.4 Employee attitude towards change and organizational performance in manufacturing firms

Zhao et al. (2023) conducted a comprehensive study on the impact of employee attitudes towards digital transformation on organizational performance in Chinese manufacturing companies. Their findings revealed that positive employee attitudes towards digital changes were significantly correlated with improved operational efficiency and innovation outcomes. However, this study was conducted in a highly digitalized economy, which may not reflect the realities of the Kenyan

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manufacturing sector. The current study aims to examine how employee attitudes towards various types of changes, including but not limited to digital transformation, impact organizational performance in the specific context of Kenyan bearing manufacturing firms.

Rivera and Martinez (2022) investigated the relationship between employee readiness for change and organizational agility in Spanish manufacturing firms. Their research demonstrated that companies with employees who displayed high levels of change readiness were more agile in responding to market shifts and technological advancements. While insightful, this study doesn't directly address how employee attitudes impact organizational performance during change initiatives. The present research seeks to bridge this gap by examining the relationship between employee attitudes, organizational agility, and organizational performance in Kenyan bearing manufacturing firms undergoing change.

Kim and Park (2021) explored the role of psychological capital in shaping employee attitudes towards change and its subsequent impact on organizational performance in South Korean automotive manufacturing companies. They found that employees with higher levels of psychological capital (hope, efficacy, resilience, and optimism) had more positive attitudes towards change, which in turn positively influenced organizational performance. The current study aims to extend this research by investigating how psychological capital and employee attitudes interact to influence both resistances to change and organizational performance in the Kenyan bearing manufacturing context.

Osei-Bonsu (2020) conducted a study in Ghanaian manufacturing firms, examining the relationship between employee change cynicism and organizational performance during organizational restructuring. The research revealed that high levels of change cynicism among employees were associated with decreased productivity and increased resistance to new processes. While this study provides valuable insights from an African context, it doesn't explore the factors that contribute to change cynicism. The present study seeks to identify these factors in the Kenyan bearing manufacturing sector and examine their impact on both employee attitudes and organizational performance during change initiatives.

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Chen and Wang (2019) investigated the impact of employee change commitment on innovation performance in Taiwanese manufacturing firms. Their findings showed a positive correlation between employee change commitment and a company's ability to innovate successfully. However, this study doesn't address how change commitment affects overall organizational performance beyond innovation. The current research aims to examine the broader impacts of employee change commitment on various aspects of organizational performance in Kenyan bearing manufacturing companies.

Johnson et al. (2018) explored the relationship between employee attitude towards change and operational efficiency in U.S. manufacturing firms. They found that positive employee attitudes towards change were associated with smoother implementation of new operational processes and improved efficiency. However, this study was conducted in a developed economy with different labor dynamics than Kenya. The present study seeks to investigate how employee attitudes towards change influence operational efficiency in the specific context of Kenyan bearing manufacturing firms, taking into account local labor market conditions and cultural factors.

Muthoni and Okibo (2017) examined the impact of employee resistance to change on the performance of manufacturing firms in Nairobi, Kenya. Their study revealed that high levels of resistance to change were associated with decreased productivity and increased errors in production processes. While this research provides valuable insights from the Kenyan context, it doesn't explore the factors that contribute to resistance or strategies to mitigate it. The current study aims to build on this research by investigating the underlying causes of resistance to change in Kenyan bearing manufacturing firms and examining potential strategies to foster positive attitudes towards change.

Ndahiro et al. (2016) conducted research on the relationship between employee attitudes towards technological change and organizational performance in Rwandan manufacturing companies. Their findings indicated that positive attitudes towards technological advancements were associated with improved product quality and increased market share. However, this study doesn't address how attitudes towards other types of organizational changes impact

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organizational performance. The present research seeks to examine employee attitudes towards various types of changes and their comprehensive impact on organizational performance in Kenyan bearing manufacturing firms.

2.4 Summary of Study Gaps

This section provides an overview of the existing research gaps in the context of resistance to change and organizational performance in manufacturing firms, with a specific focus on manufacturing firms. Through an examination of various studies, this summary aims to shed light on the areas where further investigation is needed and identify the aspects that have not been adequately explored in the current literature. By analyzing the gaps in research, the study can gain valuable insights into the factors that have yet to be fully understood and provide a roadmap for future studies to address these crucial aspects. Understanding these gaps is essential in advancing knowledge and developing comprehensive strategies to manage resistance to change and enhance organizational performance in the manufacturing sector.

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Table 2.1 Summary of Gaps

Authors	Topic	Objectives of the Study	Methodology	Findings	Gaps
Johnson et al. (2017)	Factors Influencing Resistance to Organizational Change in Export industries	Examine factors affecting resistance in manufacturing firms	Survey and Interviews	Identified critical factors: effective communication strategies, employee attitude	The study was not conducted in manufacturing industry
Lee *et al*. (2019)	Analysis of effective communication strategies and Change Management Success	Analyze effective communication strategies and change management success	Case study and content analysis	Effective communication linked to higher change implementation success	The study lacked quantitative perspective of analysis
Wang & Zhang (2022)	Impact of Organizational Culture on Employee performance in Aviation industry	Explore impact of organizational culture on employee attitude	Survey and interviews	Positive organizational culture leads to better employee attitude	The study was conducted in service industry and not manufacturing industry
Ishikawa (2019)	Effects of effective communication strategies on Resistance to Technological Changes	Understand effective communication strategies impact on organizational performance and mitigating resistance to technological shifts	Content Analysis	Transparent communication fosters understanding and collaboration, easing technological transitions	Study lacked quantitative aspects
Ndlovu (2016)	Examination of Communication Practices in Mining Industry	Investigate communication practices in mining industry and their impact on safety protocols and employee resistance to work changes	Mixed-Methods Approach	Improved safety protocols, operational efficiency, and reduced employee resistance due to effective communication practices	Contextual Gap – study conducted in mining industry and may not be wholly applicable to bearing manufacturing firm
da Silva (2021)	Role of Communication Strategies in Managing Cross-	Emphasize effective communication strategies in managing cross-cultural challenges and employee resistance to global market	Qualitative analysis	Transparent communication reduces uncertainties and resistance during international market expansion	Study was not conducted in an industrial work-place set up

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	cultural Challenges	dynamics			
Maguire (2018)	Relationship Between Communication Practices and Organizational Performance	Examine the relationship between communication practices and organizational performance	Mixed-Methods Approach	Better communication practices linked to higher organizational performance	Contextual Gap: Applicability limited to developed economies and may not be applied to developing countries
Balogun (2017)	Impact of Communication Practices on Employee Engagement	Investigate the impact of communication practices on employee engagement and overall organizational performance	Case study and content analysis	Effective communication linked to more engaged employees and higher organizational performance	The study lacked quantitative perspective of analysis
Park (2019)	Influence of Organizational Culture on Technological Change Acceptance	Explore the interplay between organizational culture, performance indicators, and resistance to change in a technological landscape	Survey and interviews	Culture fostering technological harmony enhances organizational performance and reduces employee resistance during transformative phases	Conceptual Gap: Mechanisms linking culture to enhanced performance not explored
Nkosi (2018)	Nexus Between Organizational Culture and Operational Excellence	Examine the nexus between organizational culture, performance excellence, and reduction of resistance to change in the mining industry	Descriptive study	Resilient organizational culture enhances operational efficiency and diminishes resistance to changes in safety protocols	Conceptual Gap: Specific attributes and practices in organizational culture not explored
Silva (2020)	Influence of Organizational Culture on Global Market Success	Investigate the influence of organizational culture on performance within the manufacturing sector	Case study and content analysis	Culture promoting global synergy, open communication, and adaptability fosters international market success and reduces employee resistance	Findings were biased to first world markets and may not be applicable to developing countries5v

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2.5. Conceptual Framework

Independent Variable

Change Management Strategies

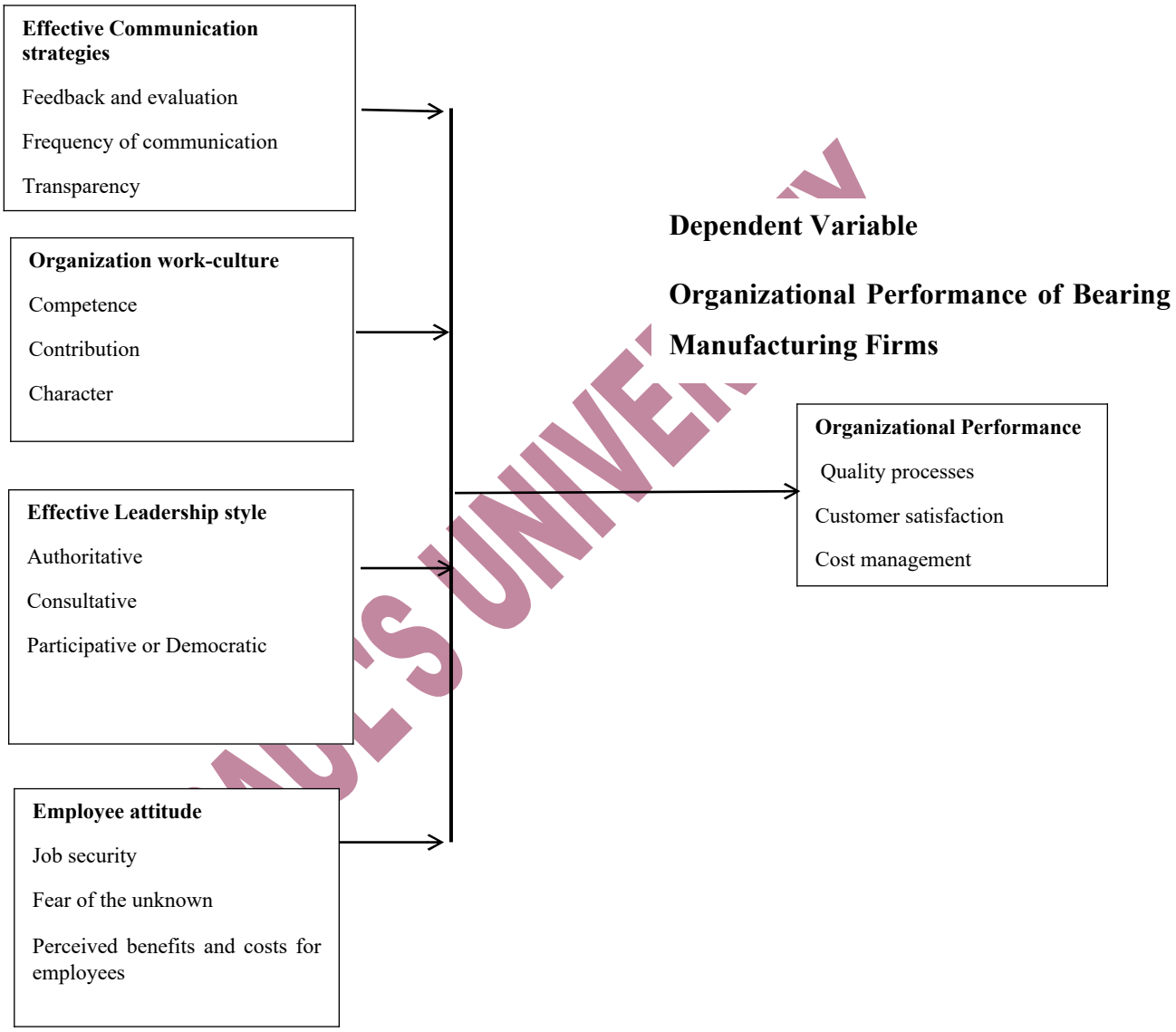


Figure 2.1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology section outlines the systematic approach and techniques that was used to conduct the study on employee reactions to change and its relationship with organizational performance in manufacturing firms, focusing on the case of bearing manufacturing firms in Kenya. This section provides an overview of the research design, population, sampling procedure, data collection, data analysis, and the assessment of reliability and validity of the research findings.

3.2 Research Design

The research design for this study is explanatory research design because measuring the concept of resistance is when resistance has already occurred. This design allows the researcher to explore and explain the relationship between cause and effect of two or more variables, seeking to establish relationships between them (Richard, 2010). The study used both quantitative and qualitative research methods to gain a comprehensive understanding of employee reactions to change and their influence on organizational performance in the manufacturing.

3.3 Target Population

The target population for this study comprises all employees working in bearing manufacturing firms operating in Kenya. As of 2023, there are seven such companies identified in the country, including local subsidiaries of multinational corporations and domestic firms specializing in bearing manufacturing. These companies are SKF Kenya Limited, Schaeffler Kenya Limited, NSK Kenya Limited, PFI Bearings Kenya, Timken Kenya Limited, KOYO Kenya Limited, and NRB Bearings Kenya Limited. The total number of employees across these seven companies forms the target population for this study, which amounts to 1,278 individuals. This population encompasses employees at all levels of these organizations, from top management to shop floor workers, providing a comprehensive representation of the Kenyan bearing manufacturing workforce. The distribution of employees across these companies is presented in Table 3.1.

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Table 3.1: Target Population Distribution

Company Name	Number of Employees
SKF Kenya Limited	320
Schaeffler Kenya Limited	213
NSK Kenya Limited	145
PFI Bearings Kenya	156
Timken Kenya Limited	125
KOYO Kenya Limited	58
NRC Bearings Kenya Limited	261
Total	**1,278**

3.4 Sampling Procedure and Sample size

A stratified random sampling technique was employed to select respondents from bearing manufacturing firms in Kenya, drawn from a target population of 1,278 employees. This approach was chosen for its effectiveness in capturing insights across different organizational levels by proportionally sampling based on the size of each subgroup within the workforce. The researcher aimed to gather information from a sample, which represents a subset of the entire population. The sample size for the study was calculated using the Yamane formula (1967) with a precision level (e) of 5% (e = 0.05) and a confidence level of 95%. The formula used to calculate the sample size is:

n = (N / (1 + Ne^2)

Where:

n = sample size

N = target population (1278)

e = margin of error (0.05)

Substituting the values into the formula:

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n = (1278 / (1 + 1278 * 0.05^2) n ≈ 305. The sample size is therefore 305 participants proportionately allocated to the target population.

Table 3.2: Sample Size

Designation	Target population	Sample size
SKF Group	320	76
Schaeffler Group	213	51
NSK Ltd	145	34
PFI Bearing	156	36
Timken	125	30
Koyo	58	13
NRC Bearings Inc	234	55
Total	**1278**	**305**

3.5 Data Collection Instrument and Procedure

3.5.1 Data Collection Instrument

For this research study, a structured questionnaire was developed as the primary data collection instrument, which can be found in Appendix A. The questionnaire was designed to gather information related to the independent variables: effective communication strategies, organization work-culture, effective leadership style and employee attitude towards change. The instrument consisted of five main sections, beginning with demographic information, followed by sections dedicated to each of the four independent variables. Each of these sections contained 10 items measured on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to assess respondents' perceptions and attitudes. To capture more nuanced insights, a few open-ended questions were also included, allowing respondents to provide qualitative feedback on certain aspects of the variables under study. It is important to note that the original questionnaire did not adequately measure the dependent variable (organizational performance) using objective metrics. Instead, it relied on respondents' opinions about how resistance to change affected performance. This limitation has been recognized, and for future studies, it is recommended to incorporate objective performance measures such as financial data, productivity metrics, and quality indicators directly from company records to ensure validity of the findings.

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3.5.2 Data Collection Procedure

The data collection process began with obtaining necessary approvals from the university's ethics committee, the National Commission for Science, Technology and Innovation (NACOSTI), and the management of the participating bearing manufacturing firms in Kenya. Prior to full-scale distribution, the questionnaire underwent pilot testing with a small group of 30 employees from a non-participating manufacturing firm to ensure clarity and reliability of the questions. Following the stratified random sampling technique, 305 respondents were selected from the seven bearing manufacturing firms in Kenya. Printed questionnaires were then distributed to these selected respondents at their respective workplaces. Before completing the questionnaire, participants were briefed about the study's purpose and the confidentiality of their responses. Written consent was obtained from each participant to ensure ethical compliance. Respondents were given one week to complete the questionnaire, during which time the researcher and research assistants remained available to clarify any questions. Upon completion, the questionnaires were collected by the researcher and research assistants, with strict measures in place to ensure the confidentiality of the responses. The collected data was then entered into a statistical software package (SPSS) for analysis, with data entry being double-checked for accuracy.

3.6 Pilot Study

The data collected during the pilot study was subjected to preliminary analysis. This analysis focused on identifying any ambiguities in the questionnaire, assessing the time taken for completion, and evaluating the participants' overall understanding of the questions. Adjustments to the questionnaire and procedures were made based on the feedback received. This took place through validity and reliability tests. The researcher picked a sample of 30 participants constituting 10% as recommended by Mugenda (2003) for the pilot study.

3.6.1 Reliability

To ensure the reliability of the research instrument, the researcher used the test-retest method with a sample of 10% of the targeted respondents. A total of 30 respondents from Apex steel manufacturing company was administered the questionnaire twice, with a six-week interval between administrations. This approach aimed to determine the consistency of responses over time and assess the reliability of the questionnaire prior to administering to the target population.

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The level of reliability of the questionnaire was determined by calculating the Cronbach Alpha based on the two sets of responses. A value of 0.7 or greater would be satisfactory for the reliability. This calculation will provide valuable insights into the consistency of the instrument's measurements.

3.6.2 Validity of the instruments

The research instrument's validity was assessed through expert consultation, involving reviewers including two supervisors and two managers at the manufacturing firms who possess knowledge of the firm's employee behavior regarding change over time Content validity index. Thorough theoretical and empirical literature review has also been conducted in reviewing the concepts of resistance to change and organizational performance, to provide the current status. This therefore provides validity of the discussions and conceptualization of the relationships and research methodologies as documented in this study.

3.7 Data Collection Techniques

The researcher begun by obtaining authorization from relevant authorities which include St. Paul University and the selected manufacturing firms. Upon being authorized, the researcher will send a memorandum through section heads of the respondents informing the respondents of the purpose of the questionnaire and date of filling. The respondents were briefed by the researchers through a memo to the section heads on the expectations of the questionnaire. The questionnaire will then be distributed to those who agree to participate in the exercise, coded and kept ready for data analysis.

3.8 Data Analysis

Data analysis is the process of examining and interpreting data in order to draw conclusions or make inferences about a particular phenomenon or population (Orodho, 2008). The researcher subjected the data to quantitative analysis based on the study objectives. Descriptive statistics (percentages, mean and standard deviation) were used for the quantitative analysis, from which tables, pie charts and graphs were generated. The researcher then conducted Pearson correlation analysis and multiple regression analysis.

A multiple linear regression model was employed to analyze the relationship between resistance to change and organizational performance.

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The regression model takes the following form:

Multiple linear regression, the formula extended to include multiple independent variables:

$y=\beta_0+\beta_1x_1+\beta_2x_2+\ldots+\beta nxn+\epsilon$

Where $X_{1,}X_{2.....},\ldots,x_n$ are the individual independent variables and

β1,β2,…,βn are their respective coefficients.

Organizational performance =β0+βCS+βOC+βLS+βEA+ε

Where:

Organizational performance represents the dependent variable.

CS represents Effective Communication strategy

OC represents Organization work-culture

LS represents Effective Leadership style and

EA represents Employee attitude

β0,βCS,βOC,βLS, and βEA are the regression coefficients.

ε signifies the error term.

3.8.1 Assumptions of Regression

Assumptions of Regression explores the foundational conditions that need to be met for the results of a regression analysis to be valid and reliable. Understanding these assumptions is crucial for correctly interpreting the relationships between variables and ensuring the accuracy of predictions made by regression models. The key assumptions for this study include linearity, multicollinearity, homoscedasticity and normality of error. Each of these assumptions plays a vital role in ensuring that the regression results are robust and that any conclusions drawn from the analysis are sound.

3.8.1.1 Linearity

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This assumption posits that the relationship between the dependent variable (organizational performance in this case) and the independent variables (Effective Communication strategies, organization work culture, Effective Leadership style, and employee attitude towards change) is linear. In other words, the changes in the dependent variable associated with unit changes in the independent variables are constant across all levels of those variables. If this assumption is violated, it may lead to biased coefficient estimates and erroneous conclusions. To evaluate linearity, Scatter plots were examined, where the dependent variable is plotted against each independent variable. This evaluation aimed to determine whether a reasonably straight pattern is evident, signifying adherence to the assumption of linearity.

3.8.1.2 Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated. This means that one independent variable can be linearly predicted from the others with a substantial degree of accuracy. Multicollinearity can make it difficult to determine the individual effect of each predictor on the dependent variable, leading to unreliable and unstable estimates of regression coefficients. High multicollinearity inflates the standard errors of the coefficients, which can result in wider confidence intervals and less reliable statistical tests of the coefficients. To detect multicollinearity, analysts often examine variance inflation factors (VIFs) or correlation matrices among the independent variables.

3.8.1.3 Homoscedasticity

Homoscedasticity refers to the constancy of error variance across all levels of the independent variables. In other words, the spread of the residuals should be roughly consistent across the range of predicted values. To assess homoscedasticity, a plot of residuals against predicted values were generated. This visual examination aimed to determine whether the spread of residuals remains consistent and symmetrical, validating the assumption of homoscedasticity.

3.8.1.4 Normality of Errors

The normality assumption states that the errors are normally distributed, meaning that the distribution of residuals should resemble a bell curve. While violations of this assumption can affect the accuracy of hypothesis tests and confidence intervals, linear regression is relatively robust to departures from normality, especially with larger sample sizes. Histograms or normal

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probability plots of residuals were utilized to determine if the distribution closely resembles a normal curve. This assessment ensures that the errors adhere to the assumption of normality, which supports the robustness of regression analysis. If deviations from these assumptions are identified, appropriate measures such as data transformation or the consideration of alternative modeling techniques was employed. These actions are undertaken to ensure the accuracy, reliability, and validity of the outcomes derived from the regression analysis.

3.9 Ethical Considerations

The researcher adhered to strict ethical standards throughout the study to ensure the integrity of the research process and the protection of participants' rights. The following ethical considerations were observed prior to commencing the study, the researcher obtained a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). This permit ensured that the research was conducted in compliance with national regulations and ethical standards for scientific research in Kenya. Informed Consent: No respondent was compelled to take part in the study. It was clarified from the start that participation was voluntary. Before administering the questionnaire, the researcher provided potential participants with a detailed explanation of the study's purpose, procedures, potential risks and benefits, and their rights as participants. Written informed consent was obtained from each participant before their involvement in the study.

Confidentiality and Anonymity: The respondents were assured of the confidentiality and anonymity of their responses. All collected data was treated with strict confidentiality, and no personal identifiers were used in the analysis or reporting of the results. The questionnaires were coded with unique identifiers to maintain anonymity, and all raw data was securely stored with access limited to the researcher and authorized personnel only. Privacy: The fieldwork was conducted with rigorous adherence to research integrity, which does not allow participation in deceitfulness or invasion of privacy. Interviews and questionnaire administration were conducted in private settings to ensure participants' comfort and privacy. Right to Withdraw: Participants were informed of their right to withdraw from the study at any time without any negative consequences. They were also given the option to skip any questions they felt uncomfortable answering.

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Data Protection: All collected data, both physical and digital, was stored securely. Physical documents were kept in a locked cabinet, and digital data was password-protected and encrypted. The data will be destroyed after the stipulated period as per research ethics guidelines. Institutional Approval: In addition to the NACOSTI permit, the researcher obtained approval from the university's ethics committee and the management of the participating bearing manufacturing firms in Kenya before conducting the study. Feedback and Debriefing: The researcher committed to providing a summary of the research findings to the participating organizations and individual participants who expressed interest, ensuring that the research benefits are shared with those who contributed to the study. By adhering to these ethical considerations, the researcher ensured that the study was conducted in a manner that respected the rights and dignity of all participants, maintained the integrity of the research process, and complied with all relevant ethical and legal standards.

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CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The aim of this research was to determine the effect of change management strategies on organizational performance of bearing manufacturing firms in Kenya. The field findings' outcomes are presented in alignment with the research questions. To aid in the interpretation of the results concerning the research questions, a discussion of the findings is provided at the conclusion of each results section.

4.2 Questionnaire Response Rate

The questionnaires were distributed to the respondents. A total of 305 were distributed and 264 responses received within 14 days. The rate of response indicates the percentage of questionnaires that were done and returned by the respondents in the field. It's important to note that the analyzed questionnaires were identical to the ones that were returned. The response rate from the sample size is presented in Table 4.1 below.

Table 4.1: Questionnaire Response Rate

Designation	Sample size	Response Rate
SKF Group	76	68
Schaeffler Group	51	46
NSK Ltd	34	31
PFI Bearing	36	32
Timken	30	27
Koyo	13	12
NRC Bearings Inc	55	49
Total	**305**	**264**

(Source: Field data, 2024)

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Table 4.1 presents the response rates for a questionnaire distributed to various groups. The overall response rate for the entire sample is 264 out of 305, which is approximately 86.89%. This is a strong response rate, indicating high engagement from the respondents. Examining individual groups, the SKF Group had a sample size of 76, with 68 responses received, yielding an 89.47% response rate. The Schaeffler Group had 46 responses out of 51 sampled individuals, resulting in about 90.20%, the highest response rate among the groups listed. NSK Ltd showed high engagement with a response rate of approximately 91.18% (31 out of 34). PFI Bearing had a response rate of 88.89%, with 32 responses from 36 sampled individuals. Timken received 27 responses out of a sample size of 30, translating to a 90% response rate. Koyo, with the smallest sample size of 13, achieved the highest response rate of 92.31%. NRC Bearings Inc had 49 responses from 55 sampled individuals, resulting in an 89.09% response rate.

The analysis reveals high response rates across all groups, with each group achieving above 85%, indicating robust participation. While all response rates are high, there is slight variation, with Koyo (92.31%) having the highest response rate and PFI Bearing (88.89%) having the lowest among the groups listed. Groups with smaller sample sizes, like Koyo, tend to have higher response rates, possibly due to more focused or personalized engagement efforts. Conversely, larger groups like SKF and NRC Bearings Inc maintained high response rates despite their larger sample sizes.

4.3 Preliminary data

This section provides a summary of the response rate and sample demographics, constituting the initial findings of the research.

4.3.1 Validity and Reliability of the Research Instrument

To assess reliability of the research instrument/questionnaire, the Cronbach Alpha coefficient was employed, with values falling within the range of 0 to 1, and a threshold of 0.7 for coefficient acceptance was utilized. The outcomes of the reliability analysis, as presented in Table 4.2, revealed that all coefficients surpassed the established threshold, with values spanning from an alpha coefficient of 0.74 to 0.81. The average coefficient value was 0.79, indicating strong reliability. Consequently, the instrument proved to be reliable and was employed in the primary data collection phase.

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Table 4.2: Instrument Reliability

Variable	Alpha Co-efficient	Number of Items	Decision
Effective communication strategies	0.80	5	Reliable
Organization work-culture	0.78	5	Reliable
Effective Leadership style	0.81	5	Reliable
Employee attitude towards change	0.74	5	Reliable
organizational performance	0.80	5	Reliable
Average	0.79	5	Reliable

(Source: Field data, 2024)

Validity tests

The reliability of the instruments used in this study was evaluated using the Alpha Co-efficient, with results summarized in Table 4.2. Each variable, including effective communication strategies, organizational work-culture, effective Leadership style, employee attitude towards change, and organizational performance, demonstrated high reliability, with Alpha Co-efficient values ranging from 0.74 to 0.81. Specifically, the Alpha Co-efficient for effective communication strategies was 0.80, organizational work-culture was 0.78, effective Leadership style was 0.81, employee attitude towards change was 0.74, and organizational performance was 0.80. The average reliability score across all variables was 0.79, indicating a consistent level of reliability. These results affirm that the measurement instruments used in the study are reliable. The high Alpha Co-efficient values suggest that the items within each instrument are consistently measuring their respective constructs. Thus, the instruments can be considered dependable for accurately capturing the data necessary for this research.

Table 4.3: Instrument Construct Validity

Constructs	**AVE Values**
Effective communication strategies	0.722
Organization work-culture	0.612
Effective Leadership style	0.731
Employee attitude towards change	0.683

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organizational performance	0.712

(Source: Field data, 2024)

Table 4.3 evaluates the construct validity of various instruments used in a research study. Construct validity is crucial in research as it ensures that the measurement tools accurately reflect the intended constructs or concepts. The table highlights Average Variance Extracted (AVE) values as a primary metric for assessing construct validity. The AVE values in Table 4.2 confirm the construct validity of the study's measurement instruments. These values consistently meet or exceed the widely accepted threshold of 0.5, demonstrating that the measurement items are both reliable and effective in capturing the underlying concepts of interest.

4.4 Demographic Characteristics on Study Respondents

The research endeavor had a twofold purpose: firstly, to amass background insights regarding the research participants, which encompassed variables like age, gender, and their tenure within the manufacturing firm. Secondly, a thorough evaluation of the gathered data was conducted to ascertain its appropriateness for subsequent inferential statistical analysis. This multifaceted approach was undertaken to lay a robust foundation for the research study, ensuring that the dataset was not only but also met the prerequisites for rigorous statistical scrutiny.

4.4.1 Respondents according to Age and Gender in bearing manufacturing firms

The respondents were aggregated according to the gender and age as shown in Table 4.4. Generally, the characteristics of respondents is a clear indication of people's composition in any given organization or institution.

Table 4.4: Gender and Age Data for Respondents

Age (years)	Frequency	Cumulative Frequencies(cf)	Percentages (%)	Male	Female
Below 30	58	58	22	46	12
30-39	132	190	50	99	33

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40–49	49	239	18	28	21
50 and Above	25	264	10	17	8
Total	264		100	190	74

Source: Researcher, 2024

Table 4.4 provides a comprehensive breakdown of respondents in bearing manufacturing firms by age and gender, offering insights into the demographic composition of the workforce. The data reveals several key trends.

The age group below 30 years constitutes 22% of the respondents, with a notable gender disparity: 46 males compared to 12 females. This indicates a relatively young workforce, with a predominance of males in this age bracket. The 30-39 years age group represents the largest segment, making up 50% of the respondents. This group includes 99 males and 33 females, highlighting a significant concentration of employees in their mid-career stage. In contrast, the 40-49 years age group, comprising 18% of the respondents, shows a less balanced distribution with 28 males and 21 females. Finally, the 50 and above age group, the smallest segment at 10%, includes 17 males and 8 females, indicating fewer employees in this older age bracket.

Gender distribution reveals that males constitute 72% of the total respondents, while females make up 28%. This imbalance underscores a predominantly male workforce. The cumulative frequencies provide a running total of respondents across age groups, offering context for the overall distribution. The percentages reflect the proportion of each age group relative to the total number of respondents, emphasizing the demographic spread. The table highlights a male-dominated workforce with a significant concentration in the 30-39 age range. This demographic data is valuable for understanding organizational structure and workforce planning, and it reflects broader industry trends that can inform human resource strategies and policy development.

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4.4.2 Responses according to period worked in manufacturing firm

Table 4.5 Respondents Work Period

Years worked	Frequency	Cumulative Frequency(cf)
1 – 5	126	126
6-10	66	192
11-15	44	234
More than 15	28	264
Total	**264**	

(Source: Field data, 2024)

The table 4.5 presents data on the distribution of respondents according to their years of work experience. It categorizes respondents into four groups based on the number of years worked: 1-5 years, 6-10 years, 11-15 years, and more than 15 years. Within these categories, the frequency of respondents is specified, with 126 respondents having worked 1-5 years, 66 respondents with 6-10 years of experience, 44 respondents having 11-15 years of experience, and 28 respondents who have worked more than 15 years. The cumulative frequency column shows the running total of respondents up to each category, starting from 126 for 1-5 years and reaching 264, which represents the total number of respondents surveyed. This table effectively illustrates the distribution of respondents across different stages of their careers, offering insights into the composition of the workforce based on their tenure.

4.5 Descriptive Statistics

This section presents descriptive statistics, which summarize and provide insights into the key features of the dataset. Analyzing these statistics allows for a clearer understanding of the data's central tendencies, variability, and overall distribution.

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4.5.1 Descriptive Statistics for Effective Communication Strategies

The first objective of the study aimed to determine the influence of Effective communication strategies on the organizational performance.

The descriptive statistic is displayed in table 4.6

Table 4.6 Descriptive Statistics for Effective Communication Strategies

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
1. Effective communication strategies employed align with our organizational goals.	264	3.92	1.077	-.778	.150	-.441	.299
2. The level of communication in our firm impacts our overall performance.	264	3.87	.986	-1.370	.150	2.244	.299
3. There is open communication channels among all levels of employees.	264	3.80	.870	-.813	.150	.781	.299
4. Feedback mechanisms in our firm are efficient	264	3.34	.974	-.389	.150	-.388	.299
5. The leadership in our bearing manufacturing firm actively promotes a culture of effective communication.	264	3.38	.944	-.358	.150	-.424	.299
Valid N (listwise)	264						

(Source: Field data, 2024)

Average mean =3.662

The study aimed to determine the influence of effective communication strategies on organizational performance, with descriptive statistics presented in Table 4.6 providing an overview of employee perceptions regarding various aspects of communication within their organization. The alignment of effective communication strategies with organizational goals received a mean score of 3.92, indicating general agreement among employees, supported by a negative skewness of -0.778 and a flat distribution reflected by a kurtosis of -0.441. The impact of communication level on overall performance showed a mean of 3.87, with highly negative skewness (-1.370) and high kurtosis (2.244), suggesting strong consensus and a peaked

distribution. Open communication channels among employees had a mean of 3.80, indicating agreement, with a skewness of -0.813 and kurtosis of 0.781, showing a distribution slightly more peaked than normal. Feedback mechanisms received a mean of 3.34, indicating moderate agreement, with skewness of -0.389 and kurtosis of -0.388 suggesting a fairly symmetric and normal distribution. The promotion of a culture of effective communication by leadership had a mean of 3.38, showing moderate agreement, with skewness of -0.358 and kurtosis of -0.424, indicating responses were relatively normally distributed. The average mean score of 3.662 across the five communication aspects indicates a generally positive perception of effective communication strategies within the organization.

These results reflect a generally positive perception of effective communication strategies within the organization, highlighting the importance of aligning communication with organizational goals and maintaining high levels of communication for positive performance impacts. However, areas like feedback mechanisms and leadership promotion of communication, with relatively lower means, suggest potential for improvement. High alignment of effective communication strategies with organizational goals indicates coherent and focused efforts towards achieving firm objectives, while high agreement on the impact of communication on performance underscores its critical role in driving success.

Open communication channels foster transparency and collaboration, and despite the high mean, continuous improvement can further enhance organizational effectiveness. The efficiency of feedback mechanisms, with the lowest mean, presents an opportunity for enhancement, as efficient feedback is crucial for continuous improvement and employee engagement. Moderate scores in leadership promotion of communication suggest room for more active and visible leadership engagement in fostering a culture of communication. The descriptive statistics from Table 4.6 indicate that effective communication strategies positively influence organizational performance, with areas of lower scores highlighting opportunities for improvement, particularly in feedback mechanisms and leadership involvement, which can lead to stronger organizational performance by emphasizing the pivotal role of effective communication strategies.

4.3.2 Descriptive Statistics for Organization Work-Culture

The second objective was to establish the influence of Organization work-culture on organizational performance.

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The descriptive statistics results for Organization work-culture are displayed in Table 4.7.

Table 4.7: Descriptive Statistics for Organization Work-Culture

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
1. Our organization's encourages innovation from the employees	264	3.84	.639	-.731	.150	1.308	.299
2. Employees within our organization feel a sense of belonging and commitment.	264	4.15	.807	-1.238	.150	1.726	.299
3. There is collaboration among different departments in our organization	264	3.65	.968	-.335	.150	-.834	.299
4. Leadership within our organization fosters a culture of continuous improvement.	264	3.88	.905	-.634	.150	.165	.299
5. The values and beliefs upheld by our organization enhance performance	264	3.93	.759	-.562	.150	.310	.299
Valid N (listwise)	264						

Average mean = 3.89

(Source: Field data, 2024)

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The study aimed to establish the influence of organizational work-culture on organizational performance, with descriptive statistics presented in Table 4.7 providing an overview of employee perceptions regarding various aspects of work-culture within their organization. Encouragement of innovation received a mean score of 3.84, indicating general agreement among employees, with a negative skewness of -0.731 and a kurtosis of 1.308, suggesting a distribution skewed towards higher agreement and a relatively peaked shape. Employees' sense of belonging and commitment had a higher mean of 4.15, reflecting strong agreement, supported by a highly negative skewness of -1.238 and a kurtosis of 1.726, indicating a strong consensus and a peaked distribution. Collaboration among different departments showed a mean of 3.65, with a skewness of -0.335 and a kurtosis of -0.834, suggesting a more evenly distributed set of

responses with a slight tendency towards agreement. Leadership fostering a culture of continuous improvement received a mean of 3.88, indicating agreement, with a skewness of -0.634 and a kurtosis of 0.165, suggesting responses are moderately skewed towards agreement with a near-normal distribution. The values and beliefs upheld by the organization, which enhance performance, had a mean of 3.93, indicating positive perceptions, with a skewness of -0.562 and a kurtosis of 0.310, suggesting a distribution slightly skewed towards higher agreement with a relatively normal shape. These results indicate a generally positive perception of the organizational work-culture, highlighting the importance of fostering innovation, ensuring a sense of belonging, and encouraging inter-departmental collaboration. The high mean scores reflect strong agreement that these cultural aspects significantly impact organizational performance. Encouraging innovation and fostering a sense of belonging are particularly influential, as evidenced by their high mean scores and significant skewness and kurtosis, suggesting that these factors are highly valued by employees. Collaboration among departments, though slightly lower in mean, still shows a positive perception, indicating that continued efforts in this area could further enhance organizational effectiveness. Leadership's role in promoting continuous improvement is seen positively, emphasizing the need for ongoing leadership initiatives to sustain and improve work-culture. The values and beliefs upheld by the organization, with their positive mean score, underscore their role in enhancing performance. Overall, the descriptive statistics from Table 4.7 indicate that organizational work-culture positively influences organizational performance, with high scores across most items reflecting strong employee agreement on the positive impact of cultural factors on performance. Areas with slightly lower means highlight opportunities for further strengthening collaboration and continuous improvement practices, which can lead to enhanced organizational performance by leveraging a strong and positive work-culture.

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4.3.3 Descriptive Statistics for Effective Leadership Style

The third objective was to determine the influence of effective Leadership style on organizational performance. Results of descriptive statistics for effective Leadership style are presented in Table 4.8.

Table 4.8 Descriptive Statistics for Effective Leadership Style

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
1.The leadership in our organization adopts a effective leadership style that enhances performance	264	3.89	.952	-.728	.150	.051	.299
2.Our leaders effectively communicate the organization's vision and goals	264	3.84	.829	-.632	.150	.284	.299
3. The leadership fosters a culture of accountability	264	3.42	.948	-.481	.150	-.389	.299
4. Leaders in our organization demonstrate adaptability to changes	264	4.11	.968	-.939	.150	-.079	.299
5. Our leadership promotes a culture of empowerment of employees	264	3.93	1.116	-1.378	.150	1.194	.299
Valid N (listwise)	264						

Average mean= 3.838

(Source: Field data, 2024)

The study aimed to determine the influence of effective Leadership style on organizational performance, with descriptive statistics presented in Table 4.8 providing an overview of employee perceptions regarding various aspects of leadership within their organization. The item "The leadership in our organization adopts an effective Leadership style that enhances performance" received a mean score of 3.89, indicating general agreement among employees, with a negative skewness of -0.728 and a kurtosis of 0.051, suggesting a distribution skewed towards higher agreement and a nearly normal shape. The item "Our leaders effectively communicate the organization's vision and goals" had a mean of 3.84, reflecting positive perceptions, with a skewness of -0.632 and a kurtosis of 0.284, indicating responses are moderately skewed towards agreement with a slightly peaked distribution. "The leadership fosters a culture of accountability" showed a mean of 3.42, indicating moderate agreement, with a skewness of -0.481 and a kurtosis of -0.389, suggesting a more evenly distributed set of responses with a slight tendency towards agreement and a relatively flat shape. The item

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"Leaders in our organization demonstrate adaptability to changes" received a higher mean of 4.11, reflecting strong agreement, supported by a highly negative skewness of -0.939 and a kurtosis of -0.079, indicating a strong consensus and a nearly normal distribution. Finally, the item "Our leadership promotes a culture of empowerment of employees" had a mean of 3.93, indicating positive perceptions, with a highly negative skewness of -1.378 and a kurtosis of 1.194, suggesting a distribution heavily skewed towards higher agreement and a peaked shape.

These results indicate a generally positive perception of the effective leadership style within the organization, highlighting the importance of effective communication, adaptability, and empowerment. High mean scores for items related to enhancing performance, communicating vision, and promoting empowerment reflect strong agreement that these leadership behaviors significantly impact organizational performance. The particularly high mean and skewness for adaptability suggest this is a highly valued trait in leaders, emphasizing the importance of being responsive to changes. The moderate mean score for fostering accountability indicates a need for continued focus in this area to ensure it is effectively integrated into the leadership approach. Overall, the descriptive statistics from Table 4.8 suggest that effective leadership style positively influences organizational performance, with high scores across most items reflecting strong employee agreement on the positive impact of effective leadership on performance. Areas with slightly lower means, such as fostering accountability, highlight opportunities for further strengthening leadership practices to enhance organizational performance by leveraging strong and adaptive leadership.

4.3.4 Influence of Employee attitude towards change on Organizational Performance

The fourth objective of the study sought to establish the influence of Employee attitude towards change on the organizational performance.

4.7.1 Descriptive Statistics for Employee attitude towards change

Results for descriptive statistics on Employee attitude towards change are presented in Table 4.9.

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Table 4.9 Influence of Employee attitude towards change on Organizational Performance

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
1. I am open to embracing changes in our organization.	264	3.77	.961	-.766	.150	.315	.299
2. I feel supported by management during times of change	264	3.82	.712	-.740	.150	.852	.299
3. The communication of changes within the organization is clear and effective	264	4.18	.738	-1.160	.150	2.102	.299
4. I believe my feedback is valued and considered in the change.	264	3.97	.721	-.501	.150	.384	.299
5. I perceive that change initiatives positively impact the overall performance of our manufacturing firm.	264	3.89	.656	-.622	.150	1.113	.299
Valid N (listwise)	264						

Average mean= 3.926

(Source: Field data, 2024)

The study aimed to establish the influence of employee attitude towards change on organizational performance, with descriptive statistics presented in Table 4.9 providing an overview of employee perceptions regarding various aspects of their attitudes towards organizational change. The item "I am open to embracing changes in our organization" received a mean score of 3.77, indicating general agreement among employees, with a negative skewness of -0.766 and a kurtosis of 0.315, suggesting a distribution skewed towards higher agreement with a relatively normal shape. The item "I feel supported by management during times of change" had a mean of 3.82, reflecting positive perceptions, with a skewness of -0.740 and a kurtosis of 0.852, indicating responses are moderately skewed towards agreement with a slightly peaked distribution. "The communication of changes within the organization is clear and effective" showed a higher mean of 4.18, indicating strong agreement, supported by a highly negative skewness of -1.160 and a kurtosis of 2.102, suggesting a strong consensus and a peaked distribution. The item "I believe my feedback is valued and considered in the change" received a

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mean of 3.97, reflecting positive perceptions, with a skewness of -0.501 and a kurtosis of 0.384, indicating a distribution slightly skewed towards higher agreement with a relatively normal shape. Finally, the item "I perceive that change initiatives positively impact the overall performance of our manufacturing firm" had a mean of 3.89, indicating positive perceptions, with a skewness of -0.622 and a kurtosis of 1.113, suggesting a distribution skewed towards higher agreement and a relatively peaked shape.

These results indicate a generally positive attitude towards change among employees within the organization, highlighting the importance of clear communication, management support, and valuing employee feedback during times of change. High mean scores for items related to effective communication and perceived positive impact on performance reflect strong agreement that these factors significantly influence organizational performance. The particularly high mean and skewness for clear communication suggest it is a highly valued aspect, emphasizing the importance of maintaining transparency and clarity during change processes. The positive perceptions of management support and valuing feedback indicate that these are critical components in fostering a supportive environment for change. Overall, the descriptive statistics from Table 4.9 suggest that employee attitude towards change positively influences organizational performance, with high scores across most items reflecting strong employee agreement on the positive impact of supportive and transparent change management practices. Areas with slightly lower means, such as openness to change, highlight opportunities for further strengthening initiatives to enhance employee adaptability and engagement, which can lead to improved organizational performance by leveraging a positive attitude towards change.

4.3.5 Descriptive Statistics for Bearing Manufacturing Organizational Performance

The study sought to establish the respondents' perception on the manufacturing organizational performance in their organization. Results for descriptive statistics on manufacturing organizational performance is presented in Table 4.10.

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Table 4.10 Descriptive Statistics for Manufacturing Organizational Performance

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
1. Our company consistently meets or exceeds its production targets.	264	3.87	.766	-.537	.150	.232	.299
2. The financial performance of our company has steadily improved.	264	3.93	.737	-.697	.150	.769	.299
3. Our company has maintained a strong market presence in the industry.	264	3.88	.770	-.542	.150	.220	.299
4. Customer satisfaction with our products and services is consistently high.	264	3.64	1.015	-.716	.150	.018	.299
5. Our company operates with high production efficiency and minimal waste.	264	3.46	1.053	-.608	.150	-.161	.299
Valid N (listwise)	264						

Average mean= 3.756

(Source: Field data, 2024)

Table 4.10 presents the descriptive statistics for Manufacturing Organizational Performance based on responses from 264 participants, revealing several key insights into the perceived performance of the organizations studied. The results indicate a generally positive perception of manufacturing organizational performance across various dimensions, with an average mean score of 3.756 across all statements. Notably, the statement "The financial performance of our company has steadily improved" received the highest mean score of 3.93 (SD = 0.737), suggesting strong confidence in the financial health and growth of the organizations. This was closely followed by the perception that companies consistently meet or exceed production targets (mean = 3.87, SD = 0.766) and maintain a strong market presence in the industry (mean = 3.88, SD = 0.770), both of which underscore a robust operational and competitive standing. While still positive, customer satisfaction with products and services received a slightly lower mean score of 3.64 (SD = 1.015), indicating potential areas for enhancement in customer relations or product

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quality. The lowest mean score was observed for the statement "Our company operates with high production efficiency and minimal waste" at 3.46 (SD = 1.053), suggesting that while still viewed positively, production efficiency and waste management might be areas requiring further attention and improvement. It's worth noting that all statements showed negative skewness, indicating a tendency towards higher scores across the board. However, the higher standard deviations for customer satisfaction and production efficiency statements (1.015 and 1.053 respectively) suggest more varied opinions on these aspects of performance compared to the other dimensions. These findings collectively paint a picture of manufacturing organizations that are perceived to be financially sound, meeting production goals, and maintaining market presence, while potentially having room for improvement in areas such as customer satisfaction and operational efficiency. The overall positive perception, as evidenced by the high average mean score, suggests that respondents generally view their organizations' manufacturing performance favorably, though with nuanced areas for potential enhancement.

4.4 Diagnostic Statistical Tests

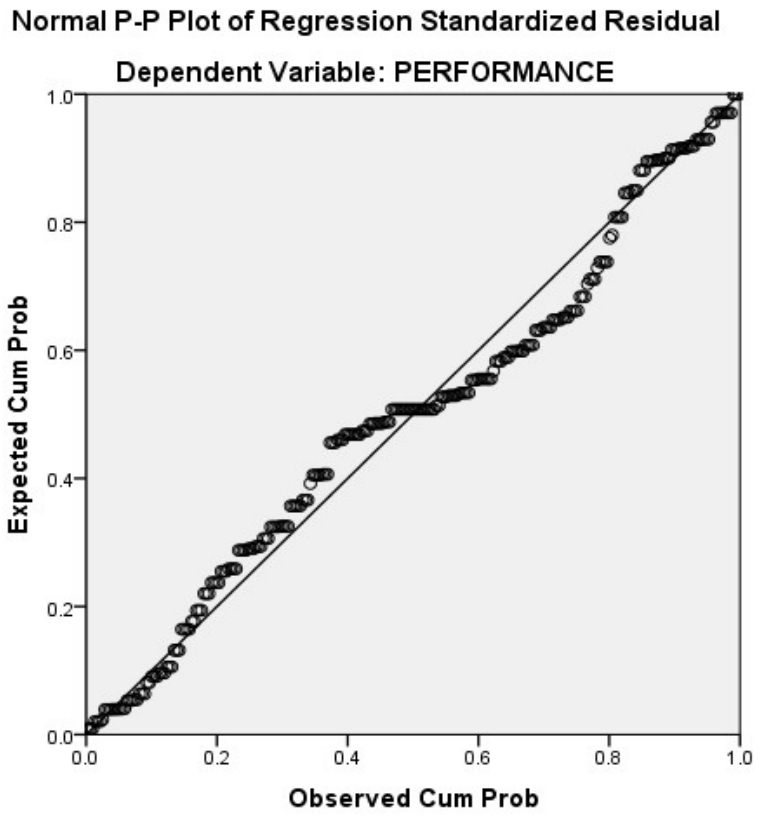
To enable thorough statistical analysis of the study's variables, a series of diagnostic tests was systematically conducted. These tests included critical assessments of linearity, multicollinearity, normality, and homoscedasticity. Each evaluation plays a crucial role in ensuring the dataset's reliability and suitability for advanced statistical techniques, particularly inferential statistics. Multicollinearity assessments identify high correlations among variables that could distort accuracy and reliability. Evaluating normality determines if data follows a normal distribution, fundamental for many statistical methods. Scrutinizing homoscedasticity checks if data variability remains consistent across different levels of the independent variable, crucial for robust inferences. These diagnostics establish the groundwork for rigorous statistical analysis, enhancing the study's ability to draw meaningful conclusions.

4.4.1 Linearity Test for Combined Resistance to change and Performance

Linearity, a fundamental concept in data analysis, assesses the extent of the relationship between variables when represented by a straight line. Understanding the strength of these relationships is essential. To test for linearity, P-P plot of regression standardized residual was plotted

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Figure 4.1: Plot of Regression Standardized Residual



(Source: Field data, 2024)

The analysis unequivocally affirms the fulfillment of the assumption for linearity, signifying that the relationship between variables is not only conforming to the linear model but also demonstrating a robust adherence to the fundamental principles of this analytical framework.

4.4.1 Multicollinearity Test for Combined Resistance to change and organizational performance

Multicollinearity test was done for combined independent variables and organizational performance using Variance Inflation Factor (VIF).

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Table 4.11: Multicollinearity Test of Resistance to change and Performance

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	CS	.533	1.877
	OC	.625	1.601
	LS	.614	1.628
	EA	.694	1.442

a. Dependent Variable: Y

b. Predictors: (Constant), CS, OC, LS, EA represent: Effective communication strategies, Organization work-culture, Effective Leadership style and Employee attitude towards change

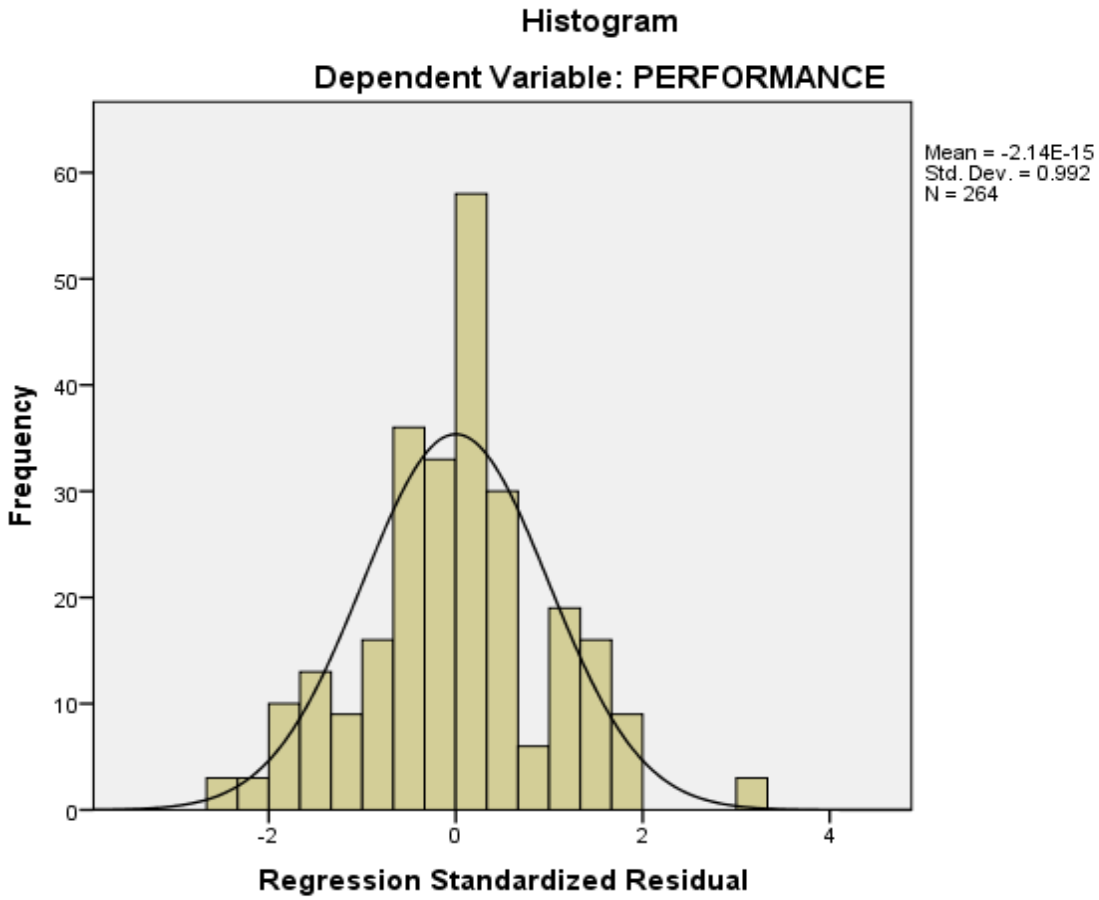
(Source: Field data, 2024)

The table presents multicollinearity test results for a regression model where "Performance" is the dependent variable, and predictors include "Effective communication strategies" (CS), "Organization work-culture" (OC), "Effective Leadership style" (LS), and "Employee attitude towards change" (EA). The tolerance values, ranging from 0.533 to 0.694, indicate that each predictor retains sufficient unique variance not explained by others, suggesting low multicollinearity. Corresponding VIF values, all below 2, affirm minimal inflation of regression coefficients' variances due to multicollinearity. These findings suggest that the model's predictors contribute independently to explaining "Performance," ensuring the stability and reliability of regression estimates.

4.4.2 Normality Test of Resistance to change and Performance of Bearing manufacturing firms

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Figure 4.2 Normality Test



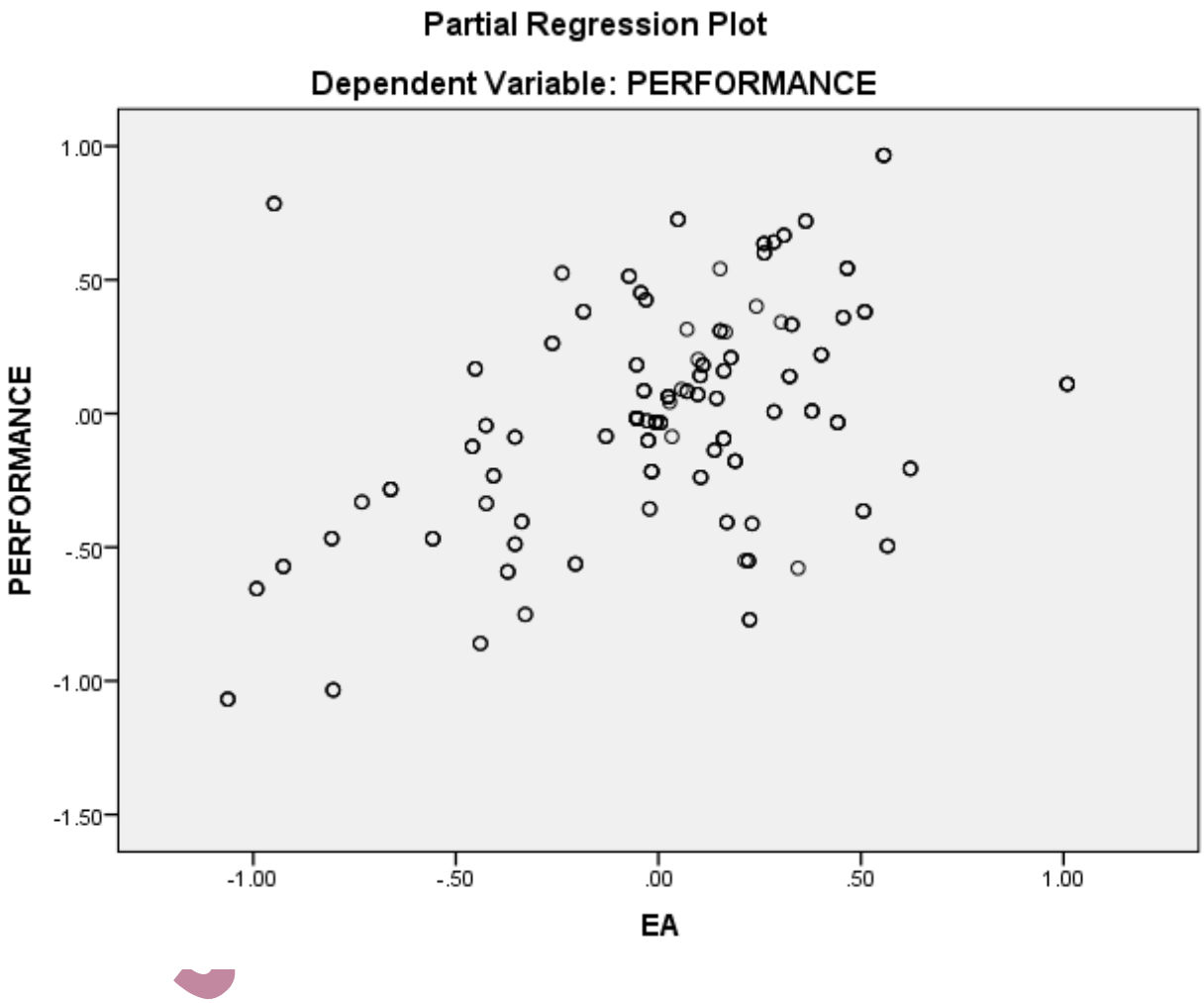
(Source: Field data, 2024)

To visually assess the distribution of a variable for normality, histograms were utilized by the researcher. These graphical representations provided a clear depiction of how data points were distributed, allowing for the identification of any deviations from the expected normal distribution. In this dataset, values ranged from -2 to 4. According to Pallant (2007), the presence of negative or positive skewness is not problematic as long as it falls within the normal range. A detailed examination of the dataset's distribution confirmed that the histogram exhibited a normal pattern. The skewness of the dataset, which was within the normal range as described by Pallant, did not pose any concerns. Additionally, the kurtosis, or the "peakedness" of the distribution, was assessed and found to be within expected parameters. This analysis underscores the dataset's reliability for subsequent statistical analyses and interpretations.

4.4.3 Homoscedasticity of Resistance to change on Performance

The homoscedasticity test for the resistance to change and performance was conducted using scatter plots as indicated.

Figure 4.3 Scatter plot on Partial Regression Plot



Management practices

Table 4.8 provides a graphical representation of a scatter plot, focusing on the relationship between management practices and organizational performance. The scatter plot's primary objective is to assess the presence of heteroscedasticity, a condition where the variability of the dependent variable varies across the range of an independent variable.

Upon examining the scatter plot, it is evident that the data points do not form a conical shape. This lack of a conical pattern suggests the absence of heteroscedasticity. Heteroscedasticity is often identified by a funnel-like spread of data points, where the variance increases or decreases systematically with the independent variable. The even distribution of data points around the regression line in this plot indicates homoscedasticity, meaning the variance of the errors is constant across all levels of the independent variable.

Manoukian (2019) highlights the importance of detecting heteroscedasticity, as its presence can lead to inefficiencies in regression models, potentially affecting the reliability of statistical inferences. The absence of heteroscedasticity in this scatter plot implies that the assumptions of the linear regression model are upheld, leading to more reliable and valid results. Consequently, the graphical analysis reinforces the robustness of the relationship between management practices and organizational performance, ensuring that the conclusions drawn from the regression analysis are not compromised by issues related to unequal error variances.

4.5 Effect of Resistance to Change on Organizational Performance of Bearing Manufacturing Firms in Kenya

4.5.1. Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships between Bearing Manufacturing organizational performance and the independent variables (Effective Communication Strategies, Organizational Work-Culture, Effective Leadership Style, and Employee Attitude Towards Change). The correlation coefficients and their associated p-values are presented in Table 4.11.

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Table 4.11: Pearson Correlation

	Bearing Manufacturing Organizational Performance	Effective Communication Strategies	Organizational Work-Culture	Effective Leadership Style	Employee Attitude Towards Change
Bearing Manufacturing Organizational Performance	1.000				
Effective Communication Strategies	.482**	1.000			
	0.000				
Organizational Work-Culture	.421**	.462**	1.000		
	0.000	0.000			
Effective Leadership Style	.530**	.619**	.308**	1.000	
	0.000	0.000	0.000		
Employee Attitude Towards Change	.377**	.351**	.539**	.269**	1.000
	0.000	0.000	0.000	0.000	

The results in Table 4.11 show that all the independent variables had statistically significant positive correlations with Bearing Manufacturing organizational performance. Specifically, Effective Leadership Style had the strongest correlation with Bearing Manufacturing organizational performance (r = .530, p = 0.000), followed by Effective Communication Strategies (r = .482, p = 0.000) and Organizational Work-Culture (r = .421, p = 0.000). Employee Attitude Towards Change also had a significant positive correlation with Bearing Manufacturing organizational performance (r = .377, p = 0.000). The results also show significant positive correlations among the independent variables. Effective Leadership Style had significant positive correlations with Effective Communication Strategies (r = .619, p = 0.000) and Organizational Work-Culture (r = .308, p = 0.000). Employee Attitude Towards Change had significant positive correlations with Organizational Work-Culture (r = .539, p = 0.000), Effective Communication Strategies (r = .351, p = 0.000), and Effective Leadership Style (r = .269, p = 0.000).

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These findings suggest that Effective Communication Strategies, Organizational Work-Culture, Effective Leadership Style, and Employee Attitude Towards Change are all positively associated with Bearing Manufacturing organizational performance. The stronger the presence of these factors, the higher the level of performance for the firm. The results also indicate that the independent variables are interconnected, with Effective Leadership Style, Organizational Work-Culture, and Employee Attitude Towards Change being positively related to each other and to Effective Communication Strategies.

4.5.2 Multiple Regression

The results of the Effective communication strategies, Organization work-culture, work related policies, and Employee attitude towards change were regressed against organizational performance Table 4.12 summarizes the findings.

Table 4.12: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.577	.570	.37286

The model summary presented in Table 4.12 provides insight into the predictive power of the independent variables—Effective communication strategies (CS), Organizational Work-Culture (OC), Effective Leadership style (LS), and Employee Attitude towards Change (EA)—on the dependent variable, organizational performance. The key statistic to focus on in this model summary is the Adjusted R Square value of 0.570. This indicates that approximately 57% of the variance in organizational performance can be explained by the model incorporating these four predictors, after adjusting for the number of predictors in the model. The Adjusted R Square is preferred over the R Square when dealing with multiple predictors because it accounts for the potential overfitting that could occur when multiple predictors are used.

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Table 4.13: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.047	4	12.262	88.199	.000[b]
	Residual	36.007	259	.139		
	Total	85.055	263			

(Source: Author, 2024)

The ANOVA results presented in Table 4.13 provide an analysis of variance to assess the overall significance of the regression model that includes Effective communication strategies (CS), Organizational Work-Culture (OC), Effective Leadership style (LS), and Employee Attitude towards Change (EA) as predictors of organizational performance.

The regression sum of squares is 49.047, with 4 degrees of freedom, corresponding to the four predictors. This value reflects the variability in organizational performance that can be explained by the model. The mean square for the regression, obtained by dividing the regression sum of squares by its degrees of freedom, is 12.262.

The residual sum of squares is 36.007, with 259 degrees of freedom, indicating the variability in organizational performance that is not explained by the model. The mean square for the residuals, calculated by dividing the residual sum of squares by its degrees of freedom, is 0.139.

The total sum of squares is 85.055, with 263 degrees of freedom, representing the total variability in organizational performance. This value is the sum of the regression and residual sum of squares.

the ANOVA results highlight that a significant portion of the variability in organizational performance can be explained by the predictors—Effective communication strategies, Organizational Work-Culture, Effective Leadership style, and Employee Attitude towards Change. The high regression sum of squares relative to the residual sum of squares indicates that the model fits the data well, reinforcing the importance of these variables in predicting organizational performance.

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Table 4.14: Beta Coefficient

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.204	.234		.870	.385
	CS	.676	.072	.572	9.376	.000
	OC	.123	.058	.104	2.121	.035
	LS	.297	.071	-.230	4.196	.031
	EA	.530	.053	.455	9.982	.022

Based on the model ($Y = \beta0 + \beta1 \cdot CS + \beta2 \cdot OC + \beta3 \cdot LS + \beta4 \cdot EA + \varepsilon$)

The organizational performance can be modeled as:

$Y = 0.204 + 0.676CS + 0.123OC + 0.297LS + 0.530EA + \varepsilon$

Interpretation:

Effective communication strategies (CS) have a significant positive effect on organizational performance ($\beta = 0.676$, $p = 0.000$). This coefficient is highly significant, indicating that improvements in effective communication strategies are associated with substantial increases in organizational performance. Organizational Work-Culture (OC) has a small but significant positive effect on organizational performance ($\beta = 0.123$, $p = 0.035$). While the effect is less pronounced than that of effective communication strategies, it is still statistically significant at the 0.05 level. Effective Leadership styles (LS) show a significant positive effect on organizational performance ($\beta = 0.297$, $p = 0.031$). The positive coefficient contradicts the negative standardized beta, suggesting a potential issue with multicollinearity or suppression effects that may need further investigation. Employee Attitude towards Change (EA) demonstrates a significant positive effect on organizational performance ($\beta = 0.530$, $p = 0.022$). This substantial coefficient indicates that positive employee attitudes towards change are associated with notable improvements in organizational performance. The constant term ($\beta0 =$

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0.204, p = 0.385) is not statistically significant, suggesting that when all other variables are zero, there is no significant baseline level of organizational performance.

4.6 Regression Analysis and Hypothesis Testing

The study tested the hypotheses in order to accept as true or reject as false the acclaimed statements or associations between the study variables. The idea was tested using P-values. The study hypothesis is accepted if the observed value is less than the critical P-value of 0.05 at a significance level of 95%.

Table 4.15: Regression Analysis and Hypothesis Testing

Hypotheses	What is Expected	P-values	Verdict
H_{01}	Effective communication strategies have no significant influence on manufacturing organizational performance	0.00<0.05	Reject
H_{02}	Organization work-culture has no significant influence manufacturing organizational performance	0.035<0.05	Reject
H_{03}	Effective Leadership style has no significant influence on manufacturing organizational performance.	0.031 < 0.05	Reject
H_{04}	Employee attitude towards change has no significant influences on manufacturing organizational performance.	0.022< 0.05	Reject

Source: Researcher, 2024

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4.6.1 Effect of Effective Communication Strategies on Organizational Performance

Hypothesis H01: Effective communication strategies have no significant effect on manufacturing organizational performance.

Statistics: $\beta = 0.676$, $t = 9.376$, $p < 0.001$

The p-value ($p < 0.001$) is less than the significance level of 0.05, leading to the rejection of the null hypothesis. This suggests that effective communication strategies have a statistically

significant effect on manufacturing organizational performance. This finding aligns with Maguire's (2018) study in Singapore, which revealed that firms with better communication practices tend to experience higher levels of organizational performance. Similarly, MacLean (2018) found that companies with well-developed internal effective communication strategies enjoyed higher levels of performance, including increased innovation and customer satisfaction.

4.6.2 Effect of Organizational Work-Culture on Organizational Performance

Hypothesis H02: Organization work-culture has no significant effect on manufacturing organizational performance.

Statistics: $\beta = 0.123$, $t = 2.121$, $p = 0.035$

The p-value (0.035) is less than the significance level of 0.05, leading to the rejection of the null hypothesis. This indicates that organization work-culture has a statistically significant effect on manufacturing organizational performance, although the effect size is smaller compared to other variables. This result supports the findings of Johnson (2018), who found that firms with a strong and positive culture, characterized by adaptability, mission clarity, involvement, and consistency, had higher levels of financial performance and overall organizational effectiveness. Chen (2019) also found that firms with a culture prioritizing quality processes and continuous improvement had better quality performance outcomes.

4.6.3 Effect of Effective Leadership Style on Organizational Performance

Hypothesis H03: Effective Leadership style has no significant effect on manufacturing organizational performance.

Statistics: $\beta = 0.297$, $t = 4.196$, $p = 0.031$

The p-value (0.031) is less than the significance level of 0.05, leading to the rejection of the null hypothesis. This suggests that effective Leadership style has a statistically significant effect on manufacturing organizational performance. This finding is consistent with Chen and Wang's (2018) research, which found that manufacturing firms led by transformational leaders exhibited higher levels of employee motivation, job satisfaction, and overall organizational performance. Wang and Chen (2022) also demonstrated that manufacturing firms with charismatic leaders who

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effectively communicated the company's vision and goals achieved higher levels of market share and customer loyalty.

4.6.4 Effect of Employee Attitude Towards Change on organizational performance

Hypothesis H04: Employee attitude towards change has no significant effect on manufacturing organizational performance.

Statistics: $\beta = 0.530$, $t = 9.982$, $p = 0.022$

Interpretation: The p-value (0.022) is less than the significance level of 0.05, leading to the rejection of the null hypothesis. This indicates that Employee attitude towards change has a statistically significant effect on manufacturing organizational performance.

This result aligns with Chen and Wang's (2018) study, which revealed a positive correlation between employees' positive attitudes towards change and improved organizational performance, including higher levels of innovation and adaptability. Similarly, Osei-Bonsu (2020) found that high levels of change cynicism among employees were associated with decreased productivity and increased resistance to new processes, negatively impacting organizational performance.

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CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the study findings, discussions, conclusions and necessary recommendations. The findings are summarized in line with the objectives of the study which include effective communication strategies, organization work-culture, effective Leadership style and strategic Employee attitude towards change. These independent variables were studied against the dependent variable which is the performance of Bearing manufacturing firms in Kenya.

5.1 Summary of Findings

This section presents the results from the study on resistance to change on manufacturing organizational performance. Findings are presented in accordance with the study objectives.

The mean of the responses on Effective communication strategies on manufacturing organizational performance was 3.662. The P-value statistics was calculated as 0.00. This value is less than the P-value at the predetermined significance level of 0.05. Consequently, the null hypothesis (H_01) asserting no significant impact of Effective communication strategies on manufacturing organizational performance is rejected. In the regression analysis, one-unit increase in Effective communication strategies was associated with an increase of 0.676 units in manufacturing organizational performance, while holding other factors constant.

The mean of the responses on Organization work-culture on manufacturing organizational performance was 3.89. The P-value statistics was calculated as 0.035. This value is less than the P-value at the predetermined significance level. Consequently, the null hypothesis (H_02) asserting no significant impact of Organization work-culture on manufacturing organizational performance is rejected. In the regression analysis, Organization work-culture (ET) had a moderate impact, with a one-unit increase associated with an increase of 0.123 units in manufacturing organizational performance.

The mean of the responses on effective Leadership style on manufacturing organizational performance was 3.838. The P-value statistics was calculated as 0.031. This value is less than the P-value at the predetermined significance level. Consequently, the null hypothesis (H_03) asserting no significant impact of Organization work-culture on manufacturing organizational

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performance is rejected. In the regression analysis, Effective Leadership style (CS) had a smaller impact, with a one-unit increase resulting in an increase of 0.297 units in manufacturing organizational performance.

The mean of the responses on Employee attitude towards change on manufacturing organizational performance was 3.926. The P-value statistics was calculated as 0.22. This value is less than the P-value at the predetermined significance level. Consequently, the null hypothesis (H_04) asserting no significant impact of Employee attitude towards change on manufacturing organizational performance is rejected. In the regression analysis, a one-unit increase in Employee attitude towards change (AF) was associated with an increase of 0.530 units in manufacturing organizational performance with other variables held constant.

5.2 Conclusion

Based on the analysis of the four independent variables and their respective impacts on manufacturing organizational performance within the context of Sections of the firm in Kenya, several conclusions can be drawn

5.2.1 Effective communication strategies on manufacturing organizational performance

The study's findings clearly demonstrate that effective communication strategies play a pivotal role in enhancing the performance of bearing manufacturing firms in Kenya. With a mean response score of 3.662 and a highly significant P-value of 0.00, it is evident that effective communication is not just beneficial but essential to organizational success. The regression analysis further underscores this, indicating that a one-unit improvement in effective communication strategies could lead to a substantial 0.676-unit increase in organizational performance. This quantifiable impact highlights the direct correlation between how information is conveyed within the organization and its overall effectiveness and productivity.

Drawing from Lewin's Change Management Theory, cite the Unfreeze stage aligns with the study's emphasis on effective communication strategies. In this stage, preparing for change involves breaking down existing habits and creating awareness of the need for change. Effective communication strategies are crucial in this phase to overcome resistance, address concerns, and build a shared understanding of the change process, ultimately influencing organizational performance positively. By ensuring that all employees are well-informed about the objectives,

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benefits, and processes associated with changes, organizations can foster a sense of urgency and motivation necessary for successful change implementation.

The Theory of Planned Behavior (TPB) cite also supports the importance of effective communication strategies. According to TPB, subjective norms—perceptions of social pressure or expectations—are influenced by communication. Effective communication can shape these norms by creating a shared understanding of the need for change and garnering support among employees. This reduces resistance and enhances the likelihood of successful change implementation and improved organizational performance. By addressing potential concerns and fostering a positive attitude towards change, effective communication strategies play a critical role in aligning employee behaviors with organizational goals.

Transformational Leadership Theory further underscores the significance of effective communication strategies. Transformational leaders, who inspire and motivate their followers, rely heavily on effective communication to articulate compelling visions and foster trust and commitment. By leveraging robust communication channels, transformational leaders can ensure that employees understand and embrace the changes, reducing resistance and promoting a cooperative and motivated workforce. This, in turn, leads to enhanced organizational performance.

In conclusion, the study highlights that prioritizing and enhancing effective communication strategies is fundamental for bearing manufacturing firms in Kenya aiming to improve their performance. Organizations should invest in developing robust communication channels and practices that facilitate the efficient dissemination of information, promote transparency, and encourage open feedback. This includes leveraging multiple platforms—such as meetings, emails, newsletters, and digital tools—to ensure comprehensive and inclusive communication. By fostering an environment where information flows freely and employees feel heard and valued, firms can create a supportive culture that embraces change, reduces resistance, and ultimately drives superior performance outcomes. Therefore, effective communication, grounded in these theoretical frameworks, is not just a tool for operational success but a strategic asset that significantly enhances overall organizational performance.

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5.2.2 Organization work-culture on manufacturing Organizational Performance

The study's findings underscore the significant role of organizational work culture in enhancing the performance of bearing manufacturing firms in Kenya. With a mean response score of 3.89 and a significant P-value of 0.035, it is evident that a supportive and adaptable work culture is crucial for improving organizational performance. The regression analysis further substantiates this, indicating that a one-unit enhancement in organizational work culture correlates with a 0.123-unit increase in performance. This relationship highlights the importance of cultivating a positive work culture that values adaptability, continuous improvement, and openness to change.

Lewin's Change Management Theory provides a foundational understanding of the role of organizational work culture in the change process. According to Lewin, the Refreeze stage is where changes are solidified and integrated into the organizational culture to make them a permanent part of operations. Investigating the work culture of bearing manufacturing firms in Kenya reveals how well the changes are adopted and become embedded in the company's practices. A work culture that promotes adaptability and openness to change ensures that the organization can effectively navigate and sustain improvements, leading to enhanced performance.

Transformational Leadership Theory emphasizes the role of leadership in shaping organizational work culture. Transformational leaders, who inspire and motivate their followers, play a critical role in cultivating a work culture that embraces change. By promoting values such as innovation, collaboration, and continuous improvement, transformational leaders create an environment where employees feel empowered and motivated to contribute to the organization's success. This positive work culture, in turn, supports the implementation of changes and drives better performance outcomes.

In conclusion, the study highlights that fostering a supportive and adaptable organizational work culture is fundamental for bearing manufacturing firms in Kenya aiming to enhance their performance. Organizations should prioritize the development of a work environment that values adaptability, continuous improvement, and openness to change. By promoting a positive work culture where employees feel valued and supported, firms can effectively implement changes,

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reduce resistance, and achieve superior performance outcomes. These findings, grounded in theoretical frameworks, underscore the strategic importance of cultivating a strong organizational work culture that significantly enhances overall performance.

5.2.3 Effective Leadership style on manufacturing Organizational Performance

The study's findings clearly illustrate the significant impact of effective Leadership style on the performance of bearing manufacturing firms in Kenya. With a mean response score of 3.838 and a significant P-value of 0.031, it is evident that the approach taken by leaders is a crucial determinant of organizational success. The regression analysis further underscores this, indicating that a one-unit improvement in effective Leadership style could lead to a 0.297-unit increase in organizational performance. This substantial effect highlights the necessity of adopting effective Leadership styles that inspire, empower, and support employees during periods of change.

Transformational Leadership Theory directly emphasizes the significance of effective Leadership style. Transformational leaders, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, create a positive and motivating work environment. These leaders are adept at articulating a compelling vision for change, fostering a sense of ownership and commitment among employees. By encouraging innovation and valuing each employee's unique contributions, transformational leaders can significantly enhance job satisfaction, motivation, and overall performance. Their ability to inspire and motivate employees to embrace change is vital in reducing resistance and driving organizational success.

The study highlights that adopting an effective Leadership style is fundamental for bearing manufacturing firms in Kenya aiming to enhance their performance. Organizations should prioritize leadership development programs that foster transformational leadership qualities, such as the ability to inspire, motivate, and support employees through change. By cultivating leaders who can effectively communicate the vision for change and engage their teams, firms can reduce resistance, foster a positive work culture, and achieve superior performance outcomes. These findings, grounded in theoretical frameworks, underscore the strategic importance of effective Leadership style in significantly enhancing overall organizational performance.

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5.2.4 Employee attitude towards change on manufacturing Organizational Performance

The study's findings underscore the critical role of employee attitudes towards change in enhancing the performance of bearing manufacturing firms in Kenya. With a mean response score of 3.926 and a significant P-value of 0.22, it is evident that how employees perceive and react to change is a crucial determinant of organizational success. The regression analysis further highlights this, indicating that a one-unit improvement in positive employee attitudes towards change could result in a 0.530-unit increase in organizational performance. This significant impact underscores the necessity of understanding and managing employee perceptions and attitudes towards change to achieve optimal performance.

Lewin's Change Management Theory provides a foundational understanding of the importance of employee attitudes in the change process. According to Lewin, the Unfreeze stage involves preparing the organization for change by creating awareness and breaking down existing habits. Understanding employee attitudes towards change is crucial in this stage, as it helps identify potential resistance and address concerns proactively. By fostering a positive attitude towards change, organizations can create a sense of urgency and motivation among employees, making the transition smoother and more effective, ultimately enhancing organizational performance.

The Theory of Planned Behavior (TPB) also supports the significance of employee attitudes towards change. TPB posits that behavioral intentions are influenced by attitudes, subjective norms, and perceived behavioral control. Positive attitudes towards change are likely to lead to stronger behavioral intentions to support and implement changes. By understanding and positively shaping employee attitudes, organizations can reduce resistance, align behaviors with organizational goals, and improve overall performance. Effective communication and supportive leadership play crucial roles in fostering these positive attitudes and ensuring that employees feel confident and capable of adapting to new changes.

In conclusion, the study highlights that fostering positive employee attitudes towards change is fundamental for bearing manufacturing firms in Kenya aiming to enhance their performance. Organizations should prioritize initiatives that understand and manage employee perceptions and attitudes, such as effective communication strategies, supportive leadership, and continuous engagement. By addressing employee concerns, fostering positive attitudes, and ensuring that

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employees feel supported and engaged throughout the change process, firms can significantly reduce resistance and enhance their overall performance. These findings, grounded in theoretical frameworks, underscore the strategic importance of cultivating positive employee attitudes towards change in significantly enhancing overall organizational performance.

5.3 Recommendations

Based on the study's findings regarding the impact of effective communication strategies, Organization work-culture, Effective Leadership style, and Employee attitude towards change on bearing manufacturing organizational performance, the following recommendations can be made in the areas of policy implications, practice and management, and theoretical implications:

5.3.1 Policy implications

5.3.1.1Effective communication strategies on Manufacturing Organizational Performance

The findings of this study emphasize the critical role of effective communication strategies in enhancing the performance of bearing manufacturing firms in Kenya. As a result, policymakers should consider developing guidelines and frameworks that promote transparent and consistent communication within organizations. Policies could mandate regular communication training for management and staff, ensuring that all employees are equipped with the skills necessary for effective information dissemination and feedback. Furthermore, regulations could require firms to implement multi-channel communication platforms, facilitating comprehensive and inclusive communication across all levels of the organization. Policies should also encourage the establishment of regular feedback mechanisms, allowing employees to express concerns and suggestions regarding organizational changes, thus promoting a culture of open dialogue and continuous improvement.

5.3.1.2 Organizational Work Culture on Manufacturing organizational performance

The significant role of organizational work culture in enhancing organizational performance suggests the need for policies that foster supportive and adaptable work environments. Policymakers should consider creating standards that encourage organizations to develop and maintain a positive work culture that values adaptability, continuous improvement, and openness to change. This could include policies that promote employee involvement in decision-making processes, ensuring that their insights and feedback are considered in shaping organizational

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practices. Additionally, policies could incentivize firms to implement training programs that focus on cultural competence and change management, helping employees and leaders navigate and embrace change effectively. Recognizing and rewarding organizations that demonstrate a commitment to fostering a positive work culture could further encourage widespread adoption of these practices.

5.3.1.3 Effective Leadership style on Manufacturing Organizational Performance

Given the significant impact of effective Leadership style on organizational performance, it is imperative for policymakers to develop policies that promote transformational leadership within organizations. Policies could mandate leadership development programs that focus on cultivating transformational leadership qualities such as vision articulation, team motivation, intellectual stimulation, and individualized consideration. Additionally, regulations could require regular assessments of leadership effectiveness, with feedback mechanisms in place to help leaders continuously improve their skills and impact. Policies should also encourage organizations to implement mentorship programs, pairing emerging leaders with experienced transformational leaders to facilitate knowledge transfer and skill development. By promoting transformational leadership, policies can help create a work environment that is positive, motivating, and conducive to high performance.

5.3.1.4 Employee Attitude towards Change on Manufacturing Organizational Performance

The critical role of employee attitudes towards change in enhancing organizational performance underscores the need for policies that support and manage employee perceptions during organizational changes. Policymakers should consider creating frameworks that require organizations to conduct regular surveys and feedback sessions to understand employee attitudes towards change. Policies could mandate the implementation of comprehensive change management effective communication strategies, ensuring that employees are well-informed about the reasons for changes, the benefits, and the implementation process. Additionally, regulations could promote supportive and empowering effective Leadership styles, providing employees with the necessary resources and training to adapt to changes effectively. By fostering positive employee attitudes towards change through supportive policies, organizations can reduce resistance and enhance overall performance.

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5.3.2 Practice and Management

In the realm of practice and management, there are several key considerations that organizations must address to ensure optimal performance and effectiveness. This involves establishing clear goals and objectives, implementing efficient processes and systems, and regularly monitoring and evaluating performance to identify areas for improvement.

5.3.2.1 Effective communication strategies on Manufacturing Organizational Performance

In practice, bearing manufacturing firms in Kenya should implement robust effective communication strategies to enhance performance. Management must prioritize clear and transparent communication across all levels of the organization. Regular meetings, detailed emails, informative newsletters, and the use of digital communication tools should be standard practice to ensure that all employees are well-informed about organizational changes and updates. Leaders should undergo training to develop their communication skills, enabling them to effectively convey the objectives, benefits, and processes associated with changes, thus fostering a shared understanding and commitment among employees. Additionally, establishing regular feedback mechanisms will allow employees to voice their concerns and suggestions, creating a culture of open dialogue and continuous improvement.

5.3.2.2 Organizational Work Culture on Manufacturing Organizational Performance

To cultivate a supportive and adaptable work culture, management should focus on promoting values such as adaptability, continuous improvement, and openness to change. This can be achieved through workshops, training sessions, and recognizing and rewarding adaptive behaviors. Employee engagement should be enhanced by involving staff in the change process and seeking their input on decisions that affect their work. Leaders should model desired cultural values and reinforce them through their actions and decisions. Developing and implementing policies that support innovation, collaboration, and continuous improvement should be prioritized, with these policies clearly communicated and integrated into daily operations. Creating an environment where employees feel valued and supported will significantly improve the implementation of changes and overall performance.

5.3.2.3 Effective Leadership style on Manufacturing Organizational Performance

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Management should adopt leadership development programs that emphasize transformational leadership qualities. These programs should focus on enhancing leaders' abilities to articulate a clear vision, motivate teams, stimulate intellectual growth, and consider individual employee needs. Regular assessments of leadership effectiveness should be conducted, with feedback mechanisms in place to help leaders identify areas for improvement. Mentorship programs can pair emerging leaders with experienced transformational leaders to facilitate knowledge transfer and skill development. By fostering transformational leadership, firms can create a positive and motivating work environment that reduces resistance to change and drives superior performance outcomes.

5.3.2.4 Employee Attitude towards Change on Manufacturing Organizational Performance

To foster positive employee attitudes towards change, management should prioritize understanding employee perceptions through regular surveys and feedback mechanisms. Effective communication strategies must be implemented to explain the reasons for changes, the benefits, and the implementation process, thereby building a positive attitude towards change. Leaders should adopt supportive and empowering styles, providing employees with the necessary resources and training to adapt to changes effectively. Continuous engagement and support throughout the change process are vital to address employee concerns, foster positive attitudes, and ensure that employees feel confident and capable of adapting to new changes. This proactive approach will reduce resistance and significantly enhance overall performance.

By integrating these practices and management strategies, bearing manufacturing firms in Kenya can create an environment that supports effective communication, a positive work culture, transformational leadership, and positive employee attitudes towards change. These strategic initiatives, grounded in theoretical frameworks, are essential for significantly enhancing overall organizational performance and achieving sustainable growth.

5.3.3 Theoretical implications

This section explores the theoretical implications derived from the study's findings on effective communication strategies, organizational work culture, effective Leadership style, and employee attitudes towards change in manufacturing organizational performance. By examining these

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variables through the lenses of Lewin's Change Management Theory, the Theory of Planned Behavior, and Transformational Leadership Theory, this study elucidates their interconnected roles in influencing organizational dynamics and performance outcomes. The empirical evidence presented herein contributes to a deeper understanding of how these theoretical frameworks can be applied to effectively manage organizational change and enhance overall performance in manufacturing firms.

5.3.3.1 Effective communication strategies on Manufacturing Organizational Performance

The study's findings provide strong empirical support for Lewin's Change Management Theory, particularly the Unfreeze stage, which emphasizes the necessity of breaking down existing habits and creating awareness of the need for change. The significant impact of effective communication strategies on organizational performance underscores the importance of effective communication in reducing resistance and fostering a shared understanding of the change process. This aligns with the Theory of Planned Behavior (TPB), where communication influences subjective norms, shaping employees' perceptions and expectations regarding change. Additionally, the study highlights the relevance of Transformational Leadership Theory, demonstrating that transformational leaders use effective communication to articulate compelling visions and build trust, ultimately enhancing organizational performance.

The results of this study substantiate Lewin's Change Management Theory, particularly the Refreeze stage, where changes are integrated into the organizational culture to become a permanent part of operations. The significant role of organizational work culture in enhancing organizational performance emphasizes the importance of fostering a culture that values adaptability and continuous improvement. This supports the theoretical assertion that a positive work culture is essential for sustaining change and achieving long-term success. The findings also align with Transformational Leadership Theory, highlighting the role of leaders in shaping and reinforcing a supportive and adaptable work culture that promotes employee engagement and drives superior performance outcomes.

5.3.3.3 Effective Leadership style on Manufacturing Organizational Performance

The study's findings reinforce the principles of Transformational Leadership Theory, demonstrating that effective Leadership style significantly impacts organizational performance.

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Transformational leaders, through their idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, create a motivating work environment that enhances employee job satisfaction, commitment, and performance. This empirical evidence supports the theoretical proposition that transformational leadership is essential for navigating change and fostering a positive organizational culture. The study also highlights the interconnectedness of effective Leadership style with Lewin's Change Management Theory, as effective leadership is crucial in all stages of the change process, from Unfreeze to Refreeze.

5.3.3.4 Employee Attitude towards Change on Manufacturing Organizational Performance

The study provides empirical validation for Lewin's Change Management Theory and the Theory of Planned Behavior (TPB) by emphasizing the critical role of employee attitudes towards change. The significant impact of positive employee attitudes on organizational performance aligns with Lewin's Unfreeze stage, where understanding and addressing employee perceptions are crucial for preparing the organization for change. This also supports TPB, which posits that behavioral intentions are influenced by attitudes, subjective norms, and perceived behavioral control. The findings highlight the importance of fostering positive attitudes towards change to reduce resistance and enhance overall performance. Additionally, the study underscores the relevance of Transformational Leadership Theory, as transformational leaders play a vital role in shaping positive employee attitudes by providing support, motivation, and effective communication throughout the change process.

The study's findings provide robust theoretical implications for Lewin's Change Management Theory, the Theory of Planned Behavior, and Transformational Leadership Theory. By demonstrating the significant impact of effective communication strategies, organizational work culture, effective Leadership style, and employee attitudes on organizational performance, the study underscores the practical relevance and interconnectedness of these theoretical frameworks in understanding and managing organizational change. These insights contribute to the academic discourse on change management and leadership, offering a comprehensive understanding of the factors that drive successful organizational transformation and performance enhancement.

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5.4 Areas for further research

Based on the findings of the study, three specific areas for further research can be done on the following:

i. Longitudinal Studies: Explore the long-term effects of resistance to change on organizational performance to understand their dynamic nature over time.

ii. Contextual Factors: Examine how industry dynamics, market conditions, and regulatory environments influence the effectiveness of resistance to change.

iii. Comparative Analysis: Compare resistance to change and organizational performance across manufacturing sectors, regions, and organizational contexts to identify best practices and contextual factors driving variation.

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APPENDIX I: QUESTIONNAIRE

TITLE OF PROJECT: Resistance to change and its effects on performance of manufacturing firms: The case of bearing manufacturing firms in Kenya

RESEARCHER: AUGUST S 2024

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This questionnaire aims to gather information about the Resistance to change and its effects on performance of manufacturing firms: The case of bearing manufacturing firms. Your responses will help in understanding the effectiveness of these factors and their impact on organizational performance. Please answer the following questions to the best of your knowledge and experience. Your participation is voluntary, and all responses will be kept confidential.

SECTION A: Demographic Information

Gender Male [190] Female [74]

Age bracket

Below 30 yrs [58] 30-39yrs [132]
40-49 yrs [49] 50 yrs and above [25]

Work experience? 1-5 years [126] 6-10 years [66]
11-15 years [44] -------- above 15 years [28]

SECTION B: Effective Communication strategies and performance of manufacturing firms in your organization

Please indicate with a tick √ the extent to which you agree with any of the following statement concerning effective communication strategies and performance of manufacturing firms in your organization. Use the scale where 5: Strongly Agree, 4: Agree, 3: Neutral 2: Disagree, 1: Strongly disagree

Effective Communication strategies and performance of manufacturing firms	Strongly Agree,	Agree	Neutral	Disagree	strongly Disagree
1. Communication strategies employed align with our organizational goals.	95	98	29	39	3
2. The level of communication in our firm impacts our overall performance.	62	140	95	0	17
3. There is open communication channels among all levels of employees.	47	143	51	19	4
4. Feedback mechanisms in our firm are efficient	23	108	79	45	9
5. The leadership in our bearing manufacturing firm actively promotes a culture of effective communication.	23	111	79	45	6

SECTION C: Organization work-culture and performance of manufacturing firms

Please indicate with a tick √ the extent to which you agree with any of the following statement concerning Organization work-culture and performance of manufacturing firms in your organization. Use the scale where 5: Strongly Agree, 4: Agree, 3: Neutral 2: Disagree, 1: Strongly disagree

Organization work-culture and performance of manufacturing firms	5	4	3	2	**1**
1. Our organization's e encourages innovation from the employees	26	180	48	10	0
2. Employees within our organization feel a sense of belonging and commitment.	86	153	3	22	0
3. There is collaboration among different departments in our organization	50	114	57	43	0
4. Leadership within our organization fosters a culture of continuous improvement.	69	117	59	16	3
5. The values and beliefs upheld by our organization enhance performance	54	150	47	13	0

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SECTION D: Effective Leadership style and performance of manufacturing firms

Please indicate with a tick √ the extent to which you agree with any of the following statement concerning effective leadership style and performance of manufacturing firms in your organization. Use the scale where 5: Strongly Agree, 4: Agree, 3: Neutral 2: Disagree, 1: Strongly disagree

Effective Leadership style and performance of manufacturing firms	5	4	3	2	**1**
1.The leadership in our organization adopts a leadership style that enhances performance	73	118	46	24	3
2.Our leaders effectively communicate the organization's vision and goals	51	142	51	19	1
3. The leadership fosters a culture of accountability	23	123	67	45	6
4. Leaders in our organization demonstrate adaptability to changes	112	98	26	28	0
5. Our leadership promotes a culture of empowerment of employees	80	143	0	24	17

SECTION E: Employee attitude towards change and performance of manufacturing firms

Employee attitude towards change and performance of manufacturing firms	5	4	3	2	**1**
1. I am open to embracing changes in our organization.	56	127	51	24	6
2. I feel supported by management during times of change.	31	170	47	16	0
3. The communication of changes within the organization is clear and effective.	85	157	7	15	0
4. I believe my feedback is valued and considered in the change	55	154	43	9	0
5. I perceive that change initiatives positively impact the overall performance of our manufacturing firm.	35	175	45	9	0

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SECTION F: Organization performance in bearing manufacturing firms

Please indicate with a tick √ the extent to which you agree with any of the following statement concerning organizational performance in your organization. Use the scale where 5: Strongly Agree, 4: Agree, 3: Neutral 2: Disagree, 1: Strongly disagree

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. Our company consistently meets or exceeds its production targets.	47	150	52	15	0
2. The financial performance of our company has steadily improved.	49	162	39	14	0
3. Our company has maintained a strong market presence in the industry.	49	149	51	15	0
4. Customer satisfaction with our products and services is consistently high.	46	120	51	32	9
5. Our company operates with high production efficiency and minimal waste.	35	114	67	33	15

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Performance of manufacturing firms	5	4	3	2	1
1. Resistance to change among employees affects our company's ability to consistently meet or exceed production	47	150	52	15	0
2. Resistance to change among employees has a significant influence on the financial performance of our company.	49	162	39	14	0
3. Resistance to change among employees hinders our company's ability to maintain a strong market presence.	49	149	51	15	0
4. Resistance to change among employees impacts the level of customer satisfaction with our products and services.	46	120	51	32	9
5. Resistance to change among employees affects our company's ability to effectively maximize efficiency in production processes.	35	114	67	33	15

Thanks for your cooperation.

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APPENDIX II: BUDGET

MATERIALS	RATE	QUANTITY	COST (SHS)
Laptop	@30,000	1	35,000.00
Folders	@200	2 pcs	400.00
Foolscaps Ruled	@ 500	1 ream	500.00
Photocopy papers	@ 500	5 Reams	2,500.00
Printer	@ 1	1 piece	15000.00
Miscellaneous			10000
Total			**63,520**

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APPENDIX III: WORKPLAN

Activity	Duration							
	Sept 2023	Jan 2024	Mar 2024	Aug 2024	Sept 2024	Oct 2024	Nov 2024	Dec 2024
Develop the concept								
Proposal writing								
Proposal defense								
Pilot study								
Field data collection								
Data analysis								
Report writing & presentation								
Graduation								

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APPENDIX IV: SPU ISERC APPROVAL

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Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/200/2024 **Date: 15th July 2024**

TO: Ruth Manya
St. Paul's University

Dear Ruth,

==========

REF: Effect of Resistance to Change on Organizational Performance of Bearing Manufacturing Firms in Kenya
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Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 209, for the period between 15th July 2024 – 15th July 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be o btained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.
viii. Please not e that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) **https://research-portal.nacosti.go.ke and also obtain other clearances needed.**

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



APPENDIX V: NACOSTI APPROVAL

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 320321

Date of Issue: 31/July/2024

RESEARCH LICENSE



This is to Certify that Miss.. Ruth OKALO Manya of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in on the topic: EFFECT OF RESISTANCE TO CHANGE ON ORGANIZATIONAL PERFORMANCE OF BEARING MANUFACTURING FIRMS IN KENYA for the period ending : 31/July/2025.

License No: NACOSTI/P/24/38372

320321

Applicant Identification Number

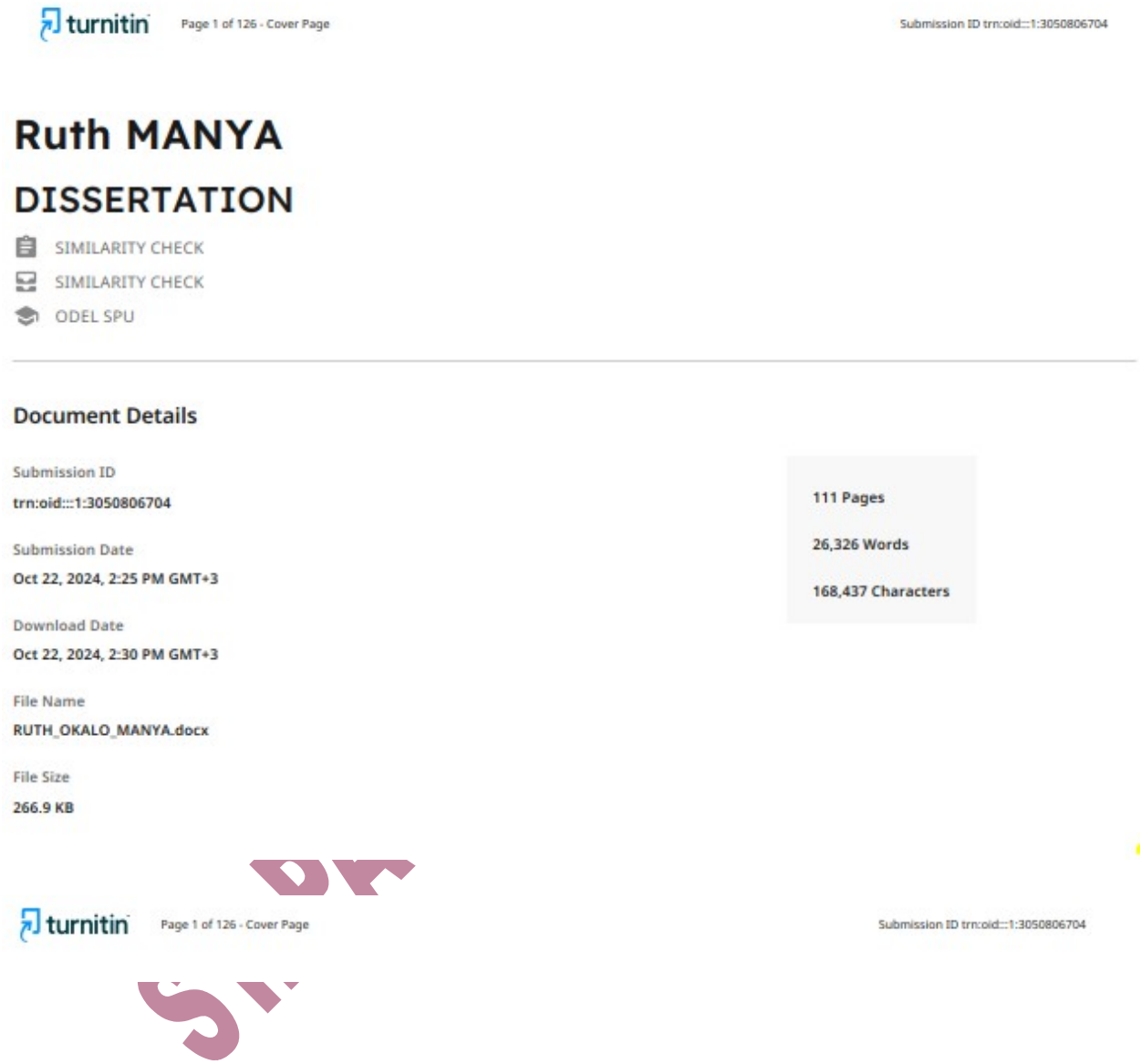
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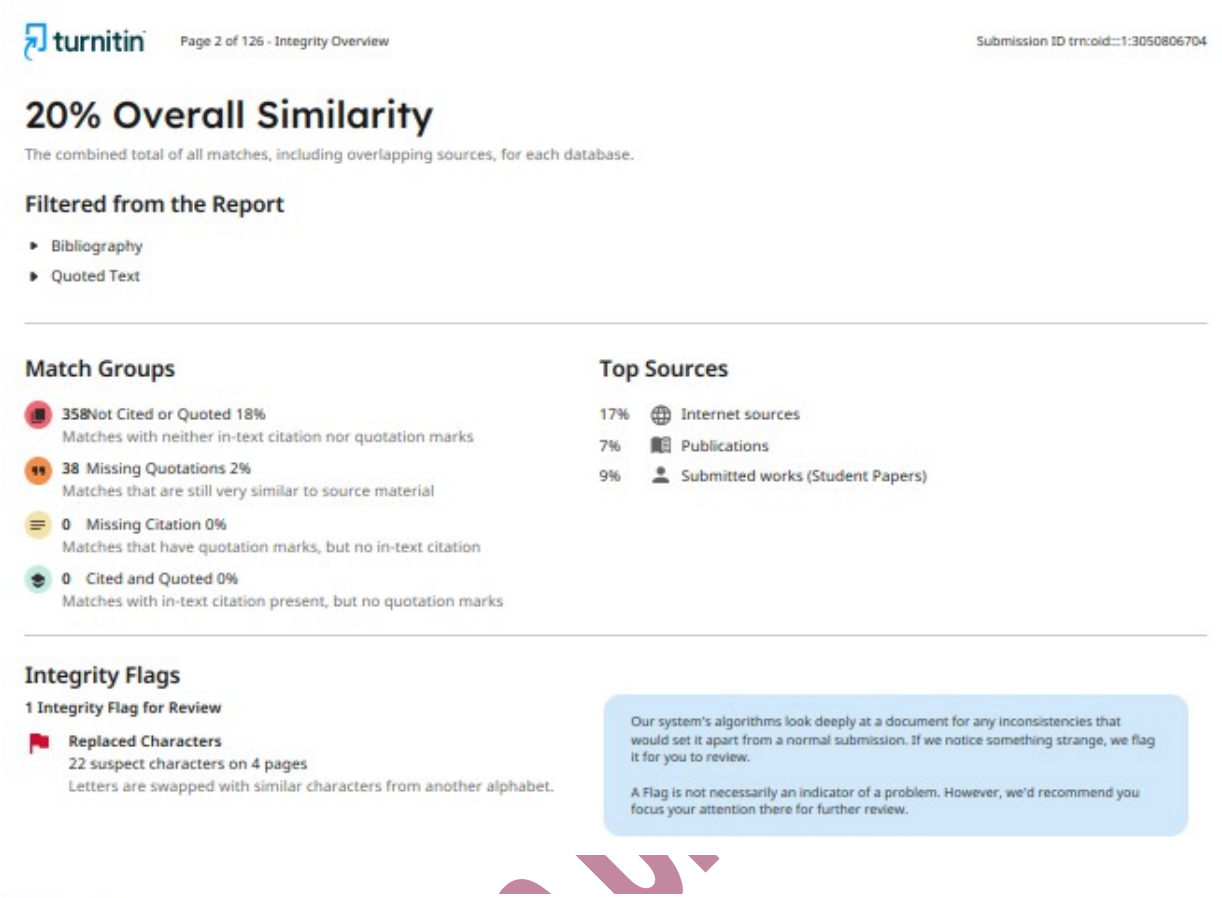
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APPENDIX VI: PLAGARISM REPORT



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APPENDIX VII: POSTGRADUATE LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA Tel Office: +254 (0) 20-2020505/10 Email: offce@spu.ac.ke Mobile: +254 (0) 728 - 669000
Website: www.spu.ac.ke (0) 736 - 424440

ST. PAUL'S UNIVERSITY

BOARD OF POSTGRADUATE STUDIES

15th July, 2024

National Commission for Science and Technology, P.O. BOX 30623-00100, Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR RUTH OKALO MANYA - MBADIST410522 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Degree of Master of Business Administration (MBA) Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Effect of resistance to change on organizational performance of Bearing Manufacturjngfjrms jn Kenya, ".

Kindly grant this student the required permit.



åte Studies

ST. PAUL'S UNIVERSITY