VIRTUAL WORKING OF AN ORGANIZATION: A CASE STUDY OF
WORLD VISION KENYA

BY

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa in Nairobi for academic credit.

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

Signed: _______________________________ Date: __________________________
Dr. Juliana. M. Namada

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Dean, Chandaria School of Business
ACKNOWLEDGEMENT

Special thanks to almighty God for bringing me this far and protecting me until this research project has become a fruition. I am indebted to my lecturers and in particular my supervisor, Dr. Juliana M. Namada whose leadership, guidance and assistance in the whole process was awesome. Great kudos to my family, your steadfast support has kept me on track. It can’t be whole without a mention of my friends, classmates and the entire host of behind the scenes folks who assisted me a lot in consummating this research project.
DEDICATION

This research project is dedicated to my beloved parents, children and siblings from whom I draw my strength, who continually provided their moral, spiritual, emotional, and financial support. And lastly, I dedicated this book to the Almighty God, thank you for the guidance, strength, power of mind, protection and skills and for giving me a healthy life.
ABSTRACT

A virtual working office is one where people have the ability to work anywhere. They are teams that can work across space, time and geographical boundaries and the relationship between the employees is strengthened through the use of communication technologies. Virtual organizations have been described as those that can be assembled and disassembled depending on the needs of the organization. World Vision Kenya is an organization that operates across the 35 of the 45 counties in Kenya with over 1,000 employees. In addition, they collaborate with donors, communities, and suppliers who are diversely located across the world. It means that the successful accomplishment of their mission requires the adoption of virtual teams. The purpose of the study is to bring to understanding the impact of virtual working organizations on the performance of organizations in Kenya with a focus on World Vision Kenya.

The literature review addressed the research objectives of the study. A lot of studies have been done on areas influenced by the adoption of virtual teams. The issue of trust has come out as the most fundamental area in influencing the success of virtual teams. A descriptive research design was adopted for the study and utilized quantitative analysis. The population under the study was the employees of World Vision Kenya who form a population of 847 employees. A sample of 85 employees was used to represent the population selected through purposive and convenience sampling. Questionnaires were utilized for data collection consisting of both open and closed questions. Data analysis was presented through tabulation, graphs and charts where necessary to ensure that the data collected is easily and reliably interpreted by the readers.

Findings revealed that to some extent World Vision Kenya experiences challenges in its virtual teams such as loss of information due to lack of face to face communication. Mixed reactions and uncertainty were also recorded as to whether fellow colleagues in the organization are free to share information without withholding important details from each other. Further findings revealed that World Vision evaluates the performance of their team members in their annual reviews through Key Performance Indicators (KPIs) and also through peer reviews to review individual performance. Virtual team performance is also measured based on ability to follow rules and procedures, quality and quantity of communication, and based on client satisfaction. The study also assessed the factors
contributing to effective leadership in virtual teams and findings show that working in a virtual team environment requires greater skills and competencies of the project manager. Generally, it can be said that the project managers and leaders of the virtual team are well rated.

The study concluded that indeed there are challenges at World Vision in executing virtual teams however not to a large extent. It deduces that there is somewhat a strained relationship between the managers and the employees and also between employees due to the virtual teams lack of frequent face to face interaction hence trust issues. It can be concluded that performance at World Vision’s virtual teams is assessed on quality and quantity aspects of communication alongside client satisfaction and timeliness of project delivery. The study also concludes that key factors for effective leadership at World Vision virtual teams are skills, influence, motivation and proper communication traits among the project leaders and managers.

The study recommends a need to invest in infrastructure and training of people. The study also recommends that World Vision should foster effective teams through their management style and also adopts member satisfaction as a way of measuring performance. A recommendation is also made for World Vision to invest heavily in strengthening e-leadership to ensure that there is two-way communication and also that the teams in the organization are inspired and motivated without having to meet their leaders physically.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are in existence primarily to make a profit for the benefit of their stakeholders. The ability to quickly take advantage of opportunities provided to them means that they are able to capture the market ahead of their competitors and therefore make a profit (Pontefract, 2016). Technology has immensely changed the way people work in the society today. The penetration of communication technologies has seen people increasingly adopt the use of emails, text messages, phone calls, teleconferencing, online meeting and sharing of documents virtually. It has brought a system where people do not need to be seated in a common area to accomplish their tasks and achieve the goals of the organization (Watkins, 2013). Virtual organizations have been described as those that can be assembled and dissembled depending on the needs of the organization (Wong & Burton, 2000). The ability to do so enables the organization to quickly take advantage of opportunities whenever they arise.

Over 66% of multinational organizations have adopted the use of virtual organizations in some level of their operations (Orta-Castañon, 2018). Organizations may not be entirely working virtually as they may have physical location but substantially reduce the amount of floor space required by letting people perform tasks such as marketing, research and reporting remotely. It means that people only need to report to an office when necessary (Apgar, 1998). The significant ratio of organizations using virtual organizations compared to not is on the rise with Kenya seeing an increase in rental spaces where people only come in when they have meetings (Mwaniki, 2014). Smaller organizations are highly benefiting from this opportunity as they can enter the market slowly especially when resource constrained and as they seek to grow.

Virtual organizations allow teams to stay flexible and to position themselves for success in an environment where competition is very high (Mwaniki, 2014). Organizations benefit immensely from the adoption of virtual offices as they are able to source talent from different geographical locations, minimize travel costs in addition to saving the organization
expenditure on office space which has been seen to be on the rise especially in the Kenyan market. Given that organizations are growing geographically and engaging in diverse businesses and alliances, the adoption of virtual offices could be deemed inevitable (Larson, Leung & Mullane, 2017).

Work-life balance means that people have the ability to manage their time while at the same time being productive as they can work when they are most productive (Lipińska, 2015). The ability to have a work-life balance has the potential to increase the productivity of employees. (Hill, Miller, Weiner, and Colihan, 1998) indicated that technology has provided a platform for employees to work flexibly and thereby improving work-life balance. In a country such as Kenya where roads are not easy to navigate through, people take over three hours to get to work and return home. These are hours that could be used productively when one is working virtually. Additionally, it means that the employee is saved on transport expenditure which further raises their morale (Hill, Miller, Weiner & Colihan, 1998).

Maintaining work-life balance is a challenge that many people find challenging especially in the beginning given that their work life and personal lives are intermingled. It means that people need to learn how to manage their time to ensure that they deliver in time without interfering with the set deadlines and can remain loyal to both family activities as well as the organization that has employed them (Hill, Miller, Weiner & Colihan, 1998). Managers on the other hand need to learn to be excellent communicators in virtual teams to ensure they build and maintain relationships in virtual teams (Lacerenza, Reyes, Marlow, Joseph & Salas, 2017). There is a need for managers to maintain short and frequent communications ensure that the team members always feel connected. Creating an environment where members of the team are available for each other makes it easier to collaborate the efforts of the team.

As early as the 1980s, organizations such as IBM had adopted the use of virtual offices where employees were expected to work virtually from home. The company efficiently saved over $100 million office rent per year (Kessler, 2018). However, this has not been without challenges, with the company’s new chief marketing officer recalling its employees to work from the office in 2017 citing that a critical recipe for success is working in an inspiring location (Kessler, 2018). Orta-Castañon et al. (2018) indicates that trust is built upon the
ability of people to place themselves on vulnerable positions because they believe that the other person can be relied upon whether they can see them or not. However, the issue of trust has been found to be difficult with the researchers indicating that virtual teams are treated as an independent factor that mediates performance in an organization as opposed to being part of it.

Despite the benefits experienced from the use of virtual offices, the challenges experienced have also been immense. E-leaders are facing a new set of challenges compared to the traditional managers (Lilian, 2014). The ability of the team to coordinate their work from different locations is a challenge as the ability to build trust from teams that may be miles apart with different languages, and cultural affiliations are difficult. It translates to a situation where the team lack synergy and the effectiveness of work become low (Orta-Castañon, 2018). People in different countries have different manners of doing things meaning that they all have different manners of handling different situations.

Security is a major challenge for organization venturing into the use of virtual communication (Lipińska, 2015). There is immense sharing of confidential information when people are working virtually meaning that organizations need to understand how to manage the risk to avoid litigations that would arise of data was leaked to outside sources. Among the named principles of success when working with virtual teams is ensuring security (Duarte & Snyder, 2006). Volker Rieger, a director of SAP, created a platform where the entire workforce of the organization was incorporated and could communicate virtually through a secure platform. The system has eliminated the complexities of online meetings by allowing it to be only one click away for every employee. It is through this virtual platform that it’s over 60,000 employs are able to connect and work together (SAP, 2018).

Additionally, performance measurement is a critical area of concern for organizations with employees working virtually. There is a need to stay at the top of monitoring and evaluating the work that people are doing while they are working on the ground (Ferrazzi, 2014). Cascio, (2000) while discussing the changes experienced by organizations working virtually indicated that people do not have a clear understanding of this challenge and tend to downplay its importance. It is difficult to physically monitor people that are working
virtually meaning that people could only be spending a smaller percentage of their time at work compared to the requirements of the organization (Ferrazzi, 2014). The study looks into performance measurement as a key precursor to the success of an organization.

Overcoming the challenges presented in a virtual working environment requires the teams to stay in constant communication on the tasks they are handling, the challenges they are experiencing and the progress they are making (Lacerenza, Reyes, Marlow, Joseph & Salas, 2017). It calls for having regular video meeting that is scheduled in a manner to incorporate every member of the team. Video meetings are considered a better mode of communication as they enable the members to read into the team, the moods, and create an environment for discussion and additionally contribute to trust (Ferrazzi, 2014). Organizations should consider having a safe online chat platform that keeps everyone in the loop on what each member is doing. Chat rooms are an informal communication platform compared to emails that are considered serious. The use of online chat rooms creates a community mood and provides an opportunity to create a common culture for the employees of the organization despite their being miles apart.

Successful implementation of virtual offices requires proper structures and purpose. Organizations need to set out clearly the goals they intend to achieve from virtual teams (Ferrazzi, 2014). Virtual organizations need application in every department of the organization to ensure that there is a smooth flow of work including finance, marketing, sales, and production. It requires creating a pathway that the organization follows in a bid to attain the vision of the organization effectively. It is this structures that ensure that there is an improved productivity. Obtaining virtual organizations is not an end to the management of the organization but should be a strategic plan for the organization. It should be on that should constantly be reviewed through a review of whether the existing systems are working or not (Warner & Witzel, 2004). The scholars, however, emphasize that not all organizations have the capability to work virtually and it is fundamental to critically analyze the nature of the organization before making the decision to work virtually.

There have been cases of the rise and fall of virtual organizations such as IBM. When organizations decide to go virtual, they do so with the belief that their employees have the
capability to work with minimal supervision (Kessler, 2018). In the initial periods, people appear determined to work virtually, but they end up getting swallowed in the comfort of it. People take advantage of the opportunity to do personal things and in some instances give lame excuses for their inability to attend meetings and communicate with other members of the team. Greenfield, (2017) says that there is little likelihood that virtual organizations will be successful in the future as in most instances it is based on the trust that managers have on the employees. Additionally, the success of virtual organizations is dependent on the independent levels of the employees in the organizations. It may work seamlessly in one individual but may be a challenge to another individual in the same capacity (Ferrazzi, 2014).

It is evident that virtual and mobile offices are an area that provides immense potential for organizations to explore and possibly benefit from. The adoption, however, would come with challenges such as security concerns, lack of culture and inability to maintain an effective work-life balance. Organizations should determine the balance between fully adopting virtual offices and maintaining physical offices. Research on the topic of adoption of virtual offices in Kenya has however been minimal which was a gap that this study intended to cover.

1.2 Statement of the Problem

Virtual teams are a relatively new concept in Kenya that requires investment in necessary software, training and empowering people to appreciate the benefits that come with it. People are generally resistant to change where they view the use of virtual team as a mechanism that is meant to replace their services thus viewing it as an enemy. Teams operating in the remote areas experience immense connectivity challenges that may render them to be off the network for days. People in the communities that World Vision Kenya operates experience illiteracy and may not be able to use the equipment provided to them in an effort to enhance collaboration. It means that though they are innovatively acknowledging the importance of virtual teams, there are challenges that they are yet to tackle.

Virtual organizations have grown since the 1990s, and to date, over 1.3 billion people work virtually with 25% of the number operating on a worldwide basis (Guinalíu & Jordán, 2016). Virtual teams were seen to allow organizations in Albania to participate in continuous
discussion and communication in a bid to achieve their goals of building a better society (Tyxhari, Gorishti & Sevrani, 2011). The findings of the study indicated virtual teams are being widely used in Albania and there is a need to create a solid base for teams to work together. In another study (Duveblad & Merz, 2011) sought to understand the complexity of accountability with virtual teams and found challenges such as lack of transparency and exposure to insecurity as hindering people from adopting the use of virtual teams. In a research on virtual teams, it was found that virtual teams provide a great promise for organizations which creates a research opportunity (Gilson, et al, 2013). Lilian (2014) did a study on the opportunities and challenges presented to leaders by virtual teams. The findings of the study indicated that organizations highly depend on leaders for success but there is a gap on the kind of leaders that they need. Guinalíu and Jordán, (2016) did a study with a focus on building trust in leaders of virtual teams. The findings of the study indicated that virtual teams can alter leadership styles and it is key to build relationship with the subordinates.

The research studies above indicate that organizations today are working hard to take advantage of information technology and especially the use of virtual teams. The gaps identified in the study include understanding leadership in virtual teams and creating trust and cohesion in teams which is a gap that the study aims to address. The most critical factors identified include trust, leadership, and conflict resolution which are critical in the modern era (Bhat, Pande & Ahuja, 2016). World Vision Kenya formed the focus of this study as it was in an area of humanitarian organizations that had been given little priority in research on virtual studies. World Vision Kenya is an organization that operates across the 35 of the 45 counties in Kenya with over 1,000 employees. The organization is forced to use emails to communicate, teleconferencing for meetings and updates as well as Skype for training purposes and thus a viable case study (Soka & Kimenci, 2017).

1.3 Purpose of the Study

The aim of the study was to bring to understanding the impact of virtual working organizations on the performance of organizations in Kenya with a focus on World Vision Kenya.
1.4 Research Questions

1.4.1 What are the challenges experienced in the adoption of virtual teams?
1.4.2 How do organizations measure the performance of virtual teams?
1.4.3 What factors contribute to effective leadership in virtual teams?

1.5 Significance of the Study

The study benefits other academicians and researchers interested in the understanding how virtual teams operate in Non-Governmental Organizations. The study through its recommendations and summary also provide gaps in research that other scholars could undertake.

The understanding of how virtual teams operate provides unique and valuable information to policy makers on the areas that need to regulated and understood. Persons creating policies on working hours, security of information and aspects of performance management gets the informed on the unique aspects that should be considered.

The study is fundamental for human resource managers working with virtual employees. It is critical for every organization to ensure they are getting value for the salaries that they are paying their employees. The study identifies the various performance measurement metrics such as achievement of individual objectives, use of key performance indicators, effectiveness in following the rules and regulations of the organization as well as ability to take part in communication. The organizations are, therefore, able to set compensation commensurate with the efforts of the employees.

1.6 Scope of the Study

The study had its scope on the impact of virtual teams on the performance of Word Vision Kenya. The study made a focus on the employees of the organization who were the key persons in driving the success of the organization. They were the persons that ultimately made use of virtual equipment such as the use of emails, Skype, teleconferencing and mobile phones. The study made a focus on the various characteristics of virtual teams, the challenges anticipated and how organizations have been able to measure the performance of employees that work virtually.
The study limitations included the inability to interview every employee of the organization which means that a sample would have to be employed. World Vision International employs over 44,000 employees out of which 1000 are located in Kenya. It means that only a group of 1000 had the potential to be issued with the questionnaires. A sample of 85 was used as a representative of the entire population. The risks related to use of a sample included the fact that the team chosen may be biased and therefore may not provide responses that are a representative of the entire population.

Respondents chosen may not possess the specific knowledge to respond to the queries at hand. To overcome the limitation, the sample chosen was done in a stratified manner where there was a representation of the top management, middle-level managers, and operational employees. Another limitation included the inability to reach all the employees to get a response as they are located in remote areas. Managing the limitation required the study to utilize questionnaires in the form of google forms that could be sent electronically to the respondents.

1.7 Definition of Terms

1.7.1 Virtual Team

A virtual team is a group of people that work across space, time and geographical boundaries and the relationship between the members is strengthened through the use of communication technologies (Ebrahim, Ahmed, & Taha, 2011).

1.7.2 Non-Governmental Organization

These are organizations that are driven by the need to provide humanitarian services through the pursuance of activities that reduce human suffering, engage in essential social services and engage in the improvement of the community (Werker & Ahmed, 2008).

1.7.3 Performance Measurement

Performance measurement entails the use of predetermined metrics that enable one to establish whether tasks were accomplished effectively and efficiently (Rezaei, Çelik, & Baalousha, 2011).
1.8 Chapter Summary

Chapter one of the study covered the introduction that introduced the background of the study, statement of the problem, highlighted the research questions that the study sought to answer and additionally highlighted the scope and the significance of the study. The problem statement was an indication that World Vision Kenya had been successful over the years but was facing constraints in raising funds due to competition for donors as well as an increase in operational costs. They are therefore in a position where they need to adopt the use of virtual organizations on a bigger dimension. The significance of the study was an indicator that the study was not only relevant to World Vision Kenya but also to other smaller institutions that were seeking to expand.

The literature review highlighted existing literature on the impact of virtual working environment on the performance of the organization in Kenya and across the world. The challenges experienced in virtual teams were be reviewed as well as how organizations have tried to measure the performance of employees working virtually. Chapter three of the study covered the research methodology which indicated the research design, the population, and sample, the methods that were used in data collection and the manner in which data was analyzed. Chapter four of the research brought out the research findings from the data collection process in a systematic manner. Chapter five was the summary of the study that brought out discussions, conclusion, and recommendation based on the findings of action within the organization and further research.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review section evaluated previous studies that had been done by other scholars in a bid to answer the research questions of the study. The section comprehensively addressed existing literature on issues relating to working in virtual organizations including the importance of trust in team cohesion on performance in virtual work, performance measurement in virtual teams and the factors that contributed to effective leadership in virtual teams.

2.2 Challenges Experienced in the Adoption of Virtual Teams

2.2.1 Technological Challenges

Adoption of virtual means that all the members of the organization need to learn how to use technology which is a challenge especially in developing countries such as Kenya. Teaching people on the use of technology is a challenge especially in a society that is constantly changing and therefore suffers the risk of not being effective (Flammia, Cleary & Slattery, 2016). NGO’s in African countries rely on the services of the local communities to provide services to ensure that there is the creation of employment in the rural areas. However such people have had minimal interaction with computers and technology and thus creating an environment where it is almost impossible to use virtual teams and where they must be adopted, the training sessions may take long periods and thus jeopardizing the success of humanitarian projects (Nauman & Iqbal, 2005). Delaney and D’Agostino (2015) highlight that the adoption of technology should be a long term goal of the organization which can therefore not be forced on the employees.

People lack the know-how on operating the technological equipment presented to them and yet very few people are confident enough to admit that they are experiencing challenges (Cooke & Hilton, 2015). People therefore tend to avoid communication channels that give them challenges such as video conferencing. Adoption of technology requires the necessary infrastructure to ensure that members are in touch with each other which also requires careful
selection given the resources input into it (Nauman & Iqbal, 2005). There is a need to invest in computers, mobile phones, internet connectivity, electricity and training of people. Though some of the resources are readily available to the organization, the existence of resources such as electricity are beyond the control of the NGO. Rural parts of Africa run without electricity meaning that when technological equipment go out of power, people automatically lose touch (Ahuja & Tatsutani, 2009). It then means that people based on the areas of operations need to schedule face to face meetings which consume a lot of time and money.

Virtual teams require that the members are available to be contacted at all times especially when there is a crisis and when people cannot be reached at such a time, it means that there is a delay in service delivery. Coordination delays relates to taking a long time to respond from one member to another which means that in some instances tasks have to be reworked leading to inefficiencies (Cooke & Hilton, 2015). Service delivery delays in NGOs is a major risk as it translates to human suffering and in some instances it could mean loss of life for the beneficiaries. Working from home and virtually communicating with the team members requires that people understand the basics of operating a computer and the ability to solve small problems that may arise along the way (Munkvold & Zigurs, 2007). Timothy and Jean (2014) indicate that managing crisis in virtual teams can be a daunting task because travel may be time consuming especially when specialist knowledge is required.

Technology advances on an everyday basis and people cannot afford to be comfortable with the knowledge that they possess. Sullins (2016) that the pace at which people need to update their networks is surreal and people could not have preceded it in the past. However, the culture of people working in NGOs is one where people get comfortable as there is job security and an inability to do something means that someone else will take it up. Such a mentality creates a barrier not only to the organizations ability to disseminate knowledge to the employees of the organization but to the ability of the people learning on their own. People need to understand that in the next 20 years the current jobs will disappear and new jobs will be created (Hughes, 2017).
2.2.2 Resistance to Change

The human nature remains largely unchanged despite the consistent changes in technology and the benefits it brings to the table. Organizations generally resist the adoption of virtual teams even before understanding the benefits that are brought to the table. The rate of adoption of virtual teams has therefore been seen to lag behind (Munkvold & Zigurs, 2007). In the adoption of virtual teams, people tend to underestimate the challenges they will experience when working with each other when separated through space.

People need to be prepared psychologically on all aspects of virtual teams to create a sense of awareness and thus reduce the likelihood that people will resist (Kimble, 2011). Kimble further indicates that though people may be prepared to share information, challenges may arise in situations where people do not know whom they are in communication with and how they should engage with each other. People are traditionally used to systems of working where they come into the office and interact with each other, leave work in the office and go home to be with their families. The adoption if virtual teams’ means that people need to incorporate work in their day to day activities that may require them to work during odd hours. The uncertainty of such inclusion creates a sense of fear in people.

Additionally, adoption of technology could be seen as a means of replacing some of the team members (Ahuja & Tatsutani, 2009). Kimble (2011) additionally indicates that the adoption of virtual organizations eliminates the use of face to face communication which has richness that cannot be presented in online communication. The lack of a one on one communication further presents a situation where the creation of trust among the team members becomes a major challenge. The study by Kimble indicates that though there are vast modes of communication that virtual teams can adopt in their day to day activities, it is fundamental that they incorporate face to face meetings to sustain the feeling of team work. The communication through such online platforms is expected to create social presence that creates the sense that the team members are interacting with each other (Abdel-Aziz, Abdel-Salam, & El-Sayad, 2016).

Resistance to change is not experienced by the employees only. The managers of the organizations tend to feel that the adoption of virtual teams comes to threaten their identity in
the role of authority and power in the organization (Wiesenfeld, et al., 1999). While it is understandable that the managers of the organizations feel insecure, their being fully on board with the adoption is key as they are the persons in charge of guiding the rest of the team. Their resistance has the potential to sabotage the entire project (Nydegger & Nydegger, 2010). Organizational politics have the potential not only to be disruptive but also create unnecessary problems for the organization. It is fundamental that before the implementation of virtual teams that managers need to be educated that though their role in managing is likely to change, they do not become less important. Nydegger and Nydegger indicate that in the event that the management are not fully on board with the new systems, the teams are unlikely to succeed in their roles.

2.2.3 **Difficulties in Management of Virtual Teams**

Adopting the use of virtual organizations means that the organization will have teams working in different locations on the same tasks and will depend on each other for the eventual success of the organization. It means that the management of the organization does not have the opportunity to oversee what each person in the organization is doing. They need to rely on the people and believe that they will deliver within the stipulated timelines (Dasgupta, Sharma, Verma, Neogi & Kothari, 2011). Relying on people working remotely is a challenge especially when people are working within different time zones meaning that the management has to comply with the time zones to have an online face to face communication or rely on written communication from the team members who may not always readily communicate as desired. The lack of communication means that there could be a divergence in the achievement of the goals of the organization as people’s efforts may be directed towards diverse areas (Ivanaj & Bozon, 2016).

Working remotely means that team members do not always receive training from their leaders. Teams in organizations need constant refresher courses either in a formal or informal manner to ensure that they are adopting new and better ways of doing things. Managers are forced to create online training programs with the assumption that they are beneficial to their teams (Ivanaj & Bozon, 2016). The technology sector is always changing meaning that there is always be something new to learn. In the absence of an opportunity to meet, some
members of the team may be left behind. (Post, 2017) indicates that calls for the managers of virtual teams to call upon the teams to engage in proactive communication. It means that it is not necessarily the managers that reach out to solve problems but the team members are encouraged to share ideas, challenges, and questions in order to ensure that there is clarity and transparency in the roles held by different team members. Additionally, Post calls for the need to call for face to face meeting once in a while. Meeting with the employees means that they are able to pick on leadership skills that could not be learned in class.

Managing virtual teams means that the management needs to deal with ensuring that people’s goals and priorities are maintained (Ivanaj & Bozon, 2016). Working with people that are geographically dispersed means that entrenching the specific goals of the organization on people is difficult as people are located in dispersed areas, and they may tend to get distracted based on the environment they are operating, different time zones and their individual capabilities. It is critical that the teams learn to monitor their own performance towards the accomplishment of the goals of the organization and strategy (DuFrene & Lehman, 2012).

2.2.4 Lack of Trust

A lack of trust is cited as one of the major causes of disconnection in the efforts of the employees of the organization. In an article done on the Forbes Magazine, the author notes that the existence of the best technology in an organization is not a guarantee that virtual teams will work (Bailey, 2013). People like to be aware of the efforts that other team members are putting to ensure that the goals of the organization are met. When people send emails and do not receive response immediately, they start becoming suspicious of the activities of the other person and a feeling of being disgruntled begins to appear among the team members. Bailey (2013) indicates that people begin to have a feeling of disconnection and a feeling that they are missing on small things such as office tea and lunch breaks. It means that the management needs to invest heavily in a communication platform that tracks the efforts of the team members in a manner that everyone can track the efforts of other team members.
Lack of trust among the team members creates an environment where sharing of information is a challenge. People are skeptical on the information they choose to share with the team members at the beginning of working together. A team that is able to acquire swift trust has the ability to manage uncertainties and risk (Ivanaj & Bozon, 2016). Heightened by the fact that team members may not understand the desired results from the efforts of their work. It means that accomplishing tasks takes longer than in cases where team members meet on a face to face basis (Thomas, 2014). Trust has the ability to influence the manner in which people work together, listen to the information given to them, and build relationships that are fundamental to achieving the goals of the organization (DuFrene, & Lehman, 2015).

Research has shown that teams with low levels of trust among themselves tend to have low levels of success as they take longer to communicate and implement the decisions that they have agreed upon (Jones, Oyung & Pace, 2005). The lack of trust in virtual teams could further be heightened by a failure of part of the team members to accomplish their tasks within the agreed timelines which could hinder the success of other team members (Thomas, 2014).

2.2.5 Cultural Differences

Virtual organizations operate with teams from across the globe whose language, mode of communication and intonation is taken to mean different things (DuFrene & Lehman, 2015). Bailey (2013) gives the example that the use of the phrase “thank you in advance” used in Washington could be taken out of context in countries such as Tel Aviv. It means that the teams not only need to understand their culture but the culture of the people they work with virtually. It calls for the team members to create a common communication protocol that is acceptable to the members that accommodate the minimum requirements of the various groups in different geographic locations. DuFrene & Lehman (2015) indicate that the team needs to avoid slang, jargon and acronym that may not be clearly understood by all persons.

Cultural differences further present a challenge on management. Differences in the virtual teams often arises issues arising from differences in culture (Ivanaj & Bozon, 2016). Research has for example shown that the United States has was in the past unable to adopt the system of management by objectives which is a technique that was highly adopted in
Germany. The cross-cultural interaction needs to be done with high levels of skill to ensure that potential conflict does not arise among the various groups of people due to a lack of knowledge (Cagiltay, Bichelmeyer & Kaplan Akilli, 2015). It is important the team members are properly introduced to each other, and they are given an opportunity to introduce their culture to prevent others from making assumptions. It is at this point that people are given the opportunity to present their expectations especially regarding the expectations of the culture they are operating in. Such an introduction ensures that there is no misunderstanding when engaging other team members (Ivanaj & Bozon, 2016).

NGOs operate in communities in Africa that may have certain beliefs that need to be taken into consideration when training potential employees. Nydegger and Nydegger (2010) call for the need to understand the context of communication to ensure that verbal and nonverbal cues are not ignored which could lead to the misinterpretation of the message being delivered. The training would ensure that such things as greetings on emails, during meetings and letters are not taken out of context as this would create an unnecessary form of tension in the organization. The level of understanding in virtual teams is also a challenge as the interpretation of messages is different within different communities (Gibson & Cohen, 2003).

2.3 Measuring the Performance of Virtual Teams

Measuring the performance of virtual teams is not as easy as that of traditional teams that are seen on an everyday basis in the office accomplishing their tasks. It means that organizations need to be smart in the manner in which they decide to handle performance appraisal for their employees.

2.3.1 Performance Measurement Through Team Members’ Satisfaction

Effective teams are those that have developed high levels of trust for each other and are therefore in a position to share knowledge and collaborate with each other (DuFrene & Lehman, 2015). It is through the achievement of results that the teams develop a sense of satisfaction. Teams that have effectively collaborated means that they have been able to accomplish tasks together as opposed to each person independently. Measuring the performance of NGOs requires high levels of trust for each other as profit making is not as expected final outcome of service provision. (Hennes, 2018) highlight that measurement of
performance does not need to be quantitative in nature as factors such as change of behavior are key metrics of success. When tasks are accomplished, team members convene through virtual meetings to establish the challenges experienced in the process of accomplishing tasks. The rate at which the team members show satisfaction of task accomplishment is an indication that the performance rates were high. Alsharo, Gregg, & Ramirez, (2017) indicates that the level of effectiveness of the team is measured by the levels of satisfaction of the team members.

Measuring performance through the satisfaction of the team members would require the team to evaluate the performance of other members through a set standard by the organization. They would take into account the rate at which the employee was helpful in accomplishing tasks, their ability to deliver within the specified timelines and the ability to communicate challenges whenever they were experienced.

Peer to peer review is quickly overtaking the traditional manner of review that entailed the managers reviewing the performance of the individuals (Broughton, 2018). The system is justified on the basis that it is the teams that are working together in accomplishing tasks and there is minimal interaction with the managers meaning that the persons that understand the performance of the individual are the peers who interact with them on a daily basis (Chaponda, 2018). The system of evaluation has the ability to improve the performance of individuals as they feel challenged to give good feedback to their peers on an everyday basis and not try to improve their performance when review periods are approaching (Broughton, 2018).

2.3.2 Performance Measurement Through Key Performance Indicators

At the beginning of each financial year, organizations are required to invest heavily in setting the strategic plans of the organization that need to be accomplished at the end of set periods either quarterly, half yearly or annually (Couto, Wiley, Plansky, & Caglar, 2017). The process is complete when individuals have their targets communicated to them and there is a desire to achieve the desired targets (Ivanaj & Bozon, 2016). An understanding is reached where one is required to achieve a given level of sales, retain a given number of customers or
ensure that a given level of consumer satisfaction is achieved. At the end of the specified period, the performance of the employees (Broughton, 2018).

Technology can capture the timelines through which tasks were accomplished, the way they were accomplished and provide the ability to rate the performance of the individuals (Kerzner, 2017) It means that members of the team can be rated by each other throughout the process of task accomplishment which eventually shows the levels of effectiveness. Thomas (2014) in the study on virtual teams indicates that measuring performance in virtual teams could be made easier by the fact that interactions, commitments, and outcomes are achieved in an electronic manner.

The chances of the mode of using key performance indicators have a high chance of being successful as it takes into consideration the areas that are critical to the existence of the organization (Thomas, 2014). It considers the areas of concern and the areas of success and incorporates them in the formation of KPIs. It means that employees stay focused on the goals of their organizations and to ensure that though they may be accomplishing their personal goals, the goals of the organization are also prioritized (Iveta, 2013).

Properly set KPIs have the potential to motivate the employees and increase the retention rate. Iveta (2013) propose the inclusion of the employees in the process of developing the KPIs to ensure that they are understood, and the anticipated challenges are taken into consideration and possible solutions proposed. KPIs should additionally be linked to a proper rewarding system by the organization to ensure they are effective (De Waal, 2013).

2.3.3 Performance Measurement Through Communication Metrics

The success of virtual organizations is based on the ability of the people constantly staying in communication (Jones, Oyung & Pace, 2005). It requires people to stay in touch through emails, meetings, phone calls, social communication channels and video calls (Ivanaj & Bozon, 2016). It means that when the teams efficiently use the communication platforms provided to them, they are able to accomplish the goals of the organization efficiently. Measuring performance through communication metrics requires the organization to invest
heavily in proper communication channels that allow individuals to be reached easily even when they are on the move (Hosseini et al., 2013).

Measuring performance through communication is done by identifying say the number of video conferencing meetings that an individual was able to attend, or the response rate to emails and the rate at which an individually innovatively used the available communication channels to solve problems (Singer, Van Cott, & Druckman, 1997). The systems should ensure that they document the hours spent in the meetings, the agendas, the problems solved and ability to be efficient in communication (Hosseini et al., 2013). Given that NGOs are in an environment where they do not seek to make profits for the organization, the use of communication metrics would come in handy in monitoring the progress that their projects are making.

Measuring success in the various communication tools adopted by the organization means that they can identify weaknesses in the existing systems and seek to identify other systems that would work for the organization. Hosseini et al. (2013) indicate that managing communication in virtual organizations is a major challenge that organizations need to take into account when they are reviewing their levels of success.

2.3.4 Performance Measurement Through Following Rules and Procedures

Virtual teams come with the unique feature that not everything that the team does can be evaluated as in most cases only the final result is desired (Törmänen, 2017). However, it is key to note that in some instances short cuts could be very costly to the organization as it means that proper approvals may not have been received and thus could bring eventual problems. The ability of the virtual teams to follow the rules and procedures of the organization means that there is a clear audit trail of the actions of the employees towards accomplishing their tasks (Gibson, 2003). A failure to follow the necessary rules means that it is difficult to hold people accountable to their actions. Such performance measurement does not mean that the organization bars the ability of the employees to be creative but creates an avenue to allow creativity within the limits of the organization (Redburn et al., 2015)
The ability to perform within the rules means that employees have ease in understanding what is required of them and work within the regulations of the company. Manzoni, Islam and Sardar, (2009) shows that employees are scored based on their ease or difficulty to follow the rules. Individuals are grouped based on achievement by conformance via achievement by independence. Individuals that score highly through the system are said to have the drive to do well in the organization and meet their expected goals in an organized manner. Individuals that score lowly are said to lack the cognitive ability to understand what is desired of them. Manzoni, Islam and Sardar, (2009) further indicates that creating rules is fundamental as it ensures there is a formal manner of doing things and therefore makes it easier for the organization to determine the award system that is ideal.

It is fundamental to note that having a performance measurement system is not the end to the employee. It is fundamental to have a reward system that would ensure that employees stay motivated to accomplish their goals (Gibson, 2003). Additionally, having quantitative metrics for performance measurement should not be the only way that employees are evaluated (Hennes, 2018). Virtual teams working remotely have the tendency to be more productive as they do not spend countless hours on the road commuting and experiencing the distractions that come with working in an office. It means that they are likely to be more productive and thus setting their standards higher compared to those working in the office (Bednarczyk, 2017). Further, Bednarczyk indicates that what can be measured in performance can be managed. Organizations, therefore, have to be driven by the need to be better after the evaluation of their employees.

2.4 Effective Leadership in Virtual Teams

E-leadership impacts the existing norms of leadership for the leaders, the teams and the organization as a whole. Dasgupta et al., (2011) indicates that it is a revolution of leadership that has seen a change in the interaction of human beings as one that is now mediated by the use of technology. Although organizations use the same structures of management, e-leadership creates a challenge for the leaders to ensure that there is two-way communication; the teams in the organization are inspired and motivated without having to meet their leaders physically.
2.4.1 Proper Management of Communication

Communication is the pillar that holds the performance of virtual teams (Jones, Oyung & Pace, 2005). It means that leaders need to understand the spectrum of communication and how to manage how people pass messages to each other in virtual teams. It calls for the management to establish reliable communication channels as the in virtual teams it is done virtually. The leaders are the persons in charge of ensuring that there is scheduled communication to update each other on the progress of reports and possible challenges experienced along the way (Gibson, 2003). It means that meetings are scheduled in advance, and the agendas are communicated. It translates to having short productive meetings as opposed to raising new issues during the meeting which may take a while as each team member tries to clarify issues.

Managers however need to establish the rules surrounding the responsiveness of the team members (Gibson, 2003). Consistency in communication means that people can predict when they receive response based on the diverse time zones, different holiday periods and the nature of response based on the culture of different locations (DuFrene & Lehman, 2015). It also means that the leaders create and manage a culture of disciplined communication that stays within set boundaries. It calls for people maintaining respect for each other and communicating when they are unavailable for work.

The leaders of the organization should be in a position to ensure that the communication channels selected have the capability to save time as opposed to wasting it (DuFrene & Lehman, 2012). Organizations have the tendency to rely on emails which are known to waste time as members try to keep up with the chain of messages. Managers need to understand the power that comes with informal communication especially where it is short questions involved or clarification is desired. The communication can then be made formal on email once the desired information is acquired. The minimization of back and forth communication not only saves time but also allows the team to focus on accomplishing their tasks (DuFrene & Lehman, 2012).

The leaders of the organization need to ensure that the goals and the vision of the organization are properly communicated to ensure that the team is growing on an individual
capacity as well as ensuring the growth of the organization (Katzenbach & Smith, 2015). People working virtually may have the tendency to misunderstand the messages delivered to them meaning that they may be busy working but not producing the desired results. It means that the managers need to consistently reinforce the mission, goals and expectations of the organization (Gibson and Cohen, 2003). It means that when people are unsure of the role that they should be playing, they communicate in time to avoid wasting time. They need to devise proper communication channels that ensure that strategic plans are communicated, goals are set and appraisal of the staff is done in an effective manner (Dasgupta, Sharma, Verma, Neogi & Kothari, 2011). They face the challenge of filling the gap that exists between the distance of the various team members and accomplishment of the goals of the organization.

2.4.2 Performance Measurement

Employees thrive in the ability to know that their efforts are being acknowledged and that they are contributing towards the ability of the organization to meet its goals. Managers are tasked with the role of planning and organizing the roles that the employees are expected to play (Gibson and Cohen, 2013). Then they are expected to lead the team towards efficiently realizing their jobs. They are the persons who then ensure they give feedback to the employees on the accomplishment of tasks to ensure that people learn maybe from the mistakes made along the way or how to improve on the success of their tasks. In the emergence of information technology, leaders need to learn how to successfully measure and appraise the performance of their employees (Mujtaba, & McFarlane, 2005).

Measuring the performance of employees means that the managers understand the capabilities and strength of their employees even though they do not get to see them on a daily basis. The understanding brings the ability to utilize the capabilities to the maximum for the benefit of the organization (Zhang, 2012). People working remotely can grow while on the job and it is through measuring performance that such can be acknowledged and they are consistently motivated (Ivanaj & Bozon, 2016). Performance measurement is a double edged sword that also allows the management to understand the weaknesses of their employees and thus address the necessary gap through training and capacity building. The ability of the management to realize such benefits means that the organization is maximally
gaining from the asset of their employees which they have highly sought through virtual
teams (Gustavo Siqueira Ferreira, Pinheiro de Lima & Gouvea da Costa, 2012).

2.4.3 Ability to Manage Cultural Diversity

Virtual teams operate is very diverse cultures meaning that different team members have
different ways of doing things. The ability of the leaders to harness the diversity can be
beneficial to the organization. The diversity in the ways of doing things means that people
have a platform to bring in their innovative ideas that are fundamental for the growth of the
organization (Duarte & Snyder, 2013). Culture dictates the manner in which people organize
their tasks and their perception of different situations. There is the possibility that people will
misunderstand each other due to language barriers which could enhance the gap between the
team members (Dragusha, 2015). The leaders need to be aware of the challenges and take
upon themselves the challenge of educating team members on cultural diversity and how the
team can work to harness the capabilities presented.

Culture plays a crucial role in the manner that people communicate with each other. Dragusha (2012) dictates that understanding the culture of the team members is key to proficient communication within the team. It means that though the leaders are tasked to leading the team in understanding cultural diversity, it is the team’s effort that successfully drives the organization towards efficiency. The team needs to understand how to combine different communication norms to create a pleasant and understanding environment where everyone is happy to work (Dragusha, 2015). It means that people are not denied their cultural diversities and beliefs. Given the fact that culture is inbuilt in individuals from the moment they are born, it should be harnessed as strength as opposed to treating it as a factor that would divide the team (Ivanaj & Bozon, 2016).

2.4.4 Ability to Learn on the Job

The existence of virtual teams starts with providing an opportunity for the virtual leaders to
explore their potential in managing teams that are spread across the world (Horwitz, Bravington, & Silvis, 2006). Leaders in this platform are provided with the opportunity to facilitate communication that is fundamental in ensuring that they fulfil their tasks in the
most desirable manner and the leaders are the persons in authority to set the tone for success (Jones, Oyung & Pace, 2005). They grow not only in experience but in knowledge as they are given the opportunity to explore various ways of doing things and managing crisis in the different aspects of their work (Lilian, 2014). Working with nonprofit making organizations provides a unique opportunity to learn on new management techniques as the leaders are in most instances required to make decisions quickly with minimal consultation. The knowledge gained through virtual teams at this point comes in handy as they are able to handle the diverse complexities presented to them.

Leaders are provided with the unique opportunity to show case their skills in cost reduction, service provision and maintaining a competitive edge when managing teams that are located across the world (Jones, Oyung & Pace, 2005). Dasgupta et al., (2011) indicates that the uniqueness of e-leadership is presented by the fact that some leaders may never can meet with their team members on a one on one basis. It means that leaders are tasked with the role of enhancing their knowledge on areas of virtual teams if they are to effectively disseminate their roles.

2.5 Conceptual Framework

The conceptual framework showed the variables in the study that had an influence on the virtual working organization. The key variables studied as influencing virtual teams included trust and cohesion, leadership and performance measurement.

![Conceptual Framework](image)

**Figure 2.1: Conceptual Framework**
2.6 Chapter Summary

It is evident that a lot of studies have been done on areas influenced by the adoption of virtual teams. The issue of trust has come out as the most fundamental area in influencing the success of virtual teams. It is key that teams trust each other for communication to occur and in a timely manner to ensure that results are achieved effectively. Further, trust influences the effectiveness of the teams and their level of productivity. The fact that we have seen that NGOs are also in a competitive sector especially for funding means that it is key to stay productive and efficient. Further, virtual teams require high levels of knowledge sharing to ensure that everyone stays up to date with new technological developments.
CHAPTER THREE: METHODOLOGY

3.1 Introduction

The methodology section looked into the modes that the necessary data was collected that enhanced the efficient answering of the research questions. It is the procedure in which knowledge necessary for research was gained through the description of phenomenon, explaining of data and making the necessary prediction.

The section highlighted the research design, the population of study, the sampling method, the data collection modes, the research procedures and the manner in which data was collected.

3.2 Research Approach

Research can either be conducted qualitatively or through mixed method research approach. Quantitative research uses statistics while qualitative research is based on the opinions of people, the reasons and the motivation for doing things in a specific manner. The techniques chosen for research provide distinctive characteristics necessary in addressing the research questions (Daymon & Holloway, 2010). The study is quantitative in nature which is the systematic inquiry into social phenomena in their natural phenomena. It entails looking into the manner that people experience different aspects of their lives and the manner in which organizations exist (Teherani, et al., 2015). Further, qualitative research provides an avenue to understand processes, context and apply inductive reasoning (Yilmaz, 2013).

Qualitative study is considered more flexible compared to quantitative approach as it gives the researcher an opportunity to do it themselves compared to using a specific defined manner of doing things (Yilmaz, 2013). Qualitative research is however based on assumptions such as realities are multiple and different between people and thus findings of a study are not normally generalizable. Further, the variables of the study are interwoven and do not necessarily exist independently (Lapan, Quartaroli & Riemer, 2011)
3.3 Research Design

The research design is the written plan of the study that enhances the research findings to ensure that they yield the maximum information that is necessary for the study. Kothari, (2004) indicates that a good research design is one that facilitates the collection of evidence with minimal effort, use of time and money. The research design establishes the direction of research and dictates what needs to be done and how it needs to be done at every level of research. It integrates the different components of the study in a manner that is coherent and logical to ensure that the research questions are answered and effectively addressed (Kivunja, & Kuyini, 2017).

Descriptive research design was used to answer the research questions. Descriptive research design has in the past been useful in answering the research questions relating to “who”, “what” “when”, “where” and “how” and thus suitable to address the objectives of the study (Labaree & Scimeca, 2016). Mitchell & Jolley (2013) indicate that descriptive research is fundamental if the researcher aims at understanding how people think, feel and do what they do.

Descriptive research design is fundamental in surveys and in fact-finding during the research process. It aims at describing the state of affairs that actually exists as opposed to why they do exist (Labaree, 2016). The research design comes in handy to measure people’s preferences and situations where data is perceived to be similar. Descriptive research design provides a platform to describe the phenomenon in a systematic manner and to examine the characteristics of the population of interest (Kothari, 2004). Further, it ensures that new meaning is derived from data through the categorization of information in the correct frequencies that they occur. It further provides an opportunity to understand existing relationships between the variables under the study. Our study was meant to understand the relationship between virtual working and trust, virtual working and the performance of the organization and virtual working and the challenges expected. Therefore, the design was expected to address the objectives of the study adequately.

The descriptive research design has the advantages of allowing phenomenon to be studied in its natural state without changing the environment of study (Labaree, 2016). It means that
data collected is objective in nature as it is collected without altering its natural environment. Further, it provides an avenue for identifying the variables under the study that may need further in-depth analysis (Sutton & Austin, 2015). Descriptive data analysis allows the collection of data in both qualitative and quantitative manner. The multifaceted nature of the design provides a better analysis and understanding of phenomenon as opposed to being restricted to one method of data collection (Labaree, 2016).

Further, descriptive research design allows for rich data to be collected in large amounts which is key in understanding beliefs, attitudes, behaviors and the habits of the population under the study. However, the application of descriptive research design has the risk of the participants not giving truthful information through answering questions in the manner in which they think they need to as opposed to giving the correct information (Kothari, 2004). Further, descriptive research design has no capability to allow for correlation of variables under study. There is also the risk of bias as the researcher may subjectively determine the information to record and maintain based on what they need to emphasize on their findings. The researcher, therefore, needed to be aware of the existent of the limits to ensure data was collected in an objective manner as much as possible (Mitchell & Jolley, 2013).

### 3.4 Population and Sampling Design

The section covered the population of interest and the methods that were applied in sampling.

#### 3.4.1 Population

The population is the entire group of people, things and events that the research intends to investigate (Kothari, 2004). When the entire population is used in a study, it means that no elements are left out, and the level of accuracy is considered to be at its highest levels. However, in most studies, it is impracticable to study the entire population due to the immensity in numbers, and the limitation of time and resources (Mugenda & Mugenda, 1999). It means that many researchers need to use samples in their study.

The population under the study consisted of the employees of World Vision Kenya. World Vision Kenya is an organization that operates across the 35 of the 45 counties in Kenya with over 847 employees (World Vision Kenya, 2017). The 847 employees form the entire
population. However, it is impracticable to interview all the 847, and therefore a sample was applied.

### 3.4.2 Sampling Design and Size

Sampling design refers to the method in which the researcher decides to pick a sample (Lameck, 2013). Data in research can be collected through a census or a sample where only a unit of the entire population that is considered a good representation of the population is put under the study. The population in the study is finite as there are approximately 847 employees working for World Vision Kenya (World Vision Kenya, 2017). The sampling unit is the specific element to be studied which is the employees of the organization working in various departments and locations. The sampling size is the unit selected to represent the entire population which should not be too large or too small but should be at a close to optimum level.

The study adopted the use of the non-probabilistic method of selecting the sample. First, a sample size of 10% of the entire population was employed which consisted of 85 employees of World Vision Kenya who were mainly located in the organizations’ headquarters in Nairobi. According to Mugenda and Mugenda (2003), a population size of 10% is considered adequate for descriptive studies. To ensure that the 85 employees were a good representation of the population, purposive and convenience sampling was applied. Nairobi being the headquarter region had the highest number of representatives representing two-thirds of the entire population. The other two-thirds of the sample was represented by persons working in other counties where World Vision is represented.

The persons who filled in the questionnaire were purposively selected to represent people working in top management, middle-level employees and the subordinate staff to ensure there was an adequate representation of all persons working in the organization.

### 3.5 Data Collection Methods

Data collection entails gathering information on the variables of interest in a systematic manner in order to address the research questions. Data collection is a critical stage of research as its accuracy influences the integrity of the research. Accuracy in data collection
means that the study is valid and the findings of the study can be replicated in other studies (Paradis et. al, 2016). It is through the process of data collection that the researcher applies quality controls to ensure that data integrity is maintained through activities that take place before the research and those that take place during the research (Whitney, Lind, Wahl, 1998).

Data collection under the descriptive research design is carried out either through observation, case study or through a survey. The study used surveys in the form of questionnaires for data collection. Surveys entail gathering data from a large number of respondents through the recording of responses and phenomena without the manipulation of the variables (Kothari, 2004). The study aimed at collecting primary data through the use of questionnaires. Kerlinger and Lee, (1999) indicates that questionnaires are an ideal method of data collection as they present the respondents with the ability to interpret and record the necessary information individually. The questionnaires utilized in the study consisted of both open and closed questions that allowed the respondents to give information in a systematic manner yet allowing them to express their attitude on virtual working in the organization.

3.6 Research Procedures

The research procedure addresses the steps taken in executing the entire project in an effective manner. The research process is key as it gives a series of steps that are fundamental in effectively carrying out research in an efficient manner. However, the steps overlap than follow a strict procedure. The steps are neither mutually exclusive nor are they separate and distinct (Kothari, 2004).

The first procedure entailed defining the research problem which is the fact that Kenya and other African countries have seen a reduction in donor funding given uncertainties in the political environment, increase in natural disasters, and the need to assist other countries in distress as opposed to a focus on just Kenya. It means that World Vision Kenya is left strained and needs to innovatively incorporate new ways of managing available resources while maintaining quality service such as adoption of virtual teams. The process of establishing the research problem came through analysis of existing virtual problems and a discussion with the lecturer.
The next step entailed development of the research objectives. The objectives entailed the determination of the variables that were put to the test in the study. The premise in the study was presented in the form of research questions that seek to answer the relationship between virtual teams and performance, virtual teams and the challenges experienced, virtual teams and the measurement of performance. On determination of the research objectives, the next step entailed an extensive literature review. Kothari (2004) indicates that an in-depth analysis of existing literature is fundamental from journals, books, and government reports that provide information relating to the topic of study. The studies done in this section were those addressing the research problem of the study. The study sought to collect data relating to the working and the use of virtual organizations, the challenges experienced and the advantages of adopting virtual teams.

Once the literature review was done, the next step entailed the establishment of the research design which is the premise through which the research is to be conducted. The research design for the study was determined to be descriptive in nature as it would allow the collection of necessary information to address the objectives of the study within the specified time and in an economical manner. The sample design was then determined given that the population under the study is large and it would be unrealistic to try and interview all the employees of world vision Kenya.

On the establishment of the sample design, the next step entailed collection of data through the use of questionnaires that were distributed to the sample of people selected. It entailed physically going to the world vision offices and also sending questionnaires via email to ensure that the sample size included the persons working in remote areas. The data collected was then subjected to analysis that was done both qualitatively and quantitatively to ensure that it is as comprehensive as possible. Data collection entailed the use of primary data which is considered more reliable as compared to secondary data as it acquired on a first-hand basis.

The data collected was then subjected to analysis. Data analysis was first done by processing information, editing the data, coding into information of similar characteristics and tabulating the data to ensure efficient analysis. The analysis of the data was done in a manner to address the objectives of the study. The final step entailed interpretation of the findings in relation to
the findings of the data collected. The findings were reported in a systematic manner in relation to the objectives of the study and in comparison with the already existing literature. The conclusion of the study was made and subsequent to this, recommendations were also presented.

3.7 Data Analysis Methods

The data analysis stage entailed processing the data that had been collected in a bid to answer the research questions. Data analysis entails inspecting the data collected and transforming it into information which is useful in discovering the study findings and making a conclusion (Mugenda and Mugenda, 2003). Data analysis provides an understanding of the objectives of the study through revealing patterns and themes in the study through the data collected (Thorne, 2000).

Data analysis can take different forms including typology, taxonomy, grounded theory and analytical induction. The study will adopt the use of grounded theory in data analysis. Grounded theory is a qualitative method of data analysis that was developed with the aim of understanding social phenomenon. It entails a systematic analysis of data to derive theory (Eaves, 2011). The analysis entails constant comparison of the findings from the various respondents of interest with the aim of deriving patterns and relationships. Ryan and Bernard, (2000) expounds that grounded theory allows the researcher to code data while moving to a saturation point of coming up with results.

The process entailed coding the data based on the themes, classifying it according to the similarity, classifying it and tabulating it as necessary. The questionnaires presented were edited and coded to ensure that they are in manner that is complete, free of errors and have the ability to be read. The aim of coding was to ensure that answers are categorized depending on the areas that they are addressing in relation to the research questions. The data analysis was quantitatively done with the assistance of SPSS V.24 which is a data analysis software. AlYahmady and Al Abri, (2013) indicate that the use of SPSS improves the quality of research.

The data was then tabulated to allow proper presentation of data to facilitate easier analysis. Descriptive research design was coupled with quantitative data analysis (Thorne, 2000). The
statistical bits of the questionnaires were analyzed through quantitative data analysis. Data analysis was presented through tabulation, graphs, and charts where necessary to ensure that the data collected was easily and reliably interpreted by the readers.

3.8 Chapter Summary

The methodology section of the study presented the research design of the study to be adopted which was the descriptive data analysis which was applicable to the study based on the research questions that needed to be answered. Further, the section showed the population of the study and the sampling techniques to be applied that was non-probabilistic in nature but ensured that the sample was a good representation of the entire population. Further, the research process was analyzed followed by data analysis techniques. The section indicated that the data collected was done in a systematic manner and allowed the study to make an objective conclusion for the readers.

The next chapter of the study included the presentation of the findings in an aim to conclude the study with discussions, conclusion, and recommendations.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The Purpose of the study was to bring to understanding the impact of virtual working organizations on the performance of organizations in Kenya with a focus on World Vision Kenya. This chapter presents the analysis, findings and the discussion with regard to the purpose. The findings are presented in this section in form of percentages and frequency distributions, mean and standard deviations. An analysis of the variables is presented in this chapter. The analysis of the findings is based on the specific objectives of the study. Descriptive and Inferential statistics were utilized.

4.2 Response Rate

The respondents comprised of employees from World Vision. Out of the 85 issued questionnaires, 61 questionnaires were returned duly filled and this represented 70% of the total questionnaires as shown in the figure 4.1 below. This is a good and satisfactory response rate according to Mugenda and Mugenda (2003). The other 30% of the questionnaires were non-responsive because of non-availability of the respondents, incomplete questionnaires while some respondents were not interested in the entire exercise. The researcher having received the completed questionnaires edited, coded and analyzed the data that reflected the perceptions, attitudes, behaviours or values of the respondents.

![Response Rate](image)

Figure 4.1: Response Rate
4.3 Demographic Information

The demographic information considered in this study included information on the respondents demographics such as gender, age, department of work and duration of work at World Vision.

4.3.1 Gender of the Respondents

Majority of the respondents were male at 58% while the female were 42% as shown on figure 4.2. This is an indication that both genders were well distributed and represented in the study.

![Gender Pie Chart]

Figure 4.2: Gender

4.3.2 Age Bracket of the Respondents

The study sought to find out the age bracket within which the respondents lie. Findings revealed that majority of the respondents 48% were between the ages 31-40 and closely followed by those between the ages 20-30 years who were 43%. Those between the ages 40-50 years were 7% and the least were those above 50 years at 3%. Findings are presented in figure 4.3 below
4.3.3 Department of Work

The study further sought to find out the department the respondents worked in. Findings revealed that majority of the respondents worked under the operations department which majorly includes field staff ranging from Project officers, Monitoring and Evaluation officers, People and Culture officers and social community workers. This comprised 46%. It was closely followed by those who work in Research and Training departments who were 28% then 16% under Finance and Administration and finally those under Information Technology were 10%. Findings are shown in figure 4.4.

Figure 4.3: Age

Figure 4.4: Departments
4.3.4 Working Period at World Vision

This is the duration of continuous service that the respondents had worked at the institution. The study further sought to find out the working period of the respondents at World Vision. Majority 45% had worked for a period of 6-10 years, closely followed by 23% who had worked between 11-15 years. 18% had worked at World Vision for 1-5 years and 11% had worked between 16-20 years and a minority of 3% had worked above 20 years. This is an indication that the majority of the respondents had worked at World Vision long enough to be able to articulate aspects of the research instrument and adequately respond to them.

Findings are shown in table 4.1 below

**Table 4.1: Period of work**

<table>
<thead>
<tr>
<th>Period of work</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>11</td>
<td>18</td>
</tr>
<tr>
<td>6-10 years</td>
<td>27</td>
<td>45</td>
</tr>
<tr>
<td>11-15 years</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>16-20 years</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>61</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4 Challenges Experienced in the Adoption of Virtual Teams

The first research question was to seek the challenges experienced in the adoption of virtual teams. It stems from the premise that adoption of virtual teams means that all the members of the organization need to learn how to use technology which is a challenge especially in developing countries such as Kenya.

4.4.1 Descriptive of Challenges Experienced in the Adoption of Virtual Teams

Majority of the respondents agreed that they find it easy to use the equipment provided to them in virtual communication (Mean = 4.12, SD = 0.731). Respondents also agreed that the adoption of virtual teams has made their work easier (Mean = 4.34, SD = 0.807). Also, they were in agreement that lack of face to face communication leads to loss of information (Mean = 4.32, SD = 0.722). Further, the respondents were in agreement that lack of social
interaction leads to demotivation (Mean = 4.25, SD = 0.664). Additionally, they were in agreement that they share opinions through the virtual platforms and it has improved team work performance at World Vision (Mean = 4.22, SD = 0.650).

Mixed reactions were also recorded on some statements; an indication that to some extent they had an influence on the adoption of virtual teams and to another extent they were uncertain. For instance the respondents had mixed reactions as to whether they had received training on new developments of the use of virtual teams (Mean = 3.93, SD = 0.834). There were also mixed reactions as to whether the virtual platform had brought partnership between employees and managers closer (Mean = 3.88, SD = 0.806).

It was also revealed that most respondents had some uncertainty as to whether fellow colleagues in the organization are free to share information without withholding important details from each other (Mean = 3.82, SD = 0.796). Further uncertainty is recorded on whether the implementation of virtual teams has had a great impact on the organization’s performance (Mean = 3.76, SD = 0.772). Also as to whether the team is equipped with adequate tools and equipment to perform virtual tasks (Mean = 3.70, SD = 0.754). Uncertainty was also recorded as to whether the team supports each other both socially and on work related matters as shown by (Mean = 3.42, SD = 0.745).

The respondents were however in disagreement that physical distance hinders ability to ask questions and execute tasks (Mean = 2.77, SD = 0.914). They also disagreed that it is difficult to understand set goals and targets without physical interactions with the supervisors (Mean = 2.59, SD = 1.015). Lastly, they also disagreed that time zones are a challenge in execution of tasks (Mean = 2.53, SD = 1.021). The above findings are an indication that to some extent World Vision experiences challenges in adoption of virtual teams. Table 4.2 below displays the findings.
### Table 4.2: Challenges experienced in the adoption of virtual teams

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I find it easy to use the equipment provided to me in virtual communication</td>
<td>61</td>
<td>4.12</td>
<td>.731</td>
</tr>
<tr>
<td>The adoption of virtual teams has made my work easier</td>
<td>61</td>
<td>4.34</td>
<td>.807</td>
</tr>
<tr>
<td>I have received training on new developments the use of virtual teams</td>
<td>61</td>
<td>3.93</td>
<td>.834</td>
</tr>
<tr>
<td>Persons in the organization are free to share information and do not withhold important details from each other</td>
<td>61</td>
<td>3.82</td>
<td>.796</td>
</tr>
<tr>
<td>Our virtual platform has brought closer partnership between employee to managers</td>
<td>61</td>
<td>3.88</td>
<td>.806</td>
</tr>
<tr>
<td>The team is equipped with adequate tools and technology to perform our tasks</td>
<td>61</td>
<td>3.70</td>
<td>.754</td>
</tr>
<tr>
<td>The implementation of virtual teams has had a great impact in the organizations performance.</td>
<td>61</td>
<td>3.76</td>
<td>.772</td>
</tr>
<tr>
<td>We support each other both socially and on work related matters through virtual platforms</td>
<td>61</td>
<td>3.42</td>
<td>.745</td>
</tr>
<tr>
<td>I share my opinions with my work colleagues through virtual platforms and this had improved teamwork performance in our organization.</td>
<td>61</td>
<td>4.22</td>
<td>.650</td>
</tr>
<tr>
<td>Lack of face to face communication leads to loss of information</td>
<td>61</td>
<td>4.32</td>
<td>.722</td>
</tr>
<tr>
<td>Lack of social interaction leads to demotivation</td>
<td>61</td>
<td>4.25</td>
<td>.664</td>
</tr>
<tr>
<td>Physical distance hinders ability to ask questions and execute tasks</td>
<td>61</td>
<td>2.77</td>
<td>.914</td>
</tr>
<tr>
<td>It is difficult to understand set goals and targets without physical interaction the supervisors</td>
<td>61</td>
<td>2.59</td>
<td>1.514</td>
</tr>
<tr>
<td>Time zones are a challenge in execution of tasks</td>
<td>61</td>
<td>2.53</td>
<td>1.021</td>
</tr>
</tbody>
</table>

**4.4.2. Analysis of Challenges Experienced in the adoption of Virtual Teams**

Analysis is done utilizing the Likert scale where Strongly Disagree = 1, Disagree = 2, Uncertain = 3, Agree= 4, Strongly Agree = 5.

There were no high responses recorded on the strongly agree option however in combination with the agree option responses up to 90% were recorded whereby it came out that adoption of virtual teams made work easier and it is not in any way a challenge to World Vision. 86% responded that it is easy to use the equipment provided in virtual communication. This is to
mean that members in the virtual teams are innovators and early adopters of technology and open to new ideas of working. Hence equipment use and adoption of the virtual teams not a challenge. However, a majority of 86% were of the opinion that lack of face to face communication leads to loss of information by collectively agreeing on that. This could indicate the counter effect that technology has on communication and more so decreasing the quality of message conveyance as is in line with literature. This would factor in the verbal cues that are well relayed on a face to face basis hence a challenge for World Vision.

When it comes to uncertainty and neutrality high responses of 80% were recorded on whether members at World Vision support each other both socially and on work related matters through virtual platforms. This could be an indication that it does not happen and even if it does then it is not the case for majority of the members. A majority of 74% also were uncertain as to whether the implementation of virtual teams has had a great impact in the organizations’ performance. This implies that the members are not privy to such performance related information hence the uncertainty. 72% were uncertain as to whether World Vision is equipped with adequate tools and technology to perform tasks with regards to virtual teams. It could imply that since its inception there has been no bench marking with other virtual technology elsewhere or could also mean the standards upon which functioning of such teams is based upon is not known by the members. All in all it is an indication of a challenge.

On the Strongly Disagree and Disagree option high responses were recorded on the Disagree option more than the Strongly Disagree option however combined responses had high responses up to 100% disagreeing that time zones are a challenge in execution of tasks. This is an indication that with internet connectivity and right equipment time zones and geographical boundaries are not an impediment. Disagree options were recorded on statements that were negating challenges; an indication that there were no much challenges at World Vision’s Virtual teams. Figure 4.5 displays the findings.
Figure 4.5: Challenges experienced in the adoption of virtual teams
4.5 Measuring Performance in Virtual Teams

The second research question was to know how World Vision measures performance in virtual teams. This takes cognizance that measuring the performance of NGOs requires high levels of trust for each other as profit making is not as expected final outcome of service provision.

4.5.1. Descriptive of Measuring Performance in Virtual Teams

Findings reveal that World Vision evaluates the performance of their team members going by a majority who responded (Mean = 4.15, SD = 0.781). The respondents also agreed to a great extent that they have annual reviews through Key Performance Indicators (KPIs) (Mean = 4.69, SD = 0.475). There was also agreement to some moderate extent that Teams are evaluated based on the quality and quantity of communication at World Vision (Mean = 4.19, SD = 0.787). It also came out that the teams strive to meet important deadlines on time going by (Mean = 4.18, SD = 0.785). Further, it was also noted that there are peer reviews to review individual performance and this was agreed upon by the respondents (Mean = 4.15, SD = 0.751).

At World Vision, performance indicators used are motivational going by (Mean = 4.13, SD = 0.885). There was also an indication that performance at the organization is measured based on ability to follow rules and procedures and this response recorded (Mean = 4.23, SD = 0.753). Further, it was revealed that clarity of goals and results are reviewed on a regular basis at World’s vision’s virtual teams (Mean = 4.35, SD = 0.719). Performance here is tracked proactively to enhance team skills (Mean = 4.31, SD = 0.723). It was also revealed that quality of performance is done based on client satisfaction (Mean = 4.66, SD = 0.513) and that Performance measurement takes into consideration flexibility in work execution (Mean = 4.18, SD = 0.619). The respondents were also in agreement that performance looks into synergy between the team members (Mean = 4.07, SD = 0.873).

With regards to performance at World Vision virtual teams, some uncertainty was recorded on some statements. For instance the respondents were uncertain as to whether the virtual teams manage time effectively (Mean = 3.93, SD = 0.834) also they came out undecided as to whether performance at World Vision is measured based on attendance to meetings (Mean =3.89, SD =0.716). Finally they were also uncertain as to whether performance is measured
based on responsiveness to emails (Mean =3.95, SD =0.774). Generally it can be said that performance at World Vision is done satisfactorily going by the responses. Findings are presented Table 4.3 below.

**Table 4.3: Measuring Performance in Virtual Teams**

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>We evaluate the performance of our team members</td>
<td>61</td>
<td>4.15</td>
<td>.781</td>
</tr>
<tr>
<td>We have annual reviews through Key Performance Indicators (KPIs)</td>
<td>61</td>
<td>4.69</td>
<td>.475</td>
</tr>
<tr>
<td>Teams are evaluated based the quality and quantity of communication</td>
<td>61</td>
<td>4.19</td>
<td>.787</td>
</tr>
<tr>
<td>The teams manage time effectively</td>
<td>61</td>
<td>3.93</td>
<td>.834</td>
</tr>
<tr>
<td>The teams strive to meet important deadlines on time</td>
<td>61</td>
<td>4.18</td>
<td>.785</td>
</tr>
<tr>
<td>There are peer reviews to review individual performance</td>
<td>61</td>
<td>4.15</td>
<td>.751</td>
</tr>
<tr>
<td>The performance indicators used are motivational</td>
<td>61</td>
<td>4.13</td>
<td>.885</td>
</tr>
<tr>
<td>Performance is measured based on attendance to meetings</td>
<td>61</td>
<td>3.89</td>
<td>.716</td>
</tr>
<tr>
<td>Performance is measured based on responsiveness to emails</td>
<td>61</td>
<td>3.95</td>
<td>.774</td>
</tr>
<tr>
<td>Performance is measured based on ability to follow rules and procedures</td>
<td>61</td>
<td>4.23</td>
<td>.753</td>
</tr>
<tr>
<td>Clarity of goals and results are reviewed on a regular basis</td>
<td>61</td>
<td>4.35</td>
<td>.719</td>
</tr>
<tr>
<td>Performance is tracked proactively to enhance team skills</td>
<td>61</td>
<td>4.31</td>
<td>.723</td>
</tr>
<tr>
<td>Quality of performance is done based on client satisfaction</td>
<td>61</td>
<td>4.66</td>
<td>.513</td>
</tr>
<tr>
<td>Performance measurement takes into consideration flexibility in work execution</td>
<td>61</td>
<td>4.18</td>
<td>.619</td>
</tr>
<tr>
<td>Performance looks into synergy between the team members</td>
<td>61</td>
<td>4.07</td>
<td>.873</td>
</tr>
</tbody>
</table>

**4.5.2. Analysis of Measuring Performance of Virtual Teams**

Analysis is done to measure performance of virtual teams utilizing a Likert scale where Strongly Disagree = 1, Disagree = 2, Uncertain = 3, Agree= 4, Strongly Agree = 5. Findings reveal responses as high as 96% on Strongly Agree option supporting that quality of performance is done based on client satisfaction at World Vision. This is an indication that meeting and surpassing client’s expectation at World Vision is very important while
delivering services through their virtual teams. 88% also responded highly on the Strongly Agree option that World Vision has annual reviews through Key Performance Indicators (KPIs). This is an indication that assessment with the intent to institute necessary change is held dearly by World Vision through a set of KPIs at the organization and is part of measuring performance of the virtual teams.

On the agree options, higher response of up to 82% is recorded where virtual teams are evaluated based on the quality and quantity of communication. It is an implication that at World Vision the ability and frequency of communicating effectively measures their performance; an indication that communication plays a significant role in task outcomes. 82% response is also recorded in the agree option where there are peer to peer reviews to assess individual performance at World Vision virtual teams. This means that team members’ work is subject to careful scrutiny by experts in the field; a process that could be said World Vision utilizes to ensure credibility, quality standards and performance improvement.

High responses on uncertainty/neutral option were 68% on performance being measured based on responsiveness to emails. 66% were uncertain as to whether managing time effectively is used to measure performance of the virtual teams and another 62% responded with uncertainty as to whether performance of the Virtual teams is measured based on attendance to meetings. It could be said that the factors are trivial or the respondents do not associate them with performance measurement at World Vision or they are simply not aware. There were no high recorded responses for Disagree and Strongly Disagree option on this objective. Findings are presented in figure 4.6 below
We evaluate the performance of our team members

Performance in Virtual Teams

1. Performance is measured based on responsiveness to emails
2. Performance is measured based on attendance to meetings
3. The teams manage time effectively
4. Performance looks into synergy between the team members
5. Performance measurement takes into consideration flexibility in work execution
6. Quality of performance is done based on client satisfaction
7. Performance is tracked proactively to enhance team skills
8. Clarity of goals and results are reviewed on a regular basis
9. Performance is measured based on ability to follow rules and procedures
10. The performance indicators used are motivational
11. There are peer to peer reviews to review individual performance
12. The teams strive to meet important deadlines on time
13. Teams are evaluated based the quality and quantity of communication
14. We have annual reviews through Key Performance Indicators (KPIs)
15. We evaluate the performance of our team members

Performance measurement takes into consideration flexibility in work execution.
4.6  Factors Contributing to Effective leadership in virtual teams

The third objective was to find out the factors contributing to effective leadership in virtual teams at World Vision. It is based on the premise that everything starts and ends with leadership and dealing with virtual teams’ e-leadership which is a relatively new concept hence a need to assess the factors contributing to effective leadership at World Vision.

4.6.1. Descriptive of Factors Contributing to Effective Leadership in Virtual Teams

From the study, there was a need for the project manager of the virtual team to be evaluated and responses recorded. From the findings it was revealed that a majority of the respondents agreed that working in a virtual team environment requires greater skills and competencies of the project manager (Mean = 4.63, SD = 0.521). Another majority also agreed that a good project manager is one that is able to influence others (Mean = 4.48, SD = 0.622). An almost similar majority were in agreement that leaders in the organization have the skills necessary to ensure efficiency in tasks (Mean = 4.45, SD = 0.612). It also came out clearly that a team leader at World Vision’s virtual team encourages member of the team to take on more demanding tasks, roles and accountabilities (Mean = 4.34, SD = 0.539). Also, leaders reach out with additional information on assignments to encourage performance going by the responses (Mean = 4.33, SD = 0.625). Roles in the virtual team are also clearly communicated allowing for delivery of tasks in a timely manner (Mean = 4.31, SD = 0.719). Leaders have the ability to manage diverse complexities of the organization as responses indicated (Mean = 4.30, SD = 0.807).

Respondents were also in agreement that leaders at World Vision properly communicate the goals and mission of the organization (Mean = 4.27, SD = 0.510). Further, it was revealed that a good leader has good communication skills (Mean = 4.25, SD = 0.533). There was agreement that leaders reach out to high performing members to inspire them to keep performing (Mean = 4.23, SD = 0.722). Leaders also encourage feedback from the team (Mean = 4.21, SD = 0.722). It also came out that a leader gathers relevant information from a wide range of sources and identifies advantages/disadvantages when making decisions (Mean = 4.17, SD = 0.451). Virtual team leaders allow team members to brainstorm and make
decisions independently. Additionally, leaders in the organization are consistent in communication based on different time zones (Mean = 4.14, SD = 0.391). They also effectively delegate to virtual team members (Mean = 4.09, SD = 0.862).

There was agreement that leaders understand the capabilities of the team members before assigning tasks (Mean = 4.07, SD = 0.771). At World Vision, leaders effectively balance between long term and short term goals (Mean = 4.03, SD = 0.834). They were also in agreement however to some extent that leaders take accountability for decisions, actions and performance (Mean = 3.97, SD = 0.774). Also given team diversity, leaders at the virtual teams take time to train the teams and further ensure that virtual teams have necessary skills to collaborate with from a distance (Mean = 3.89, SD = 0.421), (Mean = 3.88, SD = 0.599) respectively. This also was only to some extent. Further uncertainty and neutrality was shown through responses as to whether leaders in the organization enhance their skills to acquire better management skills (Mean = 3.20, SD = 0.453). Uncertainty was also recorded as to whether leaders maintain an open mind when dealing with crisis (Mean = 3.15, SD = 0.637).

Disagreement was revealed when respondents were asked whether leaders constantly reach out to non-performing members (Mean = 2.99, SD = 0.531). Further disagreement came about where asked whether leaders reach out to non-participative members to deal with challenges (Mean = 2.70, SD = 0.910). Majority were also in disagreement that leaders successfully appraise the employees on a constant basis and this was contrary to expected results (Mean = 2.28, SD = 1.254). However generally it can be said that the project managers and leaders of the virtual team are well rated. Findings are shown in Figure 4.7 and table 4.4.
<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>He/she gathers relevant information from a wide range of sources and</td>
<td>61</td>
<td>4.17</td>
<td>.451</td>
</tr>
<tr>
<td>identifies advantages/disadvantages when making decisions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>He/she has good communication skills</td>
<td>61</td>
<td>4.25</td>
<td>.533</td>
</tr>
<tr>
<td>He/she encourages member of the team to take on more demanding tasks,</td>
<td>61</td>
<td>4.34</td>
<td>.539</td>
</tr>
<tr>
<td>roles and accountabilities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>He/she can influence others.</td>
<td>61</td>
<td>4.48</td>
<td>.622</td>
</tr>
<tr>
<td>Working in a virtual team environment requires greater skills and</td>
<td>61</td>
<td>4.63</td>
<td>.521</td>
</tr>
<tr>
<td>competencies of the project manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders in the organization are consistent in communication based on</td>
<td>61</td>
<td>4.14</td>
<td>.391</td>
</tr>
<tr>
<td>different time zones</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders properly communicate the goals and mission of the organization</td>
<td>61</td>
<td>4.27</td>
<td>.510</td>
</tr>
<tr>
<td>My roles are clearly communicated allowing me to deliver tasks in a</td>
<td>61</td>
<td>4.31</td>
<td>.719</td>
</tr>
<tr>
<td>timely manner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders understand the capabilities of the team members before</td>
<td>61</td>
<td>4.07</td>
<td>.771</td>
</tr>
<tr>
<td>assigning tasks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders take time to train the teams on cultural diversity</td>
<td>61</td>
<td>3.89</td>
<td>.421</td>
</tr>
<tr>
<td>Leaders in the organization enhance their skills to acquire</td>
<td>61</td>
<td>3.20</td>
<td>.453</td>
</tr>
<tr>
<td>better management skills</td>
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<td>Leaders in the organization have the skills necessary to ensure</td>
<td>61</td>
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<td>.612</td>
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<td>efficiency in tasks</td>
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<tr>
<td>Leaders successfully appraise the employees on a constant basis</td>
<td>61</td>
<td>2.28</td>
<td>1.254</td>
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<td>Leaders maintain an open mind when dealing with crisis</td>
<td>61</td>
<td>3.15</td>
<td>.637</td>
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<td>Leaders can manage diverse complexities of the organization</td>
<td>61</td>
<td>4.30</td>
<td>.807</td>
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<td>Leaders effectively delegate to virtual team members</td>
<td>61</td>
<td>4.09</td>
<td>.862</td>
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<td>Leaders ensure that virtual teams have necessary skills to collaborate</td>
<td>61</td>
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<td>with from a distance</td>
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<td>Leaders effectively balance between long term and short term goals</td>
<td>61</td>
<td>4.03</td>
<td>.834</td>
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<tr>
<td>Leaders take accountability for decisions, actions and</td>
<td>61</td>
<td>3.97</td>
<td>.774</td>
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<td>Leaders encourage feedback from the team</td>
<td>61</td>
<td>4.21</td>
<td>.722</td>
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<td>Leaders allow team members to brainstorm and make decisions</td>
<td>61</td>
<td>4.15</td>
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<td>Leaders reach out to non-participative members to deal with</td>
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<td>Leaders constantly reach out to non-performing members</td>
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<td>.531</td>
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<td>Leaders reach out to high performing members to inspire them to keep</td>
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<td>4.23</td>
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<tr>
<td>Leaders reach out with additional information on assignments to</td>
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<td>4.33</td>
<td>.625</td>
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<td>encourage performance</td>
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4.6.2. Analysis of Factors Contributing to Effective leadership in virtual teams

The study then analyzed the results along the Likert scale results of Strongly Agree to Strongly Disagree. High responses of up to 94% for Strongly Agree were recorded for instance when respondents agreed that working in a virtual team environment requires greater skills and competencies of the project manager. This is to mean that virtual team proficiency acquired through training and/or experience that leads to superior performance is key among project managers at World Vision. Respondents also strongly Agreed 84% that leaders at World Vision also encourage feedback from the virtual teams. This is to mean that World Vision appreciates return of information about their virtual team actions and could further imply they are evaluative and take corrective measures to a large extent. 68% strongly agreed that a good leader has good communication skills. This implies that at World Vision respondents highly value good verbal and non-verbal communication from their leaders and more so in virtual teams where information needs to be conveyed effectively and efficiently.

Responses as high as 88% are recorded for Agreed option for roles in the virtual team being clearly communicated allowing for delivery of tasks in a timely manner. This further implies increased internal control and opportunities for job specialization among the virtual teams at World Vision. 88% response is also recorded for the Agreed option whereby leaders in the organization have the skills necessary to ensure efficiency in tasks. It goes to show that World Vision values leaders’ ability to ensure seamless performance in the virtual teams. 86% response on the leader encouraging members of the team to take on more demanding tasks, roles and accountabilities is recorded; an indication that a factor that stands out in contributing towards leadership at World Vision is transformational leadership.

A high response of 64% was recorded on the uncertainty option for whether leaders in the organization enhance their skills to acquire better management skills. This is a result that was unexpected going by implication of the former findings showing that the virtual teams are led by transformational leaders whose part of their aspect is continuous improvement and skill enhancement. A 60% uncertainty response is also recorded as to whether leaders at World Vision maintain an open mind when dealing with crisis. It could be implied that respondents
have experienced a rigid definitive mind in times of crisis from their leaders or it could also be that they have not dealt with their leaders in crisis times.

On the Disagree option there was an 80% response as to whether leaders at World Vision successfully appraise the employees on a constant basis. Such a high response disagreeing to that statement could mean that indeed leaders at World Vision do not appraise the employees on a constant basis and implications for this is that feedback channels are poor since appraisal’s essence is to provide feedback on employee performance so as to improve. A lack of constant appraisal may lead to job inefficiencies and ineffectiveness. A further 70% disagreed that leaders reach out to non-participative members to deal with challenges; an indication that it has never happened to the said employees or could be it just never happens. This might be detrimental to virtual teams’ performance as teams are as productive as their weakest link as brought out in literature. There is no greater response than 20% recorded for the Strongly Disagree option. Findings are shown in figure 4.7.
Effective Leadership in Virtual Teams

- Leaders successfully appraise the employees on a regular basis.
- Leaders reach out to non-participative members.
- Leaders constantly reach out to non-performing team members.
- Leaders maintain an open mind when dealing with feedback.
- Leaders in the organization enhance their skills to improve performance.
- Leaders at the virtual teams take time to train the team members.
- Leaders take accountability for decisions, actions, and outcomes.
- Leaders effectively balance between long term and short term goals.
- Leaders understand the capabilities of the team and its members.
- Leaders effectively delegate to virtual team members.
- Leaders in the organization are consistent in their decisions.
- A leader gathers relevant information from a wide range of sources.
- Leaders also encourage feedback from the team.
- Leaders reach out to high performing members to provide additional challenges.
- A good leader has good communication skills.
- Leaders at World Vision properly communicate with team members.
- Leaders have the ability to manage diverse teams.
- Roles in the virtual team are also clearly defined.
- Leaders reach out with additional information on upcoming projects.
- He/she encourages members of the team to take initiative.
- Leaders in the organization have the skills to lead change.
- He/she is able to influence others.
- Working in a virtual team environment requires effective collaboration.

Figure 4.7: Factors Contributing to Effective leadership in virtual teams
4.7 Chapter Summary

This chapter presented the interpretation and presentation of the findings from the field based on the specific objectives of the study. It utilized Descriptive and inferential statistics for analysis. The next chapter presents the discussion, conclusion and recommendation.
CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents discussion of the findings, conclusions drawn and the recommendations made after the analysis and interpretation of data. The discussion is done in relation to the literature reviewed on the topic of research. The study is guided by the specific research objectives which are to establish the challenges experienced in the adoption of virtual teams, to establish how World Vision measures the performance of virtual teams and the factors that contribute to effective leadership in virtual teams. In this chapter the conclusions and recommendations for improvement and further studies are also discussed.

5.2 Summary of the Study
The aim of the study was to bring to understanding the effect of virtual working organizations on the performance of organizations in Kenya with a focus on World Vision Kenya. The study utilized a descriptive research design as its purpose is to observe, describe and document aspects of a situation as it naturally occurs. Descriptive design employed for this study allowed for quantitative data collection and was analyzed using descriptive statistics.

World Vision Kenya is an organization that operates across the 35 of the 45 counties in Kenya with over 847 employees (World Vision Kenya, 2017). The 847 employees form the entire population. To come up with an appropriate study sample, the study utilized purposive and convenience sampling to select a sample size of 85 respondents located in the organizations’ headquarters in Nairobi. The persons to fill in the questionnaire were purposively selected to represent people working in top management, middle-level employees and the subordinate staff to ensure there is an adequate representation of all persons working in the organization. After questionnaire administration to the sampled respondents only 61 questionnaires were filled and returned. It represented a success rate of 70% which is satisfactory.

A structured questionnaire adopting the Likert scale was used as the data collection method for this study. Likert measurement scale was used based on the three research questions. The
questionnaire was divided into four sections, with section A capturing the demographic information of the respondent while section B, C and D captured information relating to the variables under the study. Descriptive statistics utilized was the mean and measures of spread (standard deviation). Tables, graphs and figures were employed to display the analysis of the data.

To find out the challenges experienced in the adoption of virtual teams findings revealed that majority of the respondents were in agreement that lack of face to face communication leads to loss of information and 80% agreed to this while 12% disagreed and 8% were undecided. Further, the respondents were in agreement that lack of social interaction leads to demotivation 70% agreed to this 16% disagreed while 14% were uncertain. It could be said that the above mentioned is experiential and has actually happened among the team members hence a challenge.

Mixed reactions were also recorded on some statements; an indication that to some extent they had an influence on the adoption of virtual teams and to another extent they were uncertain. For instance the respondents had mixed reactions as to whether they had received training on new developments of the use of virtual teams. A majority of 58% were undecided. 26% agreed while 16% disagreed. There were also mixed reactions as to whether the virtual platform had brought partnership between employees and managers closer. 68% were undecided, 28% agreed while 4% disagreed.

It was also revealed that most respondents had some uncertainty as to whether fellow colleagues in the organization are free to share information without withholding important details from each other. 56% were uncertain 32% agreed while 12% disagreed. Further uncertainty is recorded on whether the implementation of virtual teams has had a great impact on the organization’s performance. 74% were undecided, 24% disagreed while 2% agreed. Also as to whether the team is equipped with adequate tools and equipment to perform virtual tasks 72% were undecided, 24% disagreed and 4% agreed. Uncertainty was also recorded as to whether the team supports each other both socially and on work related matters as shown by 80% who were undecided and 20% disagreed.
The above findings are an indication that to some extent World Vision experiences challenges in adoption of virtual teams. Uncertainty depicts doubt and riskiness hence the above responses could be said to be challenges to some extent.

In summary, it also came out that World Vision measures performance of their virtual teams in various ways; some coming out superior than others. For instance, findings reveal that World Vision evaluates the performance of their team members going by a majority 92% who agreed and 8% were undecided. The respondents also agreed to a great extent that they have annual reviews through Key Performance Indicators (KPIs) and further came out that the KPIs are motivational. 96% agreed to this while 4% were undecided. There was also that Teams are evaluated based on the quality and quantity of communication at World Vision. 94% agreed to this while 6% were in disagreement. It also came out that the teams strive to meet important deadlines on time going by 86% who agreed, 8% were uncertain and 6% disagreed. Further, it was also noted that there are peer reviews to review individual performance and this was agreed upon by 86% of the respondents, 10% were undecided while 4% disagreed.

Other forms of measurement that are used at World Vision are measures based on ability to follow rules and procedures, reviewing of clarity of goals and results on a regular basis, quality of performance done based on client satisfaction. Further, performance measurement among the virtual teams takes into consideration flexibility in work execution and synergy between the team members. Time management, meeting attendance and responsiveness to emails were lowly regarded as measures of performance of the virtual teams. Generally it can be said that performance measurement at World Vision is done satisfactorily going by the responses.

From the study, there was also need for the project manager of the virtual team to be evaluated and responses recorded. From the findings it was revealed that a majority of the respondents agreed that working in a virtual team environment requires greater skills and competencies of the project manager as shown by 94% who strongly agreed and 4% who disagreed. Another majority also agreed that a good project manager is one that is able to influence others and 92% agreed to this while 8% were undecided. An almost similar majority were in agreement that leaders in the organization have the skills necessary to
ensure efficiency in tasks as shown by 96% of the respondents who agreed to this. It also came out clearly that a team leader at World Vision’s virtual team encourages members of the team to take on more demanding tasks, roles and accountabilities as shown by 90% who agreed to this and 6% disagreed while 4% were uncertain about it.

Other factors contributing to leadership at the organization are leaders reaching out with additional information on assignments to encourage performance, clearly communicated roles in the virtual team that allows for delivery of tasks in a timely manner. Also leaders who have the ability to manage diverse complexities of the organization and those able to communicate the goals and mission of the organization are considered as factors. Attributes such as leaders who encourage feedback from the team and leaders who gather relevant information from a wide range of sources and identifies advantages/disadvantages when making decisions is considered as a contributing factor. Virtual team leaders allow team members to brainstorm and make decisions independently. Additionally, leaders in the organization are consistent in communication based on different time zones and also effectively delegate to virtual team members are among other factors.

There was agreement that leaders understand the capabilities of the team members before assigning tasks 74% agreed to this, 22% disagreed to this while 4% were uncertain. At World Vision, leaders effectively balance between long term and short term goals 74% agreed, 22% were uncertain while 4% disagreed. They were also in agreement however to some extent leaders take accountability for decisions, actions and performance as shown by 70% who agreed to this, 18% disagreed while 12% were uncertain. Also given team diversity, leaders at the virtual teams take time to train the teams and further ensure that virtual teams have necessary skills to collaborate with from a distance 66% agreed to this while 30% disagreed and 4% were uncertain. This also was only to some extent.

Other factors relating to uncertainty and disagreement options indicate that some factors are not highly considered or do not constitute much of the leadership at World Vision virtual teams. However generally it can be said that the project managers and leaders of the virtual team are well rated.
5.3 Discussion

5.3.1 Challenges Experienced in the Adoption of Virtual Teams

From the findings, majority of the respondents said they find it easy to use the equipment provided to them in virtual communication. This is an indication that the respondents have the technological know how to handle equipment in virtual communication. It is in line with Cooke & Hilton (2015) who assert that adoption of technology requires the necessary infrastructure to ensure that members are in touch with each other which also requires careful selection given the resources input into it and the know how and confidence to handle it. Results also indicated that the adoption of virtual teams has made their work easier. It could be an indication that World Vision has invested in computers, mobile phones, internet connectivity, electricity and training of people to make work easier as is in line with (Ahuja & Tatsutani, 2009).

Also, they were in agreement that lack of face to face communication leads to loss of information. The same is supported by Kimble (2011) who is of the opinion that face to face has richness which cannot be offered by online communication and could be implied that is where loss of information comes in. Further, the respondents were in agreement that lack of social interaction leads to demotivation and it could be implied it is because of lack of face to face communication which kills team spirit as Kimble (2011) asserts. Additionally, they were in agreement that they share opinions through the virtual platforms and it has improved team work performance at World Vision. This could imply the equipment for virtual teams adopted at World Vision are adequate. The respondents had mixed reactions as to whether they had received training on new developments of the use of virtual teams. This could be an indication that training could be offered at World Vision virtual teams but not as adequate or comprehensive. Further, it could be said that the teams are working remotely and in the opinion of Ivanaj & Bozon, (2016), working remotely means that team members do not always receive training from their leaders. There were also mixed reactions as to whether the virtual platform had brought partnership between employees and managers closer. To some extent it can be said that the uncertainty is due to the remoteness of the various teams or a feeling of disconnection given the dispersion in terms of geography. Bailey (2013) indicates
that people begin to have a feeling of disconnection and a feeling that they are missing on small things happening in the office set up. This could be the case.

It was also revealed that most respondents had some uncertainty as to whether fellow colleagues in the organization are free to share information without withholding important details from each other. This could signify looming trust issues in the organization. In the works of Ivanaj & Bozon (2016), lack of trust among the team members creates an environment where sharing of information is a challenge. People are skeptical on the information they choose to share with the team members. Further uncertainty is recorded on whether the implementation of virtual teams has had a great impact on the organization’s performance. The uncertainty on performance could be due to the challenges the respondents experience in different geographical areas and with other teams being remote they might not keep up with overall performance (DuFrene & Lehman, 2015). Also as to whether the team is equipped with adequate tools and equipment to perform virtual tasks. Uncertainty was also recorded as to whether the team supports each other both socially and on work related matters. The uncertainty here could arise again because of the levels of trust. As DuFrene & Lehman (2015), put it Trust has the ability to influence the manner in which people work together, listen to the information given to them, and build relationships that are fundamental to achieving the goals of the organization. The respondents were however in disagreement that physical distance hinders ability to ask questions and execute tasks. This is an implication that communication platforms for the virtual teams are robust and sufficient. They also disagreed that it is difficult to understand set goals and targets without physical interactions with the supervisors. Lastly, they also disagreed that time zones are a challenge in execution of tasks which implies that geographical dispersion is not a hindrance to attaining goals of the organization contrary to what is opined by (Ivanaj and Bozon, 2015).

5.3.2 Measuring Performance in Virtual Teams

Findings reveal that World Vision evaluates the performance of their team members going by a majority who responded. The respondents also agreed to a great extent that they have annual reviews through Key Performance Indicators (KPIs). This implies that the organization’s programs have a high chance of being successful by virtue of KPIs taking into consideration the areas that are critical to the existence of the organization (Thomas, 2014).
There was also agreement to some moderate extent that Teams are evaluated based on the quality and quantity of communication at World Vision. This is an indication that World Vision teams efficiently use the communication platforms provided to them to be able to accomplish the goals of the organization efficiently as supported by (Hosseini et al., 2013). It also came out that the teams strive to meet important deadlines on time. Further, it was also noted that there are peer reviews to review individual performance. This is in line with Broughton (2018) who asserts that peer to peer review is quickly overtaking the traditional manner of review that entailed the managers reviewing the performance of the individuals.

There was also an indication that performance at the organization is measured based on ability to follow rules and procedures. This means that at World Vision there is a clear audit trail of the actions of the employees towards accomplishing their tasks. The same is supported by (Gibson, 2003). Further, it was revealed that clarity of goals and results are reviewed on a regular basis at World’s vision’s virtual teams. Performance here is tracked proactively to enhance team skills. It was also revealed that quality of performance is done based on client satisfaction. The above could be an indication that World Vision has an understanding to be reached where one is required to achieve a given level of performance as an employee to ensure that a given level of client satisfaction is achieved as is consistent with Broughton (2018). Performance measurement takes into consideration flexibility in work execution. The respondents were also in agreement that performance looks into synergy between the team members. It can be said that the virtual teams are effective as they have developed high levels of trust for each other and are therefore in a position to share knowledge and collaborate with each other hence the flexibility and synergy (DuFrene & Lehman, 2015). The respondents however were uncertain as to whether the virtual teams manage time effectively and also they came out undecided as to whether performance at World Vision is measured based on attendance to meetings. Finally they were also uncertain as to whether performance is measured based on responsiveness to emails. The foregoing could imply that the organization could have systems that are not much strengthened enough to rate performance or maybe working separately does not clearly emphasize on certain performance parameters.
5.3.3 Factors Contributing to Effective Leadership in Virtual Teams

A majority of the respondents agreed that working in a virtual team environment requires greater skills and competencies of the project manager. Another majority also agreed that a good project manager is one that is able to influence others. An almost similar majority were in agreement that leaders in the organization have the skills necessary to ensure efficiency in tasks. It also came out clearly that a team leader at World Vision’s virtual team encourages members of the team to take on more demanding tasks, roles and accountabilities. Also, leaders reach out with additional information on assignments to encourage performance going by the responses. Roles in the virtual team are also clearly communicated allowing for delivery of tasks in a timely manner. Leaders have the ability to manage diverse complexities of the organization. The foregoing is an implication that leadership at World Vision is focused on ensuring that the team is growing on an individual capacity as well as ensuring the growth of the organization (Katzenbach, & Smith, 2015). Further managing diverse complexities shows an organization that harnesses the diversity that is beneficial. It means that people will have a platform to bring in their innovative ideas that are fundamental for the growth of the organization (Duarte & Snyder, 2013).

Respondents were also in agreement that leaders at World Vision properly communicate the goals and mission of the organization. Further, it was revealed that a good leader has good communication skills. This means that leaders at World Vision virtual teams understand the spectrum of communication and how to manage how people pass messages to each other in virtual teams (Gibson, 2003). There was agreement that leaders reach out to high performing members to inspire them to keep performing. Leaders also encourage feedback from the team. It also came out that a leader gathers relevant information from a wide range of sources and identifies advantages/disadvantages when making decisions. Virtual team leaders allow team members to brainstorm and make decisions independently. Additionally, leaders in the organization are consistent in communication based on different time zones. They also effectively delegate to virtual team members. According to Jones, Oyung & Pace (2005) the foregoing is an indication that World Vision provides its leaders with the unique opportunity to show case their skills in service provision and maintaining a competitive edge when managing virtual teams that are located across the world.
There was agreement that leaders understand the capabilities of the team members before assigning tasks. At World Vision, leaders effectively balance between long term and short term goals. They were also in agreement however to some extent that leaders take accountability for decisions, actions and performance. The above is an indication that at World Vision managers understand the capabilities and strength of their employees even though they do not get to see them on a daily basis. The understanding brings the ability to utilize the capabilities to the maximum for the benefit of the organization (Zhang, 2012).

Also given team diversity, leaders at the virtual teams take time to train the teams and further ensure that virtual teams have necessary skills to collaborate with from a distance respectively. This also was only to some extent. Further uncertainty and neutrality was shown through responses as to whether leaders in the organization enhance their skills to acquire better management skills. Uncertainty was also recorded as to whether leaders maintain an open mind when dealing with crisis. The uncertainties could be an indication that since the virtual teams are geographically dispersed, they might not be up to date with what is going on in the management headquarters hence cannot give elaborate details. This is supported by (Ivanaj and Bozon, 2015).

Disagreement was revealed when respondents were asked whether leaders constantly reach out to non-performing members. Further disagreement came about when asked whether leaders reach out to non-participative members to deal with challenges. Majority were also in disagreement that leaders successfully appraise the employees on a constant basis and this was contrary to expected results. The above could imply that the said activities take place but on an individualized level hence cannot be shared to the entire team. It could also be an indication that the respondents did not want to share their shortcomings but the findings were unexpected.

5.4 Conclusion

5.4.1 Challenges Experienced in the Adoption of Virtual Teams

From the results it can be concluded that indeed there are challenges at World Vision in executing virtual teams however not to a large extent. With regards to challenges facing the
virtual teams it can be said that indeed lack of face to face communication leads to loss of information. It can also be concluded that World Vision offers training regarding virtual teams development however given the uncertainties raised it could mean it is not comprehensive. The study also concludes that there is a somewhat strained relationship between the managers and the employees and between employee to employee due to the virtual teams’ lack of frequent face to face interaction hence trust issues.

5.4.2 Measuring Performance in Virtual Teams

With regards to measuring performance the study concludes that World Vision has elaborate ways in which to measure performance and are sufficient. The study concludes that there are reviews carried out at the organization’s virtual teams. It also concludes that KPIs are utilized at World Vision in measuring performance and they are robust in effectiveness. It can be concluded that performance at World Vision’s virtual teams is assessed on quality and quantity aspects of communication alongside client satisfaction and timeliness of project delivery. The study further deduces that peer reviews, following of rules and procedures and flexibility in work execution are key ways among which are employed by World Vision to assess performance of the virtual teams.

5.4.3 Factors Contributing to Effective Leadership in Virtual Teams

The study deduces that key factors for effective leadership at World Vision virtual teams are skills, influence, motivation and proper communication traits among the project leaders and managers. It can be concluded that leaders who are proactive and transformational are among those that contribute to effective leadership in virtual teams. This was seen through those that were in agreement about leaders who put extra efforts to ensure goals and objectives are achieved even in dispersed and diverse teams. The study concludes that there could be a laxity on consistent follow up by leaders in virtual teams and also in frequent appraisals of employees and also whether the leaders constantly keep an open mind to tasks.
5.5 Recommendation for the Study

5.5.1 Challenges Experienced in the Adoption of Virtual Teams

The study recommends a need to invest in computers, mobile phones, internet connectivity, electricity and training of people. Though some of the resources are readily available to the organization, the existence of updated and effective resources would give a boost and enable solving of equipment and competency issues among virtual teams. To avoid the virtual teams losing touch and to strengthen peer relations, the study recommends frequent face to face interactions which has been linked with robust work synergy. The study further recommends that the management needs to invest heavily in a communication platform that tracks the efforts of the team members in a manner that everyone can track the efforts of other team members. This fosters trust among team members and communication and sharing of information becomes seamless.

5.5.2 Measuring Performance in Virtual Teams

The study recommends that World Vision should foster effective teams through their management style. This ensures sharing of knowledge and collaboration with each other which in turn develops a sense of satisfaction. The study recommends that World Vision adopts member satisfaction as a way of measuring performance. This would entail the rate at which the employee was helpful in accomplishing tasks, their ability to deliver within the specified timelines and the ability to communicate challenges whenever they were experienced. The study further recommends strengthening of peer to peer review as a way of measuring performance. This system of evaluation has the ability to improve the performance of individuals as they feel challenged to give good feedback to their peers on an everyday basis and not try to improve their performance when review periods are approaching.

It is further recommended that KPIs at World Vision should be emphasized as a way of measuring performance. Using key performance indicators gives a high chance of success as it takes into consideration the areas that are critical to the existence of the organization. Additionally, properly set KPIs have the potential to motivate the employees and increase the retention rate.
Further it is recommended that World Vision should invest heavily in proper communication channels that allow individuals to be reached easily even when they are on the move. It could also be recommended that the organization should enforce strict following of rules and procedures as it means that there is a clear audit trail of the actions of the employees towards accomplishing their tasks.

5.5.3 Factors Contributing to Effective Leadership in Virtual Teams

A recommendation is made for World Vision to invest heavily in strengthening e-leadership to ensure that there is two-way communication and also that the teams in the organization are inspired and motivated without having to meet their leaders physically.

The management should establish reliable communication channels that allow for management of how people pass messages to each other in virtual teams. Teams can update each other on the progress of reports and possible challenges experienced along the way.

In the emergence of information technology, it is recommended that leaders at World Vision need to learn how to successfully measure and appraise the performance of their employees. This will show the managers understand the capabilities and strength of their employees even though they do not get to see them on a daily basis.

It is recommended that the leaders at World Vision virtual teams need to be aware of the challenges of cultural diversity in teams and take upon themselves the challenge of educating team members on cultural diversity and how the team can work to harness the capabilities presented.

5.5.4 Recommendations for Further Studies

This study focused on virtual teams in an NGO that is World Vision. The same study could be done in a governmental organization and findings compared. A similar study could be done to compare outcomes among two different NGOs to assess the similarities and differences. Another study could be done assessing the effectiveness of adopting virtual teams in organizational work. A study could be done incorporating a different research methodology that would be wholly qualitative and would also employ inferential statistics.
Cross border and Time series analysis studies could also be undertaken and results compared to the descriptive research.
REFERENCES


APPENDICES

Appendix 1: Questionnaire Cover Letter

Letter of Introduction

24 July 2019

STELLA ASUDI
UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA (USIU-A)
P.O. BOX 4896, 00100.
NAIROBI

Re: Survey Questionnaire

Dear Respondent,

This study is a requirement for the partial fulfillment of the Masters in Business Administration at the United States International University - Africa (USIU-A). The main objective of the study is to explore the working of virtual teams with a focus on World Vision Kenya.

The study will engage a sample of the employees of World Vision in Kenya. The findings of the study will bring insight on the various aspects of virtual organizations including the challenges, performance measurement, key leadership skills and the advantages of virtual teams. The information collected through the questionnaires will strictly be used for academic purposes and will be treated with utmost confidentiality.

Please fill in the following questionnaire by answering all the questions given as instructed.

Thank you in advance,

Yours faithfully,

Stella Asudi
Appendix 2: Questionnaire

Section A: Demographic information

(Tick Appropriately)

1. What is your gender?
   Male [   ]
   Female [   ]

2. What is your age bracket?
   20-30 years [   ]
   31-40 years [   ]
   40-50 years [   ]
   Above 50 years [   ]

3. What department do you work?
   Operations [   ]
   Finance and Administration [   ]
   Information Technology [   ]
   Research and Training [   ]
   Other [   ] Specify……………………………………

4. How long have you worked with World Vision?
   Below 1yr [   ]
   1-5yrs [   ]
   6-10yrs [   ]
   11-15yrs [   ]
   16-20yrs [   ]
   Above 20yrs [   ]
Section B: Challenges experienced in the adoption of virtual teams

To what extent do you agree with the following statements on the challenges in virtual teams? Please tick in the columns.

<table>
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<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<td>1. I find it easy to use the equipment provided to me in virtual communication</td>
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<td>2. The adoption of virtual teams has made my work easier</td>
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<td>3. I have received training on new developments the use of virtual teams</td>
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<td>4. Persons in the organization are free to share information and do not withhold important details from each other</td>
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<td>5. It is difficult to communicate with team members due to language barrier</td>
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<td>6. Our virtual platform has brought closer partnership between employee to managers</td>
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<td>7. The team is equipped with adequate tools and technology to perform our tasks</td>
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<td>8. The implementation of virtual teams has had a great impact in the organizations performance.</td>
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<td>9. We support each other both socially and on work related matters through virtual platforms</td>
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<tr>
<td>10. I share my opinions with my work colleagues through virtual platforms and this had improved teamwork performance in our organization.</td>
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<td>11. Lack of face to face communication leads to loss of information</td>
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<td>12. Lack of social interaction leads to demotivation</td>
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<td>13. Physical distance hinders ability to ask questions and execute tasks</td>
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<td>14. It is difficult to understand set goals and targets without physical interaction the supervisors</td>
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<td>15. Time zones are a challenge in execution of tasks</td>
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</table>
Section C: Measuring Performance in virtual teams

To what extent do you agree with the following statements on the performance of virtual teams? Please tick in the columns.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  We evaluate the performance of our team members</td>
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<td>2  We have annual reviews through Key Performance Indicators (KPIs)</td>
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<td>3  Teams are evaluated based the quality and quantity of communication</td>
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<td>4  The teams manage time effectively</td>
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<td>5  The teams strive to meet important deadlines on time</td>
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<td>6  There are peer reviews to review individual performance</td>
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<td>7  The performance indicators used are motivational</td>
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<td>8  Performance is measured based on attendance to meetings</td>
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<td>9  Performance is measured based on responsiveness to emails</td>
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<td>10 Performance is measured based on ability to follow rules and procedures</td>
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<td>11 Clarity of goals and results are reviewed on a regular basis</td>
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<td>12 Performance is tracked proactively to enhance team skills</td>
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<td>13 Quality of performance is done based on client satisfaction</td>
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<td>14 Performance measurement takes into consideration flexibility in work execution</td>
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<td>15 Performance looks into synergy between the team members</td>
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</table>
Section D: Factors Contributing to Effective leadership in virtual teams

How would you rate your virtual team project manager under the following? Please tick in the columns.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. He/she gathers relevant information from a wide range of sources and identifies advantages/disadvantages when making decisions</td>
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<td>2. He/she has good communication skills</td>
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<td>3. He/she encourages member of the team to take on more demanding tasks, roles and accountabilities.</td>
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<td>4. He/she is able to influence others.</td>
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<td>5. Working in a virtual team environment requires greater skills and competencies of the project manager</td>
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<td>6. Leaders in the organization are consistent in communication based on different time zones</td>
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<td>7. Leaders properly communicate the goals and mission of the organization</td>
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<td>8. My roles are clearly communicated allowing me to deliver tasks in a timely manner</td>
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<td>9. Leaders understand the capabilities of the team members before assigning tasks</td>
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<td>10. Leaders take time to train the teams on cultural diversity</td>
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<td>11. Leaders in the organization enhance their skills to acquire better management skills</td>
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<td>12. Leaders in the organization have the skills necessary to ensure efficiency in tasks</td>
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<td>13. Leaders successfully appraise the employees on a constant basis</td>
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<td>14. Leaders maintain an open mind when dealing with crisis</td>
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<td>15. Leaders have the ability to manage diverse complexities of the organization</td>
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<td>16. Leaders effectively delegate to virtual team members</td>
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<td></td>
<td>Leaders ensure that virtual teams have necessary skills to collaborate with from a distance</td>
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<td>18</td>
<td>Leaders effectively balance between long term and short term goals</td>
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<td>19</td>
<td>Leaders take accountability for decisions, actions and performance</td>
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<td>20</td>
<td>Leaders encourage feedback from the team</td>
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<td>21</td>
<td>Leaders allow team members to brainstorm and make decisions independently</td>
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<td>22</td>
<td>Leaders reach out to non-participative members to deal with challenges</td>
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<td>23</td>
<td>Leaders constantly reach out to non-performing members</td>
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<td>24</td>
<td>Leaders reach out to high performing members to inspire them to keep performing</td>
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<td>25</td>
<td>Leaders reach out with additional information on assignments to encourage performance</td>
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</table>
Appendix 3: National Commission for Science, Technology and Innovation Permit

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Stella Aoko Asudi
United States International University
P.O. Box 14634- 00800
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Virtual working of an organization: A case study of World Vision Kenya.” I am pleased to inform you that you have been authorized to undertake research in all Counties for the period ending 16th July, 2020.

You are advised to report to the County Commissioners, and the County Directors of Education, all Counties before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. STEPHEN K. KIBIRU, Ph.D.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
All Counties.

The County Directors of Education
All Counties.
This is to certify that:
MS. STELLA AKOKO ASUDI
of UNITED STATES INTERNATIONAL UNIVERSITY-KENYA, 4856-100
NAIROBI, has been permitted to conduct research in All Counties

on the topic: VIRTUAL WORKING OF AN ORGANIZATION: A CASE STUDY OF WORLD VISION KENYA

for the period ending:
16th July, 2020

Applicant’s Signature

Permit No: NACOSTI/P/19/09486/31804
Date Of Issue: 16th July, 2019
Fee Received: Ksh 1000

Director General
National Commission for Science, Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013
The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS
1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensees shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation
P.O. Box 36623 - 00106, Nairobi, Kenya
TEL: 920 400 7600, 0713 785787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

Serial No. A 25859
CONDITIONS: see back page