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**Effect of Change Management on Organizational Performance of
Media Companies in Kenya**

Fredrick Kirui Kurgat

MBA /79955/14

**Submitted in partial fulfilment of the requirements for the Degree
of Master of Business Administration at Strathmore University**



Strathmore Business School

Strathmore University

Nairobi, Kenya

June, 2019

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June 2019

Approval

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ABSTRACT

This study investigated the effect of change management on organizational performance, for Kenyan media firms. Data was gathered from 100 employees of the top five media companies in Kenya; selected according to share of market, profitability and audience size (Royal Media Group, Standard Group Limited, Nation Media Group, Mediamax Network Limited and Radio Africa Group Limited). The research design adopted was quantitative design. Collection of primary data for the research was based on a survey questionnaire which was mainly administered via face to face interviews and a few via telephone interviewing. Analysis of data was done using SPSS in which regression analysis and descriptive analysis were computed. The study findings found that all the four variables have a substantial influence on the performance of Kenyan media firms. However, organization culture was found to have the least impact compared to the other variables. Furthermore, the study established that the hierarchy structure of the authority is stipulated in a manner that supports good supervisory and working relationships. The study further found that the leadership of media organizations is competent in their respective fields thereby endeavoring to promote creativity and innovation. It was also found that the media organizations have established strong values that guide employee performance and that team orientation towards achievement of firm goals is encouraged. Some of the positive impacts that the study revealed was that the level of customer satisfaction has improved which was attributed to the gradual changes in technology and IT system of media companies hence meeting the demand and test of customers. From organization structure analysis, the study concludes that media companies have a layout in which employees are subjected to, while delivering the needed human capital. The research was important in that it was used as a resource tool on the issue of change management and its effect on performance of an organization by different stakeholders. There is no study specifically designed to study the impact of change management on media companies ' organizational performance in Kenya. The study recommends that media companies adopt change management dimensions in order to improve the performance of their organizations. The insights gained from this study will help develop and support available research on organizational performance and change management in future.

Key Words: Organization culture, Change Management, Customer satisfaction, Organization structure analysis, Organizational performance

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LIST OF ABBREVIATIONS

KARF	-	Kenya Audience Research Foundation
BPR	-	Business Process Engineering
HR	-	Human Resource
IT	-	Information & Technology
KShs	-	Kenya Shillings
SG	-	Standard Group Limited
ROA	-	Return on Assets
ROI	-	Return on Investment
ROE	-	Return on Equity
SME's	-	Small and Medium Enterprises
SBS	-	Strathmore Business School

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DEDICATION

I dedicate this study to my late father, William Kipkurgat Cheserem. This journey has only been possible because of your sacrifice early in my life in ensuring I get a good education background.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Change management in firms is not just about changing the structural set up through formation of new reporting structure and change of leadership team, but it should be about bringing tangible results in the organizational performance in a company (Council, 1997). Kotter (1995) argues that in recent decades there has been a huge increase in the volume of significant, often traumatic change in organisations. In too many cases, however, the improvements are deceptive and the changes are not as intended (Kotter 1995). The author acknowledged the disadvantage of change and indicated that, when individuals focus on adapting to changing circumstances, agony is constant, and he added that the management and organisations, in their development and implementation of the change, also make mistakes.

According to (Cho, 2010), organizational performance refers to the business ' performance in comparison with its objectives and targets. Additionally (Tomal 2015) defines the performance of the organization as the definite productivity or output of a firm against the envisioned results. Kotter says modern-day organizations are changing with a change in technology, international economic integration and the development of developed country markets leading to slower domestic growth. The changes in technology are characterized by rapid and better communications, faster and better transport, better information networks and the need for global connectivity. Market globalization and competition eventually result in increased competition and the need to increase service delivery speed.

Mshindi (1998) notes that in Kenya, TV, print, radio and new, thriving media sectors, including the Internet and mobile, are sophisticated, diverse and lively. According to a report by (Kenya Audience Research Foundation, 2019) the

media landscape in Kenya is characterized mainly by radio, television, newspapers and online as sources of information. Media consumers in Kenya call for media loyalty and ignore media which cannot satisfy their unique policy sensitivities. Public opinion changes rapidly in Kenya and forces the media to adapt quickly to their needs and interests. While there is little media literacy, the media have very great confidence in reporting precisely on policy issues (Kenya Audience Research Foundation, 2019). Kenya's media sector has worked over the last ten years in an unpredictable environment of politics, society, culture, the economy and technology that has greatly affected development. In the last five years, the top media companies have undergone change in their leadership in an effort to respond to external forces of change.

These challenges notwithstanding, some media companies in Kenya have adjusted to the changing environment especially through the adoption of new technologies in their operations which has influenced positively Kenya's media. Given the dynamism of the environment, the media in Kenya is and will undergo more changes to be able to satisfy the consumer through transmission of informative, entertaining, objective and educative content to the community through sophisticated broadcasts and in keeping with the current consumer trends.

1.1.1 Change Management

The management of change refers to the way people, teams and organisations are changed by applying processes to manage resources and activities that restructure a company more effectively (Thompson, 2010). Change management consists of organizational instruments to support individuals in an organization to successfully carry out personal transactions, leading to change being adopted and implemented (National Research Council, 1997). This means that all organizations, including their positions, authorities and accountabilities, people

and deliverables and tasks, are optimally aligned. If they are not aligned well, then performance is either very low (1997).

The need for constant change demands a coordinated and progressive capacity for the organizational learning process on a continuing basis (Zorn, 2000). This was widely viewed as a major factor in the capacity of private companies to achieve and maintain a competitive benefit and improve their profitability in the long term. In many dimensions, change can be described. It can be continuous and incremental, radical or planned, catastrophic or evolutionary, strong or weak, slow or fast, stimulated externally or internally (Shivappa, 2015).

Change is influenced mainly by growing demands of globalisation, according to (Kotter, 1996), affecting every corner in the context of business and human life. Companies and institutions have been made to accept change as crucial not only in their survival, but in growth, by the concept of borderless business. According to Wiggins (2009), management of change is an integrated normal process for many companies and much more.

1.1.2 Organizational Performance

Borman and Schmit (2015) describe organization performance as a multidimensional paradigm on which measurement of several factors is based. Aguinis and Kraiger (2012) define organization performance as the degree to which an organization attains its mission, vision and objectives that is measured in terms of quality service, customer satisfaction and increased profits. Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle, (2016) grouped organizational performance into the following categories; business performance, financial performance and organizational effectiveness. According to Koontz and Donnell (2010) performance of an organization is defined as the ability of a firm to realize such mundane goals as high return, increased market share, new product development, good financial results, and achieving long-term

sustainability. Moullin (2007) assert that firm performance is a means through which a firm provide value to its stakeholders and therefore is an indication of how well the managers succeed in utilizing firm resources to generate income to the firm.

Various ways of measuring the performance or success of a firm are used. According to Carton (2004), an organization's success can be gauged based on its stockholders ' value generation. Based on the financial performance, it is assessed on how the financial state of an organization has been changed. Multiple performance dimensions are used in previous research. In order to measure business performance, Lumpkin and Dess (1996) used growth of sales, profitability, increased market share, and overall results. Mensah (2013) used three aspects; customer satisfaction, stock turnover and profit to measure the link between corporate performance and strategic orientation. Calantone et al. (2002) employed four dimensions of performance to measure learning orientation and firm performance: customer service, return on assets, market share and overall profitability. Mokhtar et al. (2014), for their part, used four constructs of performance: new product success, customer retention, growth of sales and investment return to measure market orientation and business performance.

1.1.3 Change Management and its effects on Organizational Performance

The process of digitisation, new developments and change in technology, rescheduling operations and major partnerships means management of change in an organization. Corporate change involves changes in strategy, mission, operational change (including structural change), technological changes, changes to personnel's attitudes and behaviour, counter-resistance between different company employees and aligns them on the organization's strategic directions (Kreitner 2007). Burnes (2009) reports that the management of change

is based on two approaches of change; planned and emerging. The planned changes are appropriate for predictable and stable circumstances when the process of change is consciously planned by transforming organization from stable to stable. In a progressively unpredicted flux atmosphere, the emerging approach needs a continuous configuration and rearrangement of the firm with fluctuating needs of a volatile environment.

Burnes (2017) reports that changes affect individual, team and organizational performance. Individuals learn from curiosity and research, teams learn from the promotion of diversity in concepts and contribution, and firms learn from constant experimentation and improvement through their own disciplines. In an organization, employees have a robust life and have more commitment to the work when meaningful changes happen. Learning is the responsibility of employees; it's not sufficient to tell someone else to learn. Each person is responsible for themselves, even if they are responsible for learning. This calls for choices, results and corrective measures to be taken, so that the behaviour cycle will be better than the last one (Ramsey, 2008).

1.1.4 Media Industry in Kenya

The media industry in Kenya has grown tremendously in the past five years with the following as the main players; Nation Media Group, Royal Media Services, The Standard Group Limited, Mediamax Network Limited and Radio Africa Group. These five companies, according to data published by (Kenya Audience Research Foundation, 2019), command over 85% market share in terms of audience size in Kenya. These companies have continuously introduced new products in the Kenyan market in the last 5 years making competition in the media industry to be very stiff.

There has been considerable competitive heat for players to get their own new and improved products into the market quickly (Muganda, 2007). The Kenyan

media industry has evolved to a monopoly of ownership, concentrated in a couple of hands and spread to more fields. In a profit-driven manner, the media owners opposed government proposals to limit cross-media ownership (the National Information and Communications Tech Policies, 2008).

According to a report by KARF in February 2019, Kenyans use radio the most as their preferred medium of getting information, followed by television then newspapers then finally online/digital. Kenya's audiences change rapidly and force media outlets to adapt promptly to their needs. In spite of these challenges, Kenya's media has positively affected the information and technology revolution. Convergence of technology has provided numerous information platforms that increase the diversity of public sources, increase media efficiency, and boost civic journalism.

1.2 Statement of the Problem

Organizations today are increasingly embracing the practise of using change management as a strategy in anticipation that it would translate to an improvement in their goals (Kute & Upadhyay, 2014). This awareness significantly highlights the importance of change management in an organization's performance. The media industry, which falls under the services sector, has witnessed different forms of changes with a number of media companies undertaking change management in the last decade. According to the Kenya Media Owners Association (2018) annual report on the Kenyan operating environment, nearly all the media houses have undertaken different forms of change management ranging from the change in organizational structure, adoption of new technological systems in their printing and broadcasting division, change in their organizational leadership and culture. All these changes are being undertaken to make the media houses responsive to the market demands and consequently improve their performance. Having undertaken the change management process, it is therefore necessary to seek

and find the impact that the change dimensions has had on the performance of the firms.

Various studies in Kenya attempted to determine the management of the change in various organisations' results. Wanjohi (2014) found that changes in the media industry are determined by various strategic aspects, for example the necessity for more assimilated working approaches and the prerequisite of improving output of a company. Similarly, Kamunge (2017) established that organizational performance had a positive relationship with all the Kenyan commercial banks' strategies for change management and that the change model adopted has a bearing on the achievement of the change process. Furthermore, during the implementation phase of the change in the company, Udjo (2016) stressed that the causes of the company's resistance to change were reassuring to all employees with regard to the status quo; the change process was forcefully imposed; the lack of clarity; changes were implemented simultaneously. The study also confirmed that overall the impact of change on corporate performance is negative. The main emphasis of these studies is on various change drivers, change management strategies, changing models and the effects on the behaviour of the employees in the financial and manufacturing sectors. Study on the effect of change management on performance of a firm in the media industry seems not to have been carried out. The present study therefore sought after answering the question, what are the impacts of change management on performance of organizations in Kenyan media firms?

1.3 Objectives of the Study

1.3.1 Main Objective

The foremost purpose of this study was to investigate the effects of change management on the organizational performance of media firms in Kenya.

1.3.2 Specific Objectives

- i. To establish the magnitude to which changes in organizational structure affect the performance of media firms in Nairobi, Kenya
- ii. To determine the degree to which technological changes affect the performance of media firms in Nairobi, Kenya;
- iii. To determine how organizational leadership changes, influence the performance of media firms in Nairobi, Kenya;
- iv. To assess how the organizational culture changes, affect the performance of media firms in Nairobi, Kenya

1.4 Research Questions

- i. What is the effect of organization structure changes on the performance of media companies in Nairobi, Kenya?
- ii. How do technological changes affect the performance of media companies in Nairobi, Kenya?
- iii. To what extent does an organizational leadership change affect the performance of media houses in Nairobi, Kenya?
- iv. What is the effect of changes in organizational culture on the performance of media companies in Nairobi, Kenya?

1.5 Significance of the Study

The results of this research will benefit scholars and investigators by adding current knowledge on the effect of change management on the performance of organizations, which is one of the main disciplines in the area of organizational behaviour and change management. The study will also share recommendations on the subjects of change management and organizational performance that require further research.

The study will be beneficial to media companies in Kenya, suggesting ways of handling change management to ensure it leads to a constructive impact in

organizational performance. This will help media companies increase their level of preparedness in a situation where they are introducing change and hence know how to effectively introduce change for the best positive outcome on the general performance.

The results of the present study will also help policy makers to comprehend the impact of change management on media sector organizational performance. Decision makers will understand the results of the organizational performance of change management in the media sector and therefore gain guidance in developing appropriate policies that form the media industry in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section evaluates existing literature with regards to the theory of change management and the various models of change management, the factors influencing change management and the impact of change management on performance of organizations. This section covered the theoretical underpinnings of the present study, empirical reviews, conceptual framework and the knowledge gap.

2.2 Theoretical Foundation of the Study

In the study of change management, there are several theories that attempt to expound dimensions relating to change management and performance of organizations. These section reviews three major theories of change management: Kurt Lewin Model, McKinsey's 7s Model and Kotter's Eight-Step Change Model.

2.2.1 *Kurt Lewin Model*

Kurt Lewin (1947) is widest regarded by his unfreeze-change-refreeze or "change as three steps" (CATS) as the founding father of change management. The theory suggests that changing the current state in the required state means implementing changes in an organization. There are three different steps a company must take to implement changes according to this model of change. The primary phase is to "unfreeze" whereby individuals make a considerable power to change the existing practice in an organization by recognizing that for the betterment of the organization, things cannot continue the way it is. This step will involve preparing others to migrate from the existing comfort zone and ideally creating a situation to make change desirable (Uriarte, 2008). In this phase, the particular activities carried out include the establishment of

integrated changes, the time orientation, and the explicit linking of tasks to the priorities and objectives of the organization for change. Commitment planning shall identify individuals and groups whose commitment is needed in order to formulate and gain support for organizational change. Political support for individuals or groups, the plans of stakeholders and their processes lead to negative results while the opening to change workers must be concentrated during changing processes (Bordia, Hunt, Paulsen, Tourish, DiFonzo, 2014).

The second phase is the transitional stage, indicating that the firm has to go into a transitional period once the change has been initiated. In this phase, the success of the change process requires sufficient leadership and constant reassurance. Third and final phase is "freezing," that involves changes of conduct both informally and formally within the organisation. The company is currently steady and staffs are anticipated to follow the newly established strategies in accordance with the change development. During change process in an organization, the staff resistance (Stanley, Meyer & Topolnytskaya, 2015) and openness to change are two features that play a significant role (Wanberg & Banas, 2010). Change-resistance will probably impact on the course of change leading to undesirable outcomes while employee openness in the change process must be focused.

This model takes a longer time to implement and implement, which is the main drawback. His three-stage model of change has become unmovable since the 1980s, such as other features of Lewin's work (Hatch, 1997). This model was criticized for not providing a framework for leaders who are resistant to change, because it assumes that everyone can come together by sufficient motivation and encouragement.

2.2.2 McKinsey's 7s Model

The McKinsey 7-S model is a global approach to the organization of a company that determines collectively how the company operates. The model includes 7 different factors: shared values, strategy, structure, systems, style, skills and personnel, all of which work together to form the model (12Management, 2007). The core is shared values, because this is what the company believes in and stands for, such as the company's task. Strategy shows how the company intends to react to changes in its external atmosphere. In this model seven critical areas for change in an organization divided into hard and soft areas were identified. The hard fields include system, strategy and structure, while the soft fields include skills, design, personnel and shared values that are not usually easy to deal with, but considerable to be the corporate foundations (Jalagat, 2016).

The 7S model can be used when an alignment point of view is effective; in order to improve the business performance, to inspect the probable consequences of forthcoming changes in an enterprise, to align processes and organizational departments in the course of an acquisition/merger and to decide how an anticipated approach is best implemented. Strategy is a designed plan by a company to gain a sustainable advantage and to successfully secure a significant market share. Generally speaking, a strategy regarded as sound is clearly articulated, lasting, contributes to an organizational competitiveness and is strengthened by a resilient mission, vision, and value. The structure is a corporate chart of the company. It shows the manner in which business units and business divisions are systematized, and who accounts for whom. The organisation's charts are the elements that are most visible and simple to change (Jalagat, 2016).

Structures are the business procedures which, in the course of organisation, managers should focus on them. Knowledge consists of employees' abilities and skills to carry out their respective tasks. During change implementation in organizations, it is significant to evaluate the skills necessary for a company in order to strengthen the newly implemented strategy. Personnel are concerned with their core skills, the numerical figure of employees that an organization requires and how they are recruited, motivated, trained and awarded. Style signifies the way of management adopted by corporate executives, which reflects the face of the business and its perception by persons outside the organization (Jalagat, 2016).

The essential features of McKinsey 7s models are shared values. These are the principles that directs the employees' behaviour and the activities of companies, so every organization is built up. The elements are interdependent, because a change in one component affecting all other organizational elements. This model is founded on the theory that in order to achieve organizational objectives, the seven rudiments must be mutually coordinated and supported. The model is also used to determine what is required to be reconfigured to increase organizational performance or to keep configuration (and performance) in other change categories. It is applauded as holistic and requires leaders from every section of the organization to undertake a detailed review that can affect transitions in either negative or positive methods.

2.2.3 Kotter's Eight-Step Change Model

This model was designed in 1995 by Kotter and identifies eight steps in the management of organizational change which imply a sagacity of firmness that executives must build a strong group of individuals able to jointly work as a group in order to bring about change, the organisation's vision must guide the whole effort of change, this vision must be repeatedly expressed. The steps five

to eight occur when this is created. The other steps will include the capacity of others within the organization to implement the vision, management setting up and generating short-term gains, building the ongoing developments with new resources and projects, establishing new methodologies (Kreitner & Kinicki, 2003).

In Johnson's, Scholes, and Whittington's (2008) argument, change must also establish a relationship between the operational, strategic and daily aspects of the organization if it is to succeed. This means not only obtaining resource plans from translation of strategic change, essential factors of success and vital tasks, but also the overall organization management, into how change is communicated through the day-to-day aspects of the firm. One of the limitations is the rigidity of this model in the concept that sequentially all of the eight stages must be followed to the latter. This cannot be the situation for all firms on the basis of their way of operations and size. Particular stages may not be applicable in certain circumstances since selected changes are so sporadic that all eight steps may not be necessary. The model has been identified to promote an early energy explosion followed by distance and delegation. For those interested in large or small organizational changes Kotter's eight steps are an outstanding starting point. The model emphasizes the correct initial steps: build coalition and set the vision, instead of later build-up and consolidation steps.

2.3 Review of Empirical Studies

The dominant opinion among scholars is that effective management of change affects organizations ' performance. The dimensions of change management included in this study are organizational culture, technological transformations, organizational culture and organizational leadership.

2.3.1 Organizational Structure and Performance

Organizational structure is defined as the manner in which a firm organises human capital to work for its objectives (Elsaid, Okasha, & Abdelghaly 2013). This means that an organizational structure specifies the reporting relations, procedure, checks, authority and decision-making process (Hitt, Hoskisson & Ireland, 2016). As a result, decision making responsibilities are placed within the company, the organization is formally divided into sub-units and mechanisms are established to coordinate sub company activities (Hill, Schilling, & Jones, 2016). They explained further that the organizational framework affects the measurement and management of performance in an organisation.

To achieve successful results in change management, the staff should empower young employees and engage them in decision making process, hence allowing the correct process of change management. Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process (Kombo, Obonyo, & Oloko, 2014). Organizational hierarchy with many management levels make it difficult for change communication to reach the intended recipient in the right time and form without distortion and hence enabling change management (Namoso, 2013)

Hao (2012), note that the structure of an organization has more pronounced impact on performance of a company than other factors for example innovation and organizational learning. This study in Austria differs from a similar one in China that shows that Innovation has more performance on organization structure than structure. Ogbo (2015) point out that decentralization of organization structure improves better and enables faster decision making especially in Nigerian service and technical firms. The study condensed and suggested that managers of organisations, to improve decision-making in an organization, should take more decentrated forms of structure.

In a further study by (Fadeyi, 2015), the results showed that the organizational structure impacts on the organisation's performance and that there is a significant association between work process specialization and work productivity that effectively implies an organisation's structure affecting the company's employers. In the same way Mousavi (2013) that researched on the effect of the organizing structure on research organization performance concluded that the relations of formality and concentration on the one hand and corporate performance on the other are positive and meaningful. Likewise, a study by Khatoon and Farooq (2016) concluded that the aspects of change and the organisation's performance are interrelated positively. The study also found that only change quality with regard to communication has a considerable positive influence on organizational performance.

2.3.2 Technological Changes and Performance

In the course of the last two decades, organisations, with the aim of extracting maximum value from innovations, have undergone a revolution through the implementation and solicitation of a complex IT system (Orlikowski 2010). Nevertheless, the rapid technological improvement involves unintentionally reducing the life cycle of the product. The IT revolution resulted in the fusion of processing data, communications and progress of software, enabling companies to improve organizational performance and develop new companies from several fields. Lucas and Turner (2012) say that the use of IT has shifted from a role that was supportive to a more strategically geared role in companies.

The impacts of information technologies on the financial achievements of Allied bank staff in Pakistan have been investigated by Muzaffar, Mahmood, Ramzan, and Rizvi (2014). The data collected via unstructured interviews shows that technological changes affect employees' workload significantly and ensure that errors and fraud are controlled. Fast access and convenience of the system allow

employees of a bank to deliver high-quality services. The research suggested that firms that adopt new technology, in order to enhance their performance, provide adequate training for their staff. The association between changes in technology and their effect on performance of staff in the commercial printing sector was studied by Kute and Upadhyay (2014). The study shows that changes in technology affect the performance of workers in many ways, including work motivation, employee turnover, and redundancy.

The findings of Imran (2014) showed that technological development has a substantial effect on motivation and employees' training, based on the effect of technological progress on performance of employees in the banking sector. The results support Shaukat (2009), which shows that the adoption of IT is positive for all organizations, but the performance of the bank sector is higher than that of Pakistan's manufacturing sector. A further study (Charles, 2014) showed that strategic planning and marketing abilities influence organizational performance independently and jointly.

2.3.3 Organizational Leadership and Performance

Leadership is defined as a means of encouraging persons to achieve organizational objectives, and good leading makes it possible for an organization to expect, envisage and sustain flexibility to enable others to bring about deliberate change (Draft, 1984). It is recognized that employees in an organization are a key resource, in that their absence may derail the achievement of organizational targets and objectives (Bello, 2012). In an effort to streamline organizational activities, managers play an important role as key decision-makers; they determine how organizational resources will be acquired, developed and deployed, transformed from such assets into valued products and provide stakeholders with value created. They are therefore powerful sources of management rents and therefore a lasting competitive advantage

(Adler 2011). Effective leadership therefore includes analytical skills, inspiration, management, reward and motivation, all together to achieve the organizational goal in line with the findings of Hurduzeu (2015). Abbas and Yaqoob (2009) note that, when an organization leadership is characterized by the above attributes, they register increased employee satisfaction which positively affects profitability.

Organizational leadership that will influence the its performance ranges from Strategic leadership actions include decisive role in strategic way of the company, management of organization resources, supporting an operative culture of an organization and highlighting moral practice. These actions are crucial in management of organizations change management process and leaders who practice them are bound to have a smooth implementation of their strategy which results in improved performance (Gumusluoglu & Ilsev, 2009). The leaders of companies should motivate people to achieve better performance during the change management process. Leadership should be a dynamic motivating force for people who participate in the management of change. The practice of motivation initiatives provided to employees includes availability of needs; each person possesses a set of needs, ranging from physical needs to the needs of self-realization; an employee is making efforts to meet these needs (Cater & Pucko, 2010).

2.3.4 Organizational Culture Changes and Performance

Shahzad (2012) conducted a study on the effect of corporate culture on staff performance and determined that the employee performance increases if the employees have the same standards and values as that of the corporation. This is because corporate culture has a significant function to deliver in shaping the values and members' conduct in an organization. Deal and Kennedy (2012) noted a deliberate management effort to promote corporate culture in an

organization that improves performance. In the same way, Bennett et al. (2004) believes that the success of the organization is a good match between strategy, culture and structure. Giberson et al. (2009) view culture as an integrative factor that guides the behaviour of organizations once it is established.

Kamaamia (2017) reached the conclusion that all the components of organisation's culture, including target-oriented action, work-oriented actions, workers ' actions, open culture and professional activities, improve organisation. A study carried out on the performance of public institutions in Rwanda, by Ndahiro, Shukla and Oduor(2016), a case of the Rwandan Revenue Authority, found that most staff of the institution generally embraced change that has taken place in the organization, and that it has also generated a increased performance of the organization. A study in Kenya by Karanja (2014) has concluded that organization culture leads to consistency of performance by increasing employee consensus and readiness to support organizational aims, reducing insecurity by clarifying roles and increasing motivation for employees.

A study carried out by Wanjohi (2014) found that changes in the media industry are motivated by numerous strategic issues, comprising of the necessity for more assimilated work and improving business performance. These considerations usually lead to structured programs of change on the basis that the management of change consists of a few measures that can be implemented in a moderately short period. Alice (2017) found a positive connection between organizational performances of the Kenyan commercial banks and all their Change Management Strategies. An additional study of the management of change at Kenya Airways, focusing on models of change management, concluded that firms can only hope to achieve success in any particular form unless the managers understand the change model that they are intending to use. Ongoro (2004) has found that change management is necessary for the

services industries as well, following a research on strategic change management dimensions in Kenyatta National Hospital (KNH).

2.4 Knowledge Gap

Some studies on impact of organizational change on performance were conducted. In Nairobi Kenya, Ronoh and Kamau conducted research to link strategic change to organizational performance in major printing firms. Daniel's study also attempted to find out the influence of ethical management on the financial performance of Kenyan listed companies. Another study by Dennis is also undertaken. K et al. also conducted a research on the effect of strategic change management on large and medium-sized hotels in Nairobi County, Kenya.

The impact of organizational change management in the media industry has not been specifically addressed in most of these studies. Furthermore, there is no research carried out to assess change management and its effect in the Kenyan media industry. Consequently, this research seeks to add to the research available.

2.5 Conceptual Framework

The literature review shows that change management can influence an organization's performance. Therefore, it is vital for us to comprehend the impact of change management on organizational performance with the aim of understanding change management practices. The literature reviews show that the organizational structure, technological change, organizational leadership and the organisation's culture depend on the dimensions of change management. They also propose different ways to measure corporate efficiency such as productivity, profitability, customer satisfaction and sales / market share.

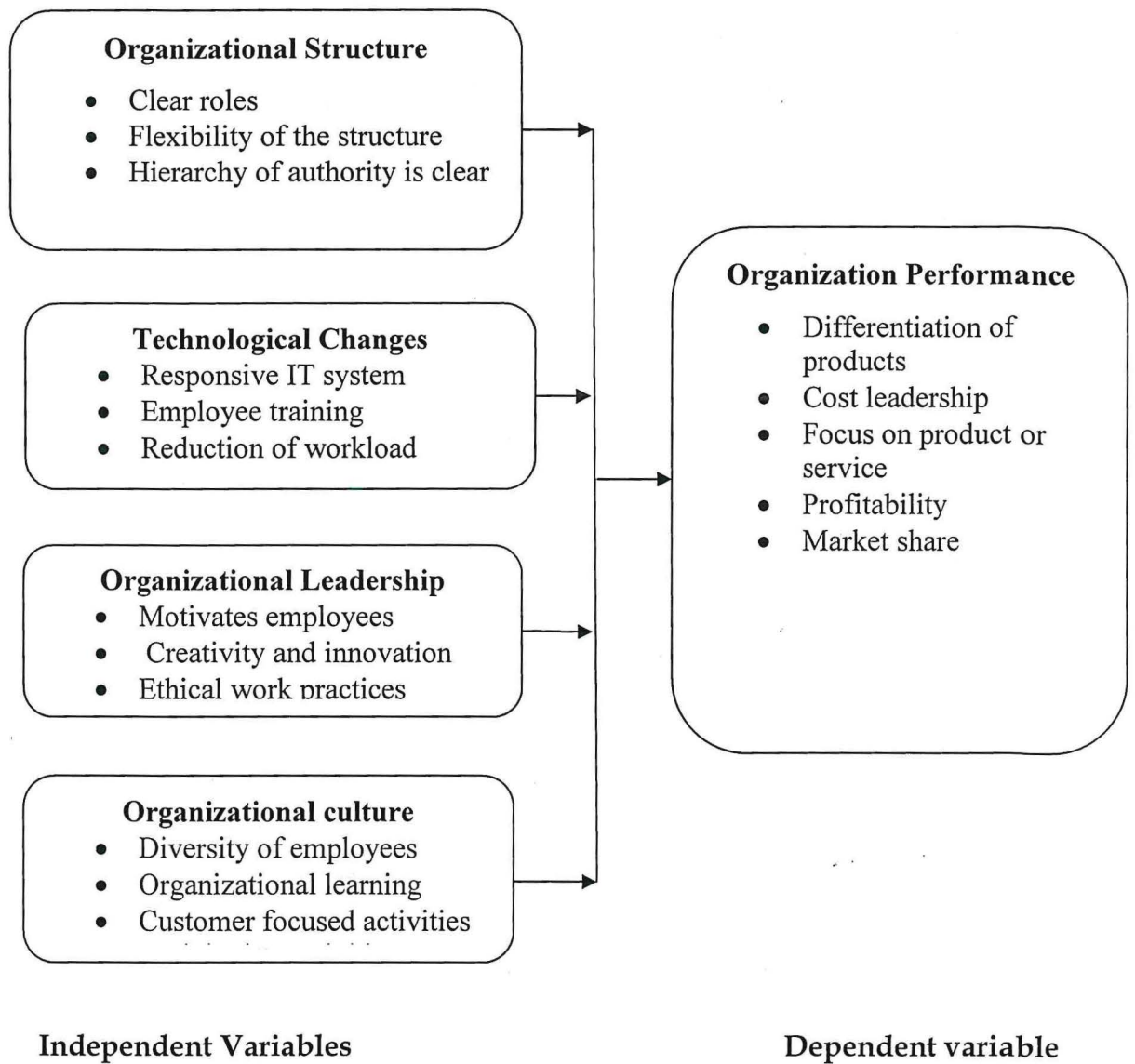


Figure 2.1 : Conceptual Framework
 (Source: Researcher, 2019)

2.6 Summary of Literature

It can be concluded from the review of the available literature that various authors have sought to establish different concepts and theories for managing change. Looking at all of the models concerned, the Kotter model is obvious to describe best the transition process among Kenya's media companies. Because it calls for increased urgency for change which leads to the creation of a change-conscious team to make the change easier, creates a changeable team and creates the change vision (Cameron & Green, 2004).

Many researchers argue that theories of change management are indeed diverse and varied. This is primarily because of the different industries and strategies used during the execution of change management practices. The majority of these studies were conducted out of Kenya and did not address the impact of change management on the organizational performance in the media industry specifically.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section explores the methodology used for the research of this research and the theoretical background on which the methodology was selected. Details of the research design, target population, sample and sampling procedures, description of research tools, description of validity and reliability of tools, data collection procedures and data analysis techniques are provided in this section. It is therefore prudent to comply with conventional Standards for the research methodology used in this research study.

3.2 Research design

Leedy (2001) described research design as the “complete strategy of attack on the central research problem”. This study adopted a cross-sectional census survey design that involved collecting information through the use of questionnaires administered to the target population.

The Survey Design is a systemic approach for gathering information from a target population that allows quantitative data to be collected that can be quantitatively analyzed using descriptive and inferential statistics. Moreover, data from the survey strategy are used to show possible reasons for specific relationships between variables and to produce models of these relations Thornhill (2012). According to Jackson (2011) this method guarantees accuracy of information as the primary data can be easily be analysed. This method is also considered faster and cheaper than other primary data collection methods, for example experiments and observations.

3.3 Population of the Study

Denscombe (2007) defined a population framework as the objective list of populations from which the researchers can make their selection. A population

is defined as an integral number of people, case and objects that have commonly observed features (Mugenda & Mugenda 2003). In this research, the population comprised of the employees of the five media companies in Kenya, made up of top level managers, middle level managers, team leaders, and general employees. For this study, the researcher used the employees based at the company's head office in Nairobi as opposed to the regional offices in the major towns in Kenya. Due to time and cost constraints factors the research was only conducted in Nairobi.

Table 3.1 : Population

Firm	Top Management	Middle level Management	Supervisory Staff	Population	Percentage %
Nation Media	12	52	108	172	24.8
Standard Media	10	45	90	145	20.9
Mediamax	6	39	78	123	17.7
Royal Media	8	41	92	141	20.3
Radio Africa	6	28	79	113	16.3
Total	42	205	447	694	100

Source: Firms Human Resource Departments

3.4 Sampling

In selecting the study's respondents, multi-stage sampling techniques have been used. Firstly, a census was carried out of all 5 media houses after which the existing three employee classification structures by their work framework levels within the company were treated as strategies for the selection of respondents. Stratification has been used because the population is heterogeneous and the characteristics of each stratum must be addressed. Second, a 10% sample was taken with a simple random sampling technique from each stratum. A sample

that is considered representative is, however, one that represents 10% of the entire population according to Kothari (2008). Table 3.2 below shows the study sampling frame.

Table 3.2: Sample Size

Firm	Top Management	Middle level Management	Supervisory Staff	Population	Percentage %
Nation Media	2	5	11	18	20.0
Standard Media	1	5	15	21	23.3
Mediamax	1	4	12	17	18.9
Royal Media	1	4	14	19	21.1
Radio Africa	1	3	11	15	16.7
Total	6	21	63	90	100

Source: Researcher 2019

3.5 Data Collection

The study utilized primary data via an e-mail questionnaire which was sent to all sample employees. A Likert Scale has been used for the measurement. Furthermore, interviews were carried out with selected employees from all departments, in particular the top managers of the five media organizations used for the study.

The questions were open-ended made it easier to obtain responses which can be qualitatively analysed and capture relevant factors that cannot be formulated by structured questions. There were three sections in the questionnaire. Part A sought to collect demographic information from the respondents and the media companies while part B sought to establish practices for change management adopted in media firms. Part C sought to assess the impact of change management on the performance of media companies.

3.6 Data Analysis

Analysis of data is very important because the researcher can obtain information that is useful and useful. Data analysis consists of three parts: coding, extraction, analysis, and finally presentation. All data was gathered by means of a questionnaire designed to precisely capture the information used to measure the study variables. They were edited for completeness and consistency after the collection of the questionnaires was completed. In essence, all compiled data were used to respond to research questions in order to assess the impact of change management on the corporate effectiveness in the Kenya media industry. In order to find the nature of the relation existing between the variables of the study, the researcher carried out regression analysis that assumed the equation bellow.

The following regression equation was used;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where Y= Organizational Performance

X_1 = Organization structure

X_2 = Technological Changes

X_3 = Organizational leadership

X_4 = Organization Culture

e= Error

3.7 Data Validity and Reliability

Reliability describes how far, in various circumstances, the results of certain tests, procedures and instruments, such as a questionnaire will be similar; in other words, if they are used by various users, and at varied times (Roberts, 2006).

Validity describes how accurately the concept that a measurement claims to measure is reflected in (Keith & Punch, 2014). External validity refers to the ability to use the results of the study confidently for others and other situations.

It is ensured that representative samples of the population concerned are drawn, and relevant variables such as age and gender are taken into account. Internal validity reduces unforeseen reasons for different results than expected. Internal validity can be determined via development of questionnaires and pilot testing for survey respondents who are similar to the respondents involved in the study.

The questionnaire was based on the research questions and the conceptual framework for the study which was informed by an analysis of literature. The study chose a pilot group of 20 people from the target population to test the reliability of the research tool. In the pilot study, the research and management procedures were familiarised as well as elements that required modification in order to improve its reliability and validity.

To minimize response bias, research assistants who were assisting with data collection, were trained prior to administering it. Employees of the five media companies to be selected for the study were informed that their responses are anonymous and will not in any way influence the services they receive. In addition, the respondents were allowed to seek clarification for whatever is not clear. Systematic random sampling was carried out to avoid interviewer bias.

3.8 Ethical issues in Research

The study aimed at fulfilling the ethical criteria laid down in the research methodology guidelines of Strathmore Business School. All five media companies involved (Nation Media Group Limited, Standard Group Limited, Royal Media Group Limited, Mediamax Networks and Radio Africa Group) received an introductory letter from SBS stating the purposes of this study. In all reports or publications produced on the basis of study results, no reference was made to individual results.

The researcher applied for all the required approvals and research permits as follows: (Research authorization letter from SBS (Appendix III), Research Permit

from (National Commission for Science, Technology and Innovation (Nacosti) (Appendix IV) & Ethical Considerations approval from Strathmore Research Ethics Committee (Appendix V).

The researcher remained truthful, and at all times mindful of accuracy while maintaining ethical standards throughout the stages of research from seeking access, data collection, data analysis until reporting of actual findings.

CHAPTER FOUR: PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

In this chapter, the data analysis findings are presented. The data of the sampled schemes was collected and analyzed in response to the objective of the study. The objective of the study was to analyze the influence of change management on the organizational performance of media companies in Kenya. The findings presented in this chapter demonstrate the change management dimensions largely incorporated and the extent to which the organization structure, technical changes, organizational leadership and organizational culture influence organizational performance of the media houses.

4.2 Response Rate

The study was carried out on a sample of 80 respondents. Regression analysis was used to show the relationships between variables. However, 61 questionnaires were duly filled and this represents a response rate of 76.3%. The response rate was considered suitable to make inferences for the study. According to Mugenda & Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated as being very good. This also is in agreement with Bailey (2000) assertion that a response rate of 50% is considered adequate, while a response rate greater than 70% is very good. Centered on this statement, the response rate of 76.3% is therefore very good for the study.

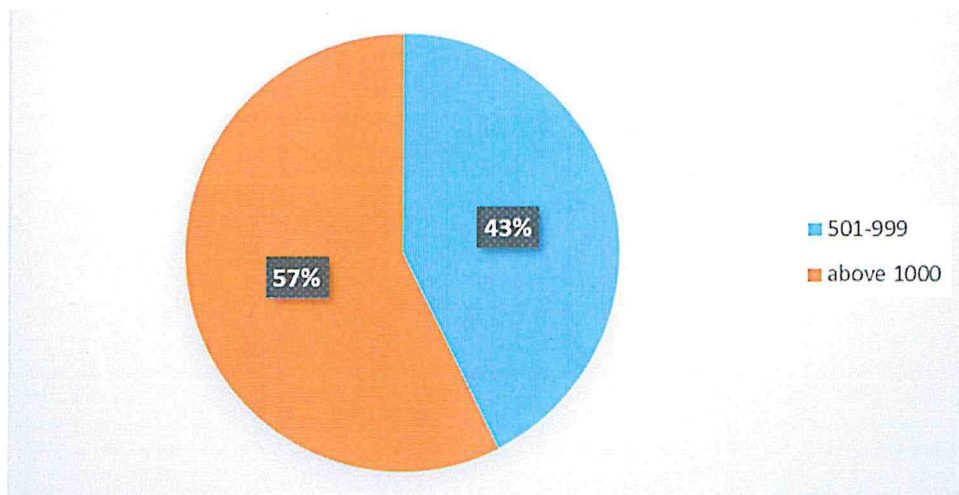
4.3 Respondents' Profile

The present study designed a variable that was intended to capture information on the organizational profile. The information collected based on these variables helps determine the appropriateness of the respondents in providing answers to the structured questions.

4.3.1 Number of Employees

The study sought to establish the number of employees in the respective media houses being sampled. As a result, the respondents were asked to indicate the number of employees in their respective media houses and the findings indicate that majority of the respondents, 57% indicated that their organization has more than 1000 employees while 43% of the respondents indicated that their organization has employees ranging between 500-1000 employees.

Figure 4.1: Number of Employees

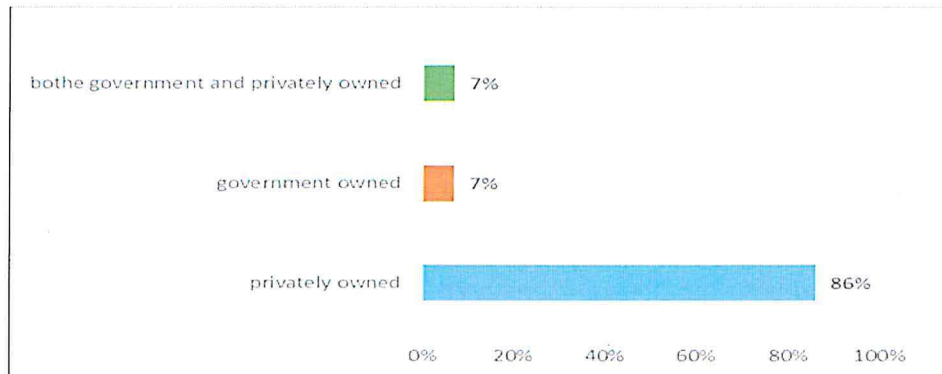


This implies that media houses have a high number of employees which is attributed to various activities therefore demanding high amount of human capital in order to effectively run the daily operations as well as manage the changes in the market demand.

4.3.2 Ownership Structure

Respondents were requested to indicate the ownership structure of their media house. Study findings are as shown in Figure 4.2.

Figure 4.2: Ownership Structure



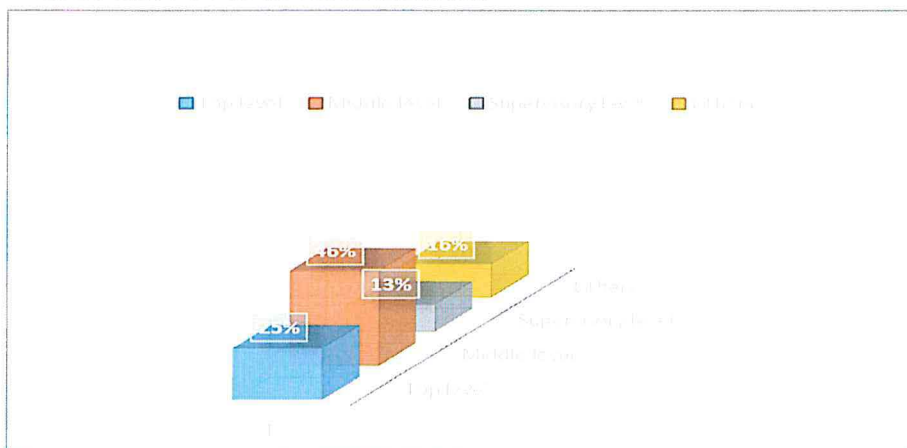
Source: Research data 2019

Based on the findings obtained, majority of the media houses, 86% are owned privately while 7% of the respondents indicated that some media houses are government owned and others are owned by both government and private developers. It can therefore be concluded that majority of the media houses in the country are privately owned.

4.3.3 Level of Management

In this section, the respondents were requested to indicate the level of management that they hold in respective media organizations. The findings are presented in Figure 4.3.

Figure 4.3: Level of Management



Source: Research data 2019

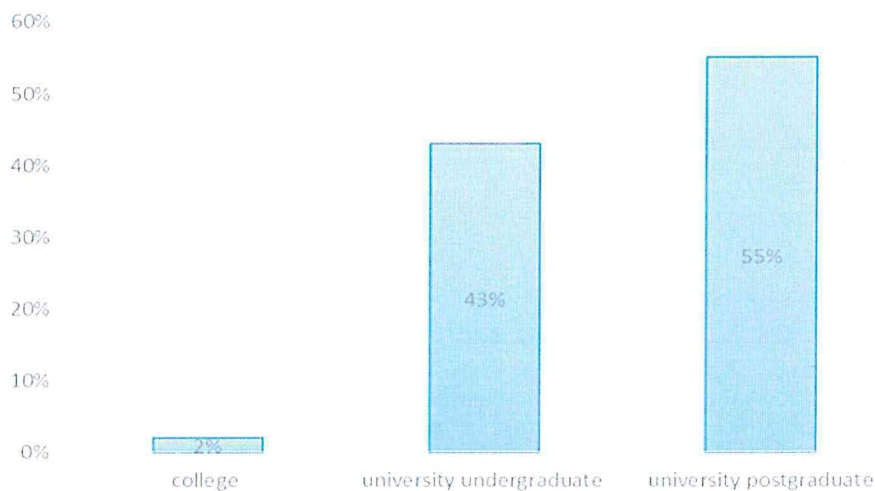
The study findings show that majority of the respondents, 46%, indicated that they hold middle level of management while 25% of the respondents indicated that they hold top level of management. This imply that majority of the respondents were holding appropriate positions that participate actively to the organization's activities in response to change management therefore they are believed to have the experience in the subject of the study.

4.3.4 *Level of Education*

From various previous empirical studies, level of education has been positively related to the quality of information and knowledge of respondents.

In order to prove this assumption, the respondents were requested to indicate their level of education. The findings are presented in the Figure 4.4.

Figure 4.4: Level of Education



Source: Research Data 2019

From the study findings, it is revealed that majority of the respondents, 55%, indicated that they hold university post graduate degree while 43% of the respondents indicated that they hold university undergraduate degree. The study findings imply that the respondents were knowledgeable and they were believed to have quality knowledge on the study subject.

4.4 Change Management Dimensions

The study incorporated four change management dimensions. These dimensions are organization structure, technological changes, organizational leadership and organization culture. These dimensions were structured in a way that the researcher was able to collect views and opinions from the respondents. The variables were measured in a range represented by 'strongly disagree' (1) to 'strongly agree' (5). The score of disagreement were assumed to be represented by a variable with the mean score of between 0 and 2.5 on the incessant Likert scale; ($0 \leq S.D < 2.4$). in addition, the researcher assumed that the 'undecided' took the variable with a mean point of 2.5 to 3.4 on the incessant Likert scale: ($2.5 \leq M.E. < 3.4$) whereas the score of both strongly agree and agree represented the variables whose mean score were between 3.5 and 5.0 on a continuous Likert scale; ($3.5 \leq S.A. < 5.0$). A standard deviation of > 1.0 indicates a significant change on the effect of the questionnaire item among respondents.

4.4.1 Organization structure

The respondents were asked to indicate the organization structure. The findings are presented in Table 4.1.

Table 4.1: Organization structure

Statement	Mean	Std. Deviation
The organization hierarchy of organization is clear	4.08	1.159
The employees work according to existing standardized	3.87	1.087
There exist clear roles for each employee in the organization	3.82	1.232
There exists good supervisory relationship	3.51	1.178
There exists little uncertainty on the roles of each employee whenever an unplanned event occurs	3.39	1.320
The organization structure facilitates faster decision making	3.23	1.160
The organization structure is flexible	3.16	1.254
Overall mean	3.58	

Source: Research Data (2019)

The study findings reveal that majority of the respondents strongly agreed that, with regard to organization structure, the organization hierarchy of organization is clear (mean=4.08 SD=1.159) while others strongly agreed that employees work according to existing standardized (mean=3.87 SD=1.087). Similarly, some respondents strongly agreed that there exist clear roles for each employee in the organization (mean=3.82 SD=1.232). However, some respondents were neutral that exists good supervisory relationship (mean=3.51 SD=1.178) and that there exists little uncertainty on the roles of each employee whenever an unplanned event occurs (mean= 3.39SD=1.320). However, the high standard deviation values imply that the respondents differ significantly in their opinions.

4.4.2 Technological Change

As a dimension of change management, the study sought to establish how technological change has been dealt with in different media houses. The findings are presented in Table 4.2.

Table 4.2: Technological Change

Statement	Mean	Std. Deviation
The organization builds continuously on its IT system in response to the market demands	3.64	1.065
The introduction of new technology is aimed at reducing the workload of employees	3.43	1.217
The introduction of new technology in the organization is gradual	3.38	1.171
The organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment	3.36	1.081
Employees are prepared well before introduction of a particular system	3.23	1.270
Overall mean	3.41	

Source: Research Data (2019)

Based on the study findings on technological changes, the study found that majority of the respondents agreed that to some extent, organization builds continuously on its IT system in response to the market demands, while some respondents agreed that to a moderate extent, introduction of new technology is aimed at reducing the workload of employees and that introduction of new technology in the organization is gradual (mean=3.38 SD =1.171). Similarly, some respondents indicated that to a moderate extent, the organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment (mean=3.36 SD =1.081). The high standard deviations imply significant change in respondents' opinions.

4.4.3 Organizational leadership

The study incorporated organization structure variable in response to capture response with regard to change management at large. The findings are presented in Table 4.3.

Table 4.3: Organizational leadership

Statement	Mean	Std. Deviation
The leadership is competent in their respective fields	3.67	1.121
The organization leadership is tasked to implement the employee motivation process	3.64	1.198
The organization leadership endeavors to promote creativity and innovation	3.57	1.040
The organization leadership upholds ethical work practices	3.51	.994
The organization leadership rewards ethical conduct by employees	3.44	1.041
The leadership continuously stimulates subordinates to challenge the value system	3.36	1.141
Overall mean	3.53	

Source: Research Data 2019

With regard to the study findings on organization leadership, the study found that the respondents agreed that leadership is considered competent in their respective fields, while others agreed to the statement that organization leadership is tasked to implement the employee motivation process (Mean=3.64 SD=1.198). In addition, others were also in agreement that their organization leadership endeavors to promote creativity and innovation. However, the responses were found to vary significantly as depicted in the standard deviations.

4.4.4 Organization Culture

Organization culture is a vital aspect of change management. With this regard, the study discovered the extent at which the following statements gauged how organizational culture is structured.

Table 4.4: Organization Culture

Statement	Mean	Std. Deviation
The background of the organization is diverse	4.28	.799
The organization has established strong values that guide employee performance	3.93	1.078
The core values guiding the organization are specified	3.90	1.028
Team orientation towards achievement of firm goals is encouraged	3.82	.904
The organization activities are customer focused	3.74	1.153
Organization's learning process is encouraged	3.67	.995
Overall mean	3.89	

Source: Research Data (2019)

The study findings revealed that majority of the respondents strongly agreed that the background of the organization is diverse (mean=4.28 SD=.799) while others strongly agreed that their organization has established strong values that guide employee performance (mean=3.93 SD=1.078). Similarly, to some extent, the respondents agreed that core values guiding the organization are specified

(mean=3.90 SD=1.028) and also team orientation towards achievement of firm goals is encouraged (mean=3.82 SD=.904) though there was variance in respondents' opinions on the comments as evidenced by the standard deviations which are greater than one.

4.5 Organization Performance

Organizations are always performance oriented. The study therefore used the following statements to gauge the extent at which performance has been achieved in the media houses.

Table 4.5: Organization Performance

Statement	Mean	Std. Deviation
The organization has been able to increase its products range	3.89	1.142
The organization quality products have improved in comparison with the other periods	3.87	1.008
The firm product range has increased in the last five years as a result of change management process initiated	3.67	1.076
The level of satisfaction has improved	3.46	1.191
The media house revenues have been increasing in the last five years	3.43	1.384
The organization cost of service delivery has reduced as a result of change process	3.41	.973
The media house market share has improved due to change management process initiated	3.36	1.212
The media house has been able to access low cost labor through automation in comparison to the traditional service mode	3.28	1.035
The media house profitability level has improved as a result of changes initiated	3.28	1.113
Overall mean	3.52	

Source: Research data 2019

The study established that the respondents strongly agreed that organization has been able to increase its products range (Mean=3.89 SD= 1.008). it was also found that the respondents agreed that to a moderate extent, organization quality products has improved in comparison with the other periods (Mean=3.67 SD=1.076) and that some respondent were undecided on the fact that firm product range has increased in the last five years as a result of change management process initiated (Mean=3.46 SD=1.191) and also on the view that level of satisfaction has improved (Mean=3.43 SD=1.384). This implies that performance in majority of the media houses has been achieved to a moderate extent.

4.6 Correlation Analysis

The statistical relationship between two variables is referred to as their correlation. A correlation could be positive, meaning both variables move in the

		Organization structure	Technological changes	Organizational leadership	Organization leadership
Organization structure	Pearson Correlation	1	.337**	.537**	.464**
	Sig. (2-tailed)		.008	.000	.000
	N	61	61	61	61
Technological changes	Pearson Correlation	.337**	1	.658**	.632**
	Sig. (2-tailed)	.008		.000	.000
	N	61	61	61	61
Organizational leadership	Pearson Correlation	.537**	.658**	1	.852**
	Sig. (2-tailed)	.000	.000		.000
	N	61	61	61	61
Organization leadership	Pearson Correlation	.464**	.632**	.852**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	61	61	61	61

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

same direction, or negative, meaning that when one variable's value increases, the other variables' values decrease. The significance level (or p-value) is the probability of obtaining results as extreme as the one observed. If

the significance level is very small (less than 0.05) then the correlation is significant and the two variables are linearly related.

Therefore, from the study findings with regard to correlation analysis, it is evident in table 4.6 above that the four variables correlate to each other positively. It therefore implies that that the variables statistically have a positive impact on the dependent variable since they move in one direction. In addition, the variables are statistically significant since the computed significant value is less than 0.01 which is the tabulated significance level for a two-tailed test.

4.7 Regression Analysis

The researcher carried out a linear regression analysis in order to test the relationship between change management practices and performance of media houses. Coefficient of determination in the present study describes the extent to which variations in among the independent variables explain changes in the dependent variable or the percentage of disparity in the outcome variable which is performance of media houses, that is explained by all the four predictor variables which are organizational structure, technological changes, organization leadership and organization culture.

4.7.1 Model Summary

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.513 ^a	.263	.210	.960

a. Predictors: (Constant), organizational structure, technological changes, organization leadership, organization culture.

b. Dependent variable: Organization Performance

In the present study, coefficient of determination is used to gauge the fitness of the model. The adjusted R^2 , also referred to as multiple coefficient of determination, is the percentage change in the outcome variable clarified jointly or uniquely by the predictor variables. The model had an average adjusted coefficient of determination (R^2) of 0.263 and which imply that 26.3% of media companies' performance can be explained by the success of its change management practices.

4.7.2 ANOVA

The analysis of variance (ANOVA) shows that the combined effect of change management dimensions was statistically significant in explaining changes in the level of performance among the media houses. The results are presented in Table 4.7.

Table 4.7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.418	4	4.605	4.993	.002 ^a
Residual	51.647	56	.922		
Total	70.066	60			

a. Predictors: (Constant), organizational structure, technological changes, organization leadership, organization culture

b. Dependent Variable: Organization performance

Table 4.7 shows the statistics computed on the analysis of variance and shows a significance level of 0.002 which imply that the data is ultimate for drawing conclusion based on the parameter of the population as the significance value (p-value) is less than 5%, an indication that the model was statistically significant.

4.7.3 Coefficients of Correlation

This section represents the coefficients that show the relationship between change management dimensions and performance of media houses. The coefficients obtained helped in coming up with linear regression equation as indicated in the previous chapter. The results are presented in Table 4.9.

Table 4.8: Coefficients of Correlation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.617	.482		3.351	.001
Organization structure	.069	.161	.066	.426	.002
Technological changes	.332	.192	.366	1.731	.089
Organization leadership	.154	.224	.173	.687	.002
Organization culture	-.045	.214	-.046	-.210	.004

a. Dependent Variable: organization performance

The overall equation model for dependent and independent variables is presented below

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon$$

$$Y = 1.617 + .069 X_1 + .332 X_2 + .154 X_3 - .045 X_4 + \epsilon$$

From the above regression equation, it implies that when organizational structure, technological changes, organization leadership, organization culture are zero, performance of media houses would stand at 1.617. A unit increase in organizational structure would lead to an increase in performance value by .069, unit increase in technological changes will lead to an increase in media companies' performance by .332. Similarly, a unit increase in organization leadership and budgeting process organization culture independently would

lead to an overall improvement and decrease in performance of media companies by .154 and -.045 units respectively. From the regression coefficient table, it can be deduced that apart from the technological changes, all the other three predictor variables were significant at 5% level of significance. This implies that the variables have an effect on firm performance.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

This chapter presents a discussion on the research findings guided by the four study objectives.

5.2 Findings in relations to the objectives

The first section of the research was to assess the respondents and the organization characteristics. It was necessary to assess the respondent's level of qualification and work experience in the media houses to be able to evaluate their capacity to answer the questions contained in the questionnaire effectively. Similarly, the questions on the media houses information enabled the researcher to have insight on the nature of the company set up as well as the capacity of the respondents in providing quality responses. The findings reveal that majority of the media companies in Kenya are privately owned, with an exception; of course, of the state owned, Kenya Broadcasting Corporation, otherwise the other media companies are privately owned.

This finding is in line to Steward and Cowlell (2014) finding in Australia which found that for countries in Eastern Europe, the liberalization of the airwaves had resulted in an influx of privately owned print and broadcast media, whose content is tailored to a specific audience. This position was also replicated in Southern Africa countries whereby Masini and Watsinga (2016) highlight that the bureaucracy witnessed in government owned media houses slows down their responsiveness to market demands and this had resulted in stating up of privately owned media houses that can respond quickly and thus are flexible. However, as a result of the increased privately owned media houses, media house, Muganda (2012) acknowledges that there has been increased competitive pressure that has necessitated increased regulation of the industry.

5.2.1 Change in Organizational structure affects performance

The first objective of the study was to establish the influence organization structure on the performance of the media house companies in Kenya. The finding suggests that the organization structure is clear resulting in faster decision making process and hence increasing the rate of business operation. It was also established that there exists little uncertainty on the roles of each employee whenever unplanned event occurs.

This finding was attributed to the existence of clear roles for each employee in the organizations. Furthermore, the study established that the hierarchy structure of the authority is stipulated in a manner that supports good supervisory and working relationships. The change of the organization structure to be able to respond fast enough to the market demands is in line with the findings by Namoso (2013) who note that organizational hierarchy with many management levels make it difficult for communication to reach the intended recipient in the right time and form without distortion and hence enabling change management. In the regression, the organization dimension revealed a high coefficient which support the assertion by Hao (2012) that the structure of an organization has more pronounced impact on performance of a company than other factors for example innovation and organizational learning.

5.2.2 Technological changes affect performance

The second objective was to determine the influence of technological changes on the performance of media companies in Kenya. Due to the rapid changes in the world of technology, the study established a number technological changes had been undertaken by the media houses ranging from the adoption of new printing and broadcasting equipment, phasing out analogue systems and adopting more flexible communication and transmission systems. The findings reveal that the media companies have a combined data processing and

communication system that enables it to react fast to changes in the operating environment. As a result of technological advancement, the study established that media companies continuously builds on its existing IT systems in response to the market demand while introduction of new IT systems is gradual implying that there is continuous change in business activities. As Kute and Upadhyay (2014), highlight, effective technological changes had resulted in employee motivation and low turnover among the support and management employees which has positively improved the media houses performance. This finding is also agreement with Kotter's (2008) assertion that organizations in the modern times change due to technological change, international economic integration, maturation of markets in developed countries leading to slower domestic growth and finally the fall of the communist and socialist regimes.

5.2.3 Organizational leadership changes influence performance

The third objective was to determine the effect of organizational leadership on the performance of the media companies. The results suggest that the top management of the companies are competent in respective to their diverse fields which as enhanced creativity and innovation in the firms. This is out of the reorganization that employees in an organization are a critical resource (Bello, 2012). Further, the study revealed that organizations leadership is tasked to implement the employee motivation process hence guiding employees to improve their work rate out of the motivation initiative. The positive correlation between leadership changes and performance was also exhibited. Subordinates normally play a crucial role in any organization. As a result, the study found that the leadership of media companies continuously challenges subordinates to take new assignments. The findings also reinforce the need for the organization leadership to be resourced with effective analytical skills, inspiration, management, reward and motivation, all together to achieve the organizational goal (Hurduzeu, 2015).

5.2.4 Organizational culture changes affect performance

The fourth dimension of change that the researcher sought to determine its influence on the performance of media houses was culture. A change in organizational culture was manifested in having employees with a diverse cultural background, establishment of strong values as well as determining core values that will guide the organization during its operations. This enabled employee to diversify their knowledge, experience and ability to implement technological change practices. As Deal and Kennedy (2012) noted a deliberate management effort to promote corporate culture in an organization leads to improved performance of the organization. Similarly, Bennett et al. (2004) believes that the success of the organization is a good match between strategy, culture and structure. This requires establishment of strong values within the organization that guide employee performance and that team orientation towards achievement of firm goals is encouraged.

The influence of change management practices on performance among the media companies was found to be significant statistically. Some of the positive impacts that the study revealed was that the level of customer satisfaction has improved which was attributed to the gradual changes in technology and IT system of media companies hence meeting the demand and test of customers. Similarly, companies' profitability level was found to have increased as a result of technological changes initiated. Similarly, the study revealed that the organization cost of service delivery has reduced as a result of the change process.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the recommendations of the study, reflects on the of these findings to media companies in Kenya and lastly, brings out the study limitations while suggesting recommended areas for further research.

6.2 Conclusion

From organization structure analysis, the study concludes that media companies have a layout in which employees are subjected to while delivering the needed human capital. However, the structure of the organizations is flexible to allow future adjustment in order to facilitate organizational decision making process. The study also concludes that there exists little uncertainty on the roles played by each employee since each department has been given clear description of service delivery. This implies that there is division and specialization of labour hence giving employees the right to make decisions on the area that one has the required experience and capacity in delivering services with regard to change management.

In addition, technological changes have prompted media companies to strategize themselves in order to remain competitive in the market. In this perspective therefore, the study analyzed the available technological changes in the companies and concluded that media companies have been improving gradually in technology and information technology. The gradual advancement in technology among the media companies has put them in appropriate positions to manage the rapidly changing technology.

The study also concludes that employees, through the leadership of the media companies, have been motivated to be more innovative and deliver services that meet the needs of customers. The aspects of employee motivation will enhance employee engagement and therefore improve individual performance as well as

the general organizational performance. Additionally, the study further concludes that organization culture promotes learning process hence facilitates employee's innovative capacity and knowledge acquisition.

Finally, the present study concludes that the four constructs of change management practices are vital in organizational strategic management. With full implementation of change management practices, the study concludes that an organization will be in an appropriate position to attain sustainable competitive advantage hence improving on its market share and long term performance.

6.3 Recommendations

The study findings show that it is appropriate for media companies to adopt change management practices in order to enhance organization performance. Organization structure needs to be structured in a manner that each employee is subjected to a particular role that best suits their capabilities. Employees should also be prepared appropriately before introduction of a particular technology. In addition, this study recommends that the leadership of media companies in Kenya should set strategies that support employee motivation. Employee engagement is important in enhancing organization performance and therefore with motivation practices in place, employees will be encouraged to deliver above the normal standards.

Furthermore, this study recommends that the management of media companies in Kenya should encourage organization learning process. The learning process will enhance knowledge sharing and value creation. In this regard, achievement of team orientation should be centered towards customer satisfaction.

6.4 Study Limitations

Due to time and budget constraints, the study was only limited to five media companies operating in Nairobi, Kenya. This will have an implication due to the

fact that these are not the only media companies in Nairobi. This presents an opportunity for a study to be conducted that will encompass all the media companies that have been registered with Communications Authority of Kenya.

6.5 Recommendation for Further Studies

This study analyzed the effect of change management practices on the performance of media companies in Kenya. The research recommends that a study be carried out to investigate other dimensions of change management practices that may affect organization performance. The study also suggested further research to be done on the influence of change management practices by focusing on other sectors of the economy.

The study suggests that further research to be conducted to establish causes of technological changes that affects performance. There is need to further analyze organization culture and other technological changes strategies put in place in the companies. Additionally, there is need to further find out whether individual constructs of change management have an impact on organization performance.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Dear Sir/ Madam,

Fredrick Kirui is a student at the Strathmore Business School and carries out research on the impact of change management on media house performance in Kenya. You were randomly selected to provide feedback on the following questionnaires to help the research work. We appreciate your feedback that will enable us have an appropriate representative sample.

Please give information on all items in the questionnaire by ticking (√) one option and giving a brief description of the open questions where necessary. Please be aware that any information you share will be processed with utmost confidentiality during this exercise. The results are used to provide information with respect to change management to other companies which undergo or plan to undergo transformation on its impact to the company's performance.

Thanks, in advance for your cooperation.

Regards,

Fredrick Kirui

Phone Number 0722 238 415

Email: fredirui@gmail.com

APPENDIX II: QUESTIONNAIRE

Section A: Background Information and Bio Data

1. Name of the media house (Optional)

2. How many employees are there in your company?
 - a) Less than 500 []
 - b) 501 - 999 []
 - c) Above 1000 []

3. Ownership structure of the organization?
 - a) Privately owned []
 - b) Government Owned []
 - c) Both Government and privately owned []

4. What level of management are you?
 - a) Top Level [] b) Middle level []
 - c) Supervisory Level [] d) Account Manager []
 - e) Others (Specify).....

5. Highest level of Education?
 - a) College []
 - b) University- Undergraduate []
 - c) University-Post graduate and above []

SECTION B: CHANGE MANAGEMENT PRACTICES

6. Please indicate the extent to which you concur with the following statements concerning various change management practices.
Using the following ratings; 5 - Very great extent, 4 - Great extent, 3 - Moderate extent, 2 - Little extent, 1 - No extent

a) Organization Structure

Statement	5	4	3	2	1
There exist clear roles for each employee in the organization					
The organization structure facilitates faster decision making					
The organization structure is flexible					
There exists good supervisory relationship					
There exists little uncertainty on the roles of each employee whenever an unplanned event occurs					
The organization hierarchy of authority is clear					
The employees work according to the existing standardized procedures					

How else is the organization structure manifested in your organization?

.....

b) Technological Changes

Statement	5	4	3	2	1
The organization continuously builds on its existing IT systems in response to the market demands					
The organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment					
Employees are prepared well before introduction of a particular system					
The introduction of new technology in the organization is gradual					
The introduction of new technology is aimed at also reducing the workload of employees					

What additional information not captured above relating to the technological changes in the organization is evident as one form of change management?

.....

c) Organizational leadership

Statement	5	4	3	2	1
The organization leadership is tasked and implement the employee motivation process					
The organization leadership endeavours to promote creativity and innovation					
The leadership continuously stimulate subordinates to challenge their value system					
The organization leadership uphold ethical work practices					
The organization leadership reward ethical conduct by employees					
The leadership are competent in their respective fields					

What additional information not captured above relating to the leadership of your organization?

.....

d) Organization Culture

Statement	5	4	3	2	1
The background of the organization employees is diverse					
The organization has established strong values that guide employee performance					
Organization learning process is encouraged					
The core values guiding the organization are specified					

The organization activities are customer focused					
Team orientation towards achievement of firm goals is encouraged					

How else is the organization culture practice manifested in your group?

.....

SECTION C: ORGANIZATION PERFORMANCE

7. Below are some of the organizations' performance positions. Please indicate how the media house change management has affected the performance.

Using the following rating; 5 = to a very large extent, 4 = Large extent, 3 = Moderate extent, 2 = Small extent, 1 = Very small extent

Statement	5	4	3	2	1
The organization quality of products has improved in comparison with the earlier period					
The firm product range has increased in the last five years as a result of change management process initiated					
The organization cost of service delivery has reduced as a result of the change process					
The media house has been able to access low cost labour through automation in comparison the traditional service mode					
The level of customer satisfaction has improved					
The media house market share has improved due to the change management process initiated					
The media house profitability level as improved as a result of the changes initiated					
The media house revenues have been increasing in the last five years					
The organization has been able to increase its product range					

What other aspect of firm performance (not covered above) has your organization realized due to change management?

.....
.....

THANK YOU SO MUCH FOR YOUR TIME

APPENDIX III: RESEARCH PERMISSION LETTER – SBS



Strathmore Business School

24th April 2019

To Whom It May Concern.

Dear Sir/ Madam.

RE: FACILITATION OF RESEARCH – FREDRICK KIRUI KURGAT

This is to introduce Fredrick Kurgat who is a Master of Business Administration student at Strathmore Business School, admission number MBA/79955/14. As part of our MBA Program, Fredrick is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MBA course. To this effect, he would like to request for appropriate data from your organisation.

Fredrick is undertaking a research paper on “**Effect of Change Management on the Organizational Performance of Media Companies in Kenya**”. The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

Caroline Tiara.
Manager – MBA Programs.



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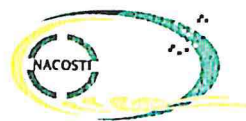
Strathmore Business School is a proud member of:



EFMD



APPENDIX IV: RESEARCH PERMIT (NACOSTI)



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/56568/29918**

Date: **30th April, 2019**

Fredrick Kirui Kurgat
Strathmore Business School
P.O. Box 59857 – 00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Effect of change management on the organizational performance of media companies in Kenya*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **30th April, 2020**.

You are advised to report to the **County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

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


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

APPENDIX V: RESEARCH ETHICAL CONSIDERTIONS

APROVAL



Strathmore
UNIVERSITY

30th April 2019

Kurgat Fredrick
fredirui@gmail.com

Dear Fredrick,

REF Protocol ID: SU-IERC0434/19

EFFECT OF CHANGE MANAGEMENT ON THE PERFORMANCE OF MEDIA HOUSES IN KENYA

We acknowledge receipt of your application documents to the Strathmore University Institutional Ethics Review Committee (SU-IERC) which includes:

1. Study Protocol submitted 12th April 2019
2. Cover letter listing all submitted documents 12th April 2019
3. Proposal declaration page signed by supervisors 12th April 2019

The committee has reviewed your application, and your study "*Effect of change management on the performance of media Houses in Kenya*" has been granted approval.

This approval is valid for one year beginning 30th April 2019 until 30th April 2020

In case the study extends beyond one year, you are required to seek an extension of the Ethics approval prior to its expiry. You are required to submit any proposed changes to this proposal to SU-IERC for review and approval prior to implementation of any change.

SU-IERC should be notified when your study is complete.

Thank you

Sincerely,

Prof Florence Oloo
Secretary

Strathmore University Institution Ethics Review Committee



APPENDIX VI: LIST OF MEDIA COMPANIES USED IN THE STUDY

1. Nation Media Group Limited
2. Standard Group Limited
3. Royal Media Services
4. Mediamax Network Limited
5. Radio Africa Group Limited