EFFECT OF CHANGE MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE OF UNITED
NATIONS OFFICE FOR PROJECTS AND SERVICES

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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This Research Project Report Has Been Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for a Degree in Master of Science in Management and Organizational Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

SUMMER 2020
STUDENT’S 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: ______________________
Grace Kemunto Osoro (ID: 658378)

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

Signed: ______________________       Date: ______________________
Dr. James Ngari

Signed: ______________________       Date: ______________________
Dean, Chandaria School of Business
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ABSTRACT

The general objective of this study was to determine the effect of change management practices on organizational performance with a case of United Nations Office for Projects and Services (UNOPS). Organizations are increasingly embracing the practice of adopting change management strategy in anticipation that this would translate to enhanced performance and subsequent achievement of organizational goals. Similar trends have been observed in non-governmental organizations that seek to employ strategic change management practices as means of enhancing programs effectiveness. However, most Non-Governmental organizations like United Nations experience challenges of limited resources, hence; strategic long term change management is viewed with a lot of skepticism in regards to its relevance to organizational performance.

This study used descriptive research design on a population of 121 employees working at United Nations Office for Projects and Services in Nairobi. A sample of 93 employees is obtained from the study population. This study used a questionnaire for data collection to effectively respond to the research problem based on primary data. The study used descriptive statistics to analyze frequencies and percentages and inferential statistics in analyzing regression and correlation among study variables. Analysis of the data obtained from the respondents was done using Statistical Package for Social Sciences (SPSS) version 24. The findings were presented using tables and figures.

The first objective of the study sought to determine the effect of leadership style on organizational performance. The findings revealed that there exists a significant relationship between leadership style (independent variable) and organizational performance (dependent variable), r (0.886); p-value < 0.01.

The second objective of the study sought to determine the effect of organizational culture on organizational performance. The findings revealed that there exists a significant relationship between organizational culture (independent variable) and organizational performance (dependent variable), r (0.875); p-value < 0.01.

The third objective sought to determine the effect of human resource capacity building on organizational performance. The findings revealed that there exists a significant relationship between human resource capacity building (independent variable) and organizational performance (dependent variable), r (0.933); p-value < 0.01.
This study concludes that there is a significant relationship between leadership style and organizational performance. Leadership style entails of how the leader directs and controls how the subordinates conduct their respective assignments as well as how the subordinates gets them in order to produce desirable results as intended. This study concludes that the role of leadership in a firm is crucial for creating a vision, mission, determination and establishment of organizational objectives, designing strategies, policies and methods to achieve the organizational outcomes effectively and efficiently along with directing and coordinating the efforts and activities of the organization.

This study concludes that there is a significant relationship between organizational culture and organizational performance. An Organization, embedded with cultural values, is characterized by the visible social strength in its manifestation. This study concludes that organizational culture forms in response to the need for external adaptation and survival as well as internal integration. External adaptation and survival involve finding a niche to enable the organization to cope with the changing environment.

This study concludes that there is a significant relationship between human resource capacity building and organizational performance. Human resource capacity building takes into consideration the development of skills, knowledge, attitudes in individuals and groups of people relevant in design, management, maintenance and development of operational and institutional infrastructures and processes that are meaningful. This study concludes that human resource capacity building enhances employee empowerment in the organization.

Since, this study has established a significant relationship between leadership style and organizational performance. Therefore, this study recommends that UNOPS should align its leadership style with the intended organizational objectives to effectively execute its vision as well as goals. This study recommends that UNOPs should make use of transformational leadership style specifically in attaining its long-term objectives. This study recommends that UNOPs should also encourage participative decision-making process in the organization to allow employees to contribute their views and contributions where necessary. This study recommends that the organization should embrace a diverse culture that will allow employees from different races and ethnicity to work together in achieving the same vision for the organization. This study also recommends that UNOPS should embrace an adaptability culture to enable the organization to implement change in
the organization in a manner that is in line with external forces of the environment. This study recommends that UNOPS should rely on both internal and external environment forces in forming organizational culture that will sustain all kinds of employees coming into the organization. This study recommends that UNOPs should develop its employee competency based on human resource capacity building initiatives in order to attain a competitive advantage that is essential for its objectives.
ACKNOWLEDGEMENT

I would like to acknowledge my supervisor Dr. James Karimi, (PhD) for his supervision in making this project a success.
DEDICATION

I would like to dedicate this research to my late dad, Dr. P.O Nyakundi, who had always believed in me, and do my dear mother who continues supporting me.

I would also like to dedicate and appreciate my dear husband Eric Kavivya Mutungi who has been very supportive throughout my studies, I sincerely thank you. To my lovely children Neem Zuri Kavivya and Wema King Kavivya, thank you for being patient with me as I studied.
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<td>Analysis of Variance</td>
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<tr>
<td>SPSS:</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>UN:</td>
<td>United Nations</td>
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<td>UNOPS:</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Change is regarded as a significant interruption in already existing patterns of behaviour and or expectations in the organization environment (Norhayati & Siti-Nabiha, 2009). Change management on the other hand is regarded as a systematic approach to dealing with change, both from an organization and individual perspective. In today’s fast paced and increasingly complex world change has become inevitable (Wachira & Anyieni, 2015). High speed technological developments, globalization and economic factors are only some of the reasons that fuel the change in the business environment. With external change, there is a conceived change inside, thus firms need to keep up with rapid developments in the business environment to survive. To adjust accordingly, firms are becoming more technology driven than ever before and this calls upon organizations to be open and willing to change and once the organization decided to undergo a radical change, a considerable effort is initiated to manage it. In today’s dynamic and rapidly changing workplace and globalized economy, the development of organizational performance is attributed with the development of personal skills, experience and knowledge. However, the ability to attain and maintain high performance and productivity in organizations is a key challenge facing many organizations today. Organizations aiming to improve productivity with rigorous planned strategies, staff with balanced and mixed thinking skills can produce more efficient and innovative organizational outcomes (Ammar, 2017). The external changes that faces organizations offers an avenue for thinking. Managers have adopted change practices with varying levels of success.

The concept of organizational performance is based on the idea that a firm is a voluntary association of productive assets that consists human, physical, and capital resources for the aim of achieving shared objectives (Ndahiro, Shukla, & Oduor, 2015). Provided that human capital in the organization is an integral resource contributing to effective performance it is therefore imperative to assess performance based on strategic alignment of available human resources. According to Atieno and Kyongp (2017), organizational performance is positively impacted by the presence of change management practices which tend to create a significant contribution on organizational competencies and this in turn becomes a great boost for further enhancing innovativeness. Organizations link the
maximization of performance with change management practices. As a result of intensive competition, shorter product life cycles, market environments, organizations constantly search for newest sources of competitive advantage, one of the most important being change management practices that has a potential to improve and determine the fate of the organization.

In the US, many firms are occasionally faced with challenges that force them to adjust or change (Zekos, 2013). Development organizations, regularly have to go through change processes when having to respond to new development scenarios or simply as part of their experience or restructuring processes. The implications of change are regularly underestimated by senior management and not managed adequately. According to Alkhafari (2011), it is noted that leadership can make a great difference and that its importance for organizational success is intensifying. There is still too little about the qualities and practice of effective organizational leadership and change. Most organizational managers today would agree that change has become a constant phenomenon which must be addressed and managed properly if an organization is willing to survive. Changes in technology, the marketplace, global economy, information systems, social values, workforce demographics and political environment all have a significant impact on the processes that is unpredictable, dynamic, demanding and often devastating to those firms that are unprepared or unable to respond effectively (Bloom, 2012).

In the United Kingdom, the firms which survive external changes are often relegated to the role of playing catch up to their competitors, while others are either absorbed into larger entities through mergers and acquisitions or simply dissolved into a collection of corporate assets and liabilities (Lau & Ngo, 2011). According to Denrell (2013), many of the popular trends and organizational consulting like business process re-engineering, total quality management and the learning organization, represent systematic methods to and channelling effectively the forces of change. Unfortunately, the majority of improvement initiatives undertaken by firms even with best of intentions are destined to have little impact. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Clearly, if firms are ever to experience a greater level of success in their development efforts, managers and executives need to
have a better framework for thinking about change and an understanding of the key issues which accompany change (Zhang, Fan, & Zhu, 2014).

In China, due to environmental complexity, globalization, competition, influence of technology and dynamic consumer needs, the need for change has become a necessity (Liang, Marler, & Cui, 2012). Most managers today contend that change has become a constant phenomenon which must be attended to and managed properly if an organization is to sustain itself. Organizational change management involves guiding and managing human emotions and reactions with the purpose of cutting down the unavoidable drop in productivity that is brought by change. Krishnan and Park (2018), argue that organizational change leads to an adaptation to the environment and hence improvement in performance. In the current corporate scene, change is regarded to be constant. Firms that successfully manage change typically develop a workforce plan specifically designed to steer their organization towards achieving its vision through change. Workforce planning ensures the firm has an adequately skilled workforce in supporting its post change needs. Despite change being inevitable in any firms, resistance to change is also common, employees resist changes since they anticipate them to have an unwanted outcome (Jain, 2012).

In Russia, leadership and management have exposed to a significant change in the country over the past two decades, as the country has moved from a centralized state to a market economy. Managing these third order changes represents a significant leadership challenge (Levene & Higgs, 2018). In exploring this leadership challenge, it is crucial to recognize the effect of national culture on the way in which leadership is enacted. Research has consistently revealed that Russian culture differs markedly from Western culture. Some have argued that Russian leaders are more likely to pursue management practices from the West. However, the main perception is that they remain wedded to old habits. Within this context, assessing management behaviour and Russian leadership behaviour has proven problematic. The traditional Russian leadership style is regarded strong, authoritative and deeply embedded in the country's mythology which embraces forceful and authoritarian leadership actions (Kim, 2010). One of the increasingly critical challenges faced by leaders is the formulation and implementation of strategic change. Indeed, a number of studies place leadership at the heart of successful change, and they styles of behaviour of leaders can be a major factor when it comes to determining how successful the implementation of strategic change is. It has also been argued that for
change to be successful, it has to be positioned and led within the dominant organization and national culture context (Gurkov, 2013).

In South Africa, growing competition has created opportunities for organizations to increase market share through mergers and acquisitions. However, many mergers and acquisitions fail to create value for the merged firm because the complex interdependent sub-activities of due negotiations, diligence, financing, people integration and organizational culture have not been synergized (Weinzimmer, Michel, & Franczak, 2011). In South Africa, the introduction of the Broad Based Black Economic Empowerment Act has witnessed an increase in mergers and acquisitions within the South African context. A study regarding management of change which was undertaken within a large South African banking institution. It was revealed that change can only be effectively implemented through proper planning and communication, and the results of this research study has indicated that for the most part, the change process was adequately managed within this banking institution. The outcomes of the study, however, highlighted some interesting aspects which should challenge all firms to invest in the application of formal change management principles, when carrying out change (Peters, 2016).

In Ghana, the development of the financial sector especially banks date back to the nation’s pre-independence era. Banking in the colonial era was dominated by Barclays Group which has been operating in the nation since the year 1917 and Standard Chartered Bank which has been in operations since the year 1896 (Sanda & Sraha, 2011). These colonial banks were mainly serving the financial needs of the merchants in then the Gold Coast. In this regard, the financial needs of the citizens of the Gold Coat were not met by the banking system. Consumers had to rely on personal savings and support from family members and friends. In the late 1950s, the government established a number of state banks in order to address the apparent increasing need for financial support by Ghanaian businesses. However, despite the emergence of state banks and other multinationals, majority of the citizens were unable to meet their financial requirements from the financial industry (Amegashie-Viglo, 2014). This was due to inadequate access to loans from the bank and where loans were available; the interest charges were exorbitant. Then in the year 2003, a new change was introduced by the Bank of Ghana with steps to liberalize the banking industry by licensing a lot of new commercial banks to operate in Ghana. The banks are also allowed to operate as universal banks and the combined effect is that competition has become keener and most commercial banks are investing in
cutting edge technology to roll out their products to consumers. For the first time in the banking history of Ghana, commercial banks are chasing customers, encouraging them to open bank accounts in order to grant provide loans.

In Uganda, a study carried out by Aupal, Ngaka and Odubuker (2016), on change management practices and performance of selected local governments in Eastern Uganda revealed that there is a strong relationship between change management practices and performance. Some local governments in Uganda have continued to perform below the expectations of decentralization which is evidenced by poor quality services and inadequate service delivery to the citizens. Similarly, the world is now a global village that calls for a change of ways and practices in which local governments operate in order to improve performance. Change is constant and necessary and while change management practices and objectives may differ from organization to another, all face the same imperative (Kasumba, 2013). Change management is not just an accessory activity to the project or phase within the project, but rather an activity that begins with the project and lives on after the project with effective transitional support. Change management is driving an increasing need for organizations to adapt quickly and adeptly to the dynamic market conditions for this to take appropriate change management practice need to put in place.

The United Nations Office for Project Services (UNOPS) is an arm of the United Nations (UN) that has been dedicated to implementing projects for the UN. UNOPS was established in early 1973, initially as part of the United Nations Development Programme (UNOPS, 2018). The UNOPS eventually became independent and self-financing in 1995. UNOPs areas of focus and expertise include procurement, infrastructure, financial management services, human resources, and project management (UNOPS, 2018). The main purpose of UNOPS existence is to help organizations and people build better lives, while equally helping countries achieve sustainable development. Stated differently, UNOPS envisions a world where people live lives fully supported by sustainable development goals, while at the same time, help countries to expand their available resources so as to achieve agenda 2030 (Sustainable development goals)

Over the last 30 years, UNOPS has proven to be a reliable service provider, helping governments, development agencies, and international development partners achieve development goals. Equally, the UN Assembly has reaffirmed UNOPS mandate by
passing resolutions such as 65/176, that accorded UNOPS honors as a central resource for the United Nations agencies, particularly in procurement, contract management, and capacity building activities (UNOPS, 2014). As such, UNOPS measures its work against internationally set standards and practices. To remain at the top of excellence in performance, UNOPS relies on external certification and capacity building of core functions, processes and personnel. This is to ensure that its core business and mandate are in place, and personnel are equipped and empowered to deliver and to reflect expectations of international standard quality of service (UNOPS, 2018).

UNOPS has operated in Kenya since 1995, after it became self-reliant and financing. The Kenyan office manages and supports 17 countries in Africa. This includes: Botswana, Lesotho, Angola, Eritrea, Namibia, Somalia, Malawi, Seychelles, Mauritius, South Africa, Mozambique, South Sudan, Zimbabwe, Uganda, Swaziland, Zambia, and Tanzania (UNOPS, 2017). To be able to achieve the extensive outreach and support the stated African countries, UNOPS Kenya has continuously enhanced organizational development through various capacity building initiatives including trainings, core competencies certifications for staff and management.

1.2 Statement of the Problem

In order to enhance organizational performance, change management practices that involve the use of systematic methods should be initiated to ensure that organizational change is conducted as planned (Amegashie-Viglo, 2014). Organizations do not function in vacuum and therefore have to act and react to what happens outside its business environment. These external factors the main strategies and objectives of the business and internal functioning. A major factor that affects business is the social aspect which encompasses how employees, consumers, households and communities behave and believe. These are very dynamic and due to this turbulence organizations need to adapt and respond appropriately (Sunarsih & Mashithoh, 2016).

Organizations are increasingly embracing the practice of adopting change management strategy in anticipation that this would translate to enhanced performance and subsequent achievement of organizational goals. (Amegashie-Viglo, 2014) Similar trends have been observed in non-governmental organizations that seek to employ strategic change management practices as means of enhancing programs effectiveness. However, most
Non-Governmental organizations like United Nations experience challenges of limited resources, hence; strategic long term change management is viewed with a lot of skepticism in regards to its relevance to organizational performance (Steane, 2015).

Locally studies including; Wachira and Anyieni (2015), have carried a study on the effect of change management practices on performance of Teachers Service Commission and revealed that communication has a significant effect on performance of Teachers Service Commission and recommended that the commission should put in place better communication systems within its structures. Ndahiro et.al (2015), carried a study on the effect of change management on performance of government institutions and revealed that to compete effectively, organizations must constantly improve their performance by reducing costs, enhancing quality, and differentiating their products and services. Okenda, Thuo and Kithinji (2017), carried a study on the effects of change on organizational performance with a case of ministry of environment, water and natural resources. From the findings it was concluded that change in information systems, change in organization structure, change in organization size and change in leadership affected performance. It is evident that none of these studies have investigated the effect of change management practices on organizational performance in the United Nations organizations. Therefore, this study seeks to bridge the gap by investigating the effect of change management practices on organizational performance with a case of United Nations Office for Projects and Services (UNOPS).

1.3 General Objective
The general objective of this study was to determine the effect of change management practices on organizational performance with a case of United Nations Office for Projects and Services (UNOPS).

1.4 Specific Objectives
1.4.1 To determine the effect of leadership style on organizational performance at United Nations Office for Projects and Services in Nairobi.

1.4.2 To determine the effect of organization culture on organizational performance at United Nations Office for Projects and Services in Nairobi.

1.4.3 To determine the effect of human resource capacity building on organizational performance at United Nations Office for Projects and Services in Nairobi.
1.5 Significance of the Study

1.5.1 Academicians and Researchers

Both academicians and researchers will benefit from the findings of this study through knowledge addition in the area cutting across change management. They will also benefit from the study by using the findings in their literature, testing of hypothesis and confirming similar study findings while at the same time expanding on the findings of the study.

1.5.2 Policy Makers

The government of Kenya will benefit from the findings of the study by acknowledging the effect of change management practices on organizational performance. The findings will help the policy makers formulate laws and policies that will help non-government organizations operate in harmony while at the same time meeting their organizational objectives.

1.5.3 United Nations for Project and Services (UNOPS)

The findings of this study will benefit the United Nations Office for Project Services (UNOPS) by providing findings on the effect of change management practices on organizational performance. As such, management at UNOPS, can make use of the findings to enhance the choice of change management strategies in order to employ various strategies to enhance organizational performance.

1.6 Scope of the Study

This study focused on the effect of change management practices on organizational performance. A population of 121 employees working at UNOPS office in Nairobi was targeted. The study took a period of three months that is from September to December 2019.

1.7 Definition of Terms

1.7.1 Change Management

Change management refers to a collective term for all the approaches used to prepare, support and help individuals as well as organizations in making organizational change with the aim of accomplishing an intended organizational objective (Alkhafaji, 2011).
1.7.2 Organizational Sustainability

Organizational sustainability refers to having the leadership, talent, global insights, and change strategies that are necessary to rise to the unique challenges facing the organizations today. These consist of but not limited to; maximizing a global talent pool that includes four generations spread across many cultures (Thomas & Lamm, 2012).

1.7.3 Adaptability Culture

This is culture characterized by strategic focus on the external environment through flexibility and change to meet customer needs (Yeh & Madsen, 2016).

1.7.4 Empowerment

Organizational efficiency refers the ability of the organization to implement its plans using the smallest possible expenditure of resources; it is a significant component in the firm’s effectiveness being the ease and degree of success with which the organization can accomplish its aims (Schneider, 2015).

1.7.5 Organizational Culture

Organizational culture refers to a system of shared values, assumption, and beliefs that governs how individuals behave in organizations. The shared values have a strong influence on the people in the organization and tend to dictate how they act and perform their jobs (Wooten, 2016).

1.7.6 Adaptability Culture

Yeh and Madsen (2016) define adaptability culture as the culture that is characterized by strategic focus on the external environment through flexibility and change to meet customer needs. The culture encourages entrepreneurial values, norms, and beliefs that support the capacity of the organization to detect, interpret, and translate signals from the environment into new behavior responses. In adaptability the culture of risk taking is valued and rewarded.
1.7.7 Entrepreneurial Culture

Entrepreneurial culture refers to an environment where someone is motivated to innovate, create and take risks that employees are encouraged to brainstorm new ideas or products (Hahn & Aragón-Correa, 2015).

1.7.8 Leadership Style

Leadership style refers to a leader’s method of offering direction, implementing plans and motivating individuals. As perceived by the employees, it consists of the total pattern of explicit and implicit actions performed by their leaders (Zhang, Fan, & Zhu, 2014).

1.7.9 Productivity

Productivity refers to a metric that is calculated based on the amount of the output on a project versus the amount of time it takes and can also be measured against a standard or base of productivity for a group of employees doing similar work (Bhatti, Maitlo, & Shaikh, 2012).

1.8 Chapter Summary

This chapter has presented the introduction section on the effect of change management practices on organizational performance. The first section presents the background of the study followed by the statement of the problem clearly depicting the issue under investigation in the study. The third section presents the general objective guiding the study followed by specific objectives. The significance of the study illustrating how various key stakeholders are expected to benefit from the study has been presented, the scope of the study clearly stating the area of focus and limitation has been presented in this chapter. Definitions of key terms have also been provided. Chapter of the study will present the literature review based on specific objectives introduced in chapter one. Chapter three will present the research methodology used in carrying out the study. Chapter four presents results and findings of the study while chapter five presents the discussion, conclusions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review based on specific objectives by highlighting contributions of various scholars and academicians on the subject of change management practices and organizational performance. The first section presents the literature on leadership style and organizational performance followed by literature on organization culture and organizational performance and lastly the literature on the effect of human resource capacity building and organizational performance.

2.2 Leadership Style and Organizational Performance

According to Biswas (2009), leadership style is the way a leader provides directions, implementing of plans and motivating people within the firm to pursue organizational goals. It entails not only influencing of performance of a company but also triggering of the morale of employees, their productivity level, and influencing the process of decision-making and its metrics. Budhiraja and Malhotra (2013), regard leadership style as a pattern of a leader relating with the subordinates. Specifically, it consists of how the leader directs and controls how the subordinates conduct their respective assignments as well as how the subordinates get them in order to produce desirable results as intended. Leadership style consists of the manner in which instructions are provided as the approaches and techniques used by the leader in motivating the staff and ascertaining that the given instructions are executed (Strielkowski & Chigisheva, 2016). There is difference between management and leadership. Management tend to focus on promoting stability and empowerment of the firm to run smoothly, while on the other hand, the main function of leadership is to stimulate, promote and managing of the initiatives to do with the long-term change (Kihara, 2016). The role of a leader is to inspire, train and motivating the followers in order to have their support while making important long-term vision driven by collative decision making (Pearce & Robinson, 2013).

Performance of firms is related to the profitability of the firms in terms of its growth and profit both in long and short term (Amegashie-Viglo, 2014). In business organizations, investors and businessmen desire and endeavor to ensure that their organizations perform well to earn more profit, grow fast and achieve competitive edge in the industry. For firms to perform well, apart from the tangible and intangible resources, effective and
dynamic leadership is a pre requisite. The leader’s leadership style of a firm has a strong impact on the performance of the organization. Though most of the researchers in the past agreed that leadership style has relationship with firm performance but there some who do not support this notion, hence, an ambiguity exists (Armstrong & Taylor, 2014).

According to Lieberson and O’Connor (2012), the role of leadership in a firm is crucial for creating a vision, mission, determination and establishment of organizational objectives, designing strategies, policies and methods to achieve the organizational outcomes effectively and efficiently along with directing and coordinating the efforts and activities of the organization. Top quality leadership is essential in achieving the mission and vision along with coping with the changes occurring in the external environment. In the current time, many firms are facing issues related to unethical practices, high labor turnover, and poor financial performance. This may be due to the lack of effective leadership. The main aim of many firms is to accomplish its stated objectives; hence, there is a need effective leader for coordinating and motivating the employees (Andrews & Boyne, 2010).

The type of leadership in an organization determines the successful implementation of strategy that the organization has chosen to execute. Leaders have a strong influence in carrying out the operations of the organization (Pearce & Robinson, 2013). Leaders set goals, the objectives and strategies that will drive the vision that is intended to be attained through its strategy, since, they are the ones who take part in making such decisions, these include; recruitment and selection of staff, setting targets and among other critical issues that are vital for the success of the organization. Poor leadership, therefore, it indicates poor performance while a good leadership reflects the success of the organization (Kihara, 2016).

There are several leadership styles that are adopted by organizations and these include; transformational and transactional leadership styles, charismatic and servant leadership styles and autocratic and democratic leadership styles (Adenyi, 2016). The type of leadership style determines how individuals will behave and how the organization will perform. In every organization, leadership style is crucial for the management strategies, and it has been argued that various leadership styles are best suited for different business settings and the choice of such leadership style depends on the culture and the strategy of the organization. It should, therefore, be emphasized that the kind of leadership style
chosen by an organization must be flexible to fit the requirement of the strategy. It should be noted with an emphasis that the study of different styles of leadership is a prerequisite for an effective execution of the strategy (Michael, 2013).

Erkutlu (2013), in his research on leadership behavior and change management indicates that in order to change culture often a radical rethink about core beliefs concerning power leadership is necessary, certainly leaders as change agents are fundamentally in the change process. In his research he found that top level managers have a tendency of being viewed by other organizational members in long range terms. However, in his research he did not look at how these strategies are formulated, implemented and controlled with the purpose of organizational performance. This implies that the strategies are formulated by top managers and under rare case junior associates are involved. Holmqvist (2009) in his study on leadership and change management suggest that the rules individuals learn in organizations, how they know how to act is on the basis on mutual or commonly shared background knowledge. It is responsible that this may stem from an understanding of their culture. This means that each set of groups in an organization should be incorporated in strategic formulation, implementation and control.

Sofi and Davanadhen (2015) carried out an empirical assessment of the banking sector in India in line with leadership styles on organizational performance. Based on a conceptual model the findings revealed that only transformational leadership style has a significant direct impact on organizational performance while other leadership styles including transactional and democratic showed insignificant impact. Tahir (2015) also carried out a study with the aim of investigating the various leadership attributes of transformational and transactional leadership and then to empirically analyze the effect of each type of leadership on the organization performance. The study concluded that the charismatic action, intellectual stimulation, inspiration motivation, encouragement for high morale attributes of transformation leadership has significant positive impact on organizational performance. In regard of the Transformational Leadership the further concludes that the Individual Consideration act of Transformational Leadership does not has significant effect on the Organizational Performance. A final conclusion based on the empirical analysis is that Transformational Leadership has significant positive effect on Organizational Performance, whereas, the Transactional Leadership has significant negative effect on the organizational Leadership.
2.2.1 Transformational Leadership Style

Transformational leadership refers to the type of leadership whereby leaders and their subordinates help one another grow to higher levels of motivation and morality (Erkutlu, 2013). Transformational leaders can listen and take the ideas from their subordinates into account which enables a great deal of achieving the strategy as the subordinates might be having better ways of implementing it since the actual implementation occurs at the low level management of the firm. Leaders with transformational style emphasizes on team building, motivation among employees and collaboration with them at different levels of the organization in order to bring about a change for the better as far as strategy implementation is concerned (Adenyi, 2016). Transformational leaders are always aimed at managing their organization’s daily operations and taking it to the next performance and the success level, and they achieve this by setting goals and incentives that are in line with the strategy to be implemented and provide an opportunity for employees and career growth for every staff. Transformational leaders are concerned about the needs of the followers and use the exceptional form of influence to foster the kind of advancement that is required to transform the organizational as well as employees obtaining their full potential (Steane, 2015).

A transformational leadership style reduces the rate of employee’s turnover (Adenyi, 2016) which may affect strategy implementation since having new employees coming on board requires them to continue with the implementation and they may not have the necessarily skills that enables them to implement the strategy. Leaders that embrace transformational leadership style are able to retain employees for the longest time possible meeting the requirements of strategic plan which takes about 3 to 5 years. Every employee in the company would like to work in a free environment where they feel free to offer their views and ideas. Therefore, this makes employees to develop loyalty, reducing the rate of turnover which minimizes expenditure associated with hiring making sure there is a reliable workforce to implement the chosen strategy (Shachar, 2015).

According to Adenyi (2016), transformational leadership style enables staff to realize the strategy and make use of their full potential; as a result the staff become more productive and dedicated in strategy implementation by performing their duties as well their responsibilities that are linked to the strategy contributing to the attainment of set targets and goals. Transformational leaders are able to identify the existing needs of the company
as far its strategy is concerned and how they can be aligned with the needs of the employees. In addition, the leaders are able to identify the weaknesses of a particular employee and use them to build up their capabilities of meeting the requirement of the strategy; as a result transformational leaders are most ideal for a successful strategy implementation, especially in large multinational companies (Shachar, 2015).

2.2.2 Transactional Leadership Style

Transactional leadership style is mostly concerned with maintenance of the normal operation’s flow. This kind of leadership style is concerned with the basic process of management such as organizing, planning, coordinating and recruiting of employees (McCleskey, 2014). Most researchers describe transactional leadership style as “keeping the ship afloat”. Transactional leaders tend to use a punitive control and incentives to motivate employees to pursue strategy implementation at their level best for the organization. These leaders focus on supervision, organizing and the group performance more, and their main concern is about the day-to-day control of the workers (Armstrong & Taylor, 2014). Therefore, these leaders lead strategically in their different positions that are aimed at achieving a particular company’s set goals and ensuring employees’ satisfaction.

Transactional leadership discourages creativity since the management is tasked with making all the critical decisions leaving no room for the workers to contribute concerning thoughts and ideas having employees nodding to everything as their leaders instruct them. This denies employees and opportunity to participate in strategic issues that are ideal for the success of the organization as far as strategy implementation is involved (Pearce & Robinson, 2013). Creativity among employees is affected and puts the company at disadvantage when it comes to responding to the environmental as well as technological turbulences. It should also be noted that employees in most cases are the ones that have the possession of sufficient knowledge pertaining to the needs of the consumers as the organization attempts to implement a strategy, therefore, their opinions and views cannot be ignored in order to have a successful strategy implementation (Holzmann, 2016).

According to Lyndon and Rawat (2015), with all the basic and important decisions are left in the hands of the management, under transactional leadership, employees are rendered less accountable during strategy implementation, making it hard to obtain feedback on how the progress of strategy implementation since employees become
discouraged by the failure of managers to recognize their efforts. The prime focus of transactional leaders is the tasks or assignments to be done as directed by the management, hence, becoming deprived of the freedom or the desire of going an extra mile beyond their roles to make sure that the strategy is successful.

2.2.3 Autocratic and Democratic Leadership Styles

Dale and Fox (2018), defined autocratic managers as the leaders who horde power, the authority and decision-making activities. Micromanagers are autocrats with a compelling need to control every activity within their jurisdiction. The antithesis of the autocrat is the delegating manager who prefers a style of hands-off management and tends to delegate authority, responsibility, and accountability to others. Autocratic leadership is effective when there is a need for quick decision-making. It is most used in small or upcoming businesses where decision-making is always fast. Autocratic leaders do not experience stress in caused by relying on outsiders to complete the assigned tasks and totally dependent on their own in performing the daily duties and responsibilities. The autocratic leadership style does not need many levels of leadership in the organization (Biswas, 2009). Autocratic leaders can manage several responsibilities. On the other hand, Democratic managers have a tendency to engage in participative decision-making. According to Vera and Crossan (2014), participation can help foster subordinates’ growth and development and may result in higher performance levels and job satisfaction that leads to an effective strategy implementation throughout the organizations, since the strategy is well communicated in participative decision making and everyone is well informed on their roles.

Bhatti, Maitlo, and Shaik (2013) conducted a study on how autocratic and democratic leadership styles impacts on job satisfaction, they sampled out teachers from both private and public schools in one of the cities in the US. Their findings suggested that as much as a democratic leader makes the final decision, such a leader often invites other team members to make contributions in the decision making process. The study showed that such participation increases job satisfaction as well as create a humble environment for skill development. The associated such benefits to the fact that employees who form the team feel in control of their destiny and are thus motivated to exert more effort in their duties for reasons other than financial reward. The study further pointed out the likelihood
of slowing down the pace of doing things due to consultation. The study concluded that this leadership style is more plausible whenever quality has precedence over speed.

2.3 Organization Culture and Organizational Performance

Wang and Li (2016), describe organizational culture as the sum of dominant values, visions, perspectives, standards and modes of behavior that typify an organization. Furthermore, the authors argue that the dominant culture affects the stakeholders of the organization. The authors further argue that organizational culture forms in response to the need for external adaptation and survival as well as internal integration. External adaptation and survival involve finding a niche to enable the organization to cope with the changing environment. Internal integration entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization (Salford, 2015).

Maina (2016) conducted an empirical study on the influence of organizational culture on performance of commercial banks. The study concluded that commercial banks had organization culture that determines how things are done, employees were like-minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and commercial banks had clearly spelt out work ethics. The study also concludes that employees of commercial banks in Kenya observed acceptable personal habits while at work, were guided by the organizations’ overall strategic plan in carrying out their work, completed work assigned to them as per the desired standards, and committed maximum efforts to their work. The study also concludes that there was a positive significant relationship between organizational culture and organizational performance in commercial banks in Kenya.

Joseph and Kibera (2019) carried a study organizational culture and performance with evidence from microfinance institutions in Kenya. The results obtained demonstrated that organizational culture has a significant influence on non-market performance. In addition, market culture is inversely associated with debt/equity ratio. The authors concluded that organizational culture ia a major source of sustainable competitive advantage in the microfinance industry. Furthermore, they concluded that market culture promotes financial independence and sustainability in the long term.
The subject of organizational culture attracted a large amount of attention in the late 1980s and early 1990s as management scholars explored the reasons behind the failure of United States firms in competing with their Japanese counterparts (Wang & Li, 2016). An organizational culture is regarded to be a significant factor affecting the firm success of failure (Analoui & Mouallem, 2014). Organizational culture it is frequently held accountable for organizational ills and on occasions, praised for creating positive qualities. In addition to organization level effects, the impact of organizational culture on key employee attitudes is well documented (Aupal, Ngaka, & Odubuker, 2016).

The present era is witnessing a rapid change in each sphere of human life to an extent that only change is regarded as constant (Wilkins & Ouchi, 2013). The society is confronting a massive change in technological, political, economic, legal and social dimensions. Conversely, culture in organization is considered a force unifying various elements into resilient practices. Consequently, to deal with the changing dynamics of society, and to develop a balanced approach towards change in the face of a stable force like culture, there is a need for a careful assessment of all these important factors. No doubt, there are diverse connotations in dissimilar societies; however, culture bears similar impact on organizations and their development. Empirical research has insignificant contribution to the universal theory of organizational effectiveness and the measures for its effectiveness. It is mostly based on subjective measures (Marcoulides & Heck, 2018). Search is still in hand to determine the anticipatory results of high performance. The measures become instrumental in a changing milieu and gain strength through clear visions, shared objectives, creative synergic, consistent policies, team orientation, loyal employees and strong culture, which engenders possibilities of prospect through competitive advantage.

Culture embraces values, social interactions and beliefs that the members of an organization share. Organizations function within the ambit of culture; therefore, well-built culture and association of its members with it, generally facilitates a better organizational performance. To comprehend the fundamental ingredients of culture, it will be imperative to recognize the magnitude of culture and its proposition (Dale & Fox, 2018). Nesbit and Lam (2014) have established that culture has a significant effect on organization’s long-term sustainability and economic performance. The concept of culture in wider sense includes transformation of values of a particular segment of a society from one generation to another for adoption.
An Organization, embedded with cultural values, is characterized by the visible social strength in its manifestation (Fey & Denison, 2013). Managers are mindful of the cultural synergy and the manner in which it affects employees’ outlook toward achievement of organizational objectives. It, therefore, becomes a point of interest for a scholar to embark upon exploration of literature on organization. The president of Levi Strauss pointed out that company values were crucial to its competitive success as it provided impetus in the success of business. For the improvement of the organization productivity, culture in the organization needs to be understood. The culture in the organization determines other aspects, such as performance in the organization (Kakabadse, 1988). Primarily, founders of the organizations are the driving force behind the establishment of its culture, right at the initial stage. It is therefore, natural that type of culture varies with the change in founders. However, organizations having indigenous founders do not have effect on culture and remain non progressive as a part of the system already established. In pursuit of change in the culture, due to external environment, considerable resistance is experienced (Basu, 2014).

Strategy implementation for instance being one of change management practices does not occur in a vacuum. There are several factors that come into play when implementing strategy. Peters (2016), in the 7s framework argue that effective organizational change is the relationship between strategy, structure, systems, style, skills, staff and shared values super ordinate goals. He further describes strategy, structure and systems as ‘hard' meaning that they are easily measurable, explicit and predictable while shared values, management style, staff and skills are seen as soft because they are less tangible, predictable and implicit. The root of culture and performance link can be traced back to the Hawthorne Studies that discovered the presence of an informal social system and shared assumptions and beliefs amongst the workers. The studies revealed the presence of “organizational culture" even though not termed so during the investigation (Lowy, 2015).

Berson, Oreg and Dvir (2008), suggest in their general management framework that effectiveness is a function of values and beliefs (culture) held by organization members, policies and procedures (behavior), translating the core values and beliefs into policies and practices in a consistent manner and the interrelation of core values and beliefs, organizational policies and practices and the business environment of the organization. A culture that is grounded in strategy supportive values, practices and behavioral norms
adds to the power and effectiveness of a company’s strategy execution effort. For example if a firm wants to execute a low cost leadership strategy then a culture of frugality and thrift would be useful: a culture built around pleasing customers would entail fair treatment, operational excellence and employee empowerment which facilitate execution of strategies aimed at high product quality and superior customer service (Chang & Lin, 2016). Companies that have innovation and technological leadership strategies would require a culture of taking initiative, challenging status quo, exhibiting creativity, embracing change and willingness to collaborate (Mintzberg, 2013).

There should be a good alignment between cultural norms and the behaviors needed for good strategy execution; if there is misalignment then culture becomes a hindrance because the behaviors and actions are contrary to the set strategy (Fortado & Fadil, 2014). Culture bred resistance to actions and behaviors needed for good execution if widespread pose a formidable hurdle that has to be cleared for strategy execution to succeed. A tight culture strategy fit furthers an organization's execution of strategy, provides clear guidance on "how we do things around here", produces significant peer pressure to conform to the acceptable norms and promotes strong employee identification with and commitment to a company’s vision, performance targets and strategy (Harrison & Bazzy, 2017). Strategies are normally formed within the existing organization culture; it therefore has to be adjusted to fit into the new strategies (Lowy, 2015) owing to diversity in terms of race or tribe. Origin and religion within today’s organizations, the major task in strategy implementation is to create common values, define ethical criteria, and create workplace support strategies and a high achievement motive in the culture of the organization.

2.3.1 Adaptability Culture

This is culture characterized by strategic focus on the external environment through flexibility and change to meet customer needs (Yeh & Madsen, 2016). The culture encourages entrepreneurial values, norms, and beliefs that support the capacity of the organization to detect, interpret, and translate signals from the environment into new behavior responses. In adaptability the culture of risk taking is valued and rewarded. Harrison (2014) sees an adaptive organization as one whose roles are open to continual redefinition and where coordination is achieved by frequent meetings and considerable lateral communications.
Alkahafaji (2011), describes an adaptive cycle where managers solve three fundamental organizational problems that is entrepreneurial, engineering, and administrative. Strategic benefits presume that the basic values and assumptions underlying a firm’s culture are aligned with the environmental demands confronting the firm (Sunarsih & Mashithoh, 2016). However, in changeable and dynamic environments, values and assumptions may need to be modified to support new thinking and behavior (Basu, 2014). In such situations, organizations with strong engrained cultures may be unable to cope with changes of significant magnitude; as such changes may directly challenge the basic assumptions and values of the organization. Human resources are the most valuable asset for an organization on the other hand. One of the challenges of an organization nowadays is having adequate superior competitiveness. Basically, fulfilling a commitment means the same as an employee fulfilling a duty, responsibility and promise to complete a job. A less adaptive organizational culture would have an impact on employees’ weak commitment which in turn could affect employees’ dedication to their work (Fortado & Fadil, 2014). Employees who have commitment will work optimally as the organization expects. However, in reality, not all employees are able to completely fulfill their commitment.

2.3.2 Entrepreneurial Culture

In the entrepreneurial culture, one strong leader takes bold, risky action on behalf of his organization. Strategy making is dominated by active search for new opportunities. Power is centralized in the hands of the Chief Executive (Kshetri, 2014). Strategy moves forward in the entrepreneurial organization by taking large bold decisions. Growth is the dominant goal of entrepreneurial organization (Flores, Pereira, & Graça, 2017). According to Basu (2014), entrepreneurial culture presents more work than a job. It is a lifestyle. Employees are more like a team in most companies, and in some cases, they are even like a family. Morrill (2008), highlighted ways in which organizations can exercise entrepreneurial culture by indicating that the focus should be on treating people with respect; a simple premise which threads through each and every complicated issue that can arise within an organization. Respect and trust provide the necessary base for a vibrant and sustainable corporate culture.
An entrepreneurial organizational set up seeks to open doors for communication (Nesbit & Lam, 2014). Atieno and Kyongo (2013), noted that organizations that create an environment where people can interact with each other, support and recognize each other’s efforts and provide positive rewards, makes employees aware of the direction of the company they are working for and facilitates strategy implementation. He further noted that treating employees with respect enables them to do their jobs to the best of their abilities. By challenging people to raise the bar, providing them with fun activities, keeping people informed and humanizing management, an organization gets a culture that allows the company to grow and flourish.

2.3.3 Mission Culture

Mission describes an organizations’ reason for existence. Nazir and Mushtaq (2014), found that mission is the most important cultural trait that today’s organizations need to focus on. In organizations embracing mission culture, strategic leaders concentrate on establishing and communicating a clear mission and purpose for the organization and allowing employees to design their own work activities with this mission. Leaders play the role of coaches in giving general direction, but encourage individual decision-making to determine the operating details to execute the plan. According to Chang and Lin (2016), the effectiveness of mission culture on strategy implementation depends on among other factors, the purpose and aims of the organization, the organization's primary stakeholders; that is clients or customers, shareholders and how the organization provides value to these stakeholders. The mission culture has a number of advantages which establish an organization wide unity of purpose. It however works best where an organization has resources to absorb the cost of building and maintaining the value system (Ammar, 2017).

Mission culture according to American Medical Informatics (2015) only works with informed and intelligent people, it consumes enormous amount of time to install and can foster such strong sense of organizational identity among employees that it becomes a handicap. This approach has strong overwhelming doctrinal air about it and fosters homogeneity and inbreeding. Though mission culture, can play an important role in strategy implementation, studies covered hardly bring out a detailed outlook on the extent to which this kind of culture affects strategy implementation. While Chimhanzie, (2014) says that effective organizational mission is a critical component in strategy
implementation, he has similarly to other authors such as Barnat (2015) and Arabi (2013)
not revealed the extent to which mission culture facilitates or acts as a barrier to strategy
implementation especially in commercial banks.

2.4 Human Resource Capacity Building and Organizational Performance
Capacity building is widely recognized both formally and informally as consisting of a
range of dimensions from the knowledge and expertise of individuals to organizational
capability and complementary frameworks and norms that govern their operations
(Analoui & Mouallem, 2014). Also, capacity development consists of targeted and
strategic change choices that will lead to the achievement of a number of defined results;
a key feature in the organizational development which focuses on successful
organizational change and performance. The intended outcomes will generally sprout
from individuals deliberately to perform their jobs differently and with greater
competence (Ammar, 2017).

Capacity development can therefore be human resources or organisational systems’
focused. Subscribing to capacity development as a ‘way of doing business’ has various
implications on any given organisation; capacity levels are a general concern to both
organisations, nations and individuals as they define an entity’s competitive advantage,
giving an edge against other players in similar operational contexts. An organisation’s
upper hand gained by offering superior value to its customers when compared to its
competitors is defined as its competitive advantage; this can be achieved by providing or
delivering superior quality in goods and services discharged into a given market and at
justified pricing (Awamle, 2013).

Human resources capacity building has been defined and interpreted in various ways
(Yamoah, 2014). The concept of human resources capacity building is closely related to
the education, training and human resource development. Rajabifard and Williamson
(2014), defined human resource capacity building as the development of skills,
knowledge, attitudes in individuals and groups of people relevant in design, management,
maintenance and development of operational and institutional infrastructures and
processes that are meaningful. Based on the definition, capacity building for employees in
a broad sense may mean to improvements in the ability of all staff to perform appropriate
tasks within broader set of performance standards.
The greatest assets of any firm are its human resource and organizations spend considerable resources in building the capacities of their employees (Andrews & Boyne, 2010). Human resources capacity building equips employees in achieving organizational goals. Sanda and Sraha (2011) proposed that to fully build human resources capacity of the public sector in Ghana, requirements such as training and empowerment are key requirements to enhance organizational performance. The main purpose of employees’ training and empowerment is to help the firm achieve its mission and business goals. Human resource capacity building is generally accepted that human resources capacity building as a concept is closely related to training, education and human resource development. Human resource capacity building incorporates the development of knowledge, skills and attitudes in individuals and groups of individuals relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful (Kim, 2010).

Employee’s productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is mentally present of efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale (Alkhafaji, 2011). Organizations can adopt various HRM practices to enhance employee skills. First, efforts are on improving the quality of the individuals hired, or on raising the skills and abilities of current employees, or both. This can be done by providing comprehensive training on the job and development activities after selection (Amegashie-Viglo, 2014). Considerable evidence suggests that investments in training produce beneficial organizational outcomes. The organizations must therefore be concerned about inadequacies of their employees and be committed to educating and training employees at their workplace to enhance their skills, perspectives, and competencies (Atieno & Kyongo, 2017).

Yamoah (2013) carried an empirical study on capacity building and employee performance, the primary objective of the study was to ascertain whether capacity building has significant on employee performance. The study considered the aspect of capacity building that deals with the development of the individual or a group of individuals. The results revealed that training when given properly has a significant effect on employee performance. However, it also established that training does not always
answer job performance problems. Reward systems such as salaries, bonuses and allowances were the major ingredients which fuel performance of employees.

Atieno and Kyongo (2017), conducted a study on the effect of change management strategies on organization performance. They concluded that carrying out a major change within organizations is impossible without the help and assistance of one or even more change agents for instance key figures or persons, either internal or external whose primary motive is to nurture, encourage and monitor change. This means that change agents are key to the implementation of the strategies. Elrod and Tippet regarded as planned approaches to change argued that change involves a three stage process, one is unfreezing current behavior and second moving to the new behavior and finally freezing the new behavior. The theory however did not look at other aspects such as performance. It majorly based on small scale samples and that organizations act under constant conditions that can be taken into consideration and planned for.

Armstrong and Taylor (2014), indicate that emergent approach to organizational change views change as unpredictable that it cannot be managed from top down. Instead, it is argued, change should be viewed as the process of learning where the organization responds to the changes occurring in the external environment. Krishnan and Park (2018), suggest that this approach is more focused on change readiness and facilitating for change that for offering specific pre-planned steps for each change and project and initiative. Several proponents of the emergent school suggest that a sequence of actions should be taken by a firm to increase the chances of change being successful.

The effectiveness of skilled employees can be limited if they are not motivated to perform their jobs. The, organizations can implement merit pay or incentive compensation systems that provide rewards to employees for meeting specific goals. A substantial body of evidence has focused on the impact of incentive compensation and performance management systems on firm performance. In addition, protecting employees from arbitrary treatment, perhaps via a formal grievance procedure, may also motivate them to work harder because they expect their effort to be fairly rewarded. (Armstrong & Taylor, 2014).

Human Resource capacity building is mainly strengthened by encouraging the participation of the organizations’ workforce in decision-making as well as through maintaining good relationships with the employees (Analoui & Mouallem, 2014). Senior
managers in modern companies advocate human capacity building through developments of staffs’ professional skills and promotion of teamwork among employees. This can be enhanced through the application of leadership style which is considered democratic; therefore, power is more widespread within the organization (Mullins, 2015). Culture is mostly incorporated in modern management companies in order to support change and adaptation and it is characterized by being a group culture where employees can exercise more freedom and accountability over their work, hence, resulting to professionalism, good relationships and respect. According to Roddy (2014), reliable communication and effective coaching from the senior managers to their subordinates tend to influence knowledge sharing, organizational learning perspective and effective leadership capacity building within the organization. Continuous feedback and employee’s performance appraisal from senior management are crucial for the employees’ performance improvement and motivation.

In recent years, human resource has been considered as an important source of gaining competitive advantage. Most of the human resource and theoretical as well as empirical work has been grounded in the Resource Based View (RBV) of the firm (Makau, 2015). The theory holds that in order to develop a sustainable competitive advantage, companies must create resources in a sense that is rare, non-substitutable and non-imitable (Mullins, 2015). The Resource Based View of the organization is a theoretical paradigm with its roots from the field of strategic management. The RBV theory holds the assumption that resources and various attributes of the organization are more critical to a sustainable competitive edge than the industry structure as well as the actions of competitors (Madhani, 2010). Resources have been defined as the intangible and tangible assets a company uses to choose and even implementing its strategies. This broad definition includes human, organizational, financial and the physical resources. In addition, human resources are difficult to imitate since it becomes difficult to identify the exact source of competitive advantage and to be able to produce the basic conditions that are necessary for it to take place (Makau, 2015).

According to the United Nations Committee of Experts on Public Administration, capacity building takes place at three levels, these include; at the individual level, the institutional level and the at the society level. Capacity building on the individual level refers to the development of various conditions that enable people to build and enhance the existing knowledge and skills. Additionally, capacity building requires the conditions
that will allow people to engage in the process of learning and adapting to a certain change in the dynamic business environment (Oni, 2012).

### 2.4.1 Empowerment

Empowerment refers to the capacity to do things that is to be able to do (Gibson, 2011). Human resource capacity building leads to employee empowerment due to the skills and training coming the human capacity building strategy. Staff who feel strong empowered have qualities which creates a strong sense of self-esteem, good and successful professional performance as well as progress in the work assigned (Ortenblad, Abrahamson, & Sheaf, 2016). Basically the empowerment of employees is mainly concerned with trust, the motivation, decision making and breaking the inner boundaries between the employees and management. Empowerment created as a result of human resource capacity building enables the employees to participate in the decision making which help them to break out of stagnant mind-sets taking risk and trying something new as they work towards the organizational goals attainment (Rajabifard & Williamson, 2014).

The significance of empowerment in improving the employee’s job performance has been established in many ways. According to the article “Enhancing Employee Performance via Empowerment” by Awamleh (2013), where a survey was conducted to study 500 employees by using descriptive analytic approach and found that there was a clear link between the empowerment and job performance, therefore, empowerment is critical for job performance to support the development of the organization. He further indicated that empowerment plays a significant role in satisfaction among employees, hence, promoting their performance in organizations (Awamle, 2013). Participation of employees in decision making, power delegation, and access to information and the resources as well as job enrichment are common forms human resource capacity building that can lead to effective empowerment among employees. Similar findings were reported by Ashman and Zastrow (2013), whereby their results indicated a statistical significant positive relationship between the job satisfaction and empowerment (Zastrow & Ashman, 2013). Klidas, Berg and Wilderom (2007), carried down a survey of staff employed in 15 hotels located in 7 different European countries and drew a conclusion that stimulating empowerment in employees can lead to attainment of organizational target goals.
2.4.2 Enhanced Productivity

The classical principles of management concentrate on principles for enhancing efficiency and productivity through the design of a coherent organizational structure (Mullins, 2015). In human resource capacity building the emphasis is placed on division of tasks, and the designation of responsibilities and various duties that promote the functional principle. Human Resource management is one of the significant principles being incorporated in traditional organizations, whereby training and development programs, salary incentive programs, the welfare programs and upgraded working environment conditions are implemented (Mouallem & Analoui, 2014). Human Resource Capacity building compensates higher work output and above average performance can be measured and awarded with good remuneration as a motivation incentive (Deng, 2012).

According to Mouallem & Analoui (2014), coordination between management and employees it is considered crucial for enhancing productivity both in terms of quantity and even quality. Culture is a dominant feature in classical organizations, whereby the emphasis is purely on the tasks allocated by senior management making all the activities well planned and coordinated among employees (Ejaz, 2000). The management process in modern companies with features of their open systems (Analoui & Mouallem, 2014), it is considered as a circular continuous cycle comprising of individuals working in teams with an aim to reach specific objectives and concentrate on human relations and social needs (Ejaz, 2000).

Employees tend to perform better and become more satisfied when they are treated by their supervisors as people and when their opinions and innovative ideas are taken onto consideration to impact the company’s decision making (Kakabadse, 1988). The open system developed through human resource capacity building is more prevalent (Analoui & Mouallem, 2014) in modern organizations which involves an informal structure in which tasks are non-monotonous, existence of knowledge at all levels of the organization, interaction among the staff is horizontal as well as vertical (Mullins, 2015). Communication can be both be informal and formal whereby informal communication intends to encourage various departments and hierarchy levels that enables employees to interact more easily and share knowledge, hence, enhancing team building that fosters productivity throughout the organization (Mullins, 2015).
2.5 Chapter Summary

This chapter has presented literature review based on the study specific objectives introduced in chapter one. The first section has presented literature review on the effect of leadership style on organizational performance. Second section presents the literature on organization culture and organizational performance and lastly the literature on human resource capacity building and organizational performance. Chapter three presents the research methodology that will guide the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
Chapter three presents the research methodology that was used in conducting this study. The methodology entails the research design indicating the selected research approach of the study, population and sampling design, data collection methods and data analysis methods used in data analysis.

3.2 Research Design
Research design refers to the framework that can be used in gathering and analysing data in order to respond to the research questions or objectives guiding the study (Cooper & Schindler, 2014). Cresswell (2014), on the other hand define research design as the overall strategy that can be used to integrate different elements of the study in a logical manner while at the same time ensuring that the research problem is addressed effectively. The author further indicates that research design can be used in providing justification on the choice of the data resources, its collection and analysis of the data. This study used descriptive research design. Descriptive research design refers to the scientific method that involves observing and describing the behaviour of a subject without influencing it in any way (Rashid, 2015). This study used descriptive research design since it promotes collection of both quantitative and qualitative data without influencing the study environment in one way or another. The justification of this selection is in the sense that descriptive research design aims to accurately and systematically describe a population, situation or phenomenon. In addition, descriptive research design enables the researcher to use a wide variety of quantitative and qualitative methods to investigate one or more variables.

3.3 Population and Sampling Design

3.3.1 Population
Population of the study refers to the total units which form the study subject the researcher wishes to investigate (Cooper & Schindler, 2014). According to Cresswell (2014) population is a group of similar existing objects or items of the interest for an experiment of certain investigation. For this particular study the target population composed of 121 employees working at the United Nations Office of Project Services in Nairobi.
Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Departments</th>
<th>Population</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Unit</td>
<td>33</td>
<td>27%</td>
</tr>
<tr>
<td>Procurement Unit</td>
<td>14</td>
<td>12%</td>
</tr>
<tr>
<td>Financial Management Unit</td>
<td>29</td>
<td>24%</td>
</tr>
<tr>
<td>Administration</td>
<td>45</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>121</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: UNOPS (2019)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Sampling frame refers to a list or it can be a device used in defining the target population which the researcher is interested in. A sampling frame is defined as a set of items from which the researcher is able to select a sample of the target population of interest (Lewis-Beck, Bryman, & Liao, 2014). The sampling frame for this study was obtained from the Human Resource department at the United Nations Office of Projects Services in Nairobi office.

3.3.2.2 Sampling Technique

According to Cooper and Schindler (2014), sampling technique refers to a tactic used by the researcher to ensure that numerous groups that are either homogeneous or heterogeneous are well represented in the final selected sample when carrying out the study. This study used simple random sampling technique. Simple random sampling technique refers to the basic sampling technique where the researcher selects a group of subjects for study from a larger group (population) (Cresswell, 2014). This study made use of simple random sampling technique since each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample without any bias.
3.3.2.3 Sample Size

Sample size refers to a number of units that is chosen from a target population from which data was gathered in order to fulfil the objectives of the researcher (Lavrakas, 2008). However, sample size can be defined in a number of ways for instance, designated sample size, which is regarded as the number of sample units selected for data collection and the final sample size referring to the number of completed questionnaires or units from which data was collected. This study used Yamane’s formula in determining the suitable sample size for the study, with assumption of 95% of confidence level.

\[ n = \frac{N}{(1 + Ne^2)} \]

Where, \( n \) = sample size

\( N \) = Study Population, 121 in this case

\( e \) = Alpha level of 0.05

Substituting these values in the above equation, the sample size was:

\[ n = \frac{121}{1 + 121(0.05^2)} \]

\[ n = 93 \]

With the use of Yamane’s formula the sample size of this study was determined to be 93 respondents from a population of 121 with a confidence level of 95%. Sample size distribution is presented in Table 3.2.

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Departments</th>
<th>Population</th>
<th>Sample Size</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Unit</td>
<td>33</td>
<td>25</td>
<td>27%</td>
</tr>
<tr>
<td>Procurement Unit</td>
<td>14</td>
<td>11</td>
<td>12%</td>
</tr>
<tr>
<td>Financial Management Unit</td>
<td>29</td>
<td>23</td>
<td>24%</td>
</tr>
<tr>
<td>Administration</td>
<td>45</td>
<td>34</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>121</strong></td>
<td><strong>93</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

Data collection refers to the process of gathering data from the respondents forming the target population of the study in a well-established systematic manner with the aim of addressing the research questions or objectives accordingly (Cooper & Schindler, 2014). This study uses a structured questionnaire which was based on scale of 5 measurements that is Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree in line with the statement addressing the research questions or objectives. The questionnaire had four sections, the first sections contained demographic questions of the study respondents, and second section contained questions on the effect of leadership style on organizational performance. Third section contained questions on organizational culture and organizational performance while fourth section had questions on human resource capacity building and organizational performance. A questionnaire is regarded to be the main instrument for data collection in survey research, it is the most ideal tool for collecting data to address the research objectives for this study since it has a set of standardized questions which follow a fixed scheme enabling the researcher to collect data on one or more specific topic.

3.5 Research Procedures

Cooper and Schindler (2014), research procedure refers to a detailed sketch or framework comprising of step by step on how the researcher is going to conduct the research to meet the research objectives of the study. In this particular study, upon approval of the project proposal by the supervisor, a letter was then drafted to the Human Resource Manager for UNOPS to allow the research to collect the intended information as well as data to address the research objectives. A pilot test was carried out consisting of 10 respondents in order to test its validity, its clarity to the respondents as well as the reliability of the content on the research questionnaire as the tool for data collection. After the completion of the pilot test, any identified weakness on the questionnaire was corrected accordingly before administering the actual questionnaire to the target respondents for data collection. The next step involved the researcher visiting the office of UNOPS in Nairobi and locate the respondents and explain to them the intended purpose of the research and how to fill the questionnaires provided to them by the researcher. The researcher gave the respondents a period of two weeks and then collected the questionnaires with a follow up of its completion before collecting them. Then the researcher after collecting the questionnaires counter checked and made sure that all the sections in the research
questionnaire are filled as intended. Any missing sections in the questionnaire were returned to the respondents to seek the missing information since they were numbered. The research questionnaires were handled back to the researcher for data analysis.

3.6 Data Analysis Methods
Data analysis refers to the process of through which the researcher inspects, cleanses, transforms and modelling data into meaningful information with the purpose of discovering useful information and drawing conclusions that aid support specific decision-making of the researcher (Cresswell, 2014). This study used both inferential and descriptive statistics with the analysis of supporting research objectives. Descriptive statistics analysed frequencies, percentages, means and standard deviations while inferential statistics analysed correlation and regression analysis to establish the relationship among study variables. Statistical Package for Social Studies (SPSS) software version 24 was used in analysing data gathered from the respondents. Findings gathered from the target respondents will be presented using tables and figures. The hypothetical model given below was used in analysis and interpretation of the data:

\[ Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \]

Where

\( Y \) = Organizational Performance
\( X_1 \) = Leadership Style
\( X_2 \) = Organizational Culture
\( X_3 \) = Human Resource Capacity Building
\( \epsilon \) = Error term

3.7 Chapter Summary
The research methodology used in carrying out this study has been described in this chapter. The research design to be used in this study is descriptive research design. The population of this study consisted of 121 employees working at UNOPS office in Nairobi. A sample size of 93 respondents is presented. A questionnaire was used as the primary data collection method in gathering data. Research procedures depicting every step of the study have been highlighted in this chapter. A statistical Package for Social Sciences (SPSS) version 24 was used for data analysis. The findings of the study were presented using tables and figures. The next chapter presents results and findings obtained from target respondents.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents results and findings obtained from the target respondents. The first section presents response rate and demographic information, followed by findings on the effect of leadership style on organizational performance, findings on the effect of organization culture on organizational performance and finally the findings on the effect of human resource capacity building on organizational performance.

4.2 Response Rate and Demographic Information
This section presents the response rate and demographic information of the respondents involved in the study.

4.2.1 Response Rate
This study had a response rate of 84% accounting for 79 questionnaires out of 93 questionnaires that were administered. The remaining 16% accounted for 14 questionnaires that were not duly filled as shown in Figure 4.1. A response rate of 84% was adequate for data analysis.

Figure 4.1: Response Rate

4.2.2 Demographic Information
This section presents general information of the target respondents including; gender, education, work department, experience and education level.
4.2.2.1 Respondents Gender

When the respondents were asked to indicate their gender, 37% of the respondents were female and 63% were male as shown in Figure 4.2. It implies that the study had a diverse gender representation. It also shows that the organization is dominated by the male gender.

Figure 4. 2: Respondents Gender

4.2.2.2 Respondents Age

When the respondents were asked to indicate their age, 7% were above 48 years, 20% aged between 41-47 years, 48% aged between 34-40 years, 14% aged between 26-33 years and 11% aged between 18-25 years as shown in Figure 4.3. This implies that the study had a diverse gender representation.

Figure 4. 3: Respondents Age
4.2.2.3 Number of Years in the Organization

When the respondents were asked to indicate the number of years they had been working in the organization, 23% had worked for a less than a year, 39% had worked for a period of 2-4 years, and 29% had worked for a period of 5-7 years and 9% for a period of 8-10 years. This implies that the target respondents have adequate information regarding their organization.

![Figure 4.4: Number of Years in the Organization](image)

4.2.2.4 Respondents Education

When the respondents were asked to indicate their highest level of education, 3% of the respondents had a doctorate degree, 6% had a diploma, 35% had a master’s degree and 56% had a bachelor’s degree as shown in Figure 4.5. This implies that the respondents had the ability to read and interpret the information sought in the study.

![Figure 4.5: Respondents Education](image)
4.2.2.5 Job Designation

The respondents were asked to indicate their job designation, 25% were in administration unit, 10% business unit, 46% in project unit and 19% in the design unit as shown in Figure 4.6. This implies that the respondents had sufficient information sought in the study.

![Job Designation Chart](image)

Figure 4.6: Job Designation

4.3 The Effect of Leadership Style on Organizational Performance

This study sought to determine the effect of leadership style on organizational performance. The findings are presented as follows:

4.3.1 Descriptive Statistics for Leadership Style and Organizational Performance

The findings in Table 4.1 present the respondents’ feedback on the effect of leadership style on organizational performance. The responses were tabulated in means and standard deviation derived from a Likert Scale of 1-5, where; 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The findings show that the respondents revealed that the respondents agreed that leadership style practiced in UNOPS is crucial in enhancing organizational performance with a mean of 4.04 and SD = 0.775. The respondents also agreed that leadership plays a great role in implementing change at UNOPS with a mean of 4.32 and SD = 0.870.

The findings revealed that the respondents agreed that transformational leadership is essential for executing the vision of UNOPS with a mean of 4.34 and SD = 0.732. The findings show that the respondents were in agreement that transformational leadership is
essential in motivating employees at UNOPS with a mean of 4.43 and SD = 0.728. The findings also revealed that the respondents agreed that transformational leadership is essential in reducing employee turnover at UNOPS with a mean of 4.52 and SD = 0.830.

Furthermore, the findings revealed that the respondents agreed that transformational leadership style enhances planning and coordinating of employees at UNOPS with a mean of 4.43 and SD = 0.887. The findings show that the respondents were in agreement that democratic leadership style encourages participation in decision-making at UNOPS with a mean of 4.05 and SD = 0.714. The findings show that the respondent agreed that democratic leadership fosters creativity and innovation at UNOPS with a mean of 4.52 and SD = 0.638.

**Table 4.1: Descriptive Statistics for Leadership Style and Organizational Performance**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership style practiced in UNOPS is crucial in enhancing organizational performance.</td>
<td>79</td>
<td>4.04</td>
<td>.775</td>
</tr>
<tr>
<td>Leadership plays a great role in implementing change at UNOPS.</td>
<td>79</td>
<td>4.32</td>
<td>.870</td>
</tr>
<tr>
<td>Transformational leadership is essential for executing the vision of UNOPS.</td>
<td>79</td>
<td>4.34</td>
<td>.732</td>
</tr>
<tr>
<td>Transformational leadership is essential in motivating employees at UNOPS.</td>
<td>79</td>
<td>4.43</td>
<td>.728</td>
</tr>
<tr>
<td>Transformational leadership is essential in reducing employee turnover at UNOPS.</td>
<td>79</td>
<td>4.52</td>
<td>.830</td>
</tr>
<tr>
<td>Transformational leadership style enhances planning and coordinating of employees at UNOPS.</td>
<td>79</td>
<td>4.43</td>
<td>.887</td>
</tr>
<tr>
<td>Democratic leadership style encourages participation in decision-making at UNOPS.</td>
<td>79</td>
<td>4.05</td>
<td>.714</td>
</tr>
<tr>
<td>Democratic leadership fosters creativity and innovation at UNOPS.</td>
<td>79</td>
<td>4.52</td>
<td>.638</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4 Organizational Culture and Organizational Performance

This study sought to determine the effect of organizational culture on organizational performance. The findings are presented as follows:

4.4.1 Descriptive Statistics for Organizational Culture and Organizational Performance

The findings in Table 4.2 presents the respondents’ feedback on the effect organizational culture on organizational performance. The responses were tabulated in means and standard deviation derived from a Likert Scale of 1-5, where; 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The findings revealed that the respondents agreed that organization culture is critical for organizational performance at UNOPS with a mean of 4.61 and SD = 0.668. The respondents agreed that organization culture in UNOPS is characterized by strategic focus on the external environment through flexibility and change to meet customer needs with a mean of 4.19 and SD = 0.935.

Furthermore, the findings of the study show that the respondents were in agreement that adaptability culture is essential for implementing change at UNOPS, with a mean of 4.41 and SD = 0.689. The findings show that the respondents agreed that adaptability culture is crucial for creating commitment among employees at UNOPS with a mean of 4.43 and SD = 0.710. The findings also show that the respondents agreed that adaptability culture is essential for creating superior competitiveness at UNOPS with a mean of 4.27 and SD = 0.843.

The findings revealed that the respondents agreed that entrepreneurial culture enhances search for new opportunities at UNOPS with a mean of 4.32 and SD = 0.825. The findings revealed that entrepreneurial culture supports and recognizes each other’s efforts and provide positive rewards at UNOPS with a mean of 4.29 and SD = 0.770. The findings show that the respondents agreed that mission culture encourages general direction in the organization at UNOPS with a mean of 4.19 and SD = 0.769.
Table 4.2: Descriptive Statistics for Organizational Culture and Organizational Performance

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization culture is critical for organizational performance at UNOPS.</td>
<td>79</td>
<td>4.61</td>
<td>.668</td>
</tr>
<tr>
<td>Organization culture in UNOPS is characterized by strategic focus on the external environment through flexibility and change to meet customer needs.</td>
<td>79</td>
<td>4.19</td>
<td>.935</td>
</tr>
<tr>
<td>Adaptability culture is essential for implementing change at UNOPS.</td>
<td>79</td>
<td>4.41</td>
<td>.689</td>
</tr>
<tr>
<td>Adaptability culture is crucial for creating commitment among employees at UNOPS.</td>
<td>79</td>
<td>4.43</td>
<td>.710</td>
</tr>
<tr>
<td>Adaptability culture is essential for creating superior competitiveness at UNOPS.</td>
<td>79</td>
<td>4.27</td>
<td>.843</td>
</tr>
<tr>
<td>Entrepreneurial culture enhances search for new opportunities at UNOPS.</td>
<td>79</td>
<td>4.32</td>
<td>.825</td>
</tr>
<tr>
<td>Entrepreneurial culture supports and recognizes each other’s efforts and provide positive rewards at UNOPS.</td>
<td>79</td>
<td>4.29</td>
<td>.770</td>
</tr>
<tr>
<td>Mission culture encourages general direction in the organization at UNOPS.</td>
<td>79</td>
<td>4.19</td>
<td>.769</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td>79</td>
<td></td>
</tr>
</tbody>
</table>

4.5 Human Resource Capacity Building and Organizational Performance

This study sought to determine the effect of human resource capacity building on organizational performance. The findings are presented as follows:

4.5.1 Descriptive Statistics for Human Resource Capacity Building and Organizational Performance

The findings in Table 4.3 present the respondents’ feedback on the effect human resource capacity building on organizational performance. The responses were tabulated in means
and standard deviation derived from a Likert Scale of 1-5, where; 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The findings revealed that the respondents agreed that UNOPS has human resource capacity building initiatives in place to support organizational development and change with a mean of 4.27 and SD = 0.828. The respondents agreed that human resource capacity building enhances organizational development at UNOPS with a mean of 4.32 and SD = 0.71. The respondents agreed that UNOPS has employee empowerment programs in place with a mean of 4.25 and SD = 0.609.

The findings show that the respondents agreed that employee empowerment enhances organizational efficiency with a mean of 4.10 and SD = 0.886. The findings show that the respondents agreed that UNOPS employee empowerment involves capacity training with a mean of 4.56 and SD = 0.729. The findings show that the respondents were in agreement that Empowerment at UNOPS involves enhancing employee responsibilities with a mean of 4.27 and SD = 0.902.

The findings of this study show that the respondents agreed that employee empowerment at UNOPS aims at enhancing work autonomy with a mean of 4.22 and SD = 0.795. The findings show that the respondents agreed that employees at UNOPS are performing better because of empowerment programs with a mean of 4.25 and SD = 0.854. The findings show that the respondents agreed that employees’ work productivity at UNOPS has increased as a result of trainings with a mean of 4.24 and SD = 0.738. The respondents of the study also agreed that Conducive work environment is essential for organizational development at UNOPS with a mean of 4.30 and SD = 0.774.
Table 4.3: Descriptive Statistics for Human Resource Capacity Building and Organizational Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNOPS has HR capacity building initiatives in place to support organizational development and change.</td>
<td>79</td>
<td>4.27</td>
<td>.828</td>
</tr>
<tr>
<td>HR capacity building enhances organizational development at UNOPS.</td>
<td>79</td>
<td>4.32</td>
<td>.671</td>
</tr>
<tr>
<td>UNOPS has employee empowerment programs.</td>
<td>79</td>
<td>4.25</td>
<td>.609</td>
</tr>
<tr>
<td>Employee empowerment enhances organizational efficiency</td>
<td>79</td>
<td>4.10</td>
<td>.886</td>
</tr>
<tr>
<td>UNOPS employee empowerment involves capacity training</td>
<td>79</td>
<td>4.56</td>
<td>.729</td>
</tr>
<tr>
<td>Empowerment at UNOPS involves enhancing employee responsibilities</td>
<td>79</td>
<td>4.27</td>
<td>.902</td>
</tr>
<tr>
<td>Employee empowerment at UNOPS aims at enhancing work autonomy.</td>
<td>79</td>
<td>4.22</td>
<td>.795</td>
</tr>
<tr>
<td>Employees at UNOPS are performing better because of empowerment programs</td>
<td>79</td>
<td>4.25</td>
<td>.854</td>
</tr>
<tr>
<td>Employees’ work productivity at UNOPS has increased as a result of trainings</td>
<td>79</td>
<td>4.24</td>
<td>.738</td>
</tr>
<tr>
<td>Conducive work environment is essential for organizational development at UNOPS</td>
<td>79</td>
<td>4.30</td>
<td>.774</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.6 Correlation

To determine whether there existed a relationship between the study variables involved, a correlational analysis was carried out. The findings revealed that there exists a significant relationship between leadership style (independent variable) and organizational performance (dependent variable), $r (0.886); p$-value $< 0.01$. The findings revealed that there exists a significant relationship between organizational culture (independent variable) and organizational performance (dependent variable), $r (0.875); p$-value $< 0.01$. The findings also revealed that there exists a significant relationship between human...
resource capacity building (independent variable) and organizational performance (dependent variable), r (0.933); p-value < 0.01.

Table 4.4: Correlation Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation</th>
<th>1</th>
<th>2</th>
<th>2</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Performance</td>
<td>Pearson</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Pearson</td>
<td>.886**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
<td>79</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>Pearson</td>
<td>.875**</td>
<td>.806**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
<td>79</td>
<td>79</td>
<td></td>
</tr>
<tr>
<td>Human Resource Capacity Building</td>
<td>Pearson</td>
<td>.933**</td>
<td>.917**</td>
<td>.809**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
<td>79</td>
<td>79</td>
<td>79</td>
</tr>
</tbody>
</table>

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

4.7 Multiple Regression
Regression analysis was carried out to determine the underlying relationship between the study variables when combined. The findings show that combined variables had an adjusted R square of (0.909) which implies that 90.9% of variability in organizational performance is attributed to leadership style, organizational culture and human resource capacity building. The other 9.1% is attributed to other factors outside the regression model.

Table 4.5: Multiple Regression Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.955a</td>
<td>.913</td>
<td>.909</td>
<td>.18284</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Human Resource Capacity Building, Organizational Culture, Leadership Style
The Analysis of Variance (ANOVA) was conducted to determine whether there existed a significant difference in the mean variables. The findings show that $F_{(3,75)} = 261.985$; $p$-value < 0.000 as indicated in Table 4.16 below.

**Table 4. 6: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regressi</td>
<td>26.276</td>
<td>3</td>
<td>8.759</td>
<td>261.985</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>2.507</td>
<td>75</td>
<td>.033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>28.783</td>
<td>78</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance  
b. Predictors: (Constant), Human Resource Capacity Building, Organizational Culture, Leadership Style

The findings show that human resource capacity building had the highest Beta value, $\beta$ (0.608); $p$-value = 0.00; followed by organizational culture with standardized Beta Value, $\beta$ (0.337); $p$-value = 0.000. Lastly, leadership style with a standardized Beta value $\beta$ (0.057). The $p$-values < 0.05, therefore statistically significant as indicated in Table 4.7.

**Table 4. 7: Regression Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.497</td>
<td>.173</td>
<td>2.875</td>
</tr>
<tr>
<td></td>
<td>Leadership Style</td>
<td>.063</td>
<td>.098</td>
<td>.057</td>
</tr>
<tr>
<td></td>
<td>Organizational Culture</td>
<td>.363</td>
<td>.065</td>
<td>.337</td>
</tr>
<tr>
<td></td>
<td>Human Resource Capacity Building</td>
<td>.689</td>
<td>.101</td>
<td>.608</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance
4.8 Chapter Summary
This chapter has presented results and findings obtained from the target respondents. The findings revealed that there exists a positive relationship between leadership style and organizational performance, followed by a statistically significant relationship between organizational culture and organizational performance and finally a significant relationship between human resource capacity building and organizational performance. Chapter five presents the summary of the study, discussion, conclusions and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

Chapter five presents the discussion, conclusion and recommendation based on the findings. The first section presents the summary of the study, followed by the conclusion, and finally recommendations in line with specific objectives.

5.2 Summary

The general objective of this study was to determine the effect of change management practices on organizational performance with a case of United Nations Office for Projects and Services (UNOPS). This study was guided by the following specific objectives; to determine the effect of leadership style on organizational performance at United Nations Office for Projects and Services in Nairobi, to determine the effect of organization culture on organizational performance at United Nations Office for Projects and Services in Nairobi and to determine the effect of human resource capacity building on organizational performance at United Nations Office for Projects and Services in Nairobi.

This study used descriptive research design on a population of 121 employees working at United Nations Office for Projects and Services in Nairobi. A sample of 93 employees is obtained from the study population. This study used a questionnaire for data collection to effectively respond to the research problem based on primary data. The study used descriptive statistics to analyze frequencies and percentages and inferential statistics in analyzing regression and correlation among study variables. Analysis of the data obtained from the respondents was done using Statistical Package for Social Sciences (SPSS) version 24. The findings were presented using tables and figures.

The first objective of the study sought to determine the effect of leadership style on organizational performance. The findings revealed that there exists a significant relationship between leadership style (independent variable) and organizational performance (dependent variable), \( r (0.886); p\text{-value} < 0.01 \).

The second objective of the study sought to determine the effect of organizational culture on organizational performance. The findings revealed that there exists a significant relationship between organizational culture (independent variable) and organizational performance (dependent variable), \( r (0.875); p\text{-value} < 0.01 \).
The third objective sought to determine the effect of human resource capacity building on organizational performance. The findings revealed that there exists a significant relationship between human resource capacity building (independent variable) and organizational performance (dependent variable), $r (0.933); p$-value < 0.01.

5.3 Discussion
5.3.1 The Effect of Leadership Style on Organizational Performance

This study sought to determine the effect of leadership style on organizational performance. The findings revealed that there exists a significant relationship between leadership style and organizational performance. These findings are in line with Budhiraja and Malhotra (2013) who argues that leadership entails not only influencing of performance of a company but also triggering of the morale of employees, their productivity level, and influencing the process of decision-making and its metrics. Furthermore, the authors regard leadership style as a pattern of a leader relating with the subordinates. Specifically, it consists of how the leader directs and controls how the subordinates conduct their respective assignments as well as how the subordinates gets them in order to produce desirable results as intended. According to Strielkowski and Chigisheva (2016) leadership style consists of the manner in which instructions are provided as the approaches and techniques used by the leader in motivating the staff and ascertaining that the given instructions are executed. In addition Pearce and Robinson (2013), the role of a leader is to inspire, train and motivating the followers in order to have their support while making important long-term vision driven by collative decision making.

The findings show that leadership style enhances performance of the organization. These findings are in line with Armstrong and Taylor (2014) who argues that the leader’s leadership style of a firm has a strong impact on the performance of the organization. Though most of the researchers in the past agreed that leadership style has relationship with firm performance but there some who do not support this notion, hence, an ambiguity exists. According to Lieberson and O’Connor (2012), the role of leadership in a firm is crucial for creating a vision, mission, determination and establishment of organizational objectives, designing strategies, policies and methods to achieve the organizational outcomes effectively and efficiently along with directing and coordinating the efforts and activities of the organization. Top quality leadership is essential in
achieving the mission and vision along with coping with the changes occurring in the external environment. In the current time, many firms are facing issues related to unethical practices, high labor turnover, and poor financial performance. This may be due to the lack of effective leadership. The main aim of many firms is to accomplish its stated objectives; hence, there is a need effective leader for coordinating and motivating the employees (Andrews & Boyne, 2010).

The findings revealed that transformational leadership enhances employee motivation in the organization. These findings corresponds to those of Erkutlu (2013) who indicates that transformational leadership refers to the type of leadership whereby leaders and their subordinates help one another grow to higher levels of motivation and morality. The author also argues that transformational leaders can listen and take the ideas from their subordinates into account which enables a great deal of achieving the strategy as the subordinates might be having better ways of implementing it since the actual implementation occurs at the low level management of the firm. According to Adenyi (2016) leaders with transformational style emphasizes on team building, motivation among employees and collaboration with them at different levels of the organization in order to bring about a change for the better as far as strategy implementation is concerned. Transformational leaders are always aimed at managing their organization’s daily operations and taking it to the next performance and the success level, and they achieve this by setting goals and incentives that are in line with the strategy to be implemented and provides an opportunity for employees and career growth for every staff. Transformational leaders are concerned about the needs of the followers and use the exceptional form of influence to foster the kind of advancement that is required to transform the organizational as well as employees obtaining their full potential (Steane, 2015).

The findings also show that democratic leadership style enhances participative decision-making. The findings are in line with the findings of Bhatti et.al (2013) who carried out a study on how autocratic and democratic leadership styles impacts on job satisfaction, they sampled out teachers from both private and public schools in one of the cities in the US. Their findings suggested that as much as a democratic leader makes the final decision, such a leader often invites other team members to make contributions in the decision making process. The study showed that such participation increases job satisfaction as well as create a humble environment for skill development. The associated such benefits
to the fact that employees who form the team feel in control of their destiny and are thus motivated to exert more effort in their duties for reasons other than financial reward. The study further pointed out the likelihood of slowing down the pace of doing things due to consultation. The study concluded that this leadership style is more plausible whenever quality has precedence over speed.

5.3.2 The Effect of Organizational Culture on Organizational Performance

This study sought to determine the effect of organizational culture on organizational performance. The findings revealed a positive relationship between organizational culture and organizational performance. These findings are in line with Wang and Li (2016) who describes organizational culture as the sum of dominant values, visions, perspectives, standards and modes of behavior that typify an organization. Furthermore, the authors argue that the dominant culture affects the stakeholders of the organization. The authors further argue that organizational culture forms in response to the need for external adaptation and survival as well as internal integration. External adaptation and survival involve finding a niche to enable the organization to cope with the changing environment. Internal integration entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization (Salford, 2015). According to Analoui and Mouallem (2014), organizational culture it is frequently held accountable for organizational ills and on occasions, praised for creating positive qualities. In addition to organization level effects, the impact of organizational culture on key employee attitudes is well documented.

The findings show that organizational culture plays a great role attaining organizational objectives. According to Fey and Denison (2013), an Organization, embedded with cultural values, is characterized by the visible social strength in its manifestation. Managers are mindful of the cultural synergy and the manner in which it affects employees” outlook toward achievement of organizational objectives. It, therefore, becomes a point of interest for a scholar to embark upon exploration of literature on organization. The president of Levi Strauss pointed out that company values were crucial to its competitive success as it provided impetus in the success of business. For the improvement of the organization productivity, culture in the organization needs to be understood. The culture in the organization determines other aspects, such as performance.
in the organization. According to Basu (2014), primarily, founders of the organizations are the driving force behind the establishment of its culture, right at the initial stage. It is therefore, natural that type of culture varies with the change in founders. However, organizations having indigenous founders do not have effect on culture and remain non progressive as a part of the system already established. In pursuit of change in the culture, due to external environment, considerable resistance is experienced.

The findings show that adaptability culture is essential for implementing change in the organization. These findings are in line with Yeh and Madsen (2016) adaptability culture is culture characterized by strategic focus on the external environment through flexibility and change to meet customer needs. The culture encourages entrepreneurial values, norms, and beliefs that support the capacity of the organization to detect, interpret, and translate signals from the environment into new behavior responses. In adaptability the culture of risk taking is valued and rewarded. Harrison (2014), views an adaptive organization as one whose roles are open to continual redefinition and where coordination is achieved by frequent meetings and considerable lateral communications. According to Fortado and Fadil (2014), a less adaptive organizational culture would have an impact on employees’ weak commitment which in turn could affect employees’ dedication to their work. Employees who have commitment will work optimally as the organization expects. However, in reality, not all employees are able to completely fulfill their commitment.

The findings also show that mission culture influences general direction of the organization. These findings correspond to that of Nazir and Mushtaq (2014) who argues that mission describes an organizations’ reason for existence. The authors found out that mission is the most important cultural trait that today’s organizations need to focus on. In organizations embracing mission culture, strategic leaders concentrate on establishing and communicating a clear mission and purpose for the organization and allowing employees to design their own work activities with this mission. Leaders play the role of coaches in giving general direction, but encourage individual decision-making to determine the operating details to execute the plan. According to Chang and Lin (2016), the effectiveness of mission culture on strategy implementation depends on among other factors, the purpose and aims of the organization, the organization's primary stakeholders; that is clients or customers, shareholders and how the organization provides value to these stakeholders. The mission culture has a number of advantages which establish an
organization wide unity of purpose. It however works best where an organization has resources to absorb the cost of building and maintaining the value system (Ammar, 2017).

5.3.3 The Effect of Human Resource Capacity Building on Organizational Performance

This study sought to determine the effect of human resource capacity building on organizational performance. The findings revealed that there exists a statistically significant relationship between human resource capacity building and organizational performance. According to Analoui and Mouallem (2014) capacity building is widely recognized both formally and informally as consisting of a range of dimensions from the knowledge and expertise of individuals to organizational capability and complementary frameworks and norms that govern their operations. Also, capacity development consists of targeted and strategic change choices that will lead to the achievement of a number of defined results; a key feature in the organizational development which focuses on successful organizational change and performance. The intended outcomes will generally sprout from individuals deliberately to perform their jobs differently and with greater competence (Ammar, 2017). According to Awamle (2013), an organisation’s upper hand gained by offering superior value to its customers when compared to its competitors is defined as its competitive advantage; this can be achieved by providing or delivering superior quality in goods and services discharged into a given market and at justified pricing.

The findings also revealed that human resource capacity building is essential for the organization to achieve organizational goals. According to Andrews and Boyne (2010), the greatest assets of any firm are its human resource and organizations spend considerable resources in building the capacities of their employees. Human resources capacity building equips employees in achieving organizational goals. Sanda and Sraha (2011), proposed that to fully build human resources capacity of the public sector in Ghana, requirements such as training and empowerment are key requirements to enhance organizational performance. The main purpose of employees’ training and empowerment is to help the firm achieve its mission and business goals. Human resource capacity building is generally accepted that human resources capacity building as a concept is closely related to training, education and human resource development. Human resource capacity building incorporates the development of knowledge, skills and attitudes in
individuals and groups of individuals relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful (Kim, 2010).

The findings revealed that human resource capacity building enhances employees’ productivity. According to Alkhafaji (2011) employee’s productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is mentally present of efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale. Amegashie-Viglo (2014), argues that firms can adopt various HRM practices to enhance employee skills. First, efforts are on improving the quality of the individuals hired, or on raising the skills and abilities of current employees, or both. This can be done by providing comprehensive training on the job and development activities after selection. According to Atieno and Kyongo (2017), considerable evidence suggests that investments in training produce beneficial organizational outcomes. The organizations must therefore be concerned about inadequacies of their employees and be committed to educating and training employees at their workplace to enhance their skills, perspectives, and competencies.

The findings show that human resource capacity building enhances employee empowerment. According to Gibson (2011), human resource capacity building leads to employee empowerment due to the skills and training of the human capacity building strategy. Staff who feel strong empowered have qualities which creates a strong sense of self-esteem, good and successful professional performance as well as progress in the work assigned (Ortenblad, Abrahamson, & Sheaf, 2016). Basically the empowerment of employees is mainly concerned with trust, the motivation, decision making and breaking the inner boundaries between the employees and management. Empowerment created as a result of human resource capacity building enables the employees to participate in the decision making which help them to break out of stagnant mind-sets taking risk and trying something new as they work towards the organizational goals attainment (Rajabifard & Williamson, 2014).
5.4 Conclusion

5.4.1 The Effect of Leadership Style on Organizational Performance

This study concludes that there is a significant relationship between leadership style and organizational performance. This study concludes that the role of leadership in a firm is crucial for creating a vision, mission, determination and establishment of organizational objectives, designing strategies, policies and methods to achieve the organizational outcomes effectively and efficiently along with directing and coordinating the efforts and activities of the organization.

This study also concludes that transformational leadership style is crucial for attaining the vision of the organization. Transformational leaders are concerned about the needs of the followers and use the exceptional form of influence to foster the kind of advancement that is required to transform the organizational as well as employees obtaining their full potential. This study concludes that democratic leadership style enhances participative decision making process which encourages creativity and innovation in the organization.

5.4.2 The Effect of Organizational Culture on Organizational Performance

This study concludes that there is a significant relationship between organizational culture and organizational performance. An Organization, embedded with cultural values, is characterized by the visible social strength in its manifestation. This study concludes that organizational culture forms in response to the need for external adaptation and survival as well as internal integration. External adaptation and survival involve finding a niche to enable the organization to cope with the changing environment.

This study concludes that adaptability culture is essential in implementing change process within the organization. The culture encourages entrepreneurial values, norms, and beliefs that support the capacity of the organization to detect, interpret, and translate signals from the environment into new behavior responses. In adaptability the culture of risk taking is valued and rewarded. This study concludes that mission culture plays a great role in providing a general direction of the organization to meets its vision.
5.4.3 The Effect of Human Resource Capacity Building on Organizational Performance

This study concludes that there is a significant relationship between human resource capacity building and organizational performance. Human resource capacity building takes into consideration the development of skills, knowledge, attitudes in individuals and groups of people relevant in design, management, maintenance and development of operational and institutional infrastructures and processes that are meaningful. This study concludes that human resource capacity building enhances employee empowerment in the organization.

This study concludes that human resource capacity building enhances employee productivity in the organization. The classical principles of management concentrate on principles for enhancing efficiency and productivity through the design of a coherent organizational structure.

5.5 Recommendation

5.5.1 Recommendations for Improvement

5.5.1.1 The Effect of Leadership Style on Organizational Performance

Since, this study has established a significant relationship between leadership style and organizational performance. Therefore, this study recommends that UNOPS should align its leadership style with the intended organizational objectives to effectively execute its vision as well as goals. This study recommends that UNOPs should make use of transformational leadership style specifically in attaining its long-term objectives. This study recommends that UNOPs should also encourage participative decision-making process in the organization to allow employees to contribute their views and contributions where necessary.

5.5.1.2 The Effect of organizational Culture on Organizational Performance

This study recommends that the organization should embrace a diverse culture that will allow employees from different races and ethnicity to work together in achieving the same vision for the organization. This study also recommends that UNOPS should embrace an adaptability culture to enable the organization to implement change in the organization in a manner that is in line with external forces of the environment. This
study recommends that UNOPS should rely on both internal and external environment forces in forming organizational culture that will sustain all kinds of employees coming into the organization.

5.5.1.3 The Effect of Human Resource Capacity Building on Organizational Performance

This study recommends that UNOPs should develop its employee competency based on human resource capacity building initiatives in order to attain a competitive advantage that is essential for its objectives. This study recommends that UNOPS should encourage participative decision-making from all employees since human resource capacity building is mainly strengthened by encouraging the participation of the organization’s workforce in decision-making as well as through maintaining good relationships with the employees.

5.5.2 Recommendation for Future Research

This study investigated the effect of change management practices on organizational performance with a case of United Nations Office for Projects and Services. Future studies should widen the scope by researching on the effect of change management practices in other non-governmental organizations like ILO, PSI, Save the Children, Amnesty International, Care International, Concern Worldwide and Plan International.
REFERENCES


APPENDICES

APPENDIX I: COVER LETTER

10th December, 2019
Grace Osoro
P.O. BOX 146800, 00800
Nairobi.

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH

My name is Grace Osoro, 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: “Effect of Change Management Practices on Organizational Performance: A Case of United Nations Office for Projects and Services”

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,

Grace Osoro
APPENDIX II: QUESTIONNAIRE

Section I: General Information

This section contains general questions. Kindly answer to the best of your knowledge

1. Kindly indicate your gender
   Male       Female

2. Kindly indicate your age range
   18-25 Years
   26-33 Years
   34-40 Years
   41-47 Years
   48 and Above

3. Kindly indicate the number of years you have worked at UNOPS
   0-1 Years
   2-4 Years
   5-7 Years
   8-10 Years
   Above 10 years

4. Kindly indicate your job designation
   Business Unit
   Design Unit
   Projects Unit
   Administration

5. Kindly indicate your highest level of education.
   Diploma
   Bachelor’s Degree
   Master’s Degree
   Doctorate Degree
## Section II: Leadership Style and Organizational Performance

Kindly answer the following questions to the best of your knowledge using the following Likert scale. 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>6</td>
<td>Leadership style practiced in UNOPS is crucial in enhancing organizational performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7</td>
<td>Leadership plays a great role in implementing change at UNOPS.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>8</td>
<td>Transformational leadership is essential for executing the vision of UNOPS.</td>
<td></td>
<td></td>
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<tr>
<td>9</td>
<td>Transformational leadership is essential in motivating employees at UNOPS.</td>
<td></td>
<td></td>
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<tr>
<td>10</td>
<td>Transformational leadership is essential in reducing employee turnover at UNOPS.</td>
<td></td>
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<td></td>
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<tr>
<td>11</td>
<td>Transformational leadership style enhances planning and coordinating of employees at UNOPS.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>12</td>
<td>Democratic leadership style encourages participation in decision-making at UNOPS.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td>Democratic leadership fosters creativity and innovation at UNOPS.</td>
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</tbody>
</table>
Section III: Organization Culture and Organizational Performance

Kindly answer the following questions to the best of your knowledge using the following Likert scale. 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>14.</td>
<td>Organization culture is critical for organizational performance at UNOPS.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>15.</td>
<td>Organization culture in UNOPS is characterized by strategic focus on the external environment through flexibility and change to meet customer needs.</td>
<td></td>
<td></td>
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<tr>
<td>16.</td>
<td>Adaptability culture is essential for implementing change at UNOPS.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>17.</td>
<td>Adaptability culture is crucial for creating commitment among employees at UNOPS.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>18.</td>
<td>Adaptability culture is essential for creating superior competitiveness at UNOPS.</td>
<td></td>
<td></td>
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<tr>
<td>19.</td>
<td>Entrepreneurial culture enhances search for new opportunities at UNOPS.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>20.</td>
<td>Entrepreneurial culture supports and recognizes each other’s efforts and provide positive rewards at UNOPS.</td>
<td></td>
<td></td>
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<tr>
<td>21.</td>
<td>Mission culture encourages general direction in the organization at UNOPS.</td>
<td></td>
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</tbody>
</table>
### Section IV: Human Resource Capacity Building and Organizational Performance

Kindly answer the following questions to the best of your knowledge using the following Likert scale. 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>22</td>
<td>UNOPS has HR capacity building initiatives in place to support organizational development and change.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>23</td>
<td>HR capacity building enhances organizational development at UNOPS.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>24</td>
<td>UNOPS has employee empowerment programs.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>25</td>
<td>Employee empowerment enhances organizational efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>UNOPS employee empowerment involves capacity training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Empowerment at UNOPS involves enhancing employee responsibilities</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>28</td>
<td>Employee empowerment at UNOPS aims at enhancing work autonomy.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>29</td>
<td>Employees at UNOPS are performing better because of empowerment programs</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>30</td>
<td>Employees’ work productivity at UNOPS has increased as a result of trainings</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>31</td>
<td>Conducive work environment is essential for organizational development at UNOPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section V: Organizational Performance

Kindly answer the following questions to the best of your knowledge using the following Likert scale. 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>
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<th>4</th>
<th>5</th>
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<tr>
<td>32.</td>
<td>Leadership is key element for UNOPS to achieve organizational performance.</td>
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<td>33.</td>
<td>Leadership style at UNOPS determines successful implementation of strategy.</td>
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<td>34.</td>
<td>Organizational culture is essential for achieving employee productivity at UNOPS.</td>
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<td>35.</td>
<td>Organizational culture at UNOPS enhances teamwork performance.</td>
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<td>36.</td>
<td>Mission culture at UNOPS is essential for achieving organizational performance.</td>
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<td>37.</td>
<td>Human resource capacity building at UNOPS is essential for organizational performance.</td>
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<td>38.</td>
<td>Human resource capacity building fosters productivity at UNOPS.</td>
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<td>39.</td>
<td>Human resource capacity building at UNOPS enhances employee engagement.</td>
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<td>40.</td>
<td>Adaptive culture is crucial for achieving the goals and objectives of UNOPS.</td>
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</table>

Thank You for your time
APPENDIX III: IRB APPROVAL

USIU-A/IRB/183-2020

United States International University-Africa

27th May 2020

Grace Kemunto
United States International University-Africa
grace.oseoro@gmail.com

Dear Grace,

IRB RESEARCH APPROVAL

The USIU-A IRB has reviewed and granted an ethical approval for the research proposal titled "Effect of Change Management Practices on Organizational Performance: A Case of United Nations Office for Projects and Services".

The approval is for twelve months from the date of IRB. A continuing review application must be approved within this interval to avoid expiration of IRB approval and cessation of all research activities. A mid-term report and a final report must be provided to the IRB within the twelve months approval period. All records relating to the research (including signed consent forms) must be retained and available for audit for at least 3 years after the research has ended.

You are advised to follow the approved methodology and report to the IRB any serious, unexpected and related adverse events and potential unanticipated problems involving risks to subjects or others.

Should you or study participants have any queries regarding IRB's consideration of this project, please contact irb@usiu.ac.ke.

Sincerely,

Dr. Juliana Namada,
IRB chair
Tel: +254 730 116 628
Email: inamada@usiu.ac.ke
APPENDIX IV: NACOSTI PERMIT

This is to certify that Ms. GRACE KEMUNTO OSORO of United States International University Africa, has been licensed to conduct research in Nairobi on the topic: EFFECT OF CHANGE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF UNITED NATIONS OFFICE FOR PROJECTS AND SERVICES for the period ending: 04/June/2021.

License No: NACOSTI/P/20/5110

Applicant Identification Number: 607587

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