EFFECTS OF OPERATIONAL CHANGE ON EMPLOYEE PERFORMANCE IN STARTUP COMPANIES IN KENYA – A CASE OF BRAND DESIGN DEVELOPMENT LIMITED

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2019
STUDENT’S DECLARATION

I declare this work has not been submitted to any other university other than United States International University-Africa, it is my original work which has been submitted for the Academic purposes.

Signed: ________________________ Date: ________________________

Marie Madeleine Musabe Niyigena (ID 651170)

This research proposal has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________ Date: ________________________

Prof Paul Katuse

Signed: ________________________ Date: ________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to establish the effects operational changes have on employee performance in Brand Design Development Limited. The study was guided by the following objectives: The first objective is to identify how scheduling affects employee performance in start-up companies in Kenya. The second objective is to assess how the use of software affects employee performance in start-up companies in Kenya. Last but not least, the third objective is to determine how leadership affects employee performance in start-up companies in Kenya. The purpose of this study was to establish the effects operational changes have on employee performance in Brand Design Development Limited.

The researcher will use descriptive survey research design in this study. Questionnaires were administered to employees. In this study, descriptive design of research was used to explain the effect of operational change on the performance of employees at Brand Design Development Limited. The population under study consisted of 50 staff members. The target population will be composed of The Operations Team, The Website and Applications Department, The Client Service Department, The Media Buying Department and The Social Media Department and The Creative Department.

Descriptive statistics measures such as mean and standard deviation were used to analyze the data, while inferential statistics, most especially correlation analysis was used to draw inferences about the population under study. During the study, data was analyzed using Statistical Package for Social Sciences (SPSS) program as a tool and presented using tables, graphs and charts.

The findings on the effects of scheduling on employee performance indicated that there was a statistically significant moderate correlation between scheduling and employee performance ($r = 0.630, p < 0.001$), implying that scheduling affects employee performance.

The findings on the effects of the use of software on employee performance indicated that there was a statistically significant moderate correlation between the use of software and employee performance ($r = 0.689, p < 0.001$), implying that the use of software affects employee performance.

The findings on the effects of leadership style on employee performance indicated that there was a statistically significant high correlation between leadership styles and employee performance.
performance \( r = 0.744, p < 0.001 \), implying that leadership style affects employee performance.

The study revealed that scheduling in an organization has an effect on employee performance. Conclusions drawn from the study indicated that scheduling tasks appropriately while minimizing multitasking enabled employees to perform better at their jobs. Furthermore, when an organization allocates resources to scheduling and getting the work done appropriately, this enables employees to improve their performance significantly. The study further revealed that the use of software in an organization has an effect on employee performance. Conclusions drawn from the study indicated that The use of software enables the company to improve transparency about the work done and the amount of time taken to do the work. It further assists the company to make sure that employees understand the proper workflows which due to this knowledge facilitates productivity and ultimately good employee performance. The use of software also helps employees to collaborate better across borders enabling them to leverage on teamwork to do their jobs well. The study revealed that leadership styles in an organization have an effect on employee performance. Conclusions drawn from the study indicated that transformational leadership facilitates employee innovation which helps them find novel ways of doing their jobs more efficiently leading to improved employee performance. Employees were found to be more motivated when they had leaders who invested in helping them grow their skillset and those who communicated their vision effectively. This made them more productive in their roles leading to improved performance.

From the study, it was recommended that the organization should implement a flexi-time system since it helps employees to learn how to manage their time better enabling them to perform better in the long run; ensure that managers communicate all the duties and tasks clearly so that employees are very aware of what they need to do at a particular time; invest in technology that enables scheduling and involve the employees in choosing software that works best for them and limit the time spent in meetings as it reduces productivity. It also recommended that the organization invests in suitable time management software since it helps employees able to understand workflows within departments; training in using software is done to help employees know how it is used and how it will assist them in their day to day work to prevent resistance from employees. Finally, the organization should have leaders with a strong vision since it is key to driving good performance in employees; the organization should recognize employees who do exemplary jobs since it helps them stay motivated enabling them
to keep performing well at their jobs. Also as organizations change, leaders should communicate clearly and effectively how the changes will be implemented so that the employees know their roles in implementing the changes. The leadership should also be willing to listen to their employees grievances and suggestions so that they can make their working environment better for them to perform well at their tasks.
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This research project owes its completion to the help, support and inspiration I have received throughout the academic journey. First and foremost, I thank God the Almighty, without His will I would have never found the right path. His mercy was with me throughout my life and ever more in this study. I thank Him for enlightening my soul with the respected love and compassion for the other humans and allowing me to enter a field where I could practice this desire.
DEDICATION

I also dedicate this research project to my family at home and at work for their love, inspiration and encouragement. Thank you. My love for you all can never be quantified. God bless you.
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ACRONYMS AND ABBREVIATIONS

**Brand2D**: Brand Design Development Limited

**HR**: Human Resources

**HRA**: Human Resource Allocation

**OC**: Organizational change

**TMS**: Time Management Software

**SU**: Software Upgrades

**MIT**: Massachusetts Institute of Technology
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of study

On the global front, about 100 million start-ups are created every year. However, 9 out of 10 of the start-up companies fail due to reasons such as lack of funding, having ideas that are not well thought out and a small work-force that cannot handle the pressure that comes with scaling the business (Patel, 2015). Start-ups are designed to grow very fast making them lucrative for potential employees since many usually want to learn fast and gain as many skills as possible within the shortest time possible. The work times are usually flexible with a very flat management style. However, as many start-ups usually do not have enough funding, it becomes very difficult for them to stay afloat resulting in financial problems that cause the demise of the company within the first 3 years (Niu, 2017). Other reasons why start-ups fail are lack of skills in management of expenses, founder shortcomings in leadership, lack of understanding of the market, overconfidence that leads to arrogance, inadequate testing that leads to creation of products that do not meet needs and demands of the market and a lack of work life balance that leads to stress which further causes founders to make a series of bad decisions (Laha, 2017).

A key reason why start-ups fail is leadership shortcomings. Most entrepreneurs begin their careers in the corporate world as employees and suddenly have an idea which they pursue relentlessly. However, they do not factor in that their jobs only required a specialized set of skills which are totally different from those that will determine whether or not the start-up will fail. If the leadership fails, the start-up will definitely have operational issues which, if taken into account are very key in helping the companies succeed (Laha, 2017).

One of the world’s most successful start-ups is Google and it was able to stay afloat because they were able to secure funding as they pitched their idea early enough as they started the company (Isaacson, 2014). However, for Google to make strides in the online world it had to make stark operational changes. The founders; Sergey Brin and Larry Page, being of a highly technical background, decided to bring on Eric Schmidt early since he had the experience and leadership qualities to make sure that the start-up stayed profitable and grew appropriately. This was also reiterated by Mark Zuckerberg, who coming from a technical background could not take Facebook to the next level without a Chief Operations Officer whom he found in Sheryl Sandberg. She was a former employee of Google and had the leadership and operational expertise to help Facebook grow into the profit-making enterprise it is (TechCrunch, 2011).
This shows that a company needs to undergo constant operational change in order to stay afloat. However, the changes need to be made first and foremost within the leadership as they are the custodians of the changes. Successful start-ups know that the company has to be operated as a profit making entity while caring for the employees so as to maximise their performance as opposed to being the company that sacrifices the business profitability over keeping the culture as it is resulting in a loss making venture which affects employee performance badly (Lynley, 2016).

Africa has been touted as the last economic frontier with many global companies opening shop in East, West South and North Africa depending on the suitability of the country to the company portfolio. In 2017 alone, African start-up companies raised upwards of $195 million which was a 51% rise in funding from 2016 (Nsehe, 2018). In Egypt in North Africa, start-ups were able to secure total of 24 million dollars to stay afloat (Jason Lasrado, 2018), which further shows that the start-up scene in Africa is seemingly attractive to angel investors and venture capitalists. In South Africa, more boot camps are being created so as to find fund-worthy start-ups so that they can be funded (Jackson, 2018). Lastly, in West Africa there is a strong start-up ecosystem that supports establishment of innovation centres where entrepreneurship can happen. These innovation centres have been created in Senegal, Cameroon, The Gambia, Ivory Coast, Burkina Faso and Mali through a partnership between AfriLabs and Jokokolabs (Jackson, 2018). Technology is currently being used to fuel most of the start-ups which are in many industries most notably in financial technology. As much as many start-ups receive funding most of them fail due to reasons such as mismanagement of funds, founder squabbles, poor product fit in the market and poor operational management of the start-ups as businesses (Jackson, 2015).

Kenya is viewed as a technology hub with the government spearheading efforts to create Konza City (Muiruri, 2018) which is purported to be similar to Silicon Valley where technology start-ups can thrive. This has made Kenya be very attractive to the global scene with offices of technology giants such as IBM, Google and Uber being set up in Nairobi. Many start-ups keep being set up by ambitious Kenyans with growth accelerators (Wainainah, 2018) doing a lot to bring together ambitious innovators with world changing ideas. The start-up scene largely remains similar globally with people coming up with ideas, looking for funding to set up shop and finally taking measures to scale the company. The employees they attract are those wanting to improve their skills quickly in order to advance in their careers as fast as they can. Since start-ups are so many, the industry is characterised by poaching of good talent for better perks.
As the industry is very volatile, companies survive day to day and can hardly pay bills to sustain themselves. This leads to low employee morale and satisfaction which in turn leads to a high turnover rate. These in turn lead to a very high failure rate as seen in the data (Patel, 2015). With 9 out of 10 start-ups failing because of reasons such as running out of cash due to lack of skills in management of expenses, founder shortcomings in leadership, lack of understanding of the market, overconfidence that leads to arrogance, inadequate testing that leads to creation of products that do not meet needs and demands of the market and a lack of work life balance that leads to stress, it is clear that most start-ups Achilles heel is operations since all these issues can be solved by managing the operations better.

1.2 Statement of the problem

When one thinks about start-up companies they imagine flexible working hours, a flexible dress code and a flat management style where innovative young people get to learn and change the world (Niu, 2017). While in the start-up bubble, many fail to see that it is a conventional business that needs to make money in order to sustain itself. It has been stated that many start-ups fail after at least 3 years (Niu, 2017) due to focusing too much on building a culture that is deemed cool as opposed to building a business that makes money so to remain afloat. While culture is important it is essential to make changes to the modes of operation in order to build a business that can at least break even. While creating a start-up many entrepreneurs do not imagine the amount of time and energy that go into creating a successful start-up. Most actually do not possess the skill set that guarantee that the company will be successful in the long term (Laha, 2017).

For a start-up to be successful, there will definitely be challenges that will need to be addressed. However, many start-ups that come up focus only on the idea and not how it will be executed. The challenges that are faced include ability to thrive on limited resources where money and resource management skills are very key and lack of structure which usually becomes a real issue once the company begins to grow into a larger team with more detailed operations. Other issues faced include poor communication and time management which result in the company losing clients due to handling work and clients with little professionalism (Hunckler, 2017). These issues are usually sorted out partly by having good leadership and changing the operations within a company. Start-ups should leverage on technology to reduce costs for example by working on the cloud. They can also plug into process automation and outsourcing in order to manage their time better. However without the right leadership, none of these will
work to improve the processes which further improve the chances of survival of the start-up (Saldanha, 2017).

Operational changes affect the way employees work since they fundamentally are the ones who implement the changes brought forward by the management team. Many employees love to be in the start-up culture since nothing is set in stone. They are set to move up in the career ladder really quickly since one has the unique opportunity to learn a lot of things within a very short time. The responsibilities are usually very many due to the small number of employees who do not have definite job descriptions (Dey, 2015).

Operational changes have been effected since 2015 in Brand2D where processes have been introduced in the way business is conducted. The changes that have been made are the introduction of a human resources department which has made it much easier for employees to relate to the company and its goals. While many see the need of HR in the company, some older employees have had a few issues with the changes leading to their resignations. The company has also brought forward a method of working that is focused on value provision as opposed to time spent working. This has been fostered by introduction of systems that make it possible to track the time and activities that all the employees take part in through the day. This has been met with a lot of hostility from employees since it requires them to do much more work in order to provide value for the clients (HR, 2019).

Financial procedures have also changed with the management being answerable to the board which has made spending much more controlled. In other words, every shilling counts greatly. The company has also invested in development of human resources so that they can have the skills that they need to give clients value. They have also introduced a target-based system where the managers and their teams are tasked with the responsibility of generating revenues to sustain their business units. Achievement of targets will make it possible for the employees to share profit with the business. This has fostered ownership of responsibility so as to achieve the targets set out by the business (HR, 2019).

Methods of appraising employee performance have also changed since the company is focusing on helping the employees grow in their respective positions. The appraisals are done in such a way that a career path is charted and monitored effectively so as to help the employee achieve their career goals while also achieving the goals that have been set out by the company.

Changing operational procedures especially on the HR front made some employees uncomfortable since it is a far cry from the laissez-faire environment that used to be present before as a standard method of operation. However, to make the business thrive, it was important to make these changes (HR, 2019).
Operational change is difficult and is met with mixed reactions from employees and management. While it is critical to maintain company culture it is very important to make the necessary operational changes that will keep the business achieving its financial goals in order for the company to pay its employees better and take care of other overheads as the company scales. To grow the company needs to change its modes of operation so as to improve efficiency and productivity. There is need to show how these changes affect employee performance.

1.3 **General objectives**
The main objective of the study is to establish the effects operational changes have on employee performance in Brand Design Development Limited.

1.4 **Specific objectives**
1.4.1 **To identify how scheduling affects employee performance**
1.4.2 **To assess how the use of software affects employee performance**
1.4.3 **To determine how leadership affects employee performance**

1.5 **Significance of study**
1.5.1 **Brand Design Development Limited**
This study will offer invaluable information to Brand2D which will help them acquire the best talent in the volatile advertising industry. With employees moving from companies every year this study will help the company have a vast knowledge on how to help employees adapt to the changes they are making in order for the company to improve its operational efficiency thus helping them remain a key player in the start-up space.

1.5.2 **Start-up companies**
The study will also be useful to other players in the start-up space as it will provide information on how to successfully manage operational change in order to reduce employee turnover, increase employee satisfaction and productivity and help their employees advance career development.

1.5.3 ** Researchers and scholars**
The information contained in this study will be useful to researchers and scholars who are carrying out studies in this area. In academics, this study will act as a source of reference and add to the existing literature about how operational changes affect employee turnover, productivity, satisfaction and career development. Students, scholars, institutions and
individuals who want to study on the effects of operational changes on employee performance may also use this study as a source of information.

1.5.4 Policy makers
The findings of this study will be useful for policy makers so that they are able to pass laws and regulations which make it easier for start-ups employees to thrive within the current business ecosystem.

1.6 Scope of study
The study will be conducted in Brand2D which is a start-up company located in Nairobi Kenya. The population for this study will be the management and non-management staff who currently work at the Brand2D office in within the 6 departments in the company in Nairobi which are the Creative, Administration, Social Media, Client Service, Media Buying and Website and Applications Department. It will involve 51 respondents who are full time workers at the company. The study will be carried out in 3 months between April 2019 and May 2019.

1.7 Definition of terms
1.7.1 Startup
Early stage in the life cycle of an enterprise where the entrepreneur moves from the idea stage to securing financing, laying down the basis structure of the business, and initiating operations or trading. It is working to solve a problem whose solution is not obvious and a solution is not guaranteed (Robehmed, 2013).

1.7.2 Employee performance
The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement (Dictionary B., 2019).

1.7.3 Employee turnover
The ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period (Chron, 2019).
1.7.4 Employee morale
Description of the emotions, attitude, satisfaction, and overall outlook of employees during their time in a workplace environment. Part of effective productivity is thought to be directly related to the morale of the employees. Employees that are happy and positive at work are said to have positive or high employee morale. Companies that maintain employees who are dissatisfied and negative about their work environment are said to have negative or low employee morale (Dictionary B., 2019).

1.7.5 Employee productivity
A measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency (Rouse, 2019).

1.7.6 Career development
The lifelong process of managing your or your employee's work experience within or between organizations (Dictionary C., 2019).

1.7.7 Advertising agency
Firm that creates new promotional ideas, designs print, radio, television, and internet advertisements, books advertisement space and time, plans and conducts advertising campaigns, commissions research and surveys, and provides other such services that help a client in entering and succeeding in a chosen market. In general, advertising agencies are not deemed agents of the advertisers, because they act as principals for the services they buy on behalf of their clients (Dictionary C., 2019).

1.7.8 Change management
Minimizing resistance to organizational change through involvement of key players and stakeholders. It is the planning and introducing of new processes, methods of working, etc. in a company or organization (Dictionary C., 2019).

1.7.9 Operational change
Proactive measures to adapt to industry changes to improve processes for competitive advantage (Kokemuller, 2019).
1.8 Chapter summary

The chapter included a background of the study, the problem statement, the study’s general and specific objectives, the significance of the study, the scope of the study and also the terms that would be focused on in the study. This study will focus on the operational changes that have taken place in Brand2D and how they have affected employee performance in terms of satisfaction, career development and productivity.

In the next chapter, a review of literature on the effects of operational change on employee performance in terms of scheduling, software changes and leadership changes.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the effects of operational change on employee performance. The first section determines the effects of operational change on employee satisfaction. The second section examines the effects of operational change on employee productivity. The third section looks at the effects of operational change on employee career growth. The chapter ends with a summary of the literature review.

2.2 How scheduling affects employee performance

Scheduling translates to assigning an appropriate number of workers to jobs during a day of work. It also determines when an activity should start or end depending on predecessor activities, predecessor relationships, resource availability and target completion dates. It is key to note that how tasks and duties are scheduled implicitly affect how fast tasks are completed and ultimately determine if a project will be completed on time. (Business Dictionary, 2019).

If projects are completed in time, then targets are achieved since the employees are performing at an optimum. Effective scheduling is determined by the nature of duties, human resource allocation and time management.

2.2.1 Employee duties

Within any organization, employee duties are determined by a detailed job description. This is a broad, general written statement of a specific job that generally includes duties, purpose, responsibilities, scope and work conditions of a job along with the job title, and the designation or name of the person to whom the employee operates (Business Dictionary, 2019). There has been a lot of research done to show how the type, intensity and amount of time employee duties take to perform tasks influences scheduling.

Researchers at MIT recently found out that rearranging of duties and tasks can lead to increased productivity in teams. Their research findings showed that if hard tasks were performed earlier in the day when a higher amount concentration was needed, they were able to accomplish more within less time. They also state that if the simpler, more mundane tasks that did not require a higher amount of concentration were done later in the day, they were also completed efficiently. The increased amount of productivity led to a higher completion rate in activities and ultimately improved performance (Pope, 2016).

Globally, it has also been realised that flexi-time scheduling was beneficial for lower level employees the most since they were able to work longer and enabled them to have work-life
balance. Flexi-time enabled them to schedule their jobs appropriately which assisted them to complete their work within the stipulated timelines which promoted productivity and in turn improved performance at the work place (Kossek & Lautsch, 2017). It was however noted that part-time work always made the employees work harder to meet the deadlines since some of the work could not be completed within the stipulated timeline (Kossek & Lautsch, 2017). While it improved productivity and ultimately performance, the employees ended up doing way more work and got paid less (Kossek & Lautsch, 2017).

In some other studies about tasks and scheduling, it was discovered that deviating from prescribed task schedules usually eroded productivity even among the most experienced workers. This led to a decrease in productivity that led overall to less work being done. This further led to a decrease in employee performance (Heskett, 2013).

While having a defined set of tasks to perform was key to more productive employees, being micromanaged did not augur well with many employees. When there was an open door approach to tasks where the managers supervised all the tasks that the employees did, they feared to perform their duties more innovatively since they did not want to risk starting to explain to the rest of the team how they did it putting themselves on the spot. In other words, employees were more innovative and productive when they were left to complete the tasks they had been assigned to without being watched constantly and were able to complete the tasks more quickly and effectively (Nobel, 2013).

Some studies also stress the importance of having clear goals and duties so as to keep employees motivated and clear on what is expected of them. This enables them to schedule their time appropriately and make sure that the duties are executed efficiently. This leads to a faster completion rate on tasks and duties. (Boitnott, 2015). It also helps to have well designed systems that allow for regular meetings that allow the employees and the management to align with what needs to be done. These meetings help organizations come up with measurable goals, tasks and even help managers find out what they can do to mentor the employees in order to help them stay productive.

Studies done in the start-up scene have also shown that allowing workers to schedule tasks how it suits them best does no good for productivity since it disrupts the workflow. To mitigate this, managers should assign tasks to eliminate waste of time, keep deadlines and allow large projects to stay on target. This reiterates the need to schedule work actively so as to improve productivity and ultimately employee performance (Foster, 2017).

Some researchers at Harvard purport that a sequential approach to completing tasks should be taken into consideration to maximise productivity since too much juggling will always leave
some tasks incomplete. It also takes significantly more time to regain focus once it is lost (O'Connell, 2015). However, this school of thought has been challenged by people in the creative scene where the research says that they feel more creative when they juggle tasks making them come up with a better product eventually than if they were to concentrate on completing only one task at a go (O'Connell, 2015). Other studies in the field of software development have found out that scheduling tasks is indeed important, and due to the technicality of creation of software, minimizing of interruption and multitasking is key in helping them become more productive. This enables them to complete their projects on time leading to good performance as they conduct their duties.

### 2.2.2 Human resource allocation

Human resource allocation is the successful allocation of available employees for execution of process activities within company projects (Arias, Saavedra, Marques, Munoz-Gama, & Sepúlveda, 2018). It is an important part that should be thought through by HR before scheduling to improve the chances of efficient execution of work which further leads to great employee performance.

Global studies have purported that HR allocation influences job satisfaction which improves employee productivity. However, before HR allocation is done, skill utilisation, career development job motivations and individual relationships with supervisors, co-workers and managers should be considered because no amount of scheduling will yield increased productivity without these (Loredo & Picos, 2015).

Other studies in the productivity field have found out that resource allocation is key since it helps employees know what exactly they need to do to fulfil their key duties. However, for the employees to be productive enough at the tasks they have been allocated, they need to improve their skillset constantly. Companies wanting to improve efficiency and productivity in their HR need to constantly help and motivate their employees to develop their skill set (Foster, 2017). When firms are too large, studies have shown that operational efficiencies begin to diminish leading to high expenditures in human capital. Companies have been advised to invest in educational training so that human resource allocation is more efficient and does not cost the company too much (Lee C., 2018). To improve resource allocation, studies have confirmed that process mining needs to be used in order to base the improvements made on historical data analysis. This data analysis helps the company look at ways to improve process performance, reduce costs and ultimately improve productivity in an organisation (Loredo & Picos, 2015).

Human Resource allocation is also heavily dependent on market level performance. This shows
that better forming markets by default will receive more human resource allocation since every manager will want to see the market succeed more (Sasaki & Yamanoi, 2018). Studies done in the non-governmental space corroborate this since they say that the more funding a project gets, the more resources it can afford and the better the overall impact of any project completed with the appropriate resources.

In studies done in the software engineering field, researchers determined that using genetic algorithms to allocate resources such that programmers are allocated tasks based on parameters such as urgency of task completion, skill set, and task priority made the programmers more productive since they were not required to multitask and think about what to allocate to whom. This enabled them to complete projects on time thus improving their overall performance (Park, Shin, Hwa, & Bae, 2015). Some other studies done in human resources elucidate that computerized human resource allocation is more sustainable since a computer is able to choose an employee based on the job description and employee qualities. This has led to companies choosing employees who are of a better fit in the companies. They also end up staying in companies longer because their skill set and personalities allow them to fit better within the companies (Blanding, 2016). In local studies, researchers found out that in order to implement scheduling successfully, a company needs to have a well-equipped work force in terms of skills; otherwise company strategy will not be implemented effectively. The researchers discovered that obsolete technological resources make it harder for resources to be allocated effectively seriously impeding scheduling and ultimately the completion of work. All these factors led to less productivity and bad employee performance. Training resources were found to be of great importance in helping companies schedule tasks that got completed. When the training resources were insufficient, employees did not understand how they needed to complete the tasks they were allocated. This led to tasks not being completed on time (Lemarleni, Ochieng, Gakobo, & Mwaura, 2017).

### 2.2.3 Time management

Time management is the process by which a person decides the order in which they will do tasks and makes sure that they are done on schedule (Collins English Dictionary, 2019). It can also be defined as the analysis of how a person’s working hours are spent with the prioritization of tasks in order to maximize personal efficiency at the place of work (Collins English Dictionary, 2019).
In global studies about time management, it was discovered that creation of task lists, task prioritization, determining when and how to perform them increased employee engagement leading to improved productivity. This changed drastically when the employees faced too many interruptions since they lost focus and were eventually less productive (Parke, Weinhardt, Brodsky, Tangirala, & DeVoe, 2018). In other studies, researchers found out that contingent planning was key to help employees anticipate interruptions. This made them stay engaged and perform well despite frequent interruptions thus improving their productivity ultimately.

In the medical field, time allocation on specific tasks helped employees be aware of what needed to be done within a specific timeline, which led to them doing everything they could to complete the task within the stipulated timeline. This eventually led to higher completion rates and improved productivity within the industry (Arias, Saavedra, Marques, Munoz-Gama, & Sepúlveda, 2018).

In the technology field, companies that used applications and software to allocate time to complete tasks were key in increasing productivity within the company. It really helped especially in companies which had employees who worked remotely since they were able to know what they were working on and how their time was spent (Park, Shin, Hwa, & Bae, 2015).

Researchers in the technology world have elucidated that it is key for companies to change business practices to more real time management practices that have disrupted virtually every industry. This shows their clients that they are able to handle their requests sufficiently and efficiently. This entails the use of digital technology to manage all the processes such that they are all happening seamlessly. These platforms enable company employees to manage their time better and serve clients more efficiently (Rydén & El Sawy, 2019). Within small businesses, research has shown that it is key to manage time so that they are doing what it takes to take the company to the next level and not doing mundane routine work that does not bring in any profits. The entrepreneurs need to self-monitor so that they can find out which tasks they can let go and focus on business development which helps them improve productivity by doing tasks that grow the business (Sykes, 2016). For managers who are disorderly, they need to be trained more on time and project management since disorder in day to day tasks leads to inefficiencies (Coetzer & Gibbison, 2016).

Managers need to manage their time well since how they manage will ultimately rub off on their juniors. They need to simultaneously manage contradictory duties of the job where they grow their teams while making sure that they produce high quality work (Fuller & Shikaloff, 2016). They also need to keep in mind that time management is not personal, it is institution
wide and it needs to be tackled appropriately on all levels within the organisation. This shows that time management problems should not be left for individuals to tackle but should be tackled by the entire organization since without proper time management, the company definitely falls (Bevins & Smet, 2013).

Other management studies within the time management realm have purported that too many meetings affect everyone’s time management skills because they are unsustainable and unproductive. Managers need to be very keen on the meetings they agree to go to since they should ideally contributing to the company’s return on investment. If not, it is advised that they do not attend since they are a mere waste of time (Tate, 2013).

2.3 How software use affects employee performance

The use of software has revolutionized practically every industry ever since the dot com bubble in the United States. Many businesses have gone under in many industries due to the fact that they simply refused to change with the times (Silverthorne, 2006). Software has also become a very powerful engine of change due to how easy it is to change code and the fundamental functions the code performs. This research will be looking at previous research done on employee performance which was affected majorly by software changes, software upgrades and introduction of time tracking software.

2.3.1 Time management software

Time management software is basically a tool that helps managers and employees record hours spent working for billing purposes, automating payroll and management operations. The software makes it easy to capture time spent on tasks assigned making it easier to invoice clients based on the number of hours spent doing their work. The software can be a source of operational insights that show managers where the most time is spent, the projects that cost the most money and can help them further to budget for projects appropriately (FinancesOnline, 2019).

In global studies done by time management software developers, researchers have found out that creation of timesheets through software has enabled better efficiency for employees and managers since they are able to improve how quickly work is done since they give detailed records of what has been achieved specifically for the day (FinancesOnline, 2019).

Time management software has also been used to improve transparency within organisations since employees and managers are able to see the projects and tasks that they have worked on
and the amount of time that has been used to accomplish them. This is usually a measure of how productive they have been since if more tasks are completed, then they are able to show that they are more productive. The software allows them to see this clearly (Alton, 2019).

Other studies have shown that time management software is key to helping managers and employees alike understand what is going on within a business. The software usually has details about what projects are going on currently, how far it is from being complete, the resources that it has taken until that moment and more details that help organizations be in a position to know how their operations can be improved. These improvements when made usually lead to better use of resources leading to even more productivity in the business which ultimately means better employee performance (Getharvest.com, 2019).

Client billing is usually a big factor in how profitable a company will be eventually. For knowledge and service based companies, clients are normally billed using the number of hours that are used to accomplish the projects. For this to be effective time management software is key since clients can be shown how many hours have been spent in real time to work on their projects. This provides value for the clients and also for the businesses. Billing processes are usually very long and take lots of time. With software, this makes it easier since the billing teams use the number of hours as seen within the time management software to create accurate quotes (Leis, 2017).

Time management software enables companies to understand workflows within the company operations making it easy for them to see productivity issues that need to be addressed. Time management software shows operations where projects are understaffed or overstaffed so that they can see what to improve for purposes of making the company employees work more effectively to complete projects on time leading to better performance on their end. It also helps companies cut operational expenses (Young, 2014).

Studies done in Africa have shown that time management software enables employees to schedule their work effectively. Scheduling is made easier by use of time management software since it gives records of what an employee needs to complete by the end of the work day in relation to a certain project (Kossek & Lautsch, 2017).

With globalisation of many companies all over the world, companies have cross-cultural teams that work together in different parts of the world. This means that many employees and managers work remotely. Time management software makes it easy for companies to track how fast tasks are being completed and how much time is going into completing tasks. Knowing that they have to account for every minute of time used makes employees far more productive in what they do and they end up performing really well in their work (Nobel, 2013).
In the customer service industries, time tracking software enabled employees to reduce service time improving the time in which they served clients by nearly 20%. The fact that employees knew the amount of time they should be spending on every client meant that they did their best to make sure that they were served fastest (Almomani & AlSarheed, 2016).

2.3.2 Software upgrades
A software upgrade is a totally new version of any software that offers significant change or major improvement over the current version. Many a time, software upgrades require the purchase of the new version of the software (Elmblad, 2019). Many studies have been done all over the world that show a direct correlation between employee productivity, employee performance and an upgrade of software they use at their workplaces. Some studies have shown that software upgrades result in reduced chances for a company’s sensitive information to be compromised. If the company has employees in the information security departments, it means that they will not work constantly feeling worried that the company’s security will be compromised. This makes it easier for them to work on other more important aspects of their jobs more productively, effectively improving their performance in their jobs (Venkatraman & Fahd, 2016).

Other articles have stated that software upgrades generally come with improved functionality with the software user journey being made better such that users are able to have a much easier time using the software. This helps them do their work much faster and completing their tasks in better time compared to when the software had not been upgraded. Also, when software is upgraded, it comes with a host of new features which make work so much easier for employees. These added features make employees more productive in the sense that the features make them able to achieve more in less time (Grager, 2014).

As software upgrades are made within any company, many usually come with different capabilities and features. Some of these features make it easy for employees and managers to collaborate as they work on different projects. Collaboration in real time makes it possible for employees to use their expertise in different fields to come up with end products that are well researched and of high quality. Collaborative work usually ends up being done faster since the burden for doing the work does not depend only on one person. This makes it much easier for them to complete other key tasks more quickly and efficiently making them more productive thus improving their performance (Lesonsky, 2016).
Research done in the software field has shown that old software is usually buggy and does not make it easier for employees to work quickly and more efficiently. Most of the time, when a company decides to upgrade software to a new version, the previous versions are not supported. Working with the old version becomes too difficult for the employees leading to slow delivery of work and impeded productivity. This further leads to lower levels of performance within the company since a lot of time is wasted waiting for the software to respond (Borowski, 2019).

Global and local research in the smart phone usability has shown that more than 50% of the population uses their phone to do their day to day work. People have shifted to using phones as opposed to desktop computers to surf the internet (Statista, 2018). With the globalisation of business, most people are also working online using their phones to handle things like email communication, invoicing and many other business operational functions. Software upgrades are coming complete with mobile versions to help employees be in a position to manage their work real time. When employees know that they can access their work on multiple devices, they are able to complete their work on time improving their productivity and ultimately their performance at work (Lesonsky, 2016).

Some researchers in the software development field have found out that software upgrades make it easy for employees to access of company information that is key in helping them do their work quickly and efficiently. Without this information, the employees become really frustrated since they are unable to do what they must in the course of them doing their jobs. Software upgrades help them access this information quickly helping them complete their work in time. It improves productivity, making it possible for them to complete tasks in time and ultimately improves their general performance (Marketing @ Veriday, 2017).

2.3.3 Software overhauls and new software introduction.
Software is always evolving since this field is highly dynamic. Programming languages change almost daily with new frameworks being introduced that are faster and more effective in providing much needed services. However, for organizations, software overhauls and use of new software should be well thought through since these introductions come at a very huge cost. Since changes in software usually happen frequently, it is key that organizations find ways to make changes to the software their systems run on over time. These changes however, should be dependent on the business needs of the company (Microfocus, 2010).
Software platforms have revolutionized the face of business all over the world since they have made work much easier and have also fuelled innovation. With complete overhauls in software where there was archaic software platforms and new software introduction in industries where no software was present, innovations have been made making employees more productive improving their performance (Silverthorne, 2006).

Some technology researchers have found out that software platforms should be used to harness productivity and innovation due to their transformative nature. The transformative nature of software enables managers to develop more innovative strategies that create value and drive profits. These innovative strategies are what helps managers create work environments where employees are using software that promotes their productivity (Evans, Hagiu, & Schmalensee, 2016).

Other studies done in the organizational software companies has brought to light that the technology that a company has determined whether decisions were made at the top or the bottom of the organizations. It is this decision making that determined how fast tasks were completed especially those that required approval from higher level managers. If the software had the capability for a manager to communicate quickly about approvals in real time, the employees ended up being more productive since they did not have to wait too long for feedback. This increased their productivity making their job performance better over time (Nobel, 2010).

Studies done in the health industry about inclusion of time tracking and scheduling software in health practitioners schedules revealed that the software enabled the doctors and nurses to do their jobs faster and more efficiently. The software helped them track the amount of time they used for each patient and gave them insights into how they could make their processes better in order to serve more patients. This made them be more productive, enabling them to perform better at their jobs overall (Almomani & AlSarheed, 2016).

In studies done about new software overhauls, researchers discovered that software overhauls and upgrades require teams to be trained in order for them to be acclimatized with the new software. The training is usually necessary since it enables those who are using it to use it to the maximum in order to reap all the benefits of a new software. This also makes it easier for them to adapt to the new change making resistance to the new changes lower. When the team members are trained, they are able to be more confident using the new software for their jobs making them perform them more efficiently leading to an increase in productivity and ultimately great employee performance (TEC Team, 2018).
Other studies done in software engineering have elucidated that software overhauls and new software introductions have been instrumental in helping employees save a lot of time since they automate lots of mundane tasks like qualifying leads in a business, monthly invoicing and collecting leads. Time saved from doing mundane tasks is channelled elsewhere in the business enabling the employees to do more work that helps the company improve its bottom line. As they use more of their time to do these tasks, they are able to become more productive and can complete more tasks making them perform better at their jobs (Alton, 2019). Other researchers have found that old software is not beneficial for business since it is not able to give some features like accessibility and collaboration on multiple devices. This impedes productivity since employees are not able to work remotely due to the globalisation of business. Accessibility and collaboration helps employees to work from anywhere in the world and also enhances teamwork which is key in a productive team (Borowski, 2019).

2.4 Effects of leadership on employee performance

Leadership is a key determinant of how employees will perform in any company. Many studies have shown a direct relationship between leadership style, organizational structure and corporate governance and employee performance. The following part delves into previous research on how changes within these areas affected employee performance.

2.4.1 Changes in leadership styles

Changes in leadership styles are key in making any company succeed on any level. A lot of research has been done with regard to changes in leadership styles that have led to the improvement of employee behaviour which has been influential in changing the course of companies to improve the bottom line (Crane & Hartwell, 2018). Studies in employee engagement show that appropriate leadership styles and human resource practices need to be fostered in organizations in order to drive performance. The leadership styles are usually dependent on the character of the leader and also how old a company is. If a company is relatively young, a leader with a strong vision is needed to guide the company employees in the right direction based on the vision. If the processes are already in place and the employees are many, the company will need more leaders who work towards the vision of the overall leader (Popli & Rizvi, 2016). When the employees work towards the goals that have been set based on the vision, they are focused on actualising the vision which makes them more productive and they can also perform better at their responsibilities (Popli & Rizvi, 2016).
Other global studies in leadership have stated that leadership competency is positively related to employee performance. The leadership style is usually key in how managers and leaders will communicate the overall goals and objectives of the company enabling the employees to know what exactly they need to do in order to actualise the vision. This clarity usually leads to productivity among the employees and eventually an increase in the levels of performance among the employees (Yuan & Lo, 2016). In other global studies, it was shown that transformational leadership was not significantly related to employee creativity while transactional leadership was positively related to followers creative behaviours. When leaders told the employees that their efforts would yield financial and non-financial rewards, they did what they could to achieve the goals that the leaders set for them. They always found creative ways to ensure that their work got done in the stipulated time. The rewards as a result of transactional leadership fostered improved productivity and enhanced better employee performance overall (Ma & Jiang, 2018). In the Indian manufacturing industries however, transactional leadership styles did not improve productivity. Transformational leadership improved employee morale, employee trust in leadership which ultimately led to an improvement in productivity and performance (Kesari & Verma, 2018).

In other global studies, it has been discovered that leadership behaviour and work ethic is positively related to work performance. If the leadership is being productive and is performing well in their duties, the employees always follow suit. The reverse is also true making it clear that employees performed better when they saw that their leaders did the same (Sandvik, Selart, Schei, & Martinsen, 2018). In other studies, it was discovered that employees with a high learning orientation exhibited higher levels of task performance. However, the employees were empowered by leadership to have high learning orientation. These studies showed that empowerment by leadership to learn was very key in helping them perform tasks more efficiently leading to improved levels of employee performance (Lee, Cheong, Kim, & Yun, 2018). Further studies done in the Middle East showed that leadership styles impacted on whether or not the employees wanted to stay longer in a company. Where the leadership styles made the employees feel satisfied with the company and work environment, the employees were more productive. The turnover rates in these companies were also very low (Yao & Huang, 2018).

In local studies, it has been discovered that leadership needs to have commitment in measuring, managing and improving service quality on a holistic basis. For this to happen, employees need to be trained and informed on the standards that need to be maintained. Once they have learned
and understood the standards, they will be in a position to perform well to keep them (Schalkwyk & Steenkamp, 2016).

2.4.2 Organizational structure changes

Organizational structural changes are key for companies to continue competing within their business environments. Studies in the hospitality industry have stipulated that operational changes to technology, facilities, planning and the development of new services has led to better overall employee performance. Changes need to happen since if any company does not remain flexible, the software they use and its processes become a drawback to its success (Espino-Rodríguez & Gil-Padilla, 2015).

In other studies, it has been reported that changes within the organisation make employee productivity lower resulting in lower employee performance. This is due to the fact that organizational changes make them feel uncertain about their employment status. The fear that they could lose their jobs makes them not work productively. In such cases, leadership should have political skills that enable them to instil trust in the employees making them feel better and not scared that they will lose their jobs (Martin & Butler, 2015).

Studies have shown that leadership should communicate clearly organizational changes if they want them to be taken up with the least resistance. The leaders need to make sure that the employees are part and parcel of the change process gathering input about the changes to the vision and strategic plan. It was seen that when the employees were involved in the change process, they were better able to understand the changes that were happening and their roles in actualising the changes. This helped them become more productive and perform better at actualising the changes (Bourne, 2015).

Other studies in leadership have shown that when leaders listened actively to their employees they were able to perform more productively. This made them feel more satisfied with their jobs since they felt that their opinions counted. When they felt like they were not being listened to, they felt disillusioned bringing about emotional exhaustion which reduced productivity significantly. This further led them to have intentions of leaving their jobs (Lloyd, Boer, Keller, & Voelpel, 2015).

Further studies have shown that leadership should involve employees in management since it improves their performance. When an organisation changes to involve employees in management, it usually has a positive effect on employee job satisfaction and commitment to the company. Satisfaction helps employees be more productive and ultimately they perform
better (Qi & Wang, 2016). Studies in organizational controls have also shown that how leadership and employees relate is key to their contribution in the success of the company. Controls about how tasks should be performed should be made to increase clarity and employee support within organizations about what employees and leaders should be doing for the success of the company (Verburg, et al., 2017).

Studies in human resources have also shown that high performance HR practices exercise more influence on business success compared to individual practices since they contribute best to the achievement of organisation’s strategies for matching resources and organizational needs. These practices are usually focused on organizational learning which is geared to help employees gain more knowledge within their area of expertise. Knowing more usually leads to them doing their work better increasing their productivity and ultimately their performance (Chahal, Jyoti, & Rani, 2016). Also, other studies on HR practices have found out that changes in the methods of appraisal such that they are tied to achievement of organizational goals has led to better employee performance which eventually led to better organizational performance (Ayers, 2015).

In studies about collaborative leadership, researchers have found out that collaborative leadership practices facilitate the acceptance of organizational rules which improves employee performance. They say that following these rules makes it possible for the employees to work faster and better promoting productivity that eventually leads to improved performance within the company (Hsieh & Liou, 2016).

Also, studies have shown that an organization’s effort to improve quality tools and methodologies influences business performance. The studies further stipulate that companies can improve business performance levels by selecting appropriate quality improvement programs depending on existing organizational culture. This enables successful quality improvement especially in supply chain aspects (Tomic, et al., 2016).

2.4.3 Introduction of corporate governance structures

Corporate governance is the system by which companies are directed and controlled. Normally, boards of directors are charged with the responsibility to govern their companies. These directors are chosen by company shareholders. The purpose of corporate governance is to facilitate entrepreneurial and prudent management that can deliver long-term success of the company (ICAEW, 2019).

Corporate governance in companies is pillared in transparency, accountability and security. However studies in Indian companies have found out that, sometimes it fails where the
leadership is not keen to follow its rules and regulations especially in family-owned companies where the chief executive has too much influence on corporate governance activities (C & Rentala, 2018). It eventually leads to frustrations within the company making it difficult for the employees to be productive.

In global studies, researchers have shown that corporate governance is a causal factor in explaining firm performance. The research further shows that it is key to maintain high governance standards in order to ensure that the firm succeeds in its operations (Arora & Bodhanwala, 2018).

Studies done in Turkey have shown that concentrated ownership among families led to firms performing better overall. In this country the need for a board was not felt since the families were able to work hard to keep the companies afloat. The fact that the families bore all the risk if the companies succeeded or not meant that they worked harder and more productively in order to actualize the goals of the company. However, this was only true in smaller companies (Ciftci, Tatoglu, Wood, Demirbag, & Zaim, 2019).

Studies done in Ghanaian Telecommunication companies have found out that the existence of good corporate governance system in any company is key for organizational progress and positive employee behaviour. The studies explain further that good governance systems facilitated employee satisfaction which in turn led to having productive employees (Nmai & Delle, 2014).

Other studies in Nordic countries have stated that it is key for corporate governance to be kept at the highest standards while improving relations between stakeholders such as customers, employees, suppliers, investors and business partners since doing this enables them to reduce the amount of risk that comes with the day to day operations of a company. The studies further state that following these corporate governance structures enables a company to continue succeeding on a high level. This success usually attracts better talent and investors who are key to the continued success of the company (Todorovic, 2013).

In the Middle East, researchers found out that there was a positive relationship between having good corporate governance structures and employee satisfaction. The research found out that good corporate governance practices enabled employees to feel like they had a voice within the company and that their grievances and suggestions were taken into account. This went a very long way to motivate and empower them enabling them to be more productive while performing their duties. This further helped them improve their performance as they went about their duties (Bordbar & Saraji, 2017).
Local studies have also shown that introduction of boards whose members have experience and motivation contribute to the entrepreneurial activities in the company making it possible for the employees to perform better over the long run. The studies have discovered that sole-proprietorships normally impact on the firm’s entrepreneurial activities since the leader is always following their instinct in managing the company. If they are not experienced, this impacts negatively on financial performance since they have absolutely no way of getting feedback about their decisions from anybody else (Ndemezo & Kayitana, 2018).

2.5 Chapter Summary

This chapter aids in understanding the research that has been carried out regarding the effects of operational change on employee performance specifically in the context of scheduling, software use and leadership. Chapter three discusses the research methodology that will be used in this study towards investigating the effects of operational change on scheduling, software use and leadership.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
In this chapter, the research design selected for the study is explained while giving the population and sampling design that will be used. The chapter also delves into the data collection instruments that were used together with the methods of data collection used within the study. The chapter also explains the research procedures, data analysis and data presentation methods.

3.2 Research Design
Research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings (Devine & Heath, 2009). Weathington, Cunningham and Ittenger (2010) define a research design as the researcher’s overall guide for answering the research question or testing the research hypotheses. This study will adopt descriptive research design. A descriptive study is one in which data is collected without manipulating the environment in which the research is taking place.

A descriptive study involves collecting data that test the validity of the hypotheses regarding the present status of the subjects of the study (Wodak & Meyer). According to Bryman, Becker and Sempik (2008) descriptive research design is used to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately and for this study, a descriptive study will be used to determine the effect of operational change on employee performance in Brand2D. This method is preferred because it will allow for careful comparison of the research findings through data collection and processing of the frequencies on the research variables.

3.3 Population and Sampling Design

3.3.1 Population
Target population can be defined as the specific section of the population a researcher is interested in researching (Given, 2008). Babie and Halley (2007) define target population as the entire aggregation of respondents that meet the designated set of criteria within a study.

A population element is the subject such as a person an organization, customer database, or the amount of quantitative data on which the measurement is being taken. (Onwuegbuzie & Leech, 2005) The population for this study was composed of 51 staff working at Brand2D as shown
in Table 3.1.

### 3.3.2 Sampling Design

Sampling involves a process of selecting a sub-section of a population that represents the entire population in order to obtain information regarding the phenomenon of interest (Noy, 2008). Sampling is also defined as a method of selecting a portion of the population for conducting a study in order to represent the population adequately. (Fielding, 2010) He further states that, it is done because it is not possible to study an entire population due to limited time, financial constraints and errors which discourage the researcher leading to them bot completing the study. Design is divided using a sample frame, sampling technique and a sample size.

#### 3.3.2.1 Sample Frame

A sampling frame is the source, material, or device from which a sample is drawn (Lohr, 2010). It can also refer to a list of all those elements within a population that can be sampled, and may include individuals, households or institutions (Singh, 2008). Sampling frame can therefore be defined as the actual set of units from which a sample has been drawn. For this study, the sampling frame was adopted from the official list of employees working at Brand2D in 2018, and was obtained from the human resource department at Brand2D.

#### 3.3.2.2 Sampling Technique

A sampling technique refers to selecting from a population. In general, a researcher is required to explain how he or she arrived at sample size based on the target population (Etikan, Musa, & Alkassim, 2016). The census survey technique is one where in which all members of the target population form part of the research study and have an equal chance of being selected. (McMillan & Schumacher, 2014) The advantage of using the census sampling approach is that it increases the reliability and accuracy of the study. Therefore, the study will use census technique in conducting the study.

Component of other more complex sampling methods. The principle of simple random sampling is that every object has the same probability of being chosen, and for this reason, it was deemed appropriate for the study.

#### 3.3.2.3 Sample Size

A sample is defined as a small proportion of an entire population; a selection from the population (Lohr, 2010) Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Singh, 2008) The sample size is an
important feature of any empirical study in which the goal is to make inferences about a population from a sample (Noy, 2008). A sample size allows the researcher to make generalizations about the population.

Vogt, Gardner and Haefele (2012) state that when carrying out a study, 25% - 50% of the population yields an adequate sample. This study will select 100% of the total population to be the representative for the study since the organisation is not too large.

Table 3:1 Population distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Department</td>
<td>11</td>
<td>21.5%</td>
</tr>
<tr>
<td>Social Media</td>
<td>10</td>
<td>21.5%</td>
</tr>
<tr>
<td>Client Service</td>
<td>12</td>
<td>23.5%</td>
</tr>
<tr>
<td>Operations</td>
<td>10</td>
<td>19.7%</td>
</tr>
<tr>
<td>Websites &amp; Applications</td>
<td>5</td>
<td>9.9%</td>
</tr>
<tr>
<td>Media Buying</td>
<td>2</td>
<td>3.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: Brand2D HR, 2018)

3.4 Data Collection

Data collection is a systemic way of gathering information, which is relevant to the research purpose or questions (Onwuegbuzie & Leech, 2005). Primary data will be collected for the study using a self-administered questionnaire. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Verschuren, 2003). Fielding (2010) defines a structured questionnaire as a formal list of questions designed so as to get the facts. This study used closed-ended questions to gather data for the study. The questionnaire will have a five point Likert scale. The Likert measure allowed the study population to rate various questions using the scales that were provided.

The questionnaire will be divided into four sections. The first section will seek to find out about the general information of the respondents; the second section will seek to find out about effect of scheduling on employee performance; the third section will seek to find out about the effect of software changes on employee performance and the fourth section will seek to find out about the effect of leadership on employee performance.
3.5 Research Procedures

Arksey and O’Malley (2005) state that it is key for a researcher to test the reliability of the data collection instrument for the study results to be reliable. The researcher will develop the questionnaire based on the research questions with the questionnaire being pilot tested by being administered randomly to a selected sample of 5 respondents from the target population, who will be excluded from the final. The pilot will be used to refine the study tool to enhance reliability. This is normally done to ensure that the questions are able to meet the objectives of the study and that they are understood by the population. The researcher will meet with management to discuss the study, why the study needs to be performed and what they will find out from the study so as to be given approval to go ahead with the study. The questionnaires will be sent through an email in form of an online form to assist in the quick collection of data as most of the respondents operate online for long stretches of time. The researcher will make calls to all respondents to ensure all questionnaires issued to the respondents are received. A three-day period will be granted to respondents to fill the questionnaires completely and accurately.

Data will be collected between the months of May 2019 and June 2019. The prospective organization and respondents will be approached and requested to participate in the study. Bryman (2007) states that a detailed information about the study needs to be given to the population before carrying out a study. For this study, the researcher will seek permission from the organization to carry out the research, and an official mail was sent to the respondents to seek consent for participation before the exercise commences. To ensure high response rate, an email reminder will be sent to respondents every morning until the questionnaires are received.

3.6 Data Analysis Methods

Data analysis is the systematic organization and synthesis of the research data and the testing of research hypotheses, using those data (Creswell & Plano). Data analysis also entails categorizing, ordering, manipulating and summarizing the data and describing them in meaningful terms (Babie & Halley, 2007). The completed questionnaires will be analysed using the Statistical Package for Social Science (SPSS) Student Version 24.0.

The study will use statistical frequencies and percentages for analysis. This will be done to show the percentage of responses to over a given dataset. The study inferential analysis will include correlation and regression analysis to test the significance of the relationships between
the study variables which are: influencing factors (independent variables), and operational change. (the dependent variable).

3.7 Chapter Summary
This chapter focused on the research methodology that was used in carrying out the study. A descriptive research design was used to conduct the study, the population of this study comprised of all staff members at Brand2D who are 51 in total. The sampling design and data collection methods that will be applied were looked into. Additionally, the chapter briefly looked at the methods that will be used to analyse data so as to establish the relationship between changes in operational procedures and employee performance. The results from the reports done in data analysis will be discussed in the next chapter. Chapter four will explain data collected from the population of study in relation to the research questions to understand how the two variables relate that are being looked into relate.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the findings of data analysis and presents the results. The chapter is divided into two main parts. The first part deals with general information describing the characteristics of the respondents in relation to study objectives. The second part discusses the findings on the three research objectives, the first objective was; to identify how scheduling affects employee performance. The second objective was to assess how the use of software affects employee performance while the third objective was to determine how leadership affects employee performance. The study had targeted a sample of 50 respondents, however, 40 responded to the questionnaire which translated to 80% response rate.

4.2 Demographics of the respondents

Demographic information is a key part of a respondent’s work environment; it demonstrates the organization's diversity and culture. The inclusion of demographic variables makes it possible to describe the groups in Brand2D as an organization, and the data allows for the investigation of issues such as respondents’ experience, gender, number of years worked at the organization, education level, and how they influence employee performance. With this data, we can hypothesize how this data is correlated with their performance at their place of work. The demographic information collected includes; gender, age, highest level of academic qualification, years of hands-on experience at Brand2D, and the department they work in. The respondents’ demographic information is presented in the following section.

4.2.1 Respondent gender

Gender is known to have an influence on employee productivity which may influence their performance. The gender distribution of the respondents is as shown in figure 4.1. There is an equal gender distribution of the respondents with 50% respondents being male while 50%
being female.

Figure 4.1 Pie Graph of Gender

4.2.2 Respondent Age

Age is known to have an influence on employees’ productivity which may influence their performance. 85% of the respondents are aged between 18 and 30 years while 12.5% are aged between 31 and 40 years while 2.5% of the respondents are aged between 41 and 50 years. The
age distribution of the respondents is as shown in figure 4.2.

![Pie Graph of Age](image1)

**Figure 4.2 Pie Graph of Age**

### 4.2.3 Distribution by level of education

The findings show that the education background of the respondents was found to be varied. Of all the respondents, 62.5% have bachelors’ university education, 20% have certificate and diploma education and 17.5% have post graduate education. Figure 4.3 summarizes the findings.

![Pie Graph of Education Level](image2)

**Figure 4.3 Pie Graph of Education Level**
4.2.4 Respondents number of years worked in Brand2D

The number of years an employee has worked in an organization can determine how efficient they are at their job and how productive they are overall which determines how well they perform at work. The respondents were asked to indicate the number of years they have worked for Brand2D and the results are as shown in figure 4.3. 85 percent of the respondents have worked for Brand2D for 1 to 3 years, 10% for 4 to 6 years and 5% for 7-9 years. This shows that majority of the respondents were still relatively new to the organization.

![Pie chart showing respondent distribution by years of experience]

Figure 4.4 Respondent distribution by years of experience

4.2.5 Respondents Distribution by department in Brand2D

Different departments have different work flows that determine how efficient employees are generally. This has an effect on how efficient they are in delivering their work deliverables which in turn affects how they perform at the work place. The respondents were asked to indicate the department they served in and the results are as shown in figure 4.5. From the results, 12.5% were in operations, 27.5% in Client Service department, 27.5% in the Creative department, 17.5% in the social media department, 10% in the Website and Applications
department while the Media Buying department had 5% of the respondents.

Figure 4.5 Respondents distribution by department

4.3 Effect of scheduling on employee performance

This section presents the results on how scheduling affects employee performance. The researcher developed a questionnaire with statements and the respondents were asked indicate their level of agreement or disagreement with each of the questionnaire statements, using a Likert scale. Responses to each of the statement were summarized in percentages and are reported in tables and figures in this section.

4.3.1 Rearranging duties and tasks to be performed based on the level of intensity affects employee productivity.

According to the research findings, 57.5% of respondents strongly agreed that rearranging tasks to be performed based on the level of intensity affects productivity. 17.5% of the respondents agreed with the statement while 5% were neutral about the statement. 15% disagreed strongly about the statement while 5 % only disagreed with the statement. The results are shown in
Figure 4.6 Rearranges tasks and duties affects employee productivity

4.3.2 Flexi-time scheduling enables employees to schedule jobs appropriately leading to increased productivity.

According to the research findings, 70% of respondents strongly agreed with the statement while 22.5% agreed with the statement. 7.5% of the respondents were neutral about the statement. These results are shown in figure 4.7.

Figure 4.7 Flexi time scheduling leads to increased productivity

4.3.3 Part-time work makes employees work harder to meet deadlines.

According to the research findings, 45% of respondents strongly agreed that part time work makes employees work harder to meet deadlines. 12.5% agreed with the statement while 22.5% were neutral about the statement. 10% of the respondents disagreed with the statement and
a further 10% of the respondents strongly disagreed with the statement. These results are shown in figure 4.8.

![Figure 4.8 Part time work and productivity](image)

4.3.4 Deviating from having a prescribed work schedule leads to lower levels of productivity.

According to the research findings, 55% of respondents strongly agreed that having a prescribed work schedule leads to lower levels of productivity. 30% of the respondents agreed with the statement while 12.5% were neutral. 2.5% disagreed with the statement. These results are shown in figure 4.9.

![Figure 4.9 Prescribed work schedules and levels of employee productivity](image)

4.3.5 Micromanagement of employees leads to lower levels of productivity

According to the research findings, 50% of respondents strongly agreed that employee micromanagement led to lower levels of productivity. 30% of the respondents agreed while
10% were neutral. 5% of the respondents disagreed strongly about the statement and a further 5% disagreed with the statement. These results are shown in figure 4.10.

![Figure 4.10 Micromanagement and levels of productivity](image)

4.3.6 Micromanagement leads to employees being less innovative in finding ways to complete their work faster mostly due to fear.

According to the research findings, 55% of respondents strongly agreed that micromanagement led to employees being less innovative in finding ways to complete their work faster mostly due to fear. 32.5% agreed with the statement while 10% were neutral about the statement. 2.5% disagreed with the statement. The results are shown in figure 4.6.

![Figure 4.11 Micromanagement and innovation to complete tasks](image)

4.3.7 Having clear duties and goals is key to enabling employees to be more productive.

According to the research findings, 42.5% of respondents strongly agreed that having clear duties and goals was key to enabling employees to be more productive while 47.5% of
respondents agreed with the statement. 5% of the respondents were neutral about the statement while a further 5% of the respondents disagreed with the statement. These results are shown in figure 4.12.

Figure 4.12 Clear duties and productivity

4.3.8 Allowing employees to schedule tasks by themselves without the help of their supervisors impedes productivity.

According to the research findings, 50% of respondents strongly agreed that allowing employees to schedule tasks by themselves without the help of supervisors impedes productivity which affects performance while 27.5% agreed with the statement. 12.5% of the respondents were neutral about the statement. 5% of the respondents disagreed with the statement and a further 5% disagreed strongly. These results are shown in figure 4.13.

Figure 4.13 Task scheduling and productivity
4.3.9 Tasks should be completed sequentially to maintain productivity.

According to the research findings, 65% of the respondents strongly agreed that tasks should be completed sequentially to maintain productivity. 27.5% of the respondents agreed with the statement while 5% were neutral about the statement. 2.5% of the respondents disagreed with the statement. These results are shown in figure 4.14.

Figure 4.14 Task completion and productivity

4.3.10 Minimization of multitasking and interruptions is key to maintaining productivity.

According to the research findings, 22.5% of respondents strongly agreed that minimization of multitasking and interruptions is key to maintaining productivity while 32.5% agreed. 32.5% of the respondents were neutral about the statement while 7.5% disagreed with the statement. A further 5% of the respondents strongly disagreed with the statement. These results are shown in figure 4.15.
Figure 4.15 Multitasking and productivity

4.3.11 Allocating the right amount of resources in terms of computers, money and people on jobs affects employee productivity.

According to the research findings, 50% of respondents strongly agreed that allocating the right amount of resources affects employee productivity while 30% agreed with the statement. 12.5% of the respondents were neutral about the statement while 2.5% of them disagreed with the statement. 5% of the respondents strongly disagreed with the statement. These results are shown in figure 4.16.

![Bar chart showing resource allocation and employee productivity](chart.png)

Figure 4.16 Resource allocation and employee productivity

4.3.12 Investing in education helps companies improve employee efficiency and productivity.

According to the research findings, 27.5% of respondents strongly agreed that investing in education helps companies improve employee efficiency and productivity, while 40% of respondents agreed with the statement. 20% of the respondents were neutral about the statement, 5% disagreed with the statement while 7.5% of the respondents strongly disagreed
with the statement. These results are shown in figure 4.17.

![Figure 4.17 Education investment and employee productivity](image)

**Figure 4.17 Education investment and employee productivity**

**4.3.13 More profitable departments are more likely to be allocated more human resources.**

According to the research findings, 40% of respondents strongly agreed that more profitable departments are more likely to be allocated more human resources while 32.5% agreed with the statement. 15% were neutral on the statement, 7.5% disagreed on the statement while 5% strongly disagreed on the statement. These results are shown in figure 4.18.

![Figure 4.18 Department productivity and HR](image)

**Figure 4.18 Department productivity and HR**

**4.3.14 Computerized human resource allocation leads to more efficient allocation of work and faster completion times on projects.**

According to the research findings, 32.5% of respondents strongly agreed that computerized HRA leads to more efficient allocation of work and faster completion times on projects while 40% agreed with the statement. 15% were neutral about the statement, 7.5% disagreed with
the statement while 5% disagreed strongly with the statement. These results are shown in figure 4.19.

**Figure 4.19 Computerized human resource allocation and work allocation**

### 4.3.15 Applications and software assist employees to manage their time better.

According to the research findings, 40% of respondents strongly agreed that applications and software assisted employees to manage their time better while 32.5% agreed with the statement. 25% of the respondents were neutral while 2.5% of the respondents strongly disagreed with the statement. These results are shown in figure 4.20.

**Figure 4.20 Software and time management**

### 4.3.16 Digital technologies have made it easier for companies to manage remote workers.

According to the research findings, 27.5% of respondents strongly agreed that digital technologies have made it easier for companies to manage remote workers while 25% agree with the statement. 32.5% were neutral to the statement while 5% disagreed with the statement.
A further 10% of the respondents strongly disagreed with the statement. These results are shown in figure 4.21.

![Figure 4.21 Digital technologies and remote worker management](image)

4.3.17 Use of digital technology has assisted employees to work more efficiently especially remotely.

According to the research findings, 22.5% of respondents strongly agreed that the use of digital technology has assisted employees to work more efficiently especially remotely while 32.5% agreed with the statement. 37.5% of the respondents were neutral about the statement, 5% disagreed with the statement while 2.5% strongly disagreed with the statement. These results are shown in figure 4.22.

![Figure 4.22 Use of digital technology and employee efficiency](image)
4.3.18 When managers focus on business development and delegate some tasks that do not necessarily move the business into profits they become more productive in growing the business.

According to the research findings, 25% of respondents strongly agreed that when managers focus on business development they become more productive in growing the business while 17.5% agreed with the statement. 30% were neutral about the statement, 20% disagreed with the statement while 7.5% disagreed strongly with the statement. These results are shown in figure 4.23.

![Figure 4.23 Manager focus and productivity](image)

4.3.19 Time management should be tackled on an organizational level and not only on a personal level.

According to the research findings, 20% of respondents strongly agreed that time management should be tackled on an organizational level while 25% agreed with the statement. 22.5% of the respondents were neutral about the statement, 12.5% disagreed with the statement while
20% strongly disagreed with the statement. These results are shown in figure 4.24.

![Figure 4.24 Time management and organisational tackling](image)

**Figure 4.24 Time management and organisational tackling**

### 4.3.20 Too many meetings impede productivity in employees.

According to the research findings, 70% of respondents strongly agreed that too many meetings impede productivity while 20% agreed with the statement. 7.5% of the respondents were neutral to the statement while 2.5% strongly disagreed with the statement. These results are shown in figure 4.25.

![Figure 4.25 Meetings and employment productivity](image)

**Figure 4.25 Meetings and employment productivity**

The mean score and standard deviation of respondents’ responses to each statement were calculated. A calculated mean close to 5 indicates that the respondent is agreeing with the statement being considered while a mean of close to 1 indicates their disagreement. The results of the analysis are summarized in table 6.2. The mean scores for the above statements ranged from 3.3 to 4.5, with an average score of 4.2074. This implies that respondents agreed with the research statements.
In order to test the research question the Pearson Product Moment Correlation Coefficient was used and the results presented in table 4.1.

**Table 4.1 Correlation between scheduling and employee performance**

<table>
<thead>
<tr>
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<th>Employee Performance</th>
<th>Scheduling</th>
</tr>
</thead>
<tbody>
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<td><strong>Employee Performance</strong></td>
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</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
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<tr>
<td><strong>Scheduling</strong></td>
<td>Pearson Correlation</td>
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</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
</tr>
</tbody>
</table>

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

These results showed that there was a statistically significant moderate correlation between involvement dimension of scheduling and employee job performance \((r = 0.630, \ p < 0.001)\). This implies that 39% \((0.630^2)\) of the variation in employee performance can be explained by scheduling.

### 4.4 Effect of software use on employee productivity

This section presents the results on how use of software affects employee performance. The researcher developed a questionnaire with statements and the respondents were asked indicate their level of agreement or disagreement with each of the questionnaire statements, using a Likert scale. Responses to each of the statement were summarized in percentages and are reported in tables and figures in this section.
4.4.1 Creation of timesheets through software leads to employees being more efficient with their time.

According to the research findings, 27.5% of respondents strongly agreed that creation of timesheets through software leads to employee efficiency while 57.5% agreed with the statement. 10% were neutral to the statement, 2.5% disagreed while 2.5% strongly disagreed with the statement. These results are shown in figure 4.26.

Figure 4.26 Software timesheets and employee efficiency

4.4.2 Time management software improves transparency about work done and milestones achieved.

According to the research findings, 15% of respondents strongly agreed that time management software improves transparency about work done and milestones achieved while 40% agreed on the statement. 17.5% were neutral about the statement, 15% disagreed on the statement while 12.5% strongly disagreed. These results are shown in figure 4.6.
4.4.3 Time management software enables employees to understand what is going on within a business in terms of projects and the value of the projects.

According to the research findings, 22.5% of the respondents strongly agreed with the statement while 35% agreed with the statement. 35% of the respondents were neutral about the statement, 5% disagreed on the statement while 2.5% strongly disagreed on the statement. These results are shown in figure 4.28.

4.4.4 Time management software facilitates proper billing of clients.

According to the research findings, 22.5% of the respondents strongly agreed that time management software facilitates proper billing of clients while 22.5% agreed on the statement. 40% of the respondents were neutral about the statement while 15% disagreed with the statement. These results are shown in figure 4.29.
4.4.5 Time management software enables companies to understand workflows making it easy for productivity issues to be addressed.

According to the research findings, 37.5% of the respondents strongly agree with the statement while 37.5% agree with the statement. 15% of the respondents were neutral about the statement while 10% disagreed with the statement. These results are shown in figure 4.30.

4.4.6 Time management software enables employees to be more productive.

According to the research findings, 22.5% of the respondents strongly agree that time management software enables employees to be more productive while 32.5% agree with the statement. 20% were neutral about the statement, 12.5% disagreed with the statement while a
further 12.5% disagreed strongly with the statement. These results are shown in figure 4.31.

![Figure 4.31 TMS and employee productivity](image)

**4.4.7 Time management software enables cross-cultural teams across the world to be better accountable for their roles within projects.**

According to the research findings, 35% of the respondents strongly agree with the statement while 35% agree with the statement. 20% were neutral about the statement, 7.5% disagreed with the statement while 2.5% strongly disagreed. These results are shown in figure 4.32.

![Figure 4.32 TMS and role accountability](image)

**4.4.8 Software upgrades enhance the protection of company information.**

According to the research findings, 55% of the respondents strongly agreed that software upgrades enhance the protection of company information. 35% agree with the statement, 2.5% are neutral about the statement while 7.5% disagreed with the statement. These results are shown in figure 4.33.
4.4.9 Improvements that come with software upgrades improve employee productivity.

According to the research findings, 42.5% of the respondents strongly agree that improvements that come with software upgrades improve employee productivity while 30% agree with the statement. 10% were neutral about the statement, 12.5% disagreed with the statement while 5% disagreed strongly. These results are shown in figure 4.34.

4.4.10 Software upgrades enhance team collaboration which improves employee productivity.

According to the research findings, 37.5% of respondents strongly agreed that software upgrades enhance team collaboration which improves employee productivity while 45% agreed with the statement. 15% were neutral about the statement while 2.5% disagreed strongly on this statement. These results are shown in figure 4.35.
4.4.11 Buggy software reduces productivity since it slows down completion of work.

According to the research findings, 35% of the respondents strongly agreed that buggy software reduces productivity since it slows down the completion of work. 45% agreed, 12.5% were neutral while 7.5% disagreed with the statement. These results are shown in figure 4.36.

4.4.12 Mobile software improves productivity at the work place

According to the research findings, 27.5% of respondents strongly agreed that mobile software improves productivity at the work place while 40% agreed with the statement. 17.5% were neutral about the statement, 12.5% disagreed with the statement while 2.5% disagreed strongly with the statement. These results are shown in figure 4.37.
4.4.13 Software upgrades make it easier for employees to access company information helping them complete their work on time.

According to the research findings, 27.5% of the respondents strongly agree that software upgrades make it easier for employees to access company information helping them complete their work on time while 42.5% agree with the statement. 20% are neutral, 7.5% disagree while 2.5% strongly disagree with the statement. These results are shown in figure 4.38.

4.4.14 Innovations in software enable employees to be more productive at the workplace.

According to the research findings, 32.5% of the respondents strongly agree that software innovations enable employees to be more productive at the workplace while 42.5% agree on the statement. 15% are neutral, 2.5% disagree while 7.5% disagree strongly with the statement.
The inclusion of time tracking and scheduling software enables employees to work faster and do more work.

According to the research findings, 27.5% of respondents strongly agreed that the inclusion of time tracking and scheduling software enables employees to work faster and do more work while 47.5% agreed with the statement. 15% were neutral, 7.5% disagreed while 2.5% disagreed strongly on the statement. These results are shown in figure 4.40.

Figure 4.39 Software innovations and productivity

Figure 4.40 Inclusion of time tracking and scheduling software and productivity
4.4.16 Software overhauls require employees to be trained on using them so that they can harness the software capabilities to the maximum.

According to the research findings, 17.5% of the respondents strongly agreed that software overhauls require employees to be trained so that they can harness the full capabilities of the software while 40% agreed on the statements. 30% were neutral, 5% disagreed while 7.5% disagreed strongly on the statement. These results are shown in figure 4.41.

**Figure 4.41 Inclusion of time tracking and scheduling software and productivity**

4.4.17 Old software makes it difficult for employees to have access to features such as collaboration which impede productivity.

According to the research findings, 15% of the respondents strongly agreed that old software made it difficult for employees to have access to features such as collaboration which impedes productivity while 37.5% agreed on the statement. 32.5% were neutral, 12.5% disagreed while 2.5% strongly disagreed about the statement. The results are shown in figure 4.42.
The mean score and standard deviation of respondents’ responses to each statement were calculated. A calculated mean close to 5 indicates that the respondent is agreeing with the statement being considered while a mean of close to 1 indicates their disagreement. The results of the analysis are summarized in table 6.4 in Appendix II. The mean scores for the above statements ranged from 3.3 to 4.2, with an average score of 3.79. This implies that respondents agreed with the research statements. In order to test the research question the Pearson Product Moment Correlation Coefficient was used and the results presented in Table 4.2

Table 4:2 Correlation between software use and employee performance

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<th>Use of Software</th>
</tr>
</thead>
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<td>Employee Performance</td>
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<td></td>
<td>Sig. (2-tailed)</td>
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<td>N</td>
<td>41</td>
</tr>
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<td>Use of Software</td>
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<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>40</td>
</tr>
</tbody>
</table>

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

These results showed that there was a statistically significant moderate correlation between software use and employee performance ($r = 0.689$, $p < 0.001$). This implies that 47% ($0.4747^2$) of the variation in employee performance can be explained by the use of software.

4.5 Effect of leadership on employee performance

This section presents the results on how use of software affects employee performance. The researcher developed a questionnaire with statements and the respondents were asked indicate
their level of agreement or disagreement with each of the questionnaire statements, using a Likert scale. Responses to each of the statement were summarized in percentages and are reported in tables and figures in this section.

4.5.1 A leader with a strong vision is key to driving good performance in employees.

According to the research findings, 77.5% of the respondents strongly agree that a leader with a strong vision is key to driving good performance in employees. 17.5% agreed with the statement, 2.5% was neutral to the statement while 2.5% disagreed strongly on the statement. These results are shown in figure 4.43.

![Figure 4.43 Strong vision and good performance](image)

4.5.2 Having leaders who follow due process in task performance is key in enhancing productivity in employees.

According to the research findings, 80% of the respondents strongly agree that having leaders who follow due process in task performance is key in enhancing employee productivity in employees. 17.5% agree with the statement while 2.5% are neutral to the statement. These results are shown in figure 4.44.
4.5.3 Leaders who communicate overall company goals and objectives are key to enhancing employee productivity.

According to the research findings, 57.5% of the respondents strongly agree that leaders who communicate the overall goals and objectives are key to enhancing employee productivity, 27.5% agreed while 15% were neutral to the statement. These results are shown in figure 4.45.

4.5.4 Transformational leadership fosters employee innovation which leads to employee productivity.

According to the research findings, 60% of the respondents strongly agree that transformational leadership fosters employee innovation which leads to employee productivity. 27.5% agreed
while 12.5% were neutral to the statement. These results are shown in figure 4.46.

Figure 4.46 Transformational leadership and innovation

4.5.5 Leaders who entice their teams with financial and non-financial rewards enhance their productivity by finding ways to achieve their targets creatively.

According to the research findings, 67.5% of the respondents strongly agree with the statement, 27.5% agree, 2.5% are neutral while a further 2.5% strongly disagree. These results are shown in figure 4.47.

Figure 4.47 Rewards and productivity

4.5.6 Transformational leadership leads to employee motivation and employee trust in leaders.

According to the research findings, 80% of respondents strongly agree that transformational leadership leads to employee motivation and employee trust in leaders. 12.5% agree while 7.5% are neutral on the statement. These results are shown in figure 4.48.
4.5.7 **A leader’s behaviour and work ethic impacts how productive their team becomes.**

According to the research findings, 62.5% of the respondents strongly agree that a leader’s behaviour and work ethic impacts how productive their team becomes. 30% agree while 7.5% of the respondents are neutral about the statement. These results are shown in figure 4.49.

4.5.8 **Leaders who empower their team members to have a high learning orientation eventually have more productive team members.**

According to the research findings, 52.5% of the respondents strongly agreed that leaders who empower their team members to have a high learning orientation have more productive team members. 35% agreed with the statement while 12.5% were neutral. These results are shown
4.5.9 Leadership styles affect a company’s turnover rate.

According to the research findings, 72.5% of the respondents strongly agreed that leadership styles affected a company’s turnover rate. 20% agreed on the statement while 7.5% were neutral about the statement. These results are shown in figure 4.51.

Figure 4.50 Leader behaviour and team productivity

Figure 4.51 Leadership styles and company turnover rate
4.5.10 Leadership’s commitment to measuring, managing and improving a company’s service delivery on a holistic basis by training employees made them more productive.

According to the research findings, 57.5% strongly agreed to the statement while 25% agreed to the statement. 17.5% of the respondents were neutral to the statement. These results are shown in figure 4.52

![Figure 4.52 Leadership commitment and productivity]

4.5.11 Organizational changes result in lowering of employee performance due to uncertainty about their employment status.

According to the research findings 67.5% of the respondents strongly agreed that organizational changes resulted in lowering of employee performance due to uncertainty about their employment status. 25% agreed with the statement while 7.5% were neutral. These results are shown in figure 4.53

![Figure 4.53 Organizational changes and performance]
4.5.12 During organizational changes, leadership should communicate effectively so that changes are understood and taken up with the least resistance.

According to the research findings, 57.5% of the respondents strongly agreed that during organizational changes, leadership should communicate effectively so that changes are understood and taken up with the least resistance. 27.5% agreed while 15% were neutral about the statement. These results are shown in figure 4.54.

Figure 4.54 Organizational changes and leadership communication

4.5.13 When leaders listen actively to their team members grievances, they are able to work more productively and improve their performance.

According to the research findings, 62.5% of respondents strongly agreed that when leaders listen actively to their team members grievances, they are able to work more productively and improve their performance. 25% agreed with the statement, 10% were neutral about the
statement while 2.5% disagreed with the statement. These results are shown in figure 4.55

Figure 4.55 Leadership active listening and employee performance

4.5.14 Leaders should involve employees in management to improve their satisfaction, productivity and performance.

According to the research findings, 47.5% of respondents strongly agreed that leaders should involve employees in management to improve their satisfaction, productivity and performance. 37.5% agreed, 10% were neutral, 2.5% disagreed while 2.5% disagreed strongly with the statement. These results are shown in figure 4.56.

Figure 4.56 Leadership active listening and employee performance

4.5.15 Human resources needs to invest in helping employees gain more knowledge about their lines of work for better performance.

According to the research findings, 47.5% of respondents strongly agreed that human resources needs to invest in helping employees gain more knowledge about their lines of work for better
performance. 25% agreed, 25% were neutral to the statement while 2.5% disagreed strongly to the statement. These results are shown in figure 4.57.

![Graph showing employee education and performance](image)

**Figure 4.57 Employee education and performance**

4.5.16 Appraisal methods tied to the achievement of organizational goals leads to better employee performance.

According to the research findings, 57.5% of respondents strongly agreed that appraisal methods tied to the achievement of organizational goals leads to better employee performance. 30% agreed while 7.5% of the respondents were neutral to the statement. 2.5% disagreed while a further 2.5% of the respondents disagreed strongly on the statement. These results are shown in figure 4.58.

![Graph showing appraisal methods and employee performance](image)

**Figure 4.58 Appraisal methods and employee performance**
4.5.17 Following organizational rules help employees perform better at their workplaces.

According to the research findings, 52.5% of the respondents strongly agree that following organizational rules help employees perform better at their workplaces. 27.5% agreed to the statement while 17.5% were neutral to the statement. 2.5% of the respondents strongly disagreed to the statement. These results are shown in figure 4.59.

![Figure 4.59 Organizational rules and employee performance](image)

4.5.18 Having leaders who sabotage corporate governance structures and rules can lead to frustrations which make it hard for employees to perform well at work.

According to the research findings, 70% of the respondents strongly agree that having leaders who sabotage corporate governance structures and rules can lead to frustrations which make it hard for employees to perform well at work. 22.5% agreed, 5% were neutral to the statement while 2.5% disagreed to the statement. These results are shown in figure 4.60.

![Figure 4.60 Corporate governance structures and employee performance](image)
4.5.19 Good corporate governance in companies leads to satisfied and productive employees who perform well in their lines of work.

According to the research findings, 55% of respondents strongly agreed that good corporate governance in companies leads to satisfied and productive employees who perform well in their lines of work. 30% agreed, 10% were neutral while 5% disagreed with the statement. These results are shown in figure 4.6.

![Figure 4.6](image)

Figure 4.61 Good corporate governance and employee satisfaction

4.5.20 The existence of good corporate governance systems is key for positive employee behaviour.

According to the research findings, 62.5% of respondents strongly agreed that the existence of good corporate governance systems is key for positive employee behaviour. 20% agreed while 10% of the respondents were neutral about the statement. 5% disagreed while 2.5% disagreed strongly with the statements. These results are shown in figure 4.62.

![Figure 4.62](image)
Good corporate governance systems and positive employee behaviour.

Experienced board members motivate company leaders to be entrepreneurial, enabling them to perform well.

According to the research findings, 40% of respondents strongly agreed that experienced board members motivate company leaders to be entrepreneurial, enabling them to perform well. 32.5% agreed while 10% of the respondents were neutral about the statement. 2.5% of the respondents disagreed with the statement. These results are shown in figure 4.63.

The mean scores for the above statements ranged from 4.2 to 4.7, with an average score of 4.45. This implies that respondents strongly agreed with the research statements.

In order to test the research question the Pearson Product Moment Correlation Coefficient was used and the results presented in table 4.3.
Table 4:3 Correlation between leadership style and employee performance

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<thead>
<tr>
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<th>Employee Performance</th>
<th>Leadership</th>
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<tr>
<td>Employee Performance</td>
<td>Pearson Correlation</td>
<td>.744**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
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<tr>
<td></td>
<td>N</td>
<td>40</td>
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<tr>
<td>Leadership</td>
<td>Pearson Correlation</td>
<td>1</td>
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<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
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<td></td>
<td>N</td>
<td>40</td>
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</tbody>
</table>

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

These results showed that there was a statistically significant high correlation between leadership style and employee performance ($r = 0.744, p < 0.001$). This implies that 55% ($0.744^2$) of the variance in employee performance can be explained by the leadership of the organization.

### 4.6 Chapter Summary

This chapter provided the findings which were provided by the questionnaire respondents. The first section provides the general information describing the questionnaire respondents with respect to the study objectives. The second part discussed the findings on the effects of operational change on employee performance. In this study, operational change has three key dimensions; scheduling, use of software and leadership.

The findings on the extent to which scheduling impacts employee performance indicated that there was a statistically significant moderate correlation between involvement dimension of organizational culture and employee job performance ($r = 0.630, p < 0.001$), showing that scheduling impacts employee performance.
The results on the extent to the use of software affects employee performance showed that there was a statistically significant moderate correlation between the use of software and employee performance. \( r = 0.695, p < 0.001 \), revealing that the use of software at the workplace impacts employee performance.

The findings on the extent to which leadership style affects employee performance revealed that there was a statistically significant high correlation between leadership and employee performance \( r = 0.744, p < 0.001 \), implying leadership styles have a great effect on employee performance.
CHAPTER FIVE

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, discussion as well as conclusions, and provides recommendations for further improvements on the effects of operational change on employee performance in startup companies.

5.2 Summary of the study

The purpose of the study was to examine the effects of operational change on employee performance in startup companies in Kenya. The organization under study was Brand2D Limited based in Nairobi Kenya. The study had the following objectives; how scheduling affects employee performance, how the use of software affects employee performance and how leadership styles affect employee performance.

Descriptive survey research design was utilized to perform the study. The target population for the study was 50 employees working for Brand2D Limited. The study was done suing the entire organization since the data set was sufficient and the respondents easily accessible to the research team. The study used census survey technique and a questionnaire as a tool for data collection. A pilot test was carried out before the actual administration of the research questionnaire to the respondents and adjustments were made based on the feedback received. After the administration of the questionnaire to the respondents, 40 responses were received out of the 50 questionnaires issued. Descriptive statistics measures like the mean and standard deviation were used for data analysis while inferential statistics, most especially, correlation analysis was used to draw inferences about the population. During the study, the data was analyzed using Statistical Package for Social Sciences (SPSS) program as a tool and presented using tables, graphs and charts.

The major finding from the first objective which was geared to find out how scheduling affects employee performance indicated that there was a statistically significant moderate correlation
between scheduling and employee performance \( (r = 0.630, p < 0.001) \), implying that scheduling of work within startup organizations affects employee performance. From these results the research found out that employees who rearrange tasks according to intensity and minimized multitasking ended up performing better in their duties. Furthermore, when the organization allocated resources based on the amount of work that was supposed to be done, the employees were able to perform better on their duties. The use of technology to schedule and manage remote employees also made it possible for the organization’s employees to be clear on their duties enabling them to perform better at their tasks overall.

The major finding from the second objective which was to assess how the use of software affects employee performance showed that there was a statistically significant moderate correlation between the use of software and employee performance.\( (r = 0.689, p < 0.001) \), implying that the use of software affects employee performance. From the result, the research found out that time management software improved transparency about work done in organizations enabling employees to be very clear about what they are required to do in turn enabling them to improve their performance. An understanding of what employees need to do further helped managers understand workflows within the organization enabling them to improve the workflows. This helped the employees perform better on their jobs. The use of software also assisted the company employees to collaborate across borders enabling them to perform better in teams.

The major finding from the third objective which was on the degree to which leadership styles impact employee productivity there was a statistically significant strong correlation between leadership style and employee performance, \( (r = 0.744, p < 0.001) \), implying that leadership styles strongly affect employee performance in organizations. From the results it was discovered that leadership styles affect how well employees perform within an organization. The key findings were that transformational leadership styles foster innovation which in turn helps employees find novel ways to do their work better. This leads to good employee performance. It also leads to employee trust which goes further in ensuring the satisfaction of the employees who are able to perform better in these conditions. The research also deduced that corporate governance structures helped employees perform better since board members used their experience to help them perfect the company workflow systems.
5.3 Discussion

5.3.1 How scheduling affects employee performance

The findings indicated that 70% of the respondents strongly agreed that, when employees are given flexi-time arrangements at work they are able to do more work effectively given that they feel more comfortable going to work and performing the duties as they have been given. This helps them to maintain their autonomy in the long run enabling them to perform better at work. This result conforms with findings by (Kossek & Lautsch, 2017) that employees are able to do more work and perform more effectively when they are given flexi-time job arrangements by companies. We can therefore say that, flexi-time arrangements help employees manage their time better enabling them to make sure that their deadlines are met further assisting them to perform better in their duties.

The results also indicated that 65% of the respondents feel that organizations should allocate enough resources in terms of computers, money and human resources based on the workload since it enables the employees to work faster and more effectively to complete the job at hand. The results conform to the findings by Alias et al (2018) which indicated that organizations need to have enough resources allocated in order to make sure that work done is executed efficiently. The results are also replicated by Foster (2018) who says that resource allocation is important in helping companies improve efficiency and productivity. We can therefore indicate that organizations should ensure that adequate resources are provided in order to enable employees to perform their duties effectively and efficiently.

The study findings indicated that 70% of the respondents strongly agreed that too many meetings impede productivity which in the long run leads to poor employee performance. These findings were corroborated by Tate (2013) who purported that too many meetings affected time management skills across the entire organization since they were unsustainable and unproductive. We can therefore indicate that managers in organizations should aim to keep meetings at a minimum since they take too much time which could be used in enabling the company to move forward in terms of growth and return on investment.

According to the findings, 57.5% of respondents strongly agreed that rearrangement of tasks and performing them based on levels of intensity led to increases in efficiency and over time enabled employees to improve in their levels of performance. This result is in line with findings by Pope (2016) which stated that when harder tasks were accomplished earlier followed by the
easier tasks, the employees were able to perform more tasks efficiently and in the long run perform better at their jobs. We can therefore indicate that employees should aim at arranging tasks and performing them based on levels of intensity in order to increase their levels of productivity and also improve their performance.

According to the findings, 55% of the respondents strongly agreed that deviation from a prescribed work schedule caused them to be less effective in their jobs leading to them performing badly in their duties. This corroborates studies by Heskett (2013) who said that deviating from prescribed task schedules usually erodes productivity leading to a lower overall performance in employees. We can therefore indicate that in organizations, deviation from prescribed task schedules causes employees to perform poorly.

The correlation results on the effects of scheduling on employee performance indicated that there was a statistically significant moderate correlation scheduling and employee performance ($r = 0.630$, $p < 0.001$), which implies that scheduling affects employee performance in a startup organization. The results are in agreement with the findings by Loredo and Picos (2015) who stated that employee performance relies on skill acquisition, planning, career development and resource allocation which helps employees get better at doing their work efficiently.

5.3.2 How use of software affects employee performance

The findings indicated that 57.5% of the respondents strongly agreed that creation of timesheets to track work done using time tracking software enabled employees to improve their efficiency which in turn improved their work performance. This result conforms with Alton (2019) findings that timesheets show how much work has been done motivating employees to be far more productive enabling them to work more efficiently improving employee performance overall. We can therefore indicate that creation of timesheets to track work done using software facilitates improved employee performance.

The results also indicated that 45% of the respondents strongly agreed that there was improved employee performance due to using software that enhanced collaboration and teamwork. This corroborates studies by Lesonsky (2016) who purports that software upgrades enable employees to take advantage of features that enhance collaboration and teamwork. With these tools employees can do more work together in teams thus improving their overall performance.
We can therefore indicate that using software improves collaboration that in turn improves employee performance especially in teams.

The study findings indicated that 45% of the respondents agreed that buggy software impeded productivity that led to poor employee performance. These findings corroborate research by Borowski (2019) who elucidated that buggy software makes employees work so slowly since many versions of old software are not supported by the developers. This makes it very hard for them to do their work efficiently since a lot of time is wasted while waiting for the software to respond. This significantly reduces their productivity and performance in the long run. We can therefore indicate that buggy software leads to impeded productivity that further leads to drops in employee performance.

According to the findings 47.5% of respondents strongly agreed that the choice of time tracking software was key to enabling employees to become more productive thus improving their performance. This finding is in line with research by Almomani and AlSarheed (2016) which revealed that inclusion of time tracking software within any organization helps employees be in a position to track how much time they use for each task. This helped them be in a position to make their work processes better so that they could do more work in less time improving their efficiency. In the long run improved efficiency led to improved employee performance. We can therefore indicate that the choice of time tracking software is key to enabling employees become more productive which results in them improving their performance.

According to the findings 40% of respondents strongly agreed that employees needed to be trained once software was adopted for use in the organization for maximum benefit of the software. This finding corroborates the findings by the TEC Team (2018) which explains that training is usually necessary so that employees can see how well the software fits into their work and how it will help them plan their work better. This also enables the software to be used to the maximum and also lower the resistance towards the changes in the organization. Doing this improves their efficiency and their overall performance. We can therefore indicate that employees need to be trained once new software is introduced in their organization.

The correlation results on the effects of software use on employee performance showed that there was a statistically significant moderate correlation between software use and employee performance \((r = 0.689, p < 0.001)\), implying that the use of software in a startup company affects employee performance. The results are in agreement with the findings by Nobel (2013)
who elucidates that software can be used for various aspects of managing a startup business which include tracking time, collaborating, billing, scheduling which help the employees do their jobs efficiently. Software usually helps them do their jobs quickly and efficiently enabling them to improve their performance at work.

5.3.3 How leadership affects employee performance

The findings indicated that 77.5% of the respondents strongly agreed that a leaders with a strong vision was key to driving good employee performance. Also, 80% of the respondents strongly agreed that leaders who followed due process in task performance were key in promoting improved employee performance since they depicted that they were transformative and innovative making the employees follow suit. These results conform with Polpli & Rizvi (2016) whose research found out that leaders need to have a very strong vision that serves as a guide to employees making them perform very well to realize the leader’s vision. The research also confirms that employees are more likely to perform well if their leader leads by example. We can therefore indicate that leaders with a strong vision who follow due process in actualizing the vision are key in helping employees perform to actualize the vision since they follow what the leader does.

The results also indicated that 62.5% of the respondents strongly agreed that when their leaders enticed them with financial and non-financial incentives and rewards they were able to perform better in their line of duty. These findings were corroborated by Ma and Jiang (2018) who found out that transactional leadership improved productivity and enhanced employee performance in the long run. This made them more motivated to achieve the goals so that they could get the rewards that they were promised. We can therefore indicate that when leaders entice their subordinates with financial and non-financial rewards, they are able to perform better in order to gain the rewards.

The study findings indicated that 67.5% of the respondents strongly agreed that leader work ethic and behaviour impacts how productive the employees will be since employees follow what the leader does. This was further reiterated by 75.5% of the respondents who agreed strongly that leadership style will affect the turnover rate. These findings are corroborated in research by Sandvick et al who purport that leadership behaviour and work ethic is positively related to work performance by employees in an organization. If the organization leaders are being productive and performing well, then the employees follow suit. We can therefore
indicate that leader work ethic and behaviour impacts employee productivity and ultimately employee performance. We can also indicate that leadership styles affect the turnover rate within an organization.

The study findings also indicate that 67.5% of the respondents strongly agreed that organizational changes resulted in the lowering of employee performance due to employees’ uncertainty about employee status. In this case, 62.5% of the respondents strongly agreed that leaders should listen to employee grievances so that they can know what it is they can improve to help them be more productive and ultimately perform better at their work. These findings are corroborated by Martin and Butler (2015) who found out that in organizations where change was ongoing, employees felt insecure about their employment status resulting in an overall reduction in productivity and an ultimate drop in performance. Studies by Lloyd et al (2015) have also corroborated the findings since through their research, they found out that leaders should listen to their employees to find out what is bothering them so that they can rectify it. This normally leads to employees feeling heard and satisfies them such that they are able to perform better at their jobs. We can indicate that organizational changes lead to lowering of employee performance due to employees being unsure about their employment status. Also, listening to employee grievances can lead to management getting to know how to make their work experience better enabling the employees to perform better in the long run.

According to the findings 62.5% of respondents strongly agreed that experienced board members motivate the company leaders to be more entrepreneurial enabling them to perform well at leading the employees to achieve the goals that have been set for them by the organization. This has been corroborated in studies by Ndemezo and Kayitana (2018) who found out that the introduction of experienced board members in organizations helps the company employees to become more productive in an entrepreneurial way leading to better performance overall in their companies. We can indicate that experienced board members motivate company leaders to be more entrepreneurial enabling them to perform better at goal achievement.

The correlation results on the effects of involvement dimension of organizational culture on employee job performance indicated that there was a statistically significant high correlation between leadership styles and employee performance ($r = 0.744$, $p < 0.001$), implying that leadership styles affect employee performance greatly. The results are in agreement with the findings by Crane and Hartwell (2018) who stated that leadership styles have been very key in
improving employee behavior which leads to the employees performing better thus improving company bottom lines.

5.4 Conclusions

5.4.1 How scheduling affects employee performance

The results indicated that there was a significant relationship between scheduling and employee performance. Based on the findings it was concluded that scheduling tasks appropriately while minimizing multitasking enabled employees to perform better at their jobs. Furthermore, when an organization allocates resources to scheduling and getting the work done appropriately, this enables employees to improve their performance significantly.

5.4.2 How use of software affects employee performance

The results indicated that there was a significant relationship between the use of software in an organization and employee performance. The use of software enables the company to improve transparency about the work done and the amount of time taken to do the work. It further assists the company to make sure that employees understand the proper workflows which due to this knowledge facilitates productivity and ultimately good employee performance. The use of software also helps employees to collaborate better across borders enabling them to leverage on teamwork to do their jobs well.

5.4.3 How leadership styles affects employee performance

The results indicated that there was a significant relationship between leadership styles and employee performance. It was discovered that transformational leadership facilitates employee innovation which helps them find novel ways of doing their jobs more efficiently leading to improved employee performance. Employees were found to be more motivated when they had leaders who invested in helping them grow their skillset and those who communicated their vision effectively. This made them more productive in their roles leading to improved performance.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 How scheduling affects employee performance

The following recommendations were made from the study; the organization should implement a flexi-time system since it helps employees to learn how to manage their time better enabling them to perform better in the long run; the organization should ensure that managers communicate all the duties and tasks clearly so that employees are very aware of what they need to do at a particular time; the organization should invest in technology that enables scheduling and involve the employees in choosing software that works best for them; the organization should limit the time spent in meetings as it reduces productivity which in turn affects performance.

5.5.1.2 How software use affects employee performance

The following recommendations were made from the study; the organization should invest in time management software since it helps employees able to understand workflows within departments. This assists the employees to work faster and more efficiently. It is recommended that training in using software is done to help employees know how it is used and how it will assist them in their day to day work. This assists them to resist the software less so that they are able to take it up more easily.

5.5.1.3 How leadership affects employee performance

The following recommendations were made from the study; the organization should have leaders with a strong vision since it is key to driving good performance in employees; the organization should recognize employees who do exemplary jobs since it helps them stay motivated enabling them to keep performing well at their jobs. It is also recommended that as organizations change, leaders communicate clearly and effectively how the changes will be implemented so that the employees know their roles in implementing the changes. The leadership should also be willing to listen to their employees grievances and suggestions so that they can make their working environment better for them to perform well at their tasks.
5.5.2 Recommendations for further studies

This study highlights the following areas that could possibly be investigated in the future: The effects of rewards and recognition on employee performance; the effects of changes in communication on employee performance; the effects of employee training programs to employee performance; Finally, similar research can be carried out in other startup companies to establish if similar findings would be obtained.
6.0 REFERENCES


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APPENDIX I: THE QUESTIONNAIRE

Introduction

MADELEINE MUSABE
United States International University - Africa

P. O. Box 14634, 00800
NAIROBI
Dear Respondent,

I am carrying out a research on the effects of operational change on employee performance in startup companies. This is in partial fulfilment of the requirements of Master’s in Business Administration (MBA) degree program at the United States International University- Africa. The study uses Brand2D Limited as a case study from which you have been selected as one of the respondents. The results of this study will provide insights into how operational change affects employee performance and will provide suggestions as to how to manage operational change within a startup organization.

This is purely an academic research and confidentiality is strictly emphasized. The questionnaire takes about 10 minutes only. Kindly take some time to complete the questionnaire herein.

Thank you in advance.

Yours Sincerely,

Madeleine Musabe
Section 2: The Questionnaire

This Questionnaire is intended to collect data on the effects of operational change on employee performance within Brand Design Development Limited. It is meant to collect data for academic purposes. Please answer these questions by putting a mark where relevant. The respondents and information volunteered will remain anonymous and confidential. Please indicate the extent in which you agree or disagree with the statements.

PART A: DEMOGRAPHIC INFORMATION

Kindly answer all the questions either by ticking in the boxes or writing in the spaces provided.

1. What is your Gender?  Male  Female

2. Which Age Group do you belong to?
   - Below 30 years
   - 31-40 years
   - Above 51 years
   - Other (Specify):

3. What is your Education Level?
   - Certificate/Diploma
   - Bachelor’s Degree
   - Masters
   - PhD
   - Other (Specify):

4. How many years have you worked for the organization?
   - Less than 2 years
   - 3-5 years
   - Above 6 years

PART B: EFFECT OF SCHEDULING ON EMPLOYEE PERFORMANCE

Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree (A); 3=Neutral (N); 4=Disagree (D); 5= Strongly Disagree (SD), please indicate the extent to which you agree or disagree with the following Statements on effect of operational change on employee satisfaction.
<table>
<thead>
<tr>
<th>Statements</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Rearranging duties and tasks to be performed based on the level of intensity affects employee productivity</td>
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<td>Flexi-time scheduling enables employees to schedule jobs appropriately leading to increased productivity</td>
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<td>Part-time work makes employees work harder to meet deadlines.</td>
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<td>Deviating from having a prescribed work schedule leads to lower levels of productivity.</td>
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<td>Micromanagement of employees leads to lower levels of productivity.</td>
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<td>Micromanagement leads to employees being less innovative in finding ways to complete their work faster mostly due to fear.</td>
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<td>Having clear duties and goals is key to enabling employees to be more productive.</td>
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<td>Allowing employees to schedule tasks by themselves without the help of their supervisors impedes productivity.</td>
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<td>Tasks should be completed sequentially to maintain productivity.</td>
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<td>Minimization of multitasking and interruptions is key to maintaining productivity.</td>
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<td>Allocating the right amount of resources in terms of computers, money and people on jobs affects employee productivity.</td>
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<td>Investing in education helps companies improve employee efficiency and productivity.</td>
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<td>More profitable departments are more likely to be allocated more human resources.</td>
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<td>Allocation of human resources based on a set criteria such as urgency and cost of work made employees more productive.</td>
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Computerized human resource allocation leads to more efficient allocation of work and faster completion times on projects.

Applications and software assist employees to manage their time better.

Digital technologies have made it easier for companies to manage remote workers.

Use of digital technology has assisted employees to work more efficiently especially remotely

When managers focus on business development and delegate some tasks that do not necessarily move the business into profits they become more productive in growing the business.

Time management should be tackled on an organizational level and not only on a personal level.

Too many meetings impede productivity in employees

In your opinion, how else does scheduling affect employee performance?

PART C: THE EFFECT OF SOFTWARE USE ON EMPLOYEE PERFORMANCE

Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree (A); 3=Neutral (N); 4=Disagree (D); 5= Strongly Disagree (SD), please indicate the extent to which you agree or disagree with the following Statements on effect of operational change on employee productivity.

<table>
<thead>
<tr>
<th>Statements</th>
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<tr>
<td>Creation of timesheets through software leads to employees being more efficient with their time.</td>
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<td>Time management software improves transparency about work done and milestones achieved.</td>
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<td>Time management software enables employees to understand what is going on within a business in terms of projects and the value of the projects.</td>
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<td>Time management software facilitates proper billing of clients</td>
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<td>Time management software enables companies to understand workflows making it easy for productivity issues to be addressed.</td>
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<td>Time management software enables employees to be more productive.</td>
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<td>Time management software enables cross-cultural teams across the world to be better accountable for their roles within projects.</td>
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<td>Software upgrades enhance the protection of company information.</td>
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<td>Improvements that come with software upgrades improve employee productivity.</td>
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<td>Software upgrades enhance team collaboration which improves employee productivity.</td>
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<td>Buggy software reduces productivity since it slows down completion of work.</td>
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<td>Mobile software improves productivity at the work place</td>
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<td>Software upgrades make it easier for employees to access company information helping them complete their work on time.</td>
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<td>Innovations in software enable employees to be more productive at the workplace.</td>
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<td>Inclusion of time tracking and scheduling software enables employees to work faster and do more work</td>
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<td>Software overhauls require employees to be trained on using them so that they can harness the software capabilities to the maximum.</td>
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<td>Old software makes it difficult for employees to have access to features such as collaboration which impede productivity</td>
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In your opinion, what other software issues affect employee productivity?
PART D: THE EFFECT OF LEADERSHIP ON EMPLOYEE PERFORMANCE

Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree (A); 3=Neutral (N); 4=Disagree (D); 5= Strongly Disagree (SD), please indicate the extent to which you agree or disagree with the following Statements on effect of operational change on employee career development.

<table>
<thead>
<tr>
<th>Statements</th>
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<tr>
<td>A leader with a strong vision is key to driving good performance in employees</td>
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<td>Having leaders who follow due process in task performance is key in enhancing productivity in employees</td>
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<tr>
<td>Leaders who communicate overall company goals and objectives are key to enhancing employee productivity</td>
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<td>Transformational leadership fosters employee innovation which leads to employee productivity.</td>
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<td>Leaders who entice their teams with financial and non-financial rewards enhance their productivity through finding ways to achieve their targets creatively.</td>
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<td>Transformational leadership leads to employee motivation and employee trust in leaders.</td>
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<td>A leader’s behaviour and work ethic impacts how productive their team becomes.</td>
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<td>Leaders who empower their team members to have a high learning orientation eventually have more productive team members</td>
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<td>Leadership styles affect a company’s turnover rate</td>
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<td>Leadership’s commitment to measuring, managing and improving a company’s service delivery on a holistic basis by training employees made them more productive.</td>
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<td>Organizational changes result in lowering of employee performance due to uncertainty about their employment status.</td>
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</table>
During organizational changes, leadership should communicate effectively so that changes are understood and taken up with the least resistance.

When leaders listen actively to their team members grievances, they are able to work more productively and improve their performance.

Leaders should involve employees in management to improve their satisfaction, productivity and performance.

Human resources needs to invest in helping employees gain more knowledge about their lines of work for better performance.

Appraisal methods tied to achievement of organizational goals leads to better employee performance.

Following organizational rules help employees perform better at their work places.

Having leaders who sabotage corporate governance structures and rules can lead to frustrations which make it hard for employees to perform well at work.

Good corporate governance in companies leads to satisfied and productive employees who perform well in their lines of work.

The existence of good corporate governance systems are key for positive employee behaviour.

Experienced board members motivate company leaders to be entrepreneurial enabling them to perform well.

In your opinion, what other leadership issues affect employee productivity?
APPENDIX II: TABLES
Table 6.1. Frequency and Percentage Results on the Effect of Scheduling on Employee Performance

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</table>
Table 6.2 Calculated Mean Score and Standard Deviation on the Effect of Scheduling on Employee Performance

| Rearranging duties and tasks to be performed based on the level of intensity affects employee productivity | 4.024 | 0.987 |
| Flexi-time scheduling enables employees to schedule jobs appropriately leading to increased productivity | 4.342 | 0.825 |
| Part-time work makes employees work harder to meet deadlines. | 3.317 | 1.254 |
| Deviating from having a prescribed work schedule leads to lower levels of productivity. | 3.561 | 1.226 |
Micromanagement of employees leads to lower levels of productivity. | 3.756 | 1.392 |
---|---|---|
Micromanagement leads to employees being less innovative in finding ways to complete their work faster mostly due to fear. | 3.976 | 1.475 |
Having clear duties and goals is key to enabling employees to be more productive. | 4.537 | 0.840 |
Allowing employees to schedule tasks by themselves without the help of their supervisors impedes productivity. | 3.122 | 1.400 |
Tasks should be completed sequentially to maintain productivity. | 3.927 | 1.149 |
Minimization of multitasking and interruptions is key to maintaining productivity. | 4.122 | 1.122 |
Allocating the right amount of resources in terms of computers, money and people on jobs affects employee productivity. | 4.561 | 0.838 |
Investing in education helps companies improve employee efficiency and productivity. | 4.561 | 0.709 |
More profitable departments are more likely to be allocated more human resources. | 4.171 | 1.116 |
Allocation of human resources based on a set criterion such as urgency and cost of work made employees more productive. | 3.683 | 0.960 |
Computerized human resource allocation leads to more efficient allocation of work and faster completion times on projects. | 3.585 | 1.072 |
Applications and software assist employees to manage their time better. | 3.756 | 1.135 |
Digital technologies have made it easier for companies to manage remote workers. | 4.342 | 0.855 |
Use of digital technology has assisted employees to work more efficiently especially remotely | 4.268 | 0.775 |
When managers focus on business development and delegate some tasks that do not necessarily move the business into profits, they become more productive in growing the business. | 3.878 | 1.100 |
Time management should be tackled on an organizational level and not only on a personal level. | 4.098 | 1.136 |
Too many meetings impede productivity in employees | 4.561 | 0.838 |
Table 6:3 Frequency and Percentage Results on the effect of software use on employee performance

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Table 6.4 Calculated Mean Score and Standard Deviation on the effect of software use on employee performance

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<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<td>Creation of timesheets through software leads to employees being more efficient with their time.</td>
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<tr>
<td>Time management software improves transparency about work done and milestones achieved.</td>
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<td>Time management software enables employees to understand what is going on within a business in terms of projects and the value of the projects.</td>
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<td>Time management software facilitates proper billing of clients.</td>
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<td>Time management software enables companies to understand workflows making it easy for productivity issues to be addressed.</td>
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<td>Time management software enables employees to be more productive.</td>
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<td>Time management software enables cross-cultural teams across the world to be better accountable for their roles within projects.</td>
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<td>Software upgrades enhance the protection of company information.</td>
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<td>Improvements that come with software upgrades improve employee productivity.</td>
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<td>Software upgrades enhance team collaboration which improves employee productivity.</td>
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Buggy software reduces productivity since it slows down completion of work. 3.927 1.212
Mobile software improves productivity at the workplace 3.463 1.002
Software upgrades make it easier for employees to access company information helping them complete their work on time. 3.805 1.030
Innovations in software enable employees to be more productive at the workplace. 3.902 0.970
Inclusion of time tracking, and scheduling software enables employees to work faster and do more work 3.293 1.250
Software overhauls require employees to be trained on using them so that they can harness the software capabilities to the maximum. 4.171 0.863
Old software makes it difficult for employees to have access to features such as collaboration which impede productivity 3.756 1.067

Total Scores 3.799 1.044

Table 6.5 Frequency and Percentage Results on the effect of leadership on employee performance

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Table 6.6 Calculated Mean Score and Standard Deviation on the effect of leadership on employee performance

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<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<tr>
<td>A leader with a strong vision is key to driving good performance in employees</td>
<td>4.732</td>
<td>0.593</td>
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<td>Having leaders who follow due process in task performance is key in enhancing productivity in employees</td>
<td>4.366</td>
<td>0.915</td>
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<tr>
<td>Leaders who communicate overall company goals and objectives are key to enhancing employee productivity</td>
<td>4.512</td>
<td>0.675</td>
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<td>Transformational leadership fosters employee innovation which leads to employee productivity.</td>
<td>4.390</td>
<td>0.703</td>
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<td>Leaders who entice their teams with financial and non-financial rewards enhance their productivity through finding ways to achieve their targets creatively.</td>
<td>4.366</td>
<td>1.019</td>
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<td>Transformational leadership leads to employee motivation and employee trust in leaders.</td>
<td>4.390</td>
<td>0.771</td>
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<td>A leader’s behaviour and work ethic impacts how productive their team becomes.</td>
<td>4.585</td>
<td>0.774</td>
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<td>Leaders who empower their team members to have a high learning orientation eventually have more productive team members</td>
<td>4.781</td>
<td>0.475</td>
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<td>Leadership styles affect a company’s turnover rate</td>
<td>4.659</td>
<td>0.617</td>
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<td>Leadership’s commitment to measuring, managing and improving a company’s service delivery on a holistic basis by training employees made them more productive.</td>
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<td>Organizational changes result in lowering of employee performance due to uncertainty about their employment status.</td>
<td>4.073</td>
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<td>During organizational changes, leadership should communicate effectively so that changes are understood and taken up with the least resistance.</td>
<td>4.463</td>
<td>0.778</td>
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<td>When leaders listen actively to their team members grievances, they are able to work more productively and improve their performance.</td>
<td>4.610</td>
<td>0.628</td>
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<td>Standard Deviation</td>
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<td>Leaders should involve employees in management to improve their satisfaction, productivity and performance</td>
<td>4.220</td>
<td>0.936</td>
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<td>Human resources needs to invest in helping employees gain more knowledge about their lines of work for better performance.</td>
<td>4.610</td>
<td>0.703</td>
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<td>Appraisal methods tied to achievement of organizational goals leads to better employee performance.</td>
<td>4.366</td>
<td>0.859</td>
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<td>Following organizational rules help employees perform better at their work places</td>
<td>4.171</td>
<td>0.972</td>
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<tr>
<td>Having leaders who sabotage corporate governance structures and rules can lead to frustrations which make it hard for employees to perform well at work</td>
<td>4.634</td>
<td>0.799</td>
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<td>Good corporate governance in companies leads to satisfied and productive employees who perform well in their lines of work.</td>
<td>4.439</td>
<td>0.743</td>
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<td>The existence of good corporate governance systems are key for positive employee behaviour.</td>
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<td>Experienced board members motivate company leaders to be entrepreneurial enabling them to perform well</td>
<td>4.220</td>
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<td>Total Scores</td>
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