FACTORS INFLUENCING EMPLOYEE ADAPTATION TO THE NEW WORK ENVIRONMENT: A CASE OF GOOGLE KENYA

BY

LYNETTE MUENDI MUEMA

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2019
FACTORS INFLUENCING EMPLOYEE ADAPTATION TO THE NEW WORK ENVIRONMENT AT GOOGLE KENYA

BY

LYNETTE MUENDI MUEMA

This Research Project Report Has Been Submitted to Chandaria School of Business in Partial Fulfillment of the Requirement for Masters’ Degree in Management and Organization Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2019
STUDENT DECLARATION

I, the undersigned declare that this research project is my original work and that it has not been submitted to any other college, or other institution of higher learning other than United States International University for purposes of academic credit.

Signed: ______________________  Date: ______________________

Lynette MuendiMuema

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

Signed: _____________________  Date: _____________________

Dr. James Ngari PhD.

Signed: _____________________  Date: _____________________

Dean, Chandaria School of Business
COPYRIGHT

This research project reserves the right of usage either in print form, or electronic without express written permission from the author.

© LynnetteMuendiMuema, 2019
ABSTRACT

The purpose of this study was to establish the factors that influence employee adaptation to the new work environment at Google Kenya. The following research questions guided the study in addressing the literature review as well as the research problem, these include; the influence of organizational based factors, skill based and the external environment factors on employee adaptation to the new work environment. Google being one of the best technology companies seems to have a different work environment as opposed to other companies in the Kenyan job market. For instance, the level of flexibility at Google tends to differ with the traditional way of most companies, and this becomes a challenge especially for Kenyan employees to adapt. In regards to the factors that influence employee adaptation in the new work environment in the context of Google Kenya, there is no clear study that has been documented to try and explain the factors that influence employee adaptation in the technology industry in Kenya.

Descriptive survey design was adapted, a sample size of 54 employees working at Google Kenya were sampled through a census to help the researcher gather data from the population, stratified sampling was deployed in selecting the individuals that will be sampled. A structured questionnaire was used in data collection, and data analyzed using SPSS software and presented the findings in tables and figures.

The first research question examined the organizational factors and their influence on employee adaptation to a new work environment. The findings show that there exists a statistically significant relationship between organizational factors and employee adaptation.

The second research question examined the influence of skill-based factors on employee adaptation to a new work environment. The findings show that there exists a statistically significant relationship between skill-based factors and employee adaptation.

The third research question examine whether external environment factors influence employee adaptation to a new work environment. The findings show there exists a positive relationship between external environment factors and employee adaptation.

This study concluded that organizational factors such as organizational structure, culture, rewards, benefits and effective leadership influence employee adaptation to the new environment. The study also concludes that having learning language skills, problem-solving skills and flexibility skills is essential for employee adaptation to the new environment.
Furthermore, the study concludes that the external environment factors influence employee adaptation to the new environment especially changes in the national economy, technological changes, national culture, traditions and national legislation.

This study recommends that Google Kenya should enhance its organizational structure as well as the culture in line with the diverse workforce that joins the organization. This will enhance not only employee adaptation to the new environment but also job satisfaction. The study also recommends that Google Kenya should invest in training and development programs in order to enhance problem-solving skills and flexibility skills of its new employees. This will ease the process of employee transition as the skills are crucial for them to adapt the culture of the new workplace. Lastly, this study recommends that Google Kenya should incorporate external environmental factors such as legislation, national culture and national economy in their organizational culture and structure to enhance employee adaptation to the new environment.
ACKNOWLEDGEMENT

I strongly acknowledge my supervisor Dr. James Ngari (PhD) for his support in making my proposal development process possible. I thank my friends for their support and insights during the conduct of this research project, they were immensely supportive.
DEDICATION

I dedicate this project to my family, for their enduring love and support.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>COPYRIGHT</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>vi</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF ACRONYMS</td>
<td>xii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td></td>
</tr>
<tr>
<td>1.1 Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Statement of the Problem</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Purpose of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>6</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.6 Scope of the Study</td>
<td>7</td>
</tr>
<tr>
<td>1.7 Definition of Terms</td>
<td>8</td>
</tr>
<tr>
<td>1.8 Chapter Summary</td>
<td>8</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td>9</td>
</tr>
<tr>
<td>LITERATURE REVIEW</td>
<td></td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>9</td>
</tr>
<tr>
<td>2.2 Organizational Factors and Employee Adaptation to New Work Environment</td>
<td>9</td>
</tr>
<tr>
<td>2.3 Skill-Based Factors and Employee Adaptation to New Work Environment</td>
<td>13</td>
</tr>
<tr>
<td>2.4 External Environment Factors and Employee Adaptation to New Work Environment</td>
<td>17</td>
</tr>
<tr>
<td>2.6 Chapter Summary</td>
<td>22</td>
</tr>
<tr>
<td>CHAPTER THREE</td>
<td>23</td>
</tr>
<tr>
<td>RESEARCH METHODOLOGY</td>
<td></td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>23</td>
</tr>
<tr>
<td>3.2 Research Design</td>
<td>23</td>
</tr>
<tr>
<td>3.3 Population and Sampling Design</td>
<td>23</td>
</tr>
<tr>
<td>3.4 Data Collection Methods</td>
<td>25</td>
</tr>
<tr>
<td>3.5 Research Procedures</td>
<td>26</td>
</tr>
<tr>
<td>3.6 Data Analysis</td>
<td>26</td>
</tr>
</tbody>
</table>
3.7 Chapter Summary ........................................................................................................... 27

CHAPTER FOUR .................................................................................................................... 28

RESULTS AND FINDINGS ................................................................................................... 28

4.1 Introduction ..................................................................................................................... 28
4.2 Demographic Information ............................................................................................... 28
4.3 Organizational Factors and Employee Adaptation to New Work Environment .......... 31
4.4 Skill-Based Factors and Employee Adaptation to New Work Environment .......... 36
4.5 External Environment Factors and Employee Adaptation to New Work Environment 42
4.5.7 Correlation between External Environment Factors and Employee Adaptation ...... 45
4.6 Chapter Summary .......................................................................................................... 48

CHAPTER FIVE ...................................................................................................................... 49

DISCUSSION, CONCLUSION AND RECOMMENDATIONS .................................................. 49

5.1 Introduction ..................................................................................................................... 49
5.2 Summary of the Study .................................................................................................... 49
5.3 Discussion ....................................................................................................................... 50
5.4 Conclusion ...................................................................................................................... 55
5.5 Recommendations ......................................................................................................... 56

REFERENCES ...................................................................................................................... 58

Appendix I: Cover Letter .................................................................................................... 64
Appendix II: Questionnaire ................................................................................................. 65
LIST OF TABLES

Table 4.1: Organizational Structure ................................................................. 31
Table 4.2: Organizational Structure and Job Description .................................. 31
Table 4.3: Employee Mentorship and Work Environment Adaptation .................. 32
Table 4.4: Friendly Culture .................................................................................. 33
Table 4.5: Holiday Benefits .................................................................................. 35
Table 4.6: Correlation between Organizational Based Factors and Employee Adaptation .... 36
Table 4.7: The Use of Professional Language ....................................................... 37
Table 4.8: Problem Solving Capability .................................................................. 38
Table 4.9: Problem Solving Skills Training .......................................................... 39
Table 4.10: Flexibility Skills .................................................................................. 40
Table 4.11: Management skills for Employee Learning ......................................... 41
Table 4.12: Supervisor’s Mentoring Skills ............................................................ 41
Table 4.13: Correlation between Skill-based Factors and Employee Adaptation ....... 42
Table 4.14: Changes in Technology ...................................................................... 42
Table 4.15: National Culture and Traditions ......................................................... 43
Table 4.16: National Legislation on Human Resources Policies ............................. 45
Table 4.17: Correlation between External Environment Factors and Employee Adaptation .... 46
Table 4.18: Regression Summary ......................................................................... 47
Table 4.19: ANOVA ............................................................................................... 47
Table 4.20: Regression Coefficients ..................................................................... 48
LIST OF FIGURES

Figure 4.1: Gender of the Respondents .................................................................28
Figure 4.2: Age Range of the Respondents ............................................................29
Figure 4.3: Work Department .................................................................................30
Figure 4.4: Respondents’ Number of Years in the Organization .........................30
Figure 4.5: Leadership and Employee Adaptation ...............................................32
Figure 4.6: Employee Coaching ............................................................................33
Figure 4.7: Teamwork and Employee Adaptation ...............................................34
Figure 4.8: Competitive Salaries ...........................................................................35
Figure 4.9: The Use of Slogans ...........................................................................37
Figure 4.10: Problem Solving Skills ....................................................................38
Figure 4.11: Technological Changes and Employees’ Ideology .........................43
Figure 4.12: Industry Compensation Standards ..................................................44
Figure 4.13: Employment Industry Trends ............................................................45
LIST OF ACRONYMS

SPSS: Statistical Package for Social Sciences

ANOVA: Analysis of Variance

ILO: International Labour Relations

UN: United Nations
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Globally, regardless of the nature of the industry, the process of employee adaptation to new work environments is regarded as a crucial period in the life of an employee, and its main focus is usually to help the newly employed individual to adapt and accept the habits as well as ways of the organization (Gajda, 2015). Acquisition of staff within a company is associated with a critical issue, that is, the introduction of a new staff to their work. It should be noted that newly employed staff join the company gradually, and this is why employers should consider whether the adaptation of employees at their new place of work proceeds in a proper manner (Pornpitakpan, 2013). Having a good implementation of responsibilities at the work environment will affect the adaption of a desired attitude, resulting into the efficiency of the worker’s work and a well-functioning organization. Therefore, it is significant for any company to have a well thought out adaptation process; much weight is always put into those responsible for introducing the newly hired staff to their work environment (Holma, 2013).

In Sydney, many companies today are increasingly focused in provision of quality work to their workers. It is not a technique but rather a philosophy that is being adapted by many companies in today’s business environment in balancing the business, human and social needs (Ouppara & Victoria, 2012). It focuses on developing the employee joining the organization while at the same time increasing productivity in order for all sectors of the society to benefit. Coca Cola Amatil in Sydney for instance, supports the core value of developing new employees coming onto the organization through rewarding their performance as they gradually internalize the working environment. Coca cola as a leading multinational company, takes pride in the fact that it undertakes its operations on the basis of developing and nurturing its workforce anchored on the fundamental principles of quality work environment.

In the United States, the whole process of bringing in new workers into the company is mainly to familiarize the workers with the organization of tasks within the company, getting used to the organizational culture, procedures and systems, as well as the values of the company (Luo, 2016). Getting started in a new place can be very stressful for a worker joining the organization as it comes along with confrontations of the unfamiliar surroundings and individuals. In the process of employee implementation not only the employer should take charge, but the whole team in highlighting the concern and willingness to help and support is
important in the initial stage of employee implementation. A good implementation of this process will allow adaptation, of the employee in two major dimensions the social and professional. The adaptation in the social dimension means accepting of the norms and the rules of the team and management styles. Professional adaptation on the other hand, involves adapting to the content and conditions of the job (Karanja, 2015).

The working environment tends to mean all factors that surround employees. Therefore, for the better adaptation of the professionals in their new environments, this factor plays a significant role (Holma, 2013). Additionally, more attention should be on how to improve the working environment since when the working environment is not favourable for the new employees, this may often lead to stress and thus poor performance which in turn leads to less adaptation of the employees to the new environment (Luo, 2016). According to Agbozo, Owusu and Atakorah (2017), they indicate that the employee work environment can be divided into three distinct forms that is the psychological environment, the physical work environment and the social work environment. They further describe the physical work environment as the kind of environment with the physical tangibles at the setting where the job is being done and these include things like office layout, machinery, proper lighting and ventilation.

A study carried out in Jordan by Al-Omari and Okasheh (2017), indicates that people always seem to be very happy to have a job, but most of them no longer feel that their working environment is their second home despite spending much of their time in the office. They further indicate that this causes them to feel like they are forced to accommodate with the uncomfortable environment. Employee’s working environment is one of the biggest key determinants of the quality work and productivity they have towards the job. It is how well the employees are engaged with the workplace that impacts their desire of learning new skills and their level of motivation to perform better and achieve organizational objectives as well as goals. Due to increasing global competition among companies and even among nations across the world, having a good performance of human resources provides a competitive advantage that is sustainable in the long run (Hellsten, 2013).

In South Africa, employee engagement through the workplace environment is crucial for businesses to succeed. The South African business environment has been criticized by its negative perception of being uncompetitive and underperformance from the international community over the past years as well as over reliance on the mining sector (Cawe, 2016).
The perception has progressively improved since 1994 and going forward, researchers argue that more urgency is required for the companies in the country to correct the negative perceptions. As much as employee engagement may represent only a single factor among others, it is still the central to the country’s economy, business productivity and sustainability (Agbozo, Owusu, & Atakorah, 2017). The elements of work such as the noise, lighting and heat have indicated to affect a significant number of employee psychological processes in both direct and indirect ways (Karanja, 2015).

Another study conducted in Tanzania to determine the impact of working environment on employee’s performance shows that organizational working environment has impact on employee’s adaptation to the new work environment as they try settle in in a new work station (Bushiri, 2014). The study further revealed that employees will improve their work performance when work environment issues have been resolved, meeting their ideal expectations that will make them comfortable and treat the workplace as their home. These include; flexibility in the work environment, minimal noise distraction, presence of job aid, improved relationship between supervisors and subordinates, the use of performance feedback systems and improved work incentives in the company to acknowledge the efforts of employees towards attainment of organizational goals. Recent research reveals that there is a shift of the focus from a singular interest in economic growth to an enlarged concern with improving the quality of work. The ruling governments from across Africa have vehemently called for action to conquer these problems (Price, 2013). The African Union Extraordinary Summit on Employment and Poverty Alleviation in Africa overpoweringly certified the ILO’s Decent Work Agenda with a prominence on the conception of quality jobs. The Government of the United Republic of Tanzania supports this pan-African call for the integration of employment growth and improved quality of work (Bietenbeck & Wiederhold, 2017), as reflected in its National Strategy for Growth and Reduction of Poverty 2005–2010 and its National Employment Policy of 2008 (Bietenbeck & Wiederhold, 2017).

Kenya just like any other country has the same concerns which are to ensure that there is a well-functioning labour-force among its companies that will ensure timely and efficient service delivery all the time (Ngahu, 2011). It is widely accepted that workers working in the Kenyan financial sector are not producing the desired output and many have echoed their low esteem concerns via social media due to their working environment being poor, lack of recognition and unrealistic delivery timeframe being the major constraints in achieving organizational objectives (Irefin & Mechanic, 2014).
Google is an American multinational technology firm which specializes in internet-related services and products, including search engine, the online advertising technologies, cloud computing, hardware and software (Gibbs, 2013). Google is a high-energy, and fast paced working environment for all its workers. Google employees being called googlers in the company’s jargon, tend to work hard while at the same time having fun within their environment of work. At its headquarters in California the company has a college campus-like working environment which enable its employees to be creative and innovative enough to meet the demands in the technology industry. Google relies on its corporate services cape, its corporate culture and the organizational environment in creating an informal value-added environment that enables a smooth transition of new employees (Kuntze & Matulich, 2013). The working environment at Google has various amenities that enable its employees to play various games such as table tennis, pool table, videogames, and beach volleyball on campus which makes the young population to settle in and familiarize themselves with the organizational culture by making them feel they are still at college campus rather than being in the office (He, 2013).

Google is one of the few tech companies that continue to have one of the rapid growth rates over the entire world(Gibbs, 2013). Google started by inventing a search engine which combined PageRank systems which were developed by Larry Page to rank the significance of websites on the basis of external links and the web search engine was invented to success the website and record its content. The achievements of Google do not come from any luck but significant efforts in creation of an index number of websites. Apart from searching websites the users of Google are also able to search for PDF files, other documents and PowerPoint. Google can process nearly 50 percent of search queries that are made all over the world. Furthermore, Google is regarded as the number one option for most web users and ranked among the top five websites on the internet which has over 2 billion users worldwide(Popper, 2017). Google also records over 50 billion visits monthly and more that 50 percent of access from countries that are outside of the United States of America. The technology used by Google is rather special since it can analyse millions of various variables of the users and business that place advertisements through its platforms and connects the company with millions of potential adverts and provides messages of advertising, which is closer to objects or individuals in less than one second(Matney, 2017).

Google Kenya operates under the umbrella of the American multinational Google, and the headquarters of the company in the African continent. Google invested capital commitments
of up to $100 million in their Kenyan office as a joint venture by Convergence Partners, International Finance Corporation (IFC) and Mitsui & Co. Ltd to sustain the internet service provision in the African hub. Google Kenya has invested in broadband infrastructure with a focus of building a wholesale metro fibre optic network to enable internet accessibility in Africa (Daniels, 2017). Kenya’s work environment has suffered a culture shock, especially when the open-plan office wave hit the Kenyan workplace and Google Kenya has taken the approach to a new level by having a creative corner with seats of various shapes and sizes (Ngahu, 2011), and the company does not have a dress code which makes it easy for some employees to adapt quickly to that kind of work environment.

1.2 Statement of the Problem

This study sought to examine the factors influencing employee adaptation to the new work environment at Google Kenya. Google being one of the best technology companies seems to have a different work environment as opposed to other companies in the Kenyan job market. For instance, the level of flexibility at Google tends to differ with the traditional way of most companies, and this becomes a challenge especially for Kenyan employees to adapt. In regards to the factors that influence employee adaptation in the new work environment in the context of Google Kenya, there is no clear study that has been documented to try and explain the factors that influence employee adaptation in the technology industry in Kenya (Ngahu, 2011).

Local studies have been done on the impact of work environment on employee motivation, retention, commitment and change management in respect to the working environment, however, past studies have left the gap in assessing the factors that influence employee adaptation to the new work environment. For instance in a study done by Kimuyu (2012) on factors influencing employee retention in Nairobi Bottlers Ltd, the study revealed that the work environment of the workplace contributed to employee retention, Odembo (2013) on the other hand, carried out a study on the impact of work environment on employee job satisfaction, Itumbiri (2013) carried out a study on the effects of working environment on productivity and found out that conducive work environment and employee rewards positively influenced productivity of employees, another study done by Bushiri (2014) on the impact of work environment on employees’ performance indicated that unfavourable working conditions caused a high employee turnover as well as difficulty in adapting to the new work environment while Thiruchelvan (2017) carried out a study on working environment and its
influence on employee performance and revealed that performance of employees is positively connected to the working environment in which they work in.

Based on the previous studies that have been done, it is evident that there are prevailing gaps on the factors that influence employee adaptation to new work environments with a focus on the technology industry in Kenya. Therefore, this study seeks to establish the factors that influence employee adaptation to new work environment in Google Kenya.

1.3 Purpose of the Study

The purpose of this study was to determine factors that influence employee adaptation to new work environment at Google Kenya.

1.4 Research Questions

The research questions below guided this study.

i. What is the influence of organizational based factors on employee adaptation to the new work environment at Google Kenya?

ii. What is the influence of skill-based factors on employee adaptation to the new work environment at Google Kenya?

iii. What is the influence of external environment factors on employee adaptation to the new work environment at Google Kenya?

1.5 Significance of the Study

The study was significant to the following stakeholders.

1.5.1 Google Kenya

Google Kenya benefited from the findings of this study by acknowledging the factors that influence employee adaptation in their organization. The company can therefore work on the most appropriate strategies that will help their employees settle in their new workplace environment.

1.5.2 Technology Industry

The technology firms in Kenya have also benefited from the findings of this study in aligning their work environment in respect to the factors that influence employee adaptation to the new work environments, hence, they will be able to retain as well as attract potential workforce.
1.5.3 Policy Makers

The policy makers of various industries benefited from the findings of this study by knowing the factors that influence employee adaptation in a new work environment, hence, formulating laws and policies that will take care of the employees’ needs in respect to the labour laws that govern and protect the rights of employees at the workplace.

1.5.4 Researchers and Academicians

Researchers and scholars in the field of human resources management have gained additional knowledge on the factors that influence employee adaptation in the new work environment. They also benefit from using the study in their literature review as long as the area of human resource in regard to employee work environment is involved.

1.6 Scope of the Study

This study seeks to determine factors that influence employee adaptation to the new work environment at Google Kenya. The target respondents of this study is the employees working at Google Office in Nairobi, all employees are targeted in obtaining information on factors that influence their adaptation to their new work environment.
1.7 Definition of Terms

1.7.1 Organizational Based Factors

Organizational factors refer to the factors within the organization that influence the success or failure of an organization in the business environment (Mizraei, 2018).

1.7.2 Employee Adaptation

Employee adaptation refers to a well and carefully thought program of orientation as well as educational activities that are specific for every kind of job position, every workplace environment and in every organization (Nekoranec & Nagyova, 2014).

1.7.3 Individual Based Factors

Individual based factors are the individual’s motivations to serve on an organization in respect to their job description (Brachmann, 2017).

1.7.4 Skill Based Factors

Skill based factors refers to the necessary expertise that influences the execution of an employee’s task within the organization (Bhate, 2013).

1.7.5 Work Environment

According to Foldspang (2014), the word work environment can be described as the total surrounding conditions in which a worker operates in, and these conditions can be composed of social conditions, physical conditions and psychological conditions.

1.8 Chapter Summary

The chapter starts by introducing the background on the factors influencing employee adaptation in the new work environment, followed by the statement of the problem indicating the problem the research intends to address and the purpose of the study has been stated. The chapter also introduced the research questions that guided the study; significance of the study has been presented highlighting various stakeholders that benefited from the study, the scope of the study and definitions of terms used in the study. The next chapter is on literature review of various scholarly works that has been done on the subject matter. Chapter three presents the research methodology that will guide the study. Chapter four presents the results and findings of the study. Chapter five presents the discussion on the findings, conclusion and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Literature review on various empirical studies on the factors influencing employee adaptation to the new work environment is presented in this chapter. The study reviewed various literatures done by the previous authors on the factors that influence employee adaptation to the new work environment based on the following research questions: what is the influence of organizational based factors on employee adaptation to the work environment? What is the influence of skill-based factors on employee adaptation to the new work environment? And what is the influence of external environmental factors on employee adaptation to the new work environment.

2.2 Organizational Factors and Employee Adaptation to New Work Environment

According to Nekoranec and Nahyova (2014) before a job position has been filled, the organization should take considerable efforts, resources and time to invest in the whole process of recruitment, screening, selection, and the final hiring stages of the potential candidate desired by the company. Therefore, it is important that the company creates favourable conditions that will help the new employee in getting familiar with their tasks, the work environment, organizational culture and the social environment of the organization. When the orientation and adaptation process has been managed, the time spent by an employee in their transition becomes faster and effective as well as influencing various aspects of employee relations at all levels such as the organization itself, attitude towards the job, supervisors and even the team members (Raja & Kumar, 2015).

Organizations rely on employees in producing and delivering high quality products and services with an attempt to satisfy their customers while at the same time meeting their intended objectives that the organization needs to stay relevant in the marketplace (Richards, 2018). When employees are joining a new work environment they tend to be affected by both external and internal factors as they try to familiarize themselves with the job description in the new workplace. The organizations that are aware of these factors and take necessary efforts in preparing to leverage or counteract them, stand a better chance of obtaining increased productivity, commitment and loyalty from the employees joining the company (Rizescu & Tileaga, 2013).

2.2.1 Organizational Structure
According to Jones (2013) he defines organizational structure as a formal system of authority relations and tasks which control and coordinate the actions of employees and their behaviours to accomplish the set goals of the organization. Organizational structure also defines the formal arrangements of jobs and activities within the organization as well as the allocation of power and responsibilities and how regulations and rules are executed by employees in the organization at all time (Gajda, 2015).

Organizational structure being the system or the framework that defines how activities of various tasks are directed with an aim of achieving organizational goals, it also determines the flow of information from one level to another within the organization (Lim, 2017). Organizational structure can be used by various companies as a control mechanism that will directly influence the behaviours of employees towards the new work environment, the outcomes of their work and ensuring that the required tasks are done efficiently and effectively in assisting the organization meet its objectives through its labour force (Al-Qatawneh, 2014). The structure of any organization regardless of the field of work, describes the internal features of the organization and these features receive attention since they are crucial to employee adaptation to the new work environment as they dictate how the employee will handle their responsibilities at work as well the chain of command they will encounter in the organization. A well-managed transition of the new workers into the organization enhances the success of the company by making employees feel appreciated and become dedicated to their work which is critical to the success of the company in the long-term (Bietenbeck & Wiederhold, 2017).

Researchers have indicated that organizational structure relates to the attitudes and behaviours of new employees coming into the organization. A study done by Salimbahrami, Ahmadi and Sahebi (2015) conducted a study on the relationship of organizational structure and its dimensions with staff’s quality of work life and the study revealed that centralization had a positive relationship with employee commitment in the new work environment. Similarly the study conducted by Irefin and Mechanic (2014) on the effect of organizational structure on new employee performance. The findings of the study indicated that there was a fairly high relationship between organizational structure and the performance of new employees at the workplace. Organizational structure remains to be a critical variable in the work-related environment especially for new employees joining the organization for the first time as it provides them with the allocation of tasks and how the information should flow from one level to the next one.
2.2.2 Leadership

Lawal (2016) defines leadership as the ability of influencing others to work voluntarily towards attainment of the organizational goals with confidence. Leadership is generally the art of influencing individuals so that they can strive willingly towards the achievement of the group goals (Nekoranec & Nagyova, 2014). On the other hand (Gbaekemen & Odivwri, 2015) indicate that leadership is the act of influencing and directing of activities of an organized group to achieve the vision by communicating with them that its leadership thrives in an origination setting. The management function of leadership is concerned with a continuous search of the best way possible to influence the employees in accomplishing their objectives and goals through well managed processes that support their working environment, such as having the right chain of command, well described job description, physical elements to help them in making their job a lot easier, both of these factors highly depend on the right human management leadership for them to be implemented successfully.

The leadership will provide the right policies, regulations and procedures that guide relationships and activities in the organization which is very essential to the new workers in adapting to the new work environment (Rizescu & Tileaga, 2013). In Austria for instance, leadership development specific for managing staff is considered to be critical in quality assurance and employee performance. During the whole manager development cycle, from recruitment process, training and career development, special attention is given in identifying talent, offering of development opportunities and steering them towards the right positions that match their specific competencies (Gbaekemen & Odivwri, 2015).

Effective leadership is an important element for successful employee adaptation into a new organization, the leadership approaches that are not well perceived by new employees can lead to a decreased organizational performance as well as a poor commitment to the organization. The organization’s performance may move unsteadily during and after change of leadership when an appropriate kind of leadership has been demonstrated, that is, the leaders have a significant role in determining the adaptability of employees in their new environment of work (Muthuveloo, Kathamuthu, & Teoh, 2014). Transformational leadership for instance, it creates an individual and a team spirit among workers as they tend to show interest and optimism at the workers’ environment through coaching, supporting and encouraging them to adapt new organizational environment (Gajda, 2015). Nemanich and Keller (2007) in their study of transformational leadership in an acquisition they revealed that
leaders with inspirational and motivational characteristics enhanced the employee adaptability resulting to a positive impact on their performance and goals within the organization.

2.2.3 Organizational Culture

Ouchi and Wilkins (2013) define organizational culture as a set of meanings or understandings which is shared by a certain group of people that are largely tacit between members and are clearly relevant as well as distinctive to the specific group and can be also passed to the new members joining the group for a common goal. According to Kien (2014) organizational culture is a pattern of shared basic assumptions that the team leaders gets to learn while solving its problems cutting across external and internal integration. The assumptions should be considered valid and therefore, the new members should be taught since it becomes the correct way of perceiving, feeling, thinking in relation to the work environment.

Successful company leaders recognize that understanding and adapting to the cultural differences of employees, customers and suppliers is essential for business success. Organizational experts Christopher Earley and Soon Ang introduced the concept of cultural intelligence in 2003 as a person’s ability to adapt to new cultural settings (Ngahu, 2011). Strategies to improve cultural perception include learning about one's own and other cultures, and adapting communication mechanisms to accommodate new situations while motivating others to do the same (Lim, 2017). When companies acquire smaller businesses or even just new staff members, those employees may experience some culture shock, as well. To help these new employees adapt and adjust into the company’s environment, employers can prepare materials that explain policies and procedures, encourage new recruits to ask questions, make people feel welcome by introducing them to new colleagues, and help them find ways to fit in and contribute to the company’s products and services (Gajda, 2015).

2.2.4 Rewards and Benefits System

Companies provide rewards and benefits to their new workers with an attempt of motivating their efforts, encouraging loyalty as well retention (Bietenbeck & Wiederhold, 2017). According to Luthans (2008), organizational rewards and benefits system can take different forms such as monetary compensation that consists of salary, incentive pay and bonuses, recognition and benefits. Despite the tendency in the recent years of downgrading the significance of pay as an organizational reward, there is still ample evidence that monetary
compensation (money) can be positively reinforcing for most new workers to adapt to the work environment and when organizations design their pay systems properly in fitting the strategies it can have impact on a person, teams and the performance of the organization (Karanja, 2015).

The rewards and benefits on the other hand, they may not be immediately forthcoming, and many individuals especially the ones joining the organization for the first time will work extremely hard for benefits that may not be available for maybe 5 or another 10 years (Foldspang, 2014). The rewards and benefit systems in any organization focuses on formulation and implementation of strategies as well as policies that aim at rewarding employees fairly, equitably and consistently in line with their value to the company they are joining (Gajda, 2015). A proper reward system involves the design, implementation and maintenance of the rewarding process and practices which are geared to the improvement of the company, teams and the employee performance (Richards, 2018).

2.3 Skill-Based Factors and Employee Adaptation to New Work Environment

2.3.1 Language Learning Skills

Gee (2018) cited that, the 21st-century learning skills remain often called the 4 C’s critical thinking, creative thinking, communicating, and collaborating. These skills help students learn, and so they are vital to success in school and beyond. Therefore, the skill of learning a new language plays a vital role for the employees to adapt to a new working environment. Since language is the basic tool for the success of an organization, it, therefore, stands to play a vital role that helps new employees to adapt to their new working environments (Bak, Le, & Demerouti, 2018).

Logically, the role of language is one of the most important factors in the adaptation to a new culture and environment. Thus, it can also be the biggest challenge and obstacle if not fully adapting (Gajda, 2015). It will help in creating contacts and social network at the workplace to have at least basic knowledge of the local language. Furthermore, getting employed and educated, receiving information and communication becomes easier. Knowing the language will help the person to feel part of the society and therefore, it is one key factor in foreign person’s well-being (Bak, Le, & Demerouti, 2018). There are several factors affecting in learning a new language. For example, person’s education background, experience in learning languages and motivation. To learn any language, active use of the new language, independent studying, contacts with people around and being in learning environment support
in learning the any language (Ouchi & Wilkins, 2015). As a result, individuals tend to adapt to their new environment easily due to the ideology of fast language learning. Another reason why language has such an important role in person’s adaptation is the cultural side. Language and culture remain unquestionably connected to each other.

Understanding the organizational culture can be very demanding without taking into account the language (Anyango, 2011). Language remains used in the communication so the vocabulary and way of speaking remain influenced by the culture, its values and norms. Overall, knowing the language helps in understanding the people, their lifestyle and cultural background. Using the above concept an individual is capable of adapting to the new environment since he/she is capable of speaking the same language as the people around and to make the matter worse he/she has the notion societal background information (Jones, 2013).

2.3.2 Problem-Solving Skills

According to Gee (2018) the notion of problem-solving skill is a key factor that influences the adaptation of employees to their new working places. Stare (2011) has defined the ideology of problem solving as the notion for employees to identify problem severity and assessing the effect of various alternative solutions. Training at the workplace are designed to develop problem solving skills which is essential for employees to work more efficiently with co-workers, partners and vendors. Trained employees can learn on how to use the available resources to resolve issues in a constructive manner. According to Northouse (2018) employees are able to practice a way of reaching consensus by seeing an issue from a professional, and not from a personal perspective. These can involve various games including brainstorming games, the use of online business simulation to enhance problem solving ability.

The concept of problem-solving skills tends to exploit four main stages that are vital in helping employees to fully adapt to their new environments. The first stage is the problem identification. In this stage, the professional skill program that remains designed to better the employees is developed and they normally start with lectures and presentation with the aim of identifying the main problem (Bietenbeck & Wiederhold, 2017). In a workshop environment, a professional typically divides the group into pairs and describes a relevant situation for them to solve. The pairs discuss the situation, such as a customer complaint, poor communication between co-workers or a misunderstanding between a supplier and a
manager. Using root cause analysis techniques, participants try to identify at least five possible triggers for the current situation (Aydalot & Keeble, 2018). This exercise helps participants isolate the facts. By determining the origin of a problem, participants determine what happened and why it happened and figure out how to prevent it from happening in the future. When an individual has the above concept he can easily adapt to a new environment since he is equipped with the knowledge of identifying the problem and developing relevant ways on how to solve the problem (Dartey-Baah, 2011).

The second stage of the problem-solving skills is the solution proposing. In this stage, the professional presents the ideology of finding the possible solution to the problem. This philosophy is important because it equips employees with diverse ways on how to solve a problem (Foldspang, 2014). A subsequent listing of all the relevant details on the problem, individuals generally have the necessary knowledge to propose possible solutions as well as alternatives based on their experience. Trainings and workshops offer opportunities for less seasoned staff to learn more from experienced colleagues. In order to encourage innovative behaviours, the facilitator typically requires the participants to think of creative ways on how they can handle traditional problems. The participants then list potential problem solving strategies along with the risks and benefits that they come along with (Bak, Le, & Demerouti, 2018). Thirdly, the ideology of problem solving speculates option evaluation. Problem-solving skills training instructors usually teach participants to evaluate options carefully. By learning how to make decisions effectively, participants work more effectively as a team (Suliman & Harethi, 2013). To evaluate options, participants read case studies, interview experts and play online business simulation games. For that reason, new employees tend to see the option of adapting to the new environment since they are equipped with the knowledge of how to cope with difficult situations (Al-Qatawneh, 2014).

The final stage of problem-solving is the ideology of implementing a solution. Before implementing a solution, employees need to learn on how to assess the impact. By remembering how previous issues were resolved, the participants resolve current situations more effectively (Dartey-Baah, 2011). During training workshops, participants can learn on how to improve their ability to recall information by dividing it into categories while at the same time relying on mnemonic devices to trigger the recollection and visualizing an (Northouse, 2018). Participants also recognize the value of evaluating the success of options being selected before choosing the strategy again. Concisely, problem-solving skills tend to impact positively on the adaptation of new employees to new working places. It is clear that
for an individual to fully adapt to a new locality; problem-solving skills tend to greatly contribute since it offers an individual with the knowledge to solve tough situations (Lim, 2017).

2.3.3 Flexibility Skills

Flexibility is the concept of changing or creating a modification of an individual to suit the new environments (Bhate, 2013). For a workplace culture, it means that a person must be open to new ideas or changes must be able to work independently or in teams, or carry out tasks that remain not intended for one person only (Northouse, 2018). Employers are increasingly shifting from one environment and roles to rotation of roles and flexible job descriptions. It is a sought-after skill as it indicates the employees can adapt to changing customer needs, technology trends. Again, it is also tied to career growth as the person becomes more equipped. An adaptable person is someone who can carry out multiple tasks, manage multiple assignments by setting priorities and making changes to attitude to merge with the new culture. Therefore, flexibility skills tend to offer an individual with the ability to adapt to new environments easily thus creating commitment that in turn results in the attainment of the organizational objectives and goals (Bak, Le, & Demerouti, 2018).

Ideally, today’s work environment is fluid. This means those employees who are able to adapt to shifting priorities are considered a valuable asset beyond their skills and experience (Luthans, 2008). Being able to adjust to shifts in organizational dynamics is necessary today. Again, telecommuting remains currently connected to the workplace and other technologies. A reasonable explanation for that line of thinking is that, the lines between work–time and personal–time are blurred. Rather than resist this change, embrace it. While one may need to be flexible and respond to emails during your evening hours, you can also use this flexibility to your advantage (Dartey-Baah, 2011). Personal needs once relegated to weekends alone remain addressed more easily since we remain always connected, in and outside of the office.

The shifting dynamics of the workplace means that you need to adapt and respond to change, quickly (Aydalot & Keeble, 2018). Resisting this can lead to undue stress. Recognizing and embracing flexibility will help employees adapt to difficult situations more easily. It is clear that the ideology of flexibility has helped most of the employees to adapt to their new environments. Flexibility skills tend to offer an individual with the ability to adapt to new environments.
environments easily thus creating commitment that in turn result to attainment of the organizational objectives and goals (Lawal, 2016).

2.4 External Environment Factors and Employee Adaptation to New Work Environment

2.4.1 Changes in the National Economy

The change of national economy can greatly affect human activities in any firm in terms of compensation, recruitment, salaries, employment and redundancy (Ouppara & Victoria, 2012). Any reduction of national economies will also affect the reduction of workforce and relatively have the reduction of salaries that will cut down the social support spending. Speculating on the function of the human resource policies, organizations should predict on the future of the firm operation and plan their function (Northouse, 2018). Discussing on the changes of economic condition, it can be understood that these changes affect the labour force by changing the number of personnel needed on any duty allocated. For instance when the economy stabilizes the urge for increase of qualified human resources come in hand for a higher margin (Luo, 2016).

Good development of these national economies positively increases the labour and wages to the employees, whereas, stabilization of the internal economies brings about togetherness, corporation and strengthens belonging (Elijah, 2007). All this are evident because the outcomes satisfy and benefit personnel and shareholders. Stock should be taken care of because by any slight downgrade of market values the relations between owners and employees are easily damaged. Equivalent stability and wealthiness of firms are determined by the well-positioned national economies. When these national economies are rightly allocated, the firms are in a better position to attract qualified personnel from other countries which helps the firm by giving them a better opportunity in the recruitment protocols (Anyango, 2011). Many firms in some counties experience hard conditions because of the economic crisis that arises in the national economies. Therefore, their initial recession then downsizing that occurs in these firms are likely to stop operations in the firm, end work contracts which will force thousands of people to lose their jobs leaving them unemployed or for the few who manage to secure the jobs their wages are reduced. Labor unions are encouraged to shift in to help revaluate their policies to address on these special conditions (Aydalot & Keeble, 2018).
2.4.2 Change of Technology

The ideology of technological changes can easily affect the physical and mental health of employees. That is any development in science and so, technology would make it possible to set up a better organizational substructure (Imran, 2014). Moreover, with this type of progress, also the incomes of business organizations will grow, which can be expected to improve the wages and salaries of employees. The increase in the number of technological alternatives or innovation in business functions might create a positive image for firms, which can increase revenues. Therefore, the innovation of the new technologies can easily make work easier and thus make employees adapt easily to their working places (Abbas, Muzzafar, & Mahmood, 2014). Furthermore, changes in technology can make it possible to have improved human resource functions such as selection, recruitment, educating, training, performance appraisal or observing, determining wages and salaries. In addition, international developments in human resource management can be learned faster; and, be implemented. Besides, all of the human resource functions can be practiced in a more effective way (Al-Qatawneh, 2014).

Changes in technology can also have negative impacts on human resource policies. This type of circumstance can decrease the need for labour, which can result in a lower employment level. As a result, the demand for qualified workers would be higher, so educating and training costs will increase (Agbozo, Owusu, & Atakorah, 2017). In addition, policies, such as encouragement for retirement could take place more dominantly, which increases the spending on social security. At the same time, technological developments can make some employees functionless, who are very valuable in conventional or old-style manufacturing. For the innovations that tend to replace the work of employees may tend to make employees to lose hope on working thus making it difficult to adapt easily to their new environments (Moutsatsos, 2013). This can be called as social costs of technological developments. On the other hand, the need for qualified workers for using technology can increase personal spending. As pointed out technological developments require flat organizational structures to allow highly qualified personnel demonstrate their creativeness. Accordingly, firm managements employ staffs who are knowledgeable about information technologies; as a sign of changing working policy and strategy. Similarly, especially the prevalent usage of microprocessor-based technology, affects recruitment, staffing, the knowledge, skills, and abilities of workforce. Therefore, technological advancement can
affect the ideology employee’s adaptation to their new environments either positively or negatively (Aydalot & Keeble, 2018).

2.4.3 National Culture and Traditions

The human resource management remain affected by the national culture and traditions in a situation like transferring of some national characteristics into the business life. Some of the top managers are influenced by the local cultural behaviour and attitude that they are prone to respond to human resources activities hence affecting the normal operations (Romdhane, 2013). In most countries, firms consider having human resource activities that have the international effect from the national characteristic, but this depends on the size of the firms, an international operation of this firms and organizational level (Moutsatsos, 2013).

For developed countries that have organizations that remain based on international business standards, they remain advised to have firms, which are open to the effect of universal culture. Allowing firms to be open to international effects guarantees them easy operation in foreign markets (Irefin & Mechanic, 2014). The human resource management activities remain affected by the national culture and tradition for local sensitivities. Firms should value much the cultural values that will help them, not to confront the public reactions for their actions. Firms have the role to put into consideration on the myths, behavioural types, rituals and values of the society mostly when identifying the human resource management policies and strategies, which makes firms stronger in competition (Bhate, 2013). Equally, if the institutions consider putting into account the ethics of people, it will be very easy in behaving in the socially responsible ways because the national culture is amongst the important elements that determine organizational perspective to establish effective human resource practices (Aydalot & Keeble, 2018). Firms in terms of wages can achieve human resource management strategies independently and salaries because the labour union has had less power in that culture and this have relatively weakened the bargaining power in most firms.

2.4.4 Industry Attributes

There are many ways that the sector characteristic can affect the human resource management activities. Sectors such as the manufacturing, marketing, construction, food and health create their own type of the human resource management system (Ngahu, 2011). But in some sectors like the service sectors such as health or banking, they are more sensitive to the human resources. These sectors are varied because other sectors such as the health sector attract higher income compared to the other, nevertheless, in industries that depend on the
technological development, innovation and advancement they are focused to the personal satisfaction (Holma, 2013).

In the industrial sector it is easy to evaluate and appraise the performances because of the personal work schedule. Sectors like in the manufacturing and the construction industry require high level of sensitivity and work security. (Luo, 2016). Firms that involve themselves in these types of sectors are mandated to work in accordance to the necessities of security to avoid penalties due to ignorance, faults and so on. Furthermore, this kind of attitudes when considered they are important to safeguard the life, dignity, and health of human life in the work environment (Ouchi & Wilkins, 2015). Any given company should behave in a competitive way in accordance to the human resource management strategies in the identification of principles for a given scheduled practice. For instance, a company that offers low wages and salaries would always look for low skilled personnel who would merge with the low pay offered. Each firm varies on the way they evaluate the human resource management practices.

2.4.5 Legislation

Firms should behave in the frame of the regulations set by the law and put that into practice because it is an obligation for any human resource management practice to work in accordance to the legal necessities (Chitescu & Lixandru, 2016). The laws set structure for human resource activities. Firms through their human resource management practices should implement the legislation depending on the regulations set by their counties to acquire equal opportunity and occupational health (Masson, 2017). All rules and regulations set have a great influence to the human resource in any function and activity in any company because they help in decision-making and proper running of activities, working as a tool to monitor the smooth running of activities. Every business should consider the regulations of the law of its functions and in case of an absence of law; it should be fulfilled by lawful actions. In some counties, one is never employed in any job that his/her gender, age, sex, or strength does not allow. Equally, children, women, and people living with disabilities remain considered most in terms of support and privileges, besides, any employees deserve the right to rest and in addition, a retirement of the employees should be a guarantee of obligation (Nekoranec & Nagyova, 2014).
2.5 Empirical Review

Bhate (2013) suggests that the biggest goal of most business organizations is to increase their productivity, thus decreasing their cost of production and making high profits. Although, there is very less amount of effort, which these organizations make in order to increase their productivity. Many employers have a very wrong view that productivity can be increased by giving their employees good pay package and timely increments for their work (Jones, 2013). What these employers are not aware of is that there are many other factors, which affects the performance of the employees in an organization. One of the major factors, which have an impact on the motivation level of the employees and their performance, is the workplace environment to support smooth transition into the workplace.

Historically, employee adaptation to the new work environment linkage has been primarily discussed by theorists from the socio-technical and human relations school of thought. The socio-technical approach suggests that the company’s performance depends on the congruence between the technical and social structures of the company. In order to build on this notion, the human resource perspective posits that satisfied workers are considered to be productive (Bushiri, 2014). Organizational productivity as well as efficiency is achieved through employee’s adaptation to the new work environment and the attention to the employees’ physical and socio-emotional needs. Human relations researchers have further argued that employee adaptation sentiments are best achieved by maintaining a positive social organizational environment, like proving autonomy, participation and mutual trust (Dartey-Baah, 2011). Employee adaptation to the new work environment is believed to influence the development of routine patterns of interaction within the company. Through mutual interactions, employees are able to develop relationships with their co-workers prescribing behavioural expectations and influence norms or the informal standards of accepted behaviour (Anyango, 2011).

According to Brenner (2004) the ability of workers within the organization to share knowledge throughout the entire system depends on the conditions of the work environment. Some employees tend to be more productive in a well facilitated work environment. More so, the quality of comfort variable from work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favourable. Improved work environment enhances employee’s productivity. Cawe (2016) suggest that in the 21st century organizations are taking a more
strategic approach in environment management in order to enhance employee adaptation that is crucial for productivity while at the same time improving the performance level of employees. Jones (2013) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity centre around two major areas of focus: personal motivation and the infrastructure of the work environment.

2.6 Chapter Summary

This chapter has presented literature review based on the study research questions in chapter one. The first section is the literature review on the influence of organizational factors on employee adaptation to the new environment, second section, review on skill based factors that influence employee adaptation to the new environment, and finally external environmental factors that influence employee adaptation to the new environment. The next chapter will present the research methodology adapted for this study.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology that will be utilized in carrying out the study. The methodology included; research design to indicate the approach chosen by the researcher, populations and sampling design of the study, data analysis methods, the research procedures and data analysis methods on how data will be analysed to address the research problem. At the end of the chapter there will be a summary of the elements covered in the research methodology.

3.2 Research Design
Research design is a framework that the researcher uses in data collection and analysis with a purpose of addressing the research questions of the study (Cooper & Schindler, 2014). Cresswell (2014) defines the research design of the study as the overall strategy that the researcher uses in integrating different elements of the study in coherent and logical ways through ensuring that the research problem is effectively addresses. This study adapted descriptive survey as its research design; descriptive survey is the most appropriate for this study because it enables collection of data that is both quantitative and qualitative in nature without influencing the study environment (Janes, 2011). Stratified and simple random sampling will be used in sampling the respondents of this study.

3.3 Population and Sampling Design

3.3.1 Population
Population refers to the group of similar objects or items which the researcher has interests on to experiment a certain issue that is under investigation (Cresswell, 2014). According to Cooper and Schindler (2014) population is the group of individuals or objects with similar characteristics which form the study subject that the researcher wishes to study. The population for this study includes all the employees working in Google Kenya. The population distribution table is presented in table 3.1 below.
Table 3.1: Population Distribution Table

<table>
<thead>
<tr>
<th>Departments</th>
<th>Population</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>15</td>
<td>28%</td>
</tr>
<tr>
<td>Finance</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>R&amp;D/Engineering</td>
<td>23</td>
<td>43%</td>
</tr>
<tr>
<td>Operations</td>
<td>9</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Google Kenya Human Resources*

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Sampling frame is the list that defines the target population which the researcher has interests in drawing inferences from(Kaufmann & Saw, 2014). Sampling frame identifies the objects or items from which a sample can be selected to represent the interest of the target population(Argerich & Cruz-Cázares, 2017). The sampling frame for this study was obtained from the Human Resources Office of Google Kenya.

3.3.2.2 Sampling Technique

According to Cooper and Schindler (2014) sampling technique is the techniques that the researcher uses to ensure that various groups which are either heterogeneous or homogeneous are well represented in the final sample being selected for the study to investigate a particular phenomenon under investigation. Since the respondents represent various departments and functions in Google Kenya, stratified and simple random sampling was used to ensure that various departments and functions of the company are represented in the final selection of the study that will form the respondents used for this study. Employees were grouped into strata each made of a department in the organization. The strata included; software engineer department, sales, analytics, operations, Research and development, finance, administration and marketing.
3.3.2.3 Sample Size

Sample size in research refers to the smaller units that are chosen from a population from which data will be gathered to address the research problem or specific objectives of the study (Cresswell, 2014). Sample size can also be defined as the number of complete questionnaires or objects from which data should be obtained (Lavrakas, 2008). Google Kenya has 54 employees, hence, a census determined the sample size to be 54 employees since the population is too small to extract a sample size; a census was the ideal method of determining 54 respondents as indicated in table 3.2.

Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Sample Size</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>15</td>
<td>15</td>
<td>28%</td>
</tr>
<tr>
<td>Finance</td>
<td>3</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>4</td>
<td>4</td>
<td>7%</td>
</tr>
<tr>
<td>R&amp;D/ Engineering</td>
<td>23</td>
<td>23</td>
<td>43%</td>
</tr>
<tr>
<td>Operations</td>
<td>9</td>
<td>9</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>54</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

According to Cooper and Schindler (2014) data collection refers to the process of gathering data from the target respondents that form the population of the study in a systematic manner that addresses the research objectives. This study used closed ended questionnaire as the data instrument tool since open ended tend to be difficult in conducting statistical analysis as respondents give different responses on the same question. The questionnaire was based on Likert scale with five measurements that is Agree, Strongly Agree, Neutral, Disagree and Strongly Disagree on various statements that are addressing the research questions introduced in chapter one. The first section of the questionnaire had demographic information of the respondents, the second section had questions on the influence of organizational based factors on employee adaptation to new work environment in addressing the first research question, third section questions on the influence of individual factors and employee adaptation, the fourth section had questions on skill based factors and employee adaptation to new work environment and the last section had questions on the influence of external...
environment and employee adaptation to the new work environment. The questionnaire was chosen as the data instrument tool because it is regarded as the most appropriate tool for collecting primary data to address the research objectives as it has standardized questions enabling the researcher collect data on a single or specific topic (Lavrakas, 2008).

3.5 Research Procedures

Cooper and Schindler (2014) define research procedures as the detailed sketch that contains a step by step on how the research will be conducted to effectively address the research objectives of the study. In this study, the research proposal was prepared, the sought approval from the supervisor. Once approved by the supervisor, a letter was obtained from the supervisor to introduce the researcher and another letter accompanying it asking for permission from the Human Resource Manager of Google Kenya to allow the researcher conduct the study. After the approval from the human resource manager, a pilot study was done using 10% of the respondents that is 5 respondents participated in the pilot study in order to test the reliability as well as the validity of the research questionnaire. Once the pilot study was completed, any identified weaknesses or inconsistencies that were found on the questionnaire, were addressed before carrying out the actual study. The researcher physically visited the office of Google Kenya and located the respondents then explained to them the purpose of conducting the study and how they are likely to benefit from it. A drop and pick method was used, whereby the researcher dropped the questionnaires to the respondents and gave them a maximum of 2 weeks to fill them out and then collect them for analysis. After collecting the questionnaire they were checked carefully to make sure that all the sections have been attended to, in case any missing sections were identified, the researcher sought for missing information from the respondents. Then all the distributed questionnaires were handled to the researcher for data analysis.

3.6 Data Analysis

According to Cresswell (2014) data analysis is the process through which the researcher inspects, cleans and models the collected data into meaningful information that is relevant to the stakeholders of the study. This study made use of both the descriptive statistics and inferential statistics whereby inferential statistics were used to analyse correlation and regression between the variables involved in the study while descriptive statistics were used in analysing percentages and frequencies. Data Analysis was done using software known as Statistical Package for Social Sciences (SPSS) and the findings were presented in tables and
figures in addressing the research objectives. The questionnaire was tested for validity and reliability using a Cronbach Alpha and the questionnaire was found to be reliable since it had a reliability Cronbach Alpha value of above 0.7 as shown in table 3.3.

**Table 3.3 Reliability Analysis**

<table>
<thead>
<tr>
<th>Variables</th>
<th>No of Items</th>
<th>Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational based factors</td>
<td>10</td>
<td>0.782</td>
</tr>
<tr>
<td>Individual employee factors</td>
<td>10</td>
<td>0.720</td>
</tr>
<tr>
<td>Skill-based factors</td>
<td>10</td>
<td>0.846</td>
</tr>
<tr>
<td>Employee adaptation to the new work environment</td>
<td>6</td>
<td>0.770</td>
</tr>
</tbody>
</table>

The following regression model was used:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \]

Where; \( \beta_0 \) is a coefficient constant; \( X_1 \) = organizational based factors; \( \beta_1 \) = Standardized Beta vale for organizational based factors; \( X_2 \) = individual employee factors; \( \beta_2 \) = Standardized Beta vale for individual employee factors; \( X_3 \) = skill-based factors; \( \beta_3 \) = Standardized Beta vale for skill-based factors;

**3.7 Chapter Summary**

This chapter presented the research methodology that was used in carrying out the study. The research design adapted by the study has been highlighted as descriptive survey design. The population of the study which is 54 employees working at Google Kenya has also been presented, sample size has also been presented. Data collection methods have been presented, followed by the research procedures on how the study will be carried out and the data analysis methods on how the collected data was analysed into meaningful information. Chapter four of this study will present the results and findings.
CHAPTER FOUR
RESULTS AND FINDINGS

4.1 Introduction

The results and findings that are presented in this chapter are based on the research questions presented in chapter one. The demographics findings of the respondents are presented first, then followed by the findings on the organizational factors and employee adaption to the new work environment, skill based factors and employee adaption to the new work environment and the impact of external environmental factors and employee adaption to the new work environment. The study had a response rate of 89%, out of 54 questionnaires that were administered, 5 of them were returned contributing to the stated response rate. The overall response rate of 89% was sufficient for data analysis since a response above 50% is sufficient for data analysis (Cooper & Schindler, 2014).

4.2 Demographic Information

The demographic data of this study included; gender of the respondents, age bracket of the respondents, work department and the number of years the respondents have worked for the organization. The findings are presented as follows.

4.2.1 Gender of the Respondents

When the respondents were asked to indicate their gender, 67% of them were male and 33% were female as shown in Figure 4.1. It implies that the company is dominated by the male gender.

![Gender of the Respondents](image)

Figure 4.1: Gender of the Respondents

4.2.2 Age of the Respondents
When the respondents were asked to indicate their age bracket, 9% of them were between 45 and 55 years, 22% between 34 and 41 years, 53% between 26 and 33 years, and 16% aged between 18 to 25 years as presented in Figure 4.2 below. It implies that the majority that work at Google Kenya are youth.

![Age of the Respondents](chart.png)

**Figure 4.2: Age Range of the Respondents**

### 4.2.3 Work Department

When the respondents were asked to indicate their respective work department, 13% were in sales, 18% in management, 6% in finance, 8% in marketing, 6% in customer care and 49% in ICT as indicated in Figure 4.3. This implies that the majority of the respondents work in the ICT department since this is the core business of Google Kenya.
Figure 4.3: Work Department

4.2.4 Number of Years in the Organization

Respondents were asked to indicate the number of years they had worked for the company, 10% had worked for the company for less than a year, 29% for 4-6 years, 49% for 1-3 years while 12% had worked for the company for more than 10 years as shown in Figure 4.4. This implies that the majority of the respondents have been in the company for a period between 1 to 3 years.

Figure 4.1: Respondents’ Number of Years in the Organization
4.3 Organizational Factors and Employee Adaptation to New Work Environment

This study sought to determine the influence of organizational factors on employee adaptation to the new work environment. The findings are highlighted in the following sections:

4.3.1 Organizational Structure

On the question whether well-organized structures in the company enhance employee adaptation to Google working environment, 8% of the respondents were neutral, 57% agreed while 35% strongly agreed as indicated in Table 4.1. It implies that well organized structures within the organization enhance employee adaptation to the new work environment.

Table 4.2: Organizational Structure

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>4</td>
<td>8.0</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>57.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>35.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.3.2 Organizational Structure and Job Description

On the question whether organizational structures entails developed employee job description at Google Kenya, 6% of the respondents disagreed, 51% agreed while 43% strongly agreed as indicated in Table 4.2. It implies that organizational structure is crucial for developing employee job description.

Table 4.2: Organizational Structure and Job Description

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>51.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>21</td>
<td>43.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.3.3 Leadership and Employee Adaptation

Respondents were asked whether organizational leadership enhances employee adaptation to the new work environment, 6% of the respondents were neutral, 43% strongly agreed and 51% agreed as presented in Figure 4.4. This implies that leadership influences employee adaptation to the new work environment.

![Leadership and Employee Adaptation](image)

**Figure 4.5: Leadership and Employee Adaptation**

4.3.4 Employee Mentorship and Work Environment Adaptation

On examining whether employee mentoring in the organization enhances employee adaptation to the new work environment, 29% strongly agreed, 63% agreed, 4% were neutral while the remaining 4% disagreed as presented in Table 4.3.

**Table 4.1: Employee Mentorship and Work Environment Adaptation**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>63.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>14</td>
<td>29.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.3.5 Employee Coaching

On the question whether the company has employee coaching to enhance employee adaptation to the new work environment, 6% of the respondents were neutral, 57% agreed and 37% strongly agreed as shown in Figure 4.5. It implies that employee coaching enhances employee adaptation to the new work environment.

![Employee Coaching Pie Chart]

**Figure 4.2: Employee Coaching**

4.3.6 Friendly Culture

On the question whether Google Kenya has a friendly culture to enhance employee adaptation to the new work environment, 8% disagreed, 61% agreed and 31% of the respondents strongly agreed. The results are presented in Table 4.4. It implies that a friendly culture enhances employee adaptation to the new environment.

**Table 4.4: Friendly Culture**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>4</td>
<td>8.0</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>61.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>31.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.3.7 Teamwork and Employee Adaptation

On the question whether the company has a teamwork supportive culture to enhance employee adaptation to the new work environment, 4% were neutral, 51% agreed and 45% strongly agreed as indicated in Figure 4.6. It implies that teamwork supportive culture enhances employee adaptation to the new work environment.

![Teamwork & Employee Adaptation](image)

**Figure 4.8: Teamwork and Employee Adaptation**

4.3.8 Rewards and Benefit Systems

On the question whether Google Kenya has reward and benefit systems to enhance employee adaptation to the new work environment, 41% of the respondents agreed and 59% strongly agreed as indicated in Figure 4.7. It implies that Google Kenya has rewards and benefits that enhance employee adaptation to the new work environment.

![Rewards and Benefits System](image)

**Figure 4.7: Rewards and Benefits**
4.3.9 Competitive Salaries

The respondents were asked to indicate whether Google Kenya offers competitive salaries to enhance employee adaptation to the new work environment, 6% of the respondents disagreed, 57% agreed while the remaining 37% strongly agreed as indicated in Figure 4.8. It implies that competitive salaries enhance employee adaptation to the new work environment.

![Competitive Salaries](image)

**Figure 4.8: Competitive Salaries**

4.3.10 Holiday Benefits

The respondents were asked whether holiday benefits packages that their organization offers influences employee adaptation to the new work environment, 4% of the respondents disagreed, 65% of the respondents agreed and 31% strongly agreed as shown in Table 4.5. It implies that holiday benefits enhance employee adaptation to the new work environment.

**Table 4.5: Holiday Benefits**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>65.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>31.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.3.11 Correlation between Organizational Based Factors and Employee Adaptation

A correlation analysis was conducted to enable the researcher have the idea about the degree and direction of the relationship between the two study variables under study. Table 4.6 below shows the correlation between organizational-based factors and employee adaptation. The findings revealed that organizational-based factors and employee adaptation are positively and significantly associated (r = 4.23**, sig.2-tailed = 0.002. This implies that both organizational based factors and employee adaptation changes in the same direction.

**Table 4.2: Correlation between Organizational Based Factors and Employee Adaptation**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Employee Adaptation</th>
<th>Organizational-Based Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Adaptation Pearson Correlation</td>
<td>1</td>
<td>.423**</td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>.002</td>
</tr>
<tr>
<td>Organizational Based Factors Pearson Correlation</td>
<td>.423**</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>49</td>
</tr>
</tbody>
</table>

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

4.4 Skill-Based Factors and Employee Adaptation to New Work Environment

This study sought to establish whether skill based factors influence employee adaptation to the new work environment. The findings are presented in the following sections:

4.4.1 The Use of Professional Language

On the question whether the respondents are encouraged to use professional language to enhance employee adaptation to the new environment, 27% of the respondents strongly agreed, 65% agreed, 4% were neutral while the remaining 4% disagreed as indicated in Table 4.6.
Table 4.7: The Use of Professional Language

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>65.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>13</td>
<td>27.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.4.2 The Use of Simplified Slogans

On the question whether Google Kenya encourages the use of slogans and code names to enhance employee adaptation to the new work environment, 4% were neutral, 63% agreed and 33% strongly agreed as indicated in Figure 4.9. It implies that the use of slogans and code names enhances employee adaptation to the new work environment.

![The Use of Slogans](image)

**Figure 4.9: The Use of Slogans**

4.4.3 Problem Solving Skills

The respondents were asked whether Google Kenya encourages employees to establish problem solving skills, 37% strongly agree and 63% agreed as indicated in Figure 4.10. It implies that Google Kenya encourages its employees to establish problem solving skills.
4.4.4 Problem Solving Capability

On the questions whether new employees’ ability to solve problems enhances employee adaptation to the new work environment, 65% agreed while 35% strongly agreed as indicated in Table 4.6 below. It implies that the ability of new employee to solve problems enhances their adaptation to the new work environment.

Table 4.2: Problem Solving Capability

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>32</td>
<td>65.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>35.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.4.5 Problem Solving Skills Training

The respondents were asked whether problem solving skills training would enhance employee adaptation to the new work environment, 4% of the respondents were neutral, 61% agreed and 35% strongly agreed as indicated in Table 4.7 below. It implies that problem solving skills training enhances employee adaptation to the new work environment.
Table 4.3: Problem Solving Skills Training

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>61.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>35.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.4.6 Flexible Working Arrangements

The respondents were asked whether flexible working arrangements for new employees would enhance their adaptation to the new work environment, 33% agreed while 67% strongly agreed as indicated in Figure 4.11. It implies that flexible working arrangements for new employees enhance their adaptation of the new work environment.

![Flexible Working Arrangements](image)

Figure 4.11: Flexible Working Arrangements

4.4.7 Flexibility Skills

On the question whether flexibility skills enables employees to adapt to the new working environment, 4% of the respondents disagreed, 59% agreed while the remaining 37% strongly agreed. This implies that flexibility skills of employees would enhance their adaption to the new work environment. The results are presented in Table 4.8.
### Table 4.10: Flexibility Skills

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>59.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>18</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

#### 4.4.8 Employees Skills and Dynamic Work Environment

The respondents were asked to indicate whether employees’ skills to adapt to dynamic work environment was essential for them to get used to Google working environment, 41% strongly agreed and 59% agreed. The results are presented in Figure 4.12. This implies that employees’ skills to adapt to dynamic environment are essential for them to get used to a new work environment.

![Figure 4.12: Employees Skills and Dynamic Work Environment](image)

#### 4.4.9 Management skills for Employee Learning

On examining whether managerial skills for employee learning are essential for employee adaptation to the new work environment, 65% agreed and 35% strongly agreed. The results
are presented in Table 4.9. It implies that managerial skills for employee learning are essential for employees to adapt a new work environment.

**Table 4.11: Management skills for Employee Learning**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>32</td>
<td>65.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>35.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**4.4.10 Supervisor’s Mentoring Skills**

On the question whether supervisors’ skills and availability enhances employee adaptation to the new work environment, 61% agreed and 39% strongly agreed as indicated in Table 4.10 below. This implies that supervisor’s mentoring skills enhance employee adaptation to the new work environment.

**Table 4.12: Supervisor’s Mentoring Skills**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>30</td>
<td>61.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>19</td>
<td>39.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**4.4.11 Correlation between Skill-based Factors and Employee Adaptation**

A correlation analysis was conducted to establish the relationship between skill-based factors and employee adaptation. The findings revealed that skill-based factors and employee adaptation is positively and significantly associated (r=0.459**, sig.2-tailed =0.001). It implies that both skill-based factors and employee adaptation changes in the same direction. The findings are summarized in Table 4.11.
Table 4.4: Correlation between Skill-based Factors and Employee Adaptation

<table>
<thead>
<tr>
<th>Variables</th>
<th>Employee Adaptation</th>
<th>Skill-based Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pearson Correlation</td>
<td>.459**</td>
</tr>
<tr>
<td>Employee Adaptation</td>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>49</td>
</tr>
<tr>
<td>Skill-based Factors</td>
<td>Pearson Correlation</td>
<td>.459**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>49</td>
</tr>
</tbody>
</table>

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

4.5 External Environment Factors and Employee Adaptation to New Work Environment

The study sought to determine the effect of external factors on employee adaptation to new work environment. The variables include; change in technology, technology changes and employee ideology, national culture and traditions, industry compensation trends, employment industry trends, national legislation on human resources policies. The findings are presented in the following sections:

4.5.1 Changes in Technology

Respondents were asked whether changes in technology can be disruptive to employees adapting to the new work environment. 2% of the respondents disagreed, 4% were neutral, 69% agreed while the remaining 25% strongly disagreed as indicated in Table 4.11. This implies that changes in technology can disrupt employees adapting to the new work environment.

Table 4.5: Changes in Technology

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>34</td>
<td>69.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>12</td>
<td>25.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.5.2 Technological Changes and Employees’ Ideology

When the respondents were asked to indicate whether new technological changes at Google affects the ideology of employees adapting to the new work environment, 61% agreed and 39% strongly agreed as indicated in Figure 4.13. This implies that new technological changes affect employees adapting to a new work environment.

![Technological Changes & Employee Ideology](image)

Figure 4.11: Technological Changes and Employees’ Ideology

4.5.3 National Culture and Traditions

Respondents were asked whether national culture and traditions influence employee adaptation to the new work environment, 55% of the respondents agreed and 45% strongly agreed as indicated in Table 4.12. It implies that national culture influences employee adaptation to the new work environment.

**Table 4.15: National Culture and Traditions**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>27</td>
<td>55.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>45.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.5.4 Industry Compensation Standards

On the question whether Google employee compensation system compared to the industry enhance employee adaption to a new work environment, 62% agreed and 38% strongly agreed as indicated in Figure 4.14. It implies that industry compensation standards influences employee adaptation to a new work environment.

![Industry Compensation Standards](image)

**Figure 4.12: Industry Compensation Standards**

### 4.5.5 Employment Industry Trends

Respondents were asked to indicate whether employment industry trends influenced employee adaptation to a new work environment, 69% agreed and 31% strongly agreed. The findings are presented in Figure 4.15 below. It implies that employment industry trends influences employee adaptation to a new work environment.
4.5.6 National Legislation on Human Resources Policies

On the question whether national legislation on human resource policies affects employee adaptation to a new work environment, 9% of the respondents were neutral, 46% agreed while 45% strongly agreed as shown in Table 4.13 below. This implies that national legislation on human resource policies affects employee adaptation to new work environment.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral</td>
<td>4</td>
<td>9.0</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>46.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>45.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.5.7 Correlation between External Environment Factors and Employee Adaptation

Table 4.14 shows the correlation between external environment factors and employee adaptation. The results revealed that there is a positive relationship between external environment factors but the relationship is not significant (r=0.030, Sig.2-tailed=0.840). It
implies that there is a positive relationship between external environment factors but the relationship is not statistically significant.

**Table 4.7: Correlation between External Environment Factors and Employee Adaptation**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Employee Adaptation</th>
<th>External Environment Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Adaptation Pearson Correlation</td>
<td>1</td>
<td>.030</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.840</td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>External Environment Factors Pearson Correlation</td>
<td>.030</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.840</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>49</td>
</tr>
</tbody>
</table>

The Table shows the correlation between business growth and strategies. The results revealed strategies and business growth is positively and significantly associated (r=0.751*, Sig.2-tailed=0.000). This implies that both strategies and business growth changes in the same direction.

**4.5.8 Multiple Regression**

A multiple regression was conducted to determine the level of relationship when the variables are combined. The findings show that combined variables had an adjusted R square value (0.209), meaning that 20.9% of variability in employee adaptation to the new work environment was attributed to organizational based factors and skill based factors. The other 79% of attribution to the employee adaptation was not covered by this study as summarized in table 4.15.
The Analysis of Variance (ANOVA) was carried out to determine whether there existed significant differences in the mean of variables. The findings show that $F_{(2,46)} = 7.354; p$-value < 0.000 as indicated in table 4.16 below. This means that there exists a significant variance between the means of independent variables and dependent variable which implies that the variables vary from one another significantly.

The findings of the study show that skill based factors had the highest standardized Beta value, $\beta$ (0.319); $p$-value = 0.00; followed by the organizational based factors with a standardized Beta Value, $\beta$ (0.226); $p$-value = 0.000. The $p$-values < 0.05, therefore statistically significant as indicated in table 4.17.
Table 4.10: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.184</td>
<td>.433</td>
</tr>
<tr>
<td>Organizational Based Factors</td>
<td>.099</td>
<td>.071</td>
</tr>
<tr>
<td>Skill-based Factors</td>
<td>.247</td>
<td>.126</td>
</tr>
<tr>
<td>Environmental Factors</td>
<td>.024</td>
<td>.098</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Adaptation

4.6 Chapter Summary

The results and findings of the study have been presented in this chapter. The findings show that there exists a positive relationship between external environmental factors and employee adaptation to the new work environment but the relationship is not statistically significant, followed by a statistically significant relationship between skill based factors and employee adaptation and finally the relationship between organizational based factors and employee adaptation which is statically significant. The next chapter presents the discussion, conclusion and recommendations.
CHAPTER FIVE
DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The chapter presents the study discussion, conclusion and recommendations in respect to the research questions. The summary of the study is presented first, followed by the discussion on the effect of organizational factors on employee adaptation, effect of skill based factors on employee adaptation and the effect of external environment factors on employee adaptation. Conclusions and recommendations are also presented in this chapter.

5.2 Summary of the Study
The purpose of this study was to determine the factors that influence employee adaptation to a new work environment at Google Kenya. The following research questions were used to guide the study: What is the influence of organizational based factors on employee adaptation to new work environment at Google Kenya? What is the influence of individual factors on employee adaptation to the new work environment at Google Kenya? What is the influence of skill-based factors on employee adaptation to the new work environment at Google Kenya?

The study used a descriptive survey design. The target population of the study was 54 employees working at Google Kenya in various departments. A census was used in selecting the sample of 54 employees since the entire population was studied. A closed ended questionnaire was used in collecting the primary data which was analysed for both descriptive and inferential statistics using the Statistical Package for Social Sciences (SPSS) version 24 and the findings were presented using tables and figures.

The first research question examined the organizational factors and their influence on employee adaptation to a new work environment. The findings show that there exists a statistically significant relationship between organizational factors and employee adaptation.

The second research question examined the influence of skill-based factors on employee adaptation to a new work environment. The findings show that there exists a statistically significant relationship between skill-based factors and employee adaptation.

The third research question examine whether external environment factors influence employee adaptation to a new work environment. The findings show there exists a positive relationship between external environment factors and employee adaptation.
5.3 Discussion

5.3.1 Organizational Factors and Employee Adaptation to New Work Environment

The study sought to examine whether organizational factors had an influence on employee adaptation to new work environment. The focus was on Google Kenya. The findings show that there exists a statically significant relationship between organizational factors and employee adaptation to new work environment. These findings are in line with the study done by Lim (2017) who emphasizes on the importance of organizational factors in relation to employee working environment. He noted that one of the most critical factors in the work environment is the organizational structure which he defines as a framework that defines how activities of the various tasks are directed with the purpose of achieving the set objectives and determines the flow of information from one level to another within the company. Furthermore, he indicated that organizational structure can be used by various firms as a control mechanism that will directly influence the behaviours of employees towards the new work environment, the outcomes of their work and ensuring that the required tasks are done effectively to assist the company in meeting its objectives through its labour force.

The findings are also in line with the study of Al-Qatawneh (2014), who suggests that the structure of the organization describes the internal features of the company and these features receive attention because they are crucial for employee adaptation to a new work environment. The features dictate how the employees will handle their responsibilities at the workplace and the chain of command they will encounter in the organization. Bietenbeck and Wiederhold (2017) also suggest that a well-structured organization is crucial for the transition of workers into the company and enhances the success of the organization by making employees feel appreciated and become dedicated to their work which is critical to the success of the organization in the long run. Researchers have also indicated that organizational structure relates to the attitudes and behaviours of new employees coming into the organization. A study done by Salimbahrami, Ahmadi and Sahebi (2015) conducted a study on the relationship of organizational structure and its dimensions with staff’s quality of work life and the study revealed that centralization had a positive relationship with employee commitment in the new work environment. Similarly the study conducted by Irefin and Mechanic (2014) on the effect of organizational structure on new employee performance. The findings to the study indicated that there was a fairly high relationship between organizational structure and the performance of new employees at the workplace. Organizational culture
remains to be a critical variable in the work-related environment especially for new employees joining the organization for the first time as it provides them with the allocation of tasks and how the information should flow from one level to the next one.

The study found out that leadership is crucial for employee adaptation to a new work environment. These findings are in line with the study done by Rizescu and Tileaga (2013) they suggest that leadership can provide the right policies, regulation and procedures that guide the relationship and activities in the company which is very crucial to the new workers settling in the organization. They further indicate that in Austria for instance, leadership development specific for managing employees is considered to be significant in quality assurance and employee transition. In the leadership development cycle, from the recruitment process, training and career development special attention is directed towards identifying talent, offering development opportunities and steering them towards the right position that match their specific competencies for an easy transition at the workplace.

The findings also correspond to the study done by Muthuveloo et al. (2014) as they indicate that effective leadership is significant element for a successful employee adaptation into a new organization, and the leadership approaches that are not well perceived by new employee can lead to a decreased organizational performance as well as poor commitment from employees. The performance of the organization may move unsteadily during and after change of leadership that is because leaders have a significant role in determining the adaptability of employees into their new environment of work. Transformational leadership for instance tends to create an individual spirit and team spirit among employees as it shows interest and optimism to workplace environment through coaching, supporting and encouragement to adapt a new environment. On the other hand (Gbaekemen & Odivwri, 2015) indicate that leadership is the act of influencing and directing of activities of an organized group to achieve the vision by communicating with them that its leadership thrives in an origination setting. The management function of leadership is concerned with a continuous search of the best way possible to influence the employees in accomplishing their objectives and goals through well managed process that supports their working environment, such as having the right chain of command, well described job description, physical elements to help them in making their job a lot easier, both of these factors highly depend on the right human management leadership for them to be implemented successful.

5.3.2 Skill-Based Factors and Employee Adaptation to New Work Environment
This study sought to examine whether skill based factors had influence on employee adaptation to a new work environment. The study findings revealed that there exists a statistically significant relationship between skill based factors and employee adaptations to new work environment. These findings confirm a study by Gee (2018) who established that there exists a significant relationship between skills and employee adaptation. The study noted that the notion of problem-solving skills is a key factor that influences the adaption of employees to their new place of work. He argued that problem solving can be seen as the notion of employees being able to identify problem severity and assess the effect of various alternative solutions. Stare (2011) also emphasised on the importance of developing skills for employees joining the organization. Furthermore, he argued that workplace trainings are aimed at developing problem solving skills and helps employees to work even more efficiently with their colleagues, partners, customers and vendors.

The study also found that language learning skills were crucial for employee adaptation of the new workplace. This confirms with the findings of Gajda (2015) which indicate that the role of language is one of the most important factors in the adaptation to a new culture and environment while at the same it can be the biggest challenge and obstacle if not fully embraced. The study further explained that, getting employed, educated, receiving information and communication becomes easier and knowing the language will help the employee to feel part of the society and therefore is it one key factor in foreign person’s wellbeing. The study gave an example of an employee’s education background, experience in learning languages and motivation. To learn any language, active use of the new language, independent studying, contacts with people around and being in learning environment support in learning the any language. As a result, individuals tend to adapt to their new environment easily due to the ideology of fast language learning.

The findings also confirm to the study done by Anyango (2011) as he explains the role of language in understanding the culture of the organization. Understanding the organizational culture can be very demanding without taking into account the language. Language remains used in the communication so the vocabulary and way of speaking remain influenced by the culture, its values and norms. Overall, knowing the language helps in understanding the people, their lifestyle and cultural background. Using the above concept an individual is capable of adapting to the new environment since he/she is capable of speaking the same language as the people around and to make the matter worse he/she has the notion societal background information.
The study found out that flexibility skills have influence on employee adaptability to a new work environment. This findings confirms to the publication of Bhate (2013) who defines flexibility as the phenomenon of changing or creating a modification of an individual to suit the new environment. For a workplace culture, it means that an employee must be open to new ideas or change must be able to work independently or in teams. The author also indicate that employers are increasingly shifting from one environment and roles to rotation of roles and flexible job descriptions. Flexibility skills becomes a sought after skill as it shows that the employee can adapt to changing needs, technology trends and ultimately crucial for the employee career growth as the individual becomes more equipped.

5.3.3 External Environment Factors and Employee Adaptation to New Work Environment

The study sought to determine whether external environment factors had influence on employee adaptation to new work environment. The findings show that there is a positive relationship between external environment factors and employee adaptation to new work environment but the relationship is not statistically significant. The findings indicate that change in national economy can influence employee adaptation to new work environment. Ouppara and Victoria (2012) have argued that the change of national economy can greatly affect human resources activities sin any company in terms of compensation, recruitment, salaries, employment and redundancy. Any reduction of the national economies can also affect a reduction of the workforce a relatively have the reduction of salaries that can cut down the social support spending. Northouse (2018) also argues that the discussion on the changes of the economic condition can be understood that these changes affect the labour force by changing the number of workers needed on any duty allocated, for instance when the economy stabilizes the urge for increase of qualified human resources come in hand for higher margins.

The findings of this study shows that technology changes cab influence employee adaptation to new work environment. Imran (2014) argues that the ideology of technological changes can easily affect the activities of human resources in the organization. The incomes of business organizations may grow and can be expected on improving wages and salaries of employees. The increase of in number of technological alternatives or innovations in business functions might create a positive image for the firms and increase revenues. Therefore, the innovation of the new technology can easily make the work easier and thus make employees
adapt easily the new work environment. Furthermore, Al-Qatawneh (2014) argues that the changes in technology can make it possible to have an improved human resource functions such as selection, recruitment, educating, training, performance appraisal, determining wages and salaries. In addition, for a smooth transition of employees into the organization the international developments in human resource management should be learnt and implemented. Agbozo et al. (2017) also indicate that changes in technology can have a negative effect on human resource policies. This kind of circumstance can decrease the need for labour that results in a lower employment level posing a significant threat on a new employee’s job security. In addition, policies like encouragement for retirement can take place more dominantly, which increase the spending on social security. At the same time technological changes can make some employees functionless who are valuable in the conventional or old style kind of manufacturing. Moutsatos (2013) argues that for the innovation that tend to replace the work of employees may tend to make employees to lose hope on working thus making it difficult to adapt easily to their new environments (Moutsatsos, 2013).

The findings of this study indicate that legislation has an impact on employee adaptation to a new work environment. This finding is in line with the study by Chitescu and Lixandru (2016) who argues that companies should behave in the frame of the regulations set by the law into practices since it is an obligation for any human resource management practices to work in line with the legal necessities. Firms through their human resource management practices should implement the legislation depending on the regulations set by their counties to acquire equal opportunity and occupational health. Masson (2017) argues that all rules and regulations enacted have a great influence on human resource in any function including new employee’s transition into the company. According to Nekorance and Nagyova (2014) every business should consider the regulations of the law of its functions and in case of an absence of law, it should be fulfilled by lawful actions. In some counties, one never employed in any job that his/her gender, age, sex, or strength does not allow. Equally, children, women, and people living with disabilities remain considered most in terms of support and privileged, besides, any employees deserve the right to rest and in addition, a retirement of the employees should be a guarantee of obligation.
5.4 Conclusion

5.4.1 Organizational Factors and Employee Adaptation to New Work Environment

This study sought to determine whether organizational factors influence employee adaptation to a new work environment. The findings have established that there exists a statistically significant relationship between organizational factors and employee adaptation to the new work environment. Therefore, this study concludes that organizational structure, leadership, organizational culture, rewards and benefits contribute to employee adaptation to a new work environment.

This concludes that rewards and benefit systems in the organization should focus on formulation and implementation of strategies as well as policies that aim at rewarding employees fairly, equitably and consistently in line with their value to the company they are joining. A proper reward system involves the design, implementation and maintenance of the rewarding process and practices which are geared to the improvement of the company, teams and the employee performance.

5.4.2 Skill-Based Factors and Employee Adaptation to New Work Environment

The study sought to determine the influence of skill-based factors on employee adaptation to a new work environment. The findings have established that there exists a statistically significant relationship between skill-based factors and employee adaptation to new work environment. Therefore, the study concludes that flexibility skills, language learning skills, and problem solving skills strongly enhance employee adaptation to a new work environment.

This study concludes that the shifting dynamics of the workplace means that employees need to adapt and respond to change, quickly and resisting this can lead to undue stress. Recognizing and embracing flexibility will help employee adapt to difficult situations more easily. In addition flexibility skills tend to offer an individual with the ability to adapt to new environment easily thus creating commitment that in turn result to attainment of the organizational objectives and goals.
5.4.3 External Environment Factors and Employee Adaptation to New Work Environment

The study sought to determine whether external environment factors have influence on employee adaptation to a new work environment. The findings have established that there is a positive relationship between external environment factors and employee adaptation to a new work environment and the relationship is not statistically significant. Therefore, the study concludes that, changes in national economy, changes in technology, national culture and traditions, industry trends and legislation have contributed to the positive relationship between external environment factors and employee adaptation to the new environment of work.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Organizational Factors and Employee Adaptation to New Work Environment

This study established the existence of a significant relationship between organizational factors and employee adaptation to a new work environment. Organizational structure, leadership, rewards and benefits, and organizational culture influence employee adaptation to a new work environment. Therefore, this study recommends that Google Kenya should develop their organizational culture, and structure to support new employees to settle into the organization effectively.

5.5.1.2 Skill-Based Factors and Employee Adaptation to New Work Environment

The findings of this study have established the existence of a statistically significant relationship between skill-based factors and employee adaptation to the new environment. Learning language skills, flexibility skills, and problem-solving skills enhances employee adaptation to the new environment. Therefore, this study recommends that Google Kenya should invest in trainings that aim at developing problem solving skills and flexibility skills for an effective employee adaptation to the new work environment.

5.5.1.3 External Environment Factors and Employee Adaptation to New Work Environment

The findings of this study have revealed the existence of a positive relationship between external environment factors and employee adaptation to the new environment. External
environment factors such as the national economy, technological changes, legislation and national culture and traditions have influence on employee adaptation to the new environment of work. Therefore, the study recommends that Google Kenya should incorporate these factors in their organizational culture as well as the structure in order to enhance employee adaptation at their workplace.

5.2 Recommendation for Further Studies

This study focused on the factors that influence employee adaptation to the new work environment. The study variables were limited to organizational, skill-based and external environmental factors. These variables are not exhaustive in determining the factors that influence employee adaptation to new environment. Therefore, further studies should focus on other factors such as individual factors in another sector or industry.
REFERENCES


APPENDICES

Appendix I: Cover Letter

Lynette Muema

P.O.BOX 75379 -00200

Nairobi

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH

My name is Lynnette Muema, currently pursuing my master’s degree at United States International University-Africa. In partial fulfillment for the award of the master’s degree in Management and Organization Development (MOD), I am required to conduct a research in the area of my concentration. My study is entitled: “Factors that Influence Employees Adaptation to New Work Environment at Google Kenya”. I am writing to request for your participation in this study.

Kindly note that all the information you will provide will be treated as confidential and will not be shared with any third party, other than for the purpose of this study. Equally, your name will not be mentioned or referenced in any of the study materials.

Thank you in advance for your participation.

Kind Regards,

Lynette Muema
Appendix II: Questionnaire

SECTION I: General Information

Kindly answer the following questions to the best of your knowledge. Kindly tick (✔) in the box that represents your answer.

1. Kindly indicate your gender
   Male □
   Female □

2. Kindly indicate your age range
   18 – 25 years □
   26 – 33 years □
   34 – 41 Years □
   48 – 55 Years □
   56 and Above □

3. What Is your work department?
   Management □
   Finance □
   Marketing □
   Customer Care □
   ICT □
   Sales □
   Other (Specify)____________________

4. How many years have you worked for Google Kenya?
   Less than 1 years □
   1– 3 Years □
   4 – 6 Years □
   7– 9 Years □
   10 and Above □
**SECTION II: Organizational Factors and Employee Adaptation to New Work Environments**

Kindly use the following Likert Scale to tick (√) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Well-developed organizational structures enhance new employee adaptation to Google work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Google Organizational structure includes well developed employee job descriptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Google leadership enhances employee adaptation to Google work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Google has employee mentoring that enhances employee adaptation to work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Google has employee coaching that enhances employee adaptation to work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Google has friendly culture that enables employees to adapt to the work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Google has teamwork supportive culture that enables employees to adapt to the work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Google has bonus rewards system that enhances employee adaptation to the work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Google has competitive salaries that enhances employee adaptation to the work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Google compensation benefits like paid leave enhances employee adaptation to the work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION III: Skills-Based Factors and Employee Adaptation to New Work Environments

Kindly use the following Likert Scale to tick (✓) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.</td>
<td>Google staff are encouraged to utilize professional language at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Use of simplified slogans and code names at Google enhances employee adaptation to new work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Google encourages employees to establish problem solving skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>New employee’s ability to solve problems enhances their adaptation of Google work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>You would recommend problem solving skills training for new employees joining Google</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Google has flexible working arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Flexibility at Google enhances employee adaption to the work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>Employees skills to adapt to dynamic work environment is essential for Google work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>The ability for management to accord employees room to learn enhance employees’ adaptation to Google work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>Supervisors availability and flexibility to mentor new employees enhances their adaptation to Google work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION IV: External Environmental Factors and Employee Adaptation to New Work Environments

Kindly use the following Likert Scale to tick (✓) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>Changes in technology can be disruptive for employees adapting to new work environments</td>
</tr>
<tr>
<td>26</td>
<td>Disruptive changes in technology can negatively affect employees’ ability to settle in a new work environment</td>
</tr>
<tr>
<td>27</td>
<td>Technological changes at Google are not disruptive to employees’ adaptation to the work environment</td>
</tr>
<tr>
<td>28</td>
<td>New technological changes at Google can affect employees’ ideology towards work environment</td>
</tr>
<tr>
<td>29</td>
<td>National culture and traditions influence organizational culture within with employees’ work.</td>
</tr>
<tr>
<td>30</td>
<td>Google competitive employee compensation compared to the industry enhances employee’s adaption to Google work environment</td>
</tr>
<tr>
<td>31</td>
<td>The industry trends influences employee adaptation to the new working environment at Google.</td>
</tr>
<tr>
<td>32</td>
<td>National legislation on Human Resource policies affects employees’ adaptation to Google work environment</td>
</tr>
</tbody>
</table>
**SECTION V: Employee Adaptation to New Work Environments**

Kindly use the following Likert Scale to tick (√) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>33.</td>
<td>Organizational factors are important in employee adaptation to work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34.</td>
<td>Organizational culture plays an important role in employee adaptation to work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35.</td>
<td>Employee language skills are essential in enhancing employee adaptation to new work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36.</td>
<td>Employee problem solving skills are essential in enhancing employee adaptation to new work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37.</td>
<td>Changes in technology influences employees adaptation to new work environments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38.</td>
<td>Employees need for job security determines their adaptation to new work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39.</td>
<td>Employees need for job satisfaction determines their adaptation to new work environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The End

Thank you.