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**INFLUENCE OF CHANGE MANAGEMENT STRATEGIES  
ON EMPLOYEE ENGAGEMENT IN MULTINATIONAL  
COMPANIES IN KENYA**

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**MBA | 060559**

**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION AT STRATHMORE UNIVERSITY**

**JUNE 2024**



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DATE 2/06/2024

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### Approval

The dissertation of Maureen Wairimu Kinyanjui has been submitted for examination with my approval as the university supervisor.

SIGNED  \_\_\_\_\_ DATE 2/06/2024

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**Strathmore University Business School**

## ABSTRACT

The business environment has become more uncertain due to macroeconomic headwinds, shifting political climates and evolving consumer needs triggering organizational change in response to disruption. Manufacturing firms have more recently led the stage in organizational changes due to their vulnerability to the rising cost of goods threatening their margins. However, multiple organizational change initiatives have been known to flop by either not meeting their objectives or resulting in a worse position than before the change. Various change management strategies can be employed to mitigate the negative effects of uncertainty which leads to decreased employee engagement during change. There are limited empirical studies investigating change management strategies' influence on employee engagement within the context of multinational companies in Kenya within the consumer goods industry. This study investigated the link between change management strategies and employee engagement in multinational companies in the consumer goods industry in Kenya. The study was anchored on Kurt Lewin's change theory and Kotter's eight-step change model. The study used a descriptive cross-sectional research design where the unit analysis was the 25 multinational consumer goods companies in Kenya. The representative of each of the 25 multinational companies in the consumer goods manufacturing industry was the chief executive officer (CEO) and chief human resources officer because they hold the requisite information on employee matters and relations, bringing the total number of respondents to 50. The research instrument for primary data collection was structured closed-ended questionnaires. The findings were analyzed through descriptive and inferential statistics and the statistical package for social science (SPSS) was the key analysis tool. The study found that the influence of change management strategies on employee engagement bears different magnitudes depending on the industry. Employee involvement strategy had the most significant positive influence on employee engagement while internal communication, training and coaching were positively associated with employee engagement but only to a moderate magnitude contrary to similar past studies in other sectors where all the key change management variables strongly influenced employee engagement. Recommendations from the study are that organizations should not single out a strategy but employ a combined approach for a stronger effect on employee engagement. It is also vital to foster an environment of trust between employees and leadership as it is a measure of engagement. The study acknowledges it was limited in that being quantitative and anonymous, was constrained in accounting for the experiences of the respondents as the researcher could not probe for further explanations of some responses. The study narrowed down on three change management strategies: internal communication, employee involvement and training and coaching and their influence on employee engagement while there could be other strategies that also strongly influence employee engagement. The study is also based on the perceptions of executive leadership which introduces bias.

**Key Words:** Employee Engagement, Internal Communication, Employee Involvement, Training, Multinational Companies.

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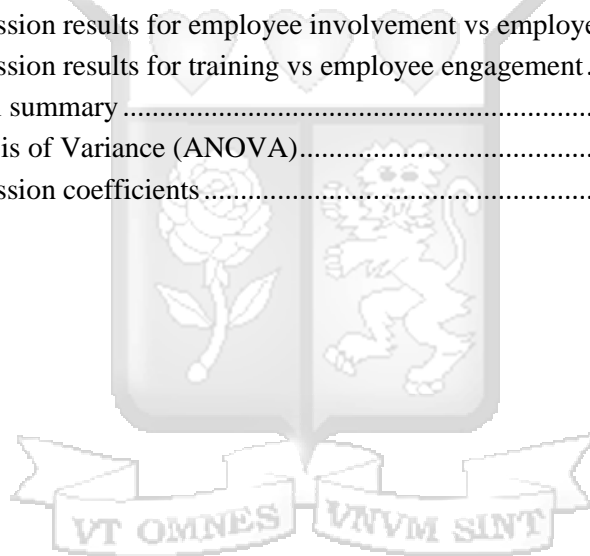
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# CHAPTER ONE INTRODUCTION

This chapter represents the background of this research. It gives an overview of basic concepts and sets the context for the study. The section highlights the research problem in question as well as the research objectives and questions. It also gives the justification for the research.

## 1.1 Background to the Study

The inevitability of change makes change management a key topic of interest. Jönsson and Schölin (2016), point out that in times of macro-economic headwinds and financial adversity, firms increasingly look to cut costs and improve efficiency to weather through business storms, bringing about organizational change. Van der Voet and Vermeeren (2017) found that the change process was as important as the content of the change in influencing employees' reactions. Change may elicit feelings of fear and anxiety due to uncertainty which may curtail employee engagement and in turn organizational performance (Connor et al., 2016).

Appropriate change management strategies which are planned techniques acting as guide during change are therefore paramount to mitigate against any negative reactions that would decrease employee engagement and derail the change process (Van der Voet & Vermeeren, 2017). Change management strategies are classified into communication, employee involvement, training and coaching and have been shown to influence employee engagement (Connor et al., 2016; Faupel & Süß, 2019).

Top multinational firms have been leading the stage for organizational change in recent tough economic times, restructuring their operations to be able to survive and capture growth. Most of the multinational firms that announced organizational changes are in the consumer goods manufacturing sector as they are disproportionately at risk of suppressed performance amid macro-headwinds. This is due to cost pressures from rising cost of raw materials triggering significant organizational changes to cope (PWC, 2023; Kenya Association of Manufacturers (KAM), 2024). For this reason, this research was centered on the influence of change management strategies on employee engagement in multinational companies, specifically within the fast-moving consumer goods industry.

Change management strategies sustaining an organization through a moment of disruption are paramount to its survival as Boston Consulting Group (2021) in their research discovered that most (57%) organizational change initiatives have failed, leaving the organization in a worse position than before with a demotivated and disengaged workforce. However, with the appropriate

change management strategies, an organization may sustain its engagement levels and in turn their performance in the face of change. Various studies investigating the relationship between change management strategies and employee engagement have been conducted in developed countries and different industries. The few done regionally have not investigated the relationship of the strategies within the concept and context of change. This study therefore bridges the gap by investigating the influence of change management strategies on employee engagement in multinational institutions in the fast-moving consumer goods sector and in an emerging economy such as Kenya amid change.

### **1.1.1 Change Management Strategies**

Davidson (2015) presents change management as a means of analyzing, planning, engaging, and executing, aimed at successfully implementing a strategy that delivers sustainable results. Pundyke (2020) fleshes out change management as the continued renewing of the direction, structure, and capabilities of the organization to cater to the consistently changing needs of stakeholders hence change is not merely an event, but an ongoing process.

There are various types of changes that an organization can undergo. These include but are not limited to unplanned change, internal restructuring or structural change, business expansion, downsizing, technological change, operational changes such as: relocation, outsourcing, offshoring or delocalization, merger, acquisition, and any other complex change that does not fit into any of the aforementioned (Eurofound, 2019).

According to Van der Voet and Vermeeren (2017), organizational change can result in layoffs and the workforce reacts differently to changes involving headcount reduction than changes pursuing different objectives. However, they found that anxiety and such other change reactions by employees are not solely influenced by the content but also by how the change is executed, making a case for effective change management strategies to mitigate against said reactions.

Change management strategies are planned techniques that leaders employ to effectively guide and lead their workforce through change while mitigating disruption and unexpected risks (Connor et al., 2016). There are varieties of change management strategies, but Van der Voet and Vermeeren (2017) perceive that they tend to accentuate similar practices. They draw on transformational leadership concepts that focus on using influence rather than power or coercion to affect employees' attitudes. Change management strategies can be classified into the following strategies: communication, employee involvement, training and coaching (Beattie & Crossan, 2015; Connor et al., 2016; Van der Voet & Vermeeren, 2017).

According to Yasin Ghadi et al. (2013), communication strategy involves clearly expressing the transformation that is to take place and the “why” behind it. Employees may better support implementation if they understand the vision and motivation for the change. Yasin Ghadi et al. present that the vision, objectives and organizational goals must be clearly articulated through inspirational motivation. Balwant et al. (2020) bring about the aspect of inspirational communication as an indicator that entails appealing to the followers’ emotions positively to motivate engagement. Connor et al. (2016) emphasize that communication must be consistent, providing timely updates throughout the change period and that it should be two-way as the employees should be allowed to share their thoughts and feedback throughout the process. Effective communication during times of change is thus measured by clear vision articulation, consistency, two-way communication, and inspirational motivation all of which influence employee engagement (Yasin Ghadi et al., 2013; Balwant et al., 2020).

Employee involvement strategy entails welcoming employees’ participation in the planning and implementation process. Involvement generates some ownership pertaining to the change process therefore creating commitment and reducing resistance. According to Islam et al. (2022), intellectual stimulation is one of the indicators of employee involvement and can be measured by the extent to which the team is challenged to think creatively and present innovative solutions to problems. Islam et al. also present that employees become more engaged on seeing their ideas and feedback implemented. Giallouros et al. (2016) posit delegation of tasks as another indicator of involvement where the team is empowered to take ownership of tasks that leaders normally would. This can be measured by the presence of change champions acting as a link between the workforce and leadership. Employee involvement during change is thus measured by intellectual stimulation of employees, delegation of tasks, and feedback implementation all of which influence employee engagement.

Training and coaching strategy assists the workforce to broaden and enrich their skill base and align themselves with different roles as demanded by organizational and market dynamics from time to time (Jha et al., 2016). Shirey (2013), Van der Voet and Vermeeren (2017) state that an indicator of effective training during times of change is the alignment of the training content to change initiatives measured by whether employees are enlightened on the new systems that have been introduced. According to Connor et al. (2016), there should be a budget allocation for training to ensure the workforce is equipped with the necessary skills for institutionalizing the change. Faupel and Süß (2019) posit that coaching through one-on-one conversations between a manager and their subordinate during change assists employees overcome fear and uncertainty and become

increasingly engaged with the organization. Training and coaching during times of change are thus measured by budget allocation for training, one-on-one manager conversations, and the training content alignment with change initiatives all of which influence employee engagement (Shirey, 2013; Connor et al., 2016; Faupel & Süß (2019).

### **1.1.2 Employee Engagement**

Eldor and Harpaz (2016) define employee engagement as a work-related mindstate that is positive and fulfilled and is portrayed by enthusiasm, absorption, and commitment. Employee engagement is a measure of the extent to which employees feel fulfilled, emotionally connected, committed, involved, and invested in their work and are enthusiastic and motivated to contribute to the success of their workplace (Mozammel & Haan, 2016). Roof (2015) emphasizes that an engaged employee willingly exerts effort out of their own volition contrary to doing so out of force or compulsion by the supervisor or employer at large.

According to Roof (2015), employee engagement has increasingly become a key topic of interest among scholars and practitioners. Employee engagement has been linked to positive outcomes at the workplace such as increased organizational performance, profitability, employee and customer satisfaction among others (Roof, 2015). Singh (2016) indicates that an engaged employee feels accountable and goes above and beyond their job description or their supervisor's requirements in ensuring that their organization succeeds

There are various dimensions and indicators which can be used to measure employee engagement. According to Tullar et al. (2016), turnover rates are an indicator of the level of employee engagement in an organization as an engaged workforce intends to remain working for the company. According to Mozammel and Haan (2016), productivity is a measure of employee engagement as employees who are engaged are more effective and reliable hence driving the market and financial performance of an organization. According to Van der Voet and Vermeeren (2017), employee engagement can also be measured through the employee's enthusiasm and morale for their work and the organization. Soni and Mehta (2020) highlight that organizational trust is an effective indicator of employee engagement as employees tend to be more engaged when they trust their leaders. Employee engagement during times of change can thus be measured by productivity, employee turnover, enthusiasm, and trust.

In multiple studies, change management strategies including communication, employee involvement, and training have been found to positively influence employee engagement, especially after moments of significant change and disruption in the organization (Beattie

& Crossan, 2015). As de Jong et al. (2016) alluded, during moments of significant change and disruption employee morale tends to dwindle due to fear and uncertainty. Past studies have linked employee engagement to organizational performance metrics such as profitability, rate of transactions, financial performance, market share, and customer satisfaction (Roof, 2015). Employee engagement is a precursor to a favorable market and financial performance for any organization. Mozammel and Haan (2016) highlight that employees who are engaged drive the market and financial performance of an organization as they are mentally resilient, more productive, and reliable. Leaders must therefore intervene to promote engagement as without it, productivity plummets and deteriorates the market and financial performance of an organization.

### **1.1.3 Multinational Companies in Kenya**

Buckley (2016) defines multinational firms as companies that control economic activities across geographies internationally. Top multinational firms have been leading the stage for re-organizations in recent tough economic times as they released press statements globally announcing that they would be embarking on organizational changes, restructuring their operations to adjust and be able to capture growth in the rapidly changing marketplace.

Most of the multinational firms that announced global organizational changes are in the consumer goods manufacturing sector and include but are not limited to Unilever, Diageo, Godrej, Kimberly-Clark, The Coca-Cola Company (The Coca-Cola Company, 2020; Unilever, 2022; Godrej, 2022; Kimberly-Clark, 2022; Food Business Africa, 2023). A major challenge affecting multinational companies in the consumer goods manufacturing sector is that they are disproportionately at risk of suppressed performance than others amid global crises because the cost of raw materials which are significant inputs to production are affected by rising commodity prices, inflation, and supply issues resulting in margin pressures hence triggering significant organizational changes to cope (PWC, 2023; Kenya Association of Manufacturers (KAM), 2024). For this reason, this study focused on multinational companies specifically in the fast-moving consumer goods industry.

According to Nielsen (2022) a global leading market research firm, the Fast-moving Consumer Goods (FMCG) Industry comprises enterprises manufacturing pre-packaged consumer goods that are perishable or have high demand and are generally sold quickly at a relatively low cost. Nielsen (2022) classifies these consumer goods into Food, Beverages, Household & Personal Care. Nielsen's market assessment indicates that the top consumer goods manufacturers are mostly multinational firms commanding over a third of the industry. These firms steered more than 50% of the 2023 consumer goods sector growth in Kenya making them the trend-setters in the fast-

moving consumer goods space (Global Data, 2023; Nielsen, 2024). Furthermore, multiple multinationals boast of over 100 years in existence and attribute their relevance and competitiveness to their ability to change and evolve with or ahead of time.

Given that multinational companies control economic activities across geographies internationally, there is a tendency to standardize strategies across the board to save time and resources without keenly considering the differences in contexts and cultures, posing a challenge to this sector (Buckley, 2016). This research therefore helps multinational companies in the consumer goods sector look at organizational change through a different lens enabling them to tailor their strategies accordingly to fit in different cultural contexts.

## **1.2 Problem Statement**

The business environment globally continues to increase in complexity. According to Breckon et al. 2018, evolving consumer needs, increased competitive pressure, macroeconomic headwinds, and unprecedented global crises have increasingly been disrupting the business environment. As a result, companies are under pressure to change more frequently than before to keep up with trends by creating more agile and ambidextrous environments. Peus et al. (2009) highlight that the ability to quickly adjust to these business challenges is increasingly vital for organizational survival. According to Eurofound (2019), organizational change can embody various designs such as internal restructuring, technological change, cut-backs, operational changes such as relocation, outsourcing, offshoring or delocalization, business expansion, merger, and acquisitions.

Despite company reorganizations becoming increasingly common, Burke et al. (2015) and de Jong et al. (2016) claim that many significant organizational change initiatives fail to meet their objectives, leaving the organization more vulnerable than before resulting in decreased employee engagement and increased employee turnover due to job insecurity and stress. Peus et al. (2009) confirm this claim by estimating the failure rate of change initiatives to be between 40% and 70%. Boston Consulting Group (BCG, 2021) in their study conducted on transformation efforts worldwide found the failure rate to have worsened recently to over half (57%) of organizational change initiatives failing to achieve their objectives. Organizational change processes are now taking longer while yielding less value and achieving lower employee engagement.

Seppälä et al. (2018) indicate that organizational change can create uncertainty and stress and lower employee engagement, worse still if the change is performance or economic-driven. Mozammel and Haan (2016), highlight that favorable organizational performance cannot be

achieved by a disengaged workforce. For this reason, it is paramount to sustain or enhance employee engagement levels as it is one of the crucial levers of organizational performance.

Amid the intensification of macro-headwinds, recent reports by PWC (2021, 2023) on the global restructuring outlook reveal that consumer goods manufacturing has been the 2nd largest sector in reorganizations since 2021 due to the risk of suppressed performance in harsh macroenvironments whereas they did not even feature in the top 5 sectors in 2018. PWC reveals that in Kenya specifically, the manufacturing sector whose biggest component is fast-moving consumer goods driven by multinational corporations, had the bulk of reorganizations in 2021 (PWC, 2023; Kenya Association of Manufacturers (KAM), 2024).

The fundamental problem this study addresses bears in mind that the recent increased rate of organizational changes mostly affected multinational companies in the manufacturing sector, and that the consumer goods industry is among the largest in manufacturing. The question is, how do change management strategies mitigate uncertainty, and stress levels leading to decreased employee engagement which inhibits organizational performance? The high organizational change failure rates and low employee engagement during the process prove why executives must understand how to sustain engagement amid disruption (BCG, 2021). The role of change management strategies can therefore not be shrugged off and hence is a key variable in this study. There however exist other variables that influence employee engagement, but the researcher only dwelt on change management strategies as they are paramount in times of organizational change and a key enabler of whether the firm achieves its change objectives.

Studies conducted globally by Faupel and Süß, 2019; Islam et al., 2022; Buttigieg et al., 2023; Giallourous et al., 2023 suggest that organizations with effective change management strategies are likely to enhance employee engagement. These studies were carried out in developed countries and different industries such as healthcare, banking, and public sectors. However, there have been researchers such as Mozammel and Haan, 2016 and Van der Voet and Vermeeren, 2017 whose outcomes deviated from those of other research conducted that found a positive correlation. Mozammel and Haan's (2016) research was on the banking sector in Bangladesh and found a weak relationship between the variables. Van der Voet and Vermeeren's (2017) was conducted on the public sector in the Netherlands and only found a correlation between change management strategies and employee commitment but not with employee engagement. This proves that a difference in industry and geography could result in different findings from past studies.

Regionally, there is a scarcity of research investigating the link between change management strategies and employee engagement. Those that have been conducted for instance by Amah and Sese, 2018; Martins and Nienaber, 2018; Coffie et al., 2023 have investigated the link between the two variables but not within the concept and context of change. These studies were carried out in emerging economies such as South Africa, Nigeria, and the whole of Sub-Saharan Africa in the banking, oil, telco industries, and government and small and medium institutions. They found a positive relationship between leadership strategies such as communication and employee empowerment with employee engagement.

Evidently, most research investigating the link between change management strategies and employee engagement has been done in developed countries and different industries. The few done regionally have not investigated the relationship of the strategies within the concept and context of change. There is therefore a gap in studies investigating the influence of change management strategies on the engagement of employees within the context of multinational institutions in the consumer goods sector and in emerging economies such as Kenya amid change.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

To establish the influence of change management strategies on employee engagement in multinational companies in Kenya.

#### **1.3.2 Specific Objectives**

- i. To establish the influence of internal communication on employee engagement in multinational companies in Kenya.
- ii. To establish the influence of employee involvement on employee engagement in multinational companies in Kenya.
- iii. To establish the influence of training and coaching on employee engagement in multinational companies in Kenya.

### **1.4 Research Questions**

- i. What was the influence of internal communication on employee engagement in multinational companies in Kenya?
- ii. What was the influence of employee involvement on employee engagement in multinational companies in Kenya?
- iii. What was the influence of training and coaching on employee engagement in multinational companies in Kenya?

## **1.5 Scope of the Study**

The scope of the study was limited to analyzing the influence of change management strategies on employee engagement with a focus on multinational companies in Kenya in the consumer goods manufacturing sector. The manufacturing sector was among the top industries in Kenya whose firms saw the bulk of recent reorganizations to date, such as restructures. The consumer goods sector is among the biggest in manufacturing. Hence, the sample size was drawn from multinational companies in Kenya in the consumer goods manufacturing sector as they are the biggest drivers of manufacturing in Kenya and have a long-standing history of reorganizations globally. Furthermore, multiple multinationals boast of age and experience spanning over 100 years in existence and attribute their relevance and competitiveness to their ability to change and evolve with or ahead of time. This was a convenient scope considering the time and financial constraints of data collection. The forecasted time frame for the whole study was three months to allow for ample time for data collection.

## **1.6 Significance of the Study**

Since the business environment globally continues to increase in complexity and the brakes on reorganizations within the consumer goods sector evidently tend to come off amidst global crises (PWC, 2021), it becomes more paramount to examine change management strategies as they are antecedents to successful transformative change. This study provides an in-depth understanding of the link between change management strategies and employee engagement within the context of multinationals in the consumer goods sector.

The most effective change management strategies are identified, variables of employee engagement determined and the two correlated in a bid to better understand effective strategies that leaders should adopt during organizational change. The study expands the breadth and depth of existing knowledge on antecedents to employee engagement during moments of significant change as strategies used may differ from those used in a stable environment.

Scholars can gain insight into how change management is approached in the unique cultural and economic context of Kenya which may differ from Western models. Seeing as little research has been done in emerging economies, this study contributes to the development of culturally aware management theories and practices. Scholars can also compare and contrast with findings from other regions to support in building a more global theory of change management.

The outcomes and recommendations from this research will benefit the Human Resources practice and the executive leaders of consumer goods companies which is particularly essential as the

consumer goods manufacturing sector is one of the most affected industries by global crises which in turn trigger organizational changes. Human Resource management strategies should adjust to competitively adapt change management amid looming threats of disruptive change which have negative perceptions among the workforce, inhibiting their engagement. According to van der Vegt et al. (2015), employee engagement is a viable indicator of favorable organizational performance as success cannot be achieved by a disengaged workforce. Change management strategies sustaining an organization through moments of disruption are paramount to its survival as multiple organizational change initiatives have failed, leaving the organization in a worse position than before. This is the greatest motive for this research.

Since this study analyzes how change management strategies influence employee engagement, it will help improve productivity, lower turnover rates, elevate morale, enhance company reputation, and overall improve company performance which all result from an engaged workforce, considering the companies faced with the inevitability of disruptive change will be informed and can be tactful in the strategies they employ. The study will help policy makers by informing local policy and regulatory frameworks with the objective of supporting both employee welfare and foreign investment.

The insights generated from this study will be like a lighthouse in a storm, guiding transformational leaders on impactful change management strategies to focus their energy and resources to boost their success prospects during reorganizations. In doing so, these leaders can position themselves competitively in their respective industries and generate value. This study also intends to benefit future scholars who will form references for future studies and will inform the gaps in this area of study.

## **1.7 Chapter Summary**

The background of the research has been established by introducing the key variables and the context for their study. The research problem that the study seeks to address has also been discussed and gaps highlighted. Research objectives and the significance have been discussed.

## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 Introduction**

This chapter discusses the theoretical framework which proposes the theories on which the study will be anchored and showcases its relation to the research. The empirical review integrates different strands of past literature that showcase existing links between employee engagement and the major change management strategies: communication, employee involvement, training and coaching. The knowledge gaps to be bridged are also highlighted. The conceptual framework graphically demonstrates the link between the research variables.

### **2.2 Theoretical Framework**

Multiple theories provide a framework for organizational change management. According to Lewin (1958), Levasseur (2001), and Shirey (2013), Lewin's change model developed in 1958 is a reliable and practical framework to follow when implementing change. Shirey (2013) affirms that despite the change model being one of the oldest in change management, it remains relevant to date. She also points out that the model emphasizes the importance of change management strategies and highlights their relationship with increasing engagement among employees during the change process.

According to Kotter (1996) and Chappell et al. (2016), Kotter's eight-step change model is another change framework that is popular and reliable and is used in both academic and practitioner settings while implementing change because of its detailed process. Chappell et al. (2016) point out that Kotter's eight-step change model can help leaders understand how to implement the appropriate change management strategies to gain buy-in and reduce resistance which will lead to increased employee engagement and eventually successful change implementation.

#### **2.2.1 Kurt Lewin's Change Theory**

The study is anchored on Kurt Lewin's Change Theory which was first introduced in 1958 by Kurt Lewin who was a leadership expert (Lewin, 1958). Lewin theorized that effective change in an organization involves a three-stage model comprising: unfreezing, changing, or moving, and refreezing. Kurt Lewin's Change Theory is widely accepted as a reliable model when carrying out organizational change and posits that employee engagement can be strengthened through the three main strategies.

Shirey (2013) acknowledges that despite Lewin's model being one of the oldest, it remains relevant to date especially where an organization is using a top-down change approach meaning that senior leaders are cascading the change down to the subordinates in an organization.

Lewin (1958) posits that the first stage in the change model is the unfreezing stage and entails recognizing the need for change and employing various strategies to assist the workforce free or "unfreeze" themselves from their current behavioral patterns, mindsets, and processes before the change. Levasseur (2001) and Shirey (2013) expound that the main change strategy in this stage is communicating the urgency for change by creating awareness and challenging the status quo to minimize barriers to change. They also propose having change agents that provide visionary leadership throughout the change process to maintain the change momentum. According to Lewin (1958), Shirey (2013), effective communication of change initiatives results in enhanced employee engagement as it results in employees feeling valued during the process.

Lewin (1958) posits that the second stage in the change model is the moving stage which entails the actual implementation of the change content. In this stage, Levasseur (2001) and Shirey (2013) point out that a detailed execution plan is required for the change content to remain on course. Shirey (2013) highlights that a key strategy used in this stage is employee involvement by encouraging the workforce to take initiative and actively participate in the change process by finding new ways to view and solve old problems. Levasseur (2001) highlights that people generally support what they helped create hence paramount to include employees in the change process. Shirey (2013) also observes that this is the stage where most of the fear and uncertainty check in as the change is being actively implemented. Accordingly, Shirey (2013), Van der Voet and Vermeeren (2017) propose supporting employees by using coaching and training as strategies to enlighten them on the new systems that have been introduced and assist them overcome fear and uncertainty. Employee involvement where a sense of teamwork is fostered and employees feel a sense of ownership, are coached, and trained throughout the change process results in enhanced employee engagement.

The last stage in Lewin's change model is refreezing which entails stabilizing and solidifying the change so that it is embedded in the practice and culture of the organization (Lewin, 1958). The success of this stage according to Levasseur (2001) is pegged on re-enforcing the new patterns and counteracting any opposing forces that inhibit the new equilibrium.

In summary, the key change management strategies are supported in Kurt Lewin's Change Theory and form the basis for the independent variables under the conceptual framework of this study.

Communication strategy is supported under the unfreezing stage, employee involvement and training are also supported under the moving stage. Lewin's change model showcases that employee engagement can be positively influenced during organizational change through applying effective change management strategies such as effective and clear communication, employee involvement in the change process, and training and coaching (Levasseur, 2001; Shirey, 2013).

### **2.2.2 Kotter's Eight-step Change Model**

The study is anchored on Kotter's Eight-step Change Model (Kotter, 1996). According to Chappell et al. (2016), the model is a popular change framework that is reliable and is used in both academic and practitioner settings while implementing change because of its detailed process. Chappell et al. point out that John Kotter developed the eight-step change model in 1996 after observing organizations that had not been successful in their transformations.

Kotter (1996) developed an eight-stage process for leading the change process which encompasses the following steps: (1) Creating a sense of urgency on the change by inspiring and influencing people to act. (2) Forming a guiding coalition. In this step, the leader establishes an influential team that supports the change to engage the workforce on the change content and drive commitment. These influential people can be termed as change champions. (3) Developing the vision for the change. In this step, the leader creates a clear and compelling vision to assist the workforce in understanding the direction and importance of the change. (4) Communicating the vision. The leader then informs the employees about the vision and strategy clearly and transparently which raises their level of engagement with the change content. (5) Empowering the workforce for broad-based action. In this step, the leaders work to remove any barriers that may curtail the change process. This involves providing the necessary training to the workforce to close any knowledge and skills gap, hence enabling them to adapt and contribute to the change. It also entails involving the employees by welcoming their innovations on how to generate impact quickly. This increases employee engagement as employees are supported and confident enough to contribute to the change. (6) Celebrating short-term wins. The leader recognizes early successes in the change implementation process, communicates and celebrates them to motivate the workforce which increases their engagement as employees are energized to persist. (7) Building on the change. In this step, the leader ensures that the workforce does not lose momentum in the change process by using the credibility from the short-term wins to show the importance of not stalling hence keeping them engaged. (8) Anchoring the change in the company culture. This is the last step, and it entails embedding the change and ensuring its sustenance over time. It includes tracking and evaluating the systems and processes periodically to ensure that they continue to

reinforce the new behaviors, culture, or new ways of working the organization has invested in (Kotter, 1996).

In summary, Kotter's change model showcases that employee engagement could be positively influenced during organizational change by applying the detailed 8 change management steps. The conceptual framework of this study draws focus on three of the change management strategies in Kotter's change model which include clear communication, employee involvement in the change process, and training and development as strategies to empower the workforce for broad-based action and remove obstacles to change.

## **2.3 Empirical Review**

The empirical review integrates different strands of work examining three major change management strategies: communication, employee involvement and training, and their relationship with employee engagement.

### **2.3.1 Internal Communication and Employee Engagement**

Communication is a key change management strategy that involves clearly expressing the change that is to take place and the "why" behind it. Employees may better support implementation if they understand the vision and motivation for the change (Connor et al., 2016). According to Lewin (1958), communication strategy is key, especially in the "unfreezing" stage of change and subsequently throughout the change process.

Yasin Ghadi et al. (2013) present that in moments of change, leaders should clearly articulate the organizational goals and vision through inspirational motivation. A vision presents the big picture of the future embodying its hopes and ideals. Connor et al. (2016) emphasize starting with vision as change efforts can fail without clear direction. They indicate that the vision should be clear and linked to individual actions and incorporated into the firm's strategic plan so that the employees and their managers have a north star to refer to, clearing any confusion. Balwant et al. (2020) indicate that a clear vision is important as it creates awareness among the workforce on the organization's goals and their contributions to achieving them. This may increase employee engagement as the workforce becomes certain about the connection between their contributions and the future of the company.

Yasin Ghadi et al. (2013) explain that a transformational leader intentionally and strategically creates a compelling case for change, enabling the followers to see it clearly through inspirational

and persuasive communication. Connor et al. (2016) admit that creating a compelling case is seldom easy as the workforce has already been invested in the status quo.

To overcome the entrenchment of the workforce in the status quo, Connor et al. (2016) posit that communication needs to not only be compelling but presented both orally and in written form. The content of the communication as suggested by Connor et al. needs to comprise five key messages: (1) The change is imperative (2) It is possible for the company to emerge successful during and after the change (3) The change considers the personnel's best interests (4) The change is also backed by stakeholders who would be affected by it (5) The change is in the organization's best interests. The efficacy of this communication is however dependent on the messages being true. These messages should consistently be communicated and display urgency.

To boot, Giallouros et al. (2023) in their study carried out on public healthcare nurses in Cyprus during the COVID-19 pandemic, ascertain that open communication to subordinates as a means of change management, especially during periods of disruptive change induces trust and increases employee engagement as they perceive authentic leadership.

Yasin Ghadi et al. (2013) in their study done on full-time employees in Australia, investigating the link between change management and work engagement observe that communicating through verbal persuasion and emotional appeal are powerful tools for inspiring and managing change and demonstrating that the end state is better than the current state. The study links communication through inspirational and motivational behavior to absorption which is a facet of employee engagement referring to employees being happily occupied with their work (Yasin Ghadi et al., 2013).

Faupel and Süß (2019) in their study on employees in Germany, investigating the link between change management and work engagement introduce the aspect of communication through charisma which is an idealized influence that may lead the workforce to buy into their leader due to their aura or demeanor, viewing them as a role model. They find that the leader's emotions that accompany their inspirational communication are "contagious" enough to be unconsciously caught by the followers and result in enhanced engagement.

A study by Othman et al. (2017) investigating the influence of communication on employee engagement among the workforce of an automotive company in Malaysia finds that it is not enough to push down communication to the workforce, but it is also paramount for them to feel heard. Othman et al. found that two-way communication improved employee engagement.

Van der Voet and Vermeeren (2017) in their study on the Dutch public sector conclude that organizational change that involved layoffs hurt employee commitment but open communication as a change management strategy alleviated some negativity and increased employee commitment. However, they could not establish a significant correlation between employee engagement and communication as a change management strategy.

Mozammel and Haan's (2016) findings also deviate from the outcomes of past studies which find that change management strategies such as communication have a positive correlation to employee engagement. Their study carried out in the banking sector in Bangladesh, claims that change management strategies such as communication are not significantly correlated to employee engagement and suggest that future research investigates other prospective factors such as compensation, culture, and systems.

### **2.3.2 Employee Involvement and Employee Engagement**

Employee involvement strategy entails welcoming employees' participation in the planning and implementation process. Involvement generates feelings of ownership towards the change process, creating commitment and reducing resistance to the change. (Connor et al., 2016)

According to Lewin (1958) and Shirey (2013), employee involvement is a key change management strategy in the moving stage. Van der Voet and Vermeeren (2017) highlight that although employees normally do not participate in the decision of the organization to carry out certain changes especially those that may involve layoffs, it is proven that calling on employees to participate in change implementation motivates their commitment towards change.

According to Islam et al. (2022), employees can be involved in the change process through intellectual stimulation which challenges the team to think creatively beyond the normal constructs and present innovative solutions to problems. The team feels challenged and empowered, which motivates them to be more involved with the change process.

Giallourous et al. (2023) describe empowerment as the positive feeling that a follower experiences when their leader involves them in key processes. Giallourous et al. discuss three dimensions of empowerment behaviors as follows: (1) Delegation of authority which entails the leader allocating some tasks that they would normally perform to their subordinate to execute it in the way they deem fit. This is expected to grow the skills of the workforce, increase motivation, and manage workload by spreading it among more subordinates. (2) Accountability which entails being personally responsible for tasks allocated especially those contributing to the success of the

change. (3) Encouraging self-directed actions which is a sense of initiative that emanates from being entrusted with more responsibility. However, delegation of authority is limited to the competence of the followers hence the leaders must be cautious by ensuring that the followers are well-trained to execute the tasks delegated to them (Giallouros et al., 2016).

During moments of significant change, it is expected that employees will experience confusion, doubt, anxiety, and frustration which contribute to negative attitudes such as disengagement, resistance and in adverse cases may lead to cynicism (Connor et al., 2016). This emotional investment can be converted into positive energy when employees are involved in the change process, hence Connor et al. observe that employee involvement is a change management strategy used to mitigate against resistance to change.

Van der Voet and Vermeeren (2017) investigated if change management mitigated the negative link between layoffs and work engagement in the Dutch public sector. In their study, they observe that perceived control from the employees mitigated negative reactions. Nevertheless, in organizational change that involves downsizing, there may be limitations in the degree of involvement that can be incorporated from the rest of the workforce as such changes are often more centralized or formalized. The sensitivity of such situations may inhibit leaders from using involvement strategies of change management. In such situations, leaders may employ other creative approaches to involve employees and keep them engaged such as appointing change champions who are merely tasked with keeping the employees engaged through spreading their positive energy and relaying the workforce's concerns to the management. Change champions are a good link between the leaders and the workforce as they are a means through which concerns can be aired and cleared by both sides. They build the confidence of their colleagues by eliminating confusion and insecurity (Connor et al., 2016).

Othman et al. (2017) investigated the influence of leadership styles on employee engagement among the workforce of an automotive company in Malaysia. They found that leadership styles such as employee involvement had a strong, positive and significant correlation to employee engagement as the more employees were allowed to participate in leadership tasks, the more engaged they became.

Faupel and Süß (2019) in their research on employees in Germany who were experiencing organizational change point out that change champions also assist their colleagues overcome challenges related to the change. They express positive expectations and embody enthusiasm while promoting the change to their colleagues. Faupel and Süß find that in times of organizational

change, championing behavior which is part of employee involvement positively influences employee engagement.

Giallouros et al. (2023) in their research carried out on public healthcare nurses in Cyprus during the COVID-19 pandemic, add to the body of findings that employee-empowering behaviors from leaders during change enhance the engagement of employees.

### **2.3.3 Training, Coaching and Employee Engagement**

Training and coaching assist employees in broadening and enriching their skill base and aligning themselves with different roles as demanded by organizational and market dynamics from time to time (Jha et al., 2016).

Faupel and Süß (2019) in their study on employees in Germany, investigating the link between change management strategies and work engagement highlight that through training and coaching, the leader takes the place of a mentor, guiding their subordinates through challenges such as uncertainty, being their trusted point of contact, and seeing to it that they grow in their skills and knowledge along with the situation. They find that training and coaching as change management strategies are positively correlated to employee engagement.

Balwant et al. (2020) in their study investigating change management strategies and the engagement of employees in Trinidad's service sector find a positive relationship between training and coaching as change management strategies and employee engagement. They highlight that the transformational leader provides the subordinates with training and development opportunities to increase their motivation and positively contribute to organizational performance resulting in increased employee engagement.

Giallouros et al. (2023) in their study carried out on public healthcare nurses in Cyprus during disruptive change indicate that in coaching and advising the followers, the leader also becomes involved in their training and development. Giallouros et al. conclude that training and coaching opportunities tailored to each employee have a positive correlation with their engagement.

## **2.4 Research Gap**

Most empirical studies have found a positive correlation between employee engagement during times of significant change and change management strategies (Othman et al., 2017; Faupel & Süß, 2019; Balwant et al., 2020; Islam et al., 2022; Giallouros et al., 2023). However, Mozammel and Haan's (2016) findings deviate from the outcomes of these past studies as they did not find a strong correlation between the two variables. Van der Voet and Vermeeren's (2017) study on the

other hand only found a correlation between change management strategies and employee commitment but not with employee engagement. A possible reason for the mixed findings among these different studies could be other factors such as the type of industry, the type of change, geography, and stability of the environment among others. For this reason, it is important to study the influence of change management strategies on employee engagement in the context of multinational companies in Kenya in the consumer goods industry as it presents a new angle and gap.

**Table 2.1 Research Gaps**

<b>Author</b>	<b>Title</b>	<b>Objectives and Methodology</b>	<b>Findings</b>	<b>Gap</b>
<b>Othman et al. (2017)</b>	The Influence of Leadership Styles on Employee Engagement: The Moderating Effect of Communication Styles.	The objective was to investigate the influence of leadership strategies, specifically communication and employee involvement on employee engagement. Correlation design was used and quantitative data collected through a survey questionnaire administered to a sample of employees from an automotive company in Malaysia.	Two-way communication improved employee engagement	The study focused only on one change management strategy which is communication and did not examine other strategies. For this reason, it is important to study the influence of other change management strategies such as employee involvement and training on employee engagement in the Kenya context as it

				presents a new gap in the form of a different geography and industry.
<b>Faupel &amp; Süß (2019)</b>	The Effect of Transformational Leadership on Employees During Organizational Change – An Empirical Analysis.	The objective was to find out the effect of transformational strategies on work engagement during organizational change. A questionnaire was administered to a sample of employees from various organizations experiencing organizational change.	Transformational leadership practices increase employees’ engagement and improves their perceptions resulting in supportive behavior towards the change.	The study did not focus on a specific industry. For this reason, it is important to study the influence of change management strategies on employee engagement in multinationals in Kenya as it presents a new gap in the form of a specific industry.
<b>Islam et al. (2022)</b>	Transformational leadership and employee championing behavior during organizational change: the mediating effect of work engagement.	The objective was to find out the influence of transformational leadership or change management strategies on engagement. A quantitative approach was used,	Change management practices were found to boost the engagement of employees during change.	The research was done only within banks in the South-Asian context. For this necessary to study the influence of change management

		and a non-probability judgmental sample was drawn from employees working at listed banks in Bangladesh.		strategies on employee engagement in the context of Multinationals in Kenya in the consumer goods sector as it presents a new angle and gap.
<b>Buttigieg et al. (2023)</b>	Under the shadow of looming change: linking employees' appraisals of organizational change as a job demand and transformational leadership to engagement and burnout, Work & Stress.	The objective was to explain how change management strategies or transformational leadership affects employee engagement and burnout. The study was carried out in Malta in a healthcare facility that was facing change. A census approach was used for quantitative data collection among the employees of the hospital who were all sent the questionnaire in sealed envelopes and deposited the completed	An organization facing major change would experience more burnout and less engagement. Change management strategies were found to lead to sustained employee engagement but not burnout.	The study only investigated the healthcare sector. For this reason, it is important to study the influence of change management strategies in multinational companies in the consumer goods sector as it presents a new gap.

		questionnaires in deposit boxes.		
<b>Giallouros et al. (2023)</b>	Enhancing employee engagement through integrating leadership and employee job resources: evidence from a public healthcare setting.	The objective was to examine the link between leadership strategies and the engagement of employees. Stratified random sample was drawn in Cyprus from the public health sector and questionnaires used to collect data.	Change management strategies anchored on transformational leadership can enhance engagement of employees in times of disruption.	The research only investigated the public healthcare sector. It is therefore important to research the influence of change management strategies on employee engagement within a different industry and geography that is multinational companies in Kenya as it presents a new angle and gap.
<b>Van der Voet &amp; Vermeeren (2017)</b>	Change Management in Hard Times: Can Change Management Mitigate the Negative Relationship	The study examined how the extent to which change management mitigated the negative links between change that included layoffs and	During organizational change that involved cutbacks, a link was found between change management	The study only investigated the public sector in Netherlands. Hence, there is need to study the link between change

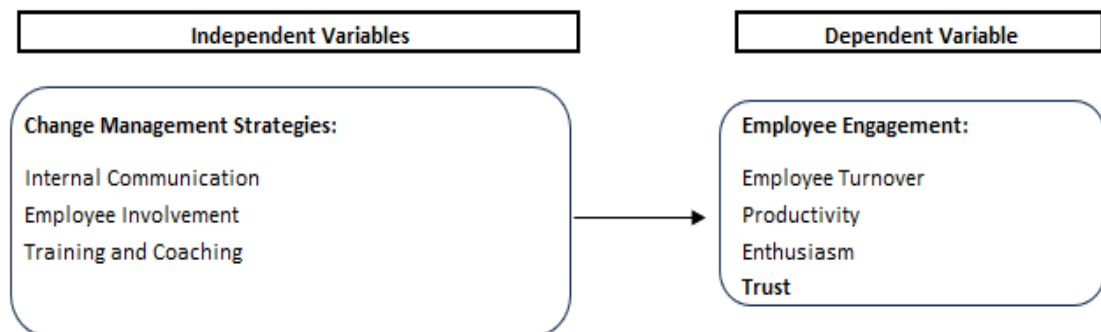
	Between Cutbacks and the Organizational Commitment and Work Engagement of Public Sector Employees?	employee engagement in the Dutch Public Sector. A census approach was used to collect quantitative data through a questionnaire from the employees in the Dutch public sector.	strategies and employee commitment but not with employee engagement.	management strategies and employee engagement in a different sector and geography that is multinational companies in Kenya as it presents a new gap.
<b>Mozammel &amp; Haan (2016)</b>	Transformational Leadership and Employee Engagement in the Banking Sector in Bangladesh.	The objective was to determine the connection between transformational leadership and engagement of employees. Quantitative data was collected through an online questionnaire administered to a random sample from banks in Bangladesh. A correlation analysis was done to determine if there was a correlation between the variables.	The study claimed that change management strategies such as communication are not significantly correlated to employee engagement	The study only investigated the banking sector in Bangladesh and did not investigate the relationship of the variables within the Kenya context and among multinational companies. For this reason, it is important to study the influence of change management strategies on employee engagement in

				the context of Multinationals in Kenya in the consumer goods industry as it presents a new angle and gap.
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## 2.5 Conceptual Framework

The hypothesis in this study is that the extent to which employees remain engaged during times of organizational change is mediated by the three key change management strategies. Change management strategies classified into communication, employee involvement and training and coaching are some of the practices at the disposal of organizations to improve employee engagement during times of change.

**Figure 2.1 Conceptual Framework**



Source: Researcher (2024)

**Table 2.2 Operationalization of Variables**

Variable	Type of Variable	Indicators	Data Collection Tool	Data Analysis
Communication	Independent Variable	<ul style="list-style-type: none"> <li>• Vision articulation</li> <li>• Consistent communication</li> </ul>	Structured questionnaire	Descriptive analysis and

		<ul style="list-style-type: none"> <li>• Two-way communication</li> <li>• Inspirational motivation</li> </ul>	; 5-point Likert scale	inferential analysis
Employee Involvement	Independent Variable	<ul style="list-style-type: none"> <li>• Intellectual stimulation</li> <li>• Delegation of tasks</li> <li>• Feedback implementation</li> </ul>		
Training	Independent Variable	<ul style="list-style-type: none"> <li>• Budget allocation for training</li> <li>• One-on-one manager conversations</li> <li>• Training content alignment with change initiatives</li> </ul>		
Employee Engagement	Dependent Variable	<ul style="list-style-type: none"> <li>• Employee turnover</li> <li>• Productivity</li> <li>• Enthusiasm</li> <li>• Trust</li> </ul>		

Source: Researcher (2024)

## 2.6 Chapter Summary

The theoretical and empirical views paramount to this research have been discussed in this chapter. The study is anchored on two key change management theories: Kurt Lewin's theory and Kotter's eight-step change model spotlighting its underpinnings to this research. An empirical review aligning with this research's objectives and gaps to be bridged was also carried out. Each organization or scenario may require different change management strategies and often a cocktail of the key types is integrated as opposed to a "silver bullet". The most successful approaches will be guided by an understanding of the organizational dynamics.

## **CHAPTER THREE RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter outlines the methodology and research design. The target population that was studied, the sampling size and techniques that were used to collect the data, analysis methods, and the research quality are presented. Ethical considerations are also discussed.

### **3.2 Research Philosophy**

According to Saunders et al. (2019) research philosophy is the classification of beliefs and theories about knowledge development which then determines what methodology, data collection, and analysis methods will be employed.

According to Saunders et al. (2019), there are various research philosophies that can be applied by researchers while conducting a study such as positivism, realism, interpretivism, constructivism, pragmatism and post-positivism among others. Saunders et al. (2019) states that, positivism research philosophy entails working with an observable social reality to develop generalizations which are law-like. This research used the positivism research philosophy which was the most appropriate for this study because its objective was to establish relationships between the independent variables which are change management strategies and the dependent variable which is employee engagement. The outcomes of the research were thereafter generalized to the rest of the population.

### **3.3 Research Design**

Research design refers to the plans and methods that a researcher applies to carry out their study, collect and analyze data, and eventually arrive at reliable conclusions (Schantz & Lindeman, 1982). The main objective was to provide an answer to the research questions presented.

A descriptive cross-sectional research design was applied, and quantitative data was collected through a survey. A descriptive cross-sectional design is a research approach where data is gathered from the respondents at a point in time without influencing the variables to establish the what and how rather than the why (Punch & Oancea, 2014). Descriptive cross-sectional design was applied to the study because it sought to focus on the what and how instead of the why and in this case to reveal the influence of the change management strategies; communication, employee involvement, training and coaching on employee engagement in multinational companies in Kenya. The design was also adopted as the study focused on gathering detailed information on the

current state of multinational companies in Kenya at a specific time rather than longitudinally or over time (Punch & Oancea, 2014).

### 3.4 Target Population

Punch and Oancea (2014) define the population of a study as the overall count of items that apply to any given research. Elements that can form a population include individuals, groups, institutions, documents, and items among others.

The unit of analysis for this research was 25 multinational companies in the fast-moving consumer goods industry in Kenya within the food and beverage, personal care, household care, alcohol, and cigarette sectors (Kenya Association of Manufacturers (KAM), 2024; Osato, 2020).

According to Cooper and Schindler (2007), a researcher may intentionally select a specific population who are rich in certain information and in this case, multinational institutions in the consumer goods sector was the population for the study. This is because according to Nielsen (2024), multinational companies are the leading players with the lion's share in the fast-moving consumer goods industry as they command more than a third of the sector making them the trend-setters in this manufacturing space. Furthermore, multiple multinationals boast of age and experience spanning over 100 years in existence and attribute their relevance and competitiveness to their ability to change and evolve with or ahead of time.

**Table 3.1 Population of the Study**

Sector	Number of Companies	Proportion (%)
Food and Beverage	10	40%
Personal Care	8	32%
Household Care	3	12%
Alcohol & Cigarettes	4	16%
<b>Total Population</b>	<b>25</b>	<b>100%</b>

**Source: Kenya Association of Manufacturers (KAM), 2024; Osato (2020)**

### 3.5 Sampling

This study was based on a census. According to Saunders et al. (2019), a census refers to the collection of data from every member of the population. A census may be carried out if the population is of a manageable size. In the case of this study, a population of 25 companies was practical to survey.

The study employed non-probability purposive or judgmental sampling to determine the respondents that would participate in the research. According to Wisniowski (2020), non-probability sampling is a sampling technique where the probability of any item being selected from a sample cannot be determined. Wisniowski (2020) also defines purposive sampling as a method where the researcher relies on their knowledge or judgment in selecting members to be in the sample as they have certain characteristics required. The representative of each of the 25 multinational companies in the consumer goods manufacturing industry was the chief executive officer (CEO) and chief human resources officer because they hold the requisite information on employee matters and relations, bringing the total number of respondents to 50. They are also responsible for the overall strategic direction of the company including the vision, mission, long-term goals, culture, and employee engagement strategies. Similar studies investigating the relationship between change management strategies and employee engagement have also targeted chief executives as their organizations have tasked them with the role of employing various strategies to foster employee engagement. Examples of such studies include Mishra et al. (2014) in their research investigating the role of internal communications strategy in driving employee engagement and Malik et al. (2016) in their research investigating the effect of leadership styles on organizational behavior during times of change.

### **3.6 Data Collection Methods**

The study collected primary data through a questionnaire that presented standardized and structured questions to the respondents. A questionnaire was the most befitting instrument for the study in question as it was efficient and afforded the respondent privacy and minimal pressure. It was also efficient as it reached several respondents in a short time and allowed them to participate in the study concurrently (Cooper & Schindler, 2007).

The unit of analysis for this study was 25 multinational companies in the fast-moving consumer goods industry in Kenya. The questionnaire was administered online by email to the respondents using Microsoft Forms, decreasing the cost and time for delivery and response.

The questionnaire was structured and comprised close-ended questions. A five-point Likert scale was used to capture responses, saving the researcher time during coding and ensuring the data collected was precise. It comprised two sections. The first part pertained to general information that is the average age of employees, their length of service in the organization, and the most recent change initiative that the organization had undergone. The second part collected data on the study's objectives using a 5-point Likert scale where respondents indicated the extent of agreement

with statements regarding each of the three change management strategies which were the independent variables and employee engagement which was the dependent variable.

### 3.7 Data Analysis

After data collection, the analysis phase comprised sorting, summarizing, and recording the data collected in an analysis tool using Microsoft Excel. The data collected was first screened and cleaned to omit any errors or outliers. This was then exported to analysis software SPSS (Statistical Package for Social Scientists) for further cleaning and analysis.

The research applied both descriptive and inferential statistics methods to analyze the data collected. The descriptive analysis involved a combination of methods such as frequencies, percentages, average scores and standard deviation. The inferential statistics were carried out by means of correlation and a regression model.

Correlation was used to analyze the data because the study sought to establish: if there was a relationship between the independent variables which were the change management strategies and the dependent variable which was employee engagement and the strength and direction of the relationship if present. Regression analysis was also used as the study sought to ascertain the magnitude of the link between the independent and dependent variables as well as the total impact of all the independent factors on the dependent variable (Cooper & Schindler, 2010).

The regression analysis was carried out with a hypothesized model as follows:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \epsilon,$$

Where;

Y = Employee Engagement

$\beta_0$  = Intercept

$x_1$  = Communication

$x_2$  = Employee involvement

$x_3$  = Training and Coaching

$\beta_1$ ,  $\beta_2$ , and  $\beta_3$  are the coefficients of regression

$\epsilon$  = the error term

## 3.8 Research Quality

### 3.8.1 Validity

According to Saunders et al. (2019) validity is the capability of the research tool in being able to measure the variables of the study. In this study, construct validity was accomplished through partitioning the research instrument which was the questionnaire according to the conceptual framework which addressed the study's objectives. Content validity was accomplished through linking the questions in the research instrument to the research objectives (Saunders et al., 2019).

The questionnaire was pilot tested before being officially administered to the sample. The pilot was carried out in 3 companies which is the number equivalent to approximately 10% of the respondents. The companies were all multinational companies but in the durable goods sector as opposed to the fast-moving consumer goods industry, which make up the unit of analysis of the study. Data from the pilot test was used in testing the reliability of the research tool and assessed if there was a need to further refine the questionnaire.

### 3.8.2 Reliability

An instrument's capacity to generate reliable and consistent readings is referred to as reliability. As such, it serves as a gauge of the internal consistency of an instrument. Zikmund et al. (2010) state that a measure is only considered trustworthy if many efforts to measure the same object provide identical findings. The most often used method for estimating the reliability of a multiple-item scale is the Cronbach's alpha coefficient, which goes from 0 to one, indicating no consistency to perfect consistency, respectively. Reliability of this instrument was evaluated through Cronbach Alpha which measures the internal consistency.

**Table 3.2: Test of Reliability**

<i>Variable</i>	<i>Items</i>	<i>Cronbach's alpha</i>	<i>Comment</i>
Employee engagement	4	0.752	Accepted
Communication	5	0.821	Accepted
Employee involvement	4	0.699	Accepted
Training	5	0.781	Accepted

**Source: Research data (2024)**

The findings indicated that employee engagement had a coefficient of  $\alpha=0.752$ , communication had a coefficient of  $\alpha=0.821$ , employee involvement had a coefficient of  $\alpha=0.699$  and training and coaching had a coefficient of  $\alpha=0.781$ . All variables depicted that the value of Cronbach's Alpha

is above value of 0.7 thus the study was reliable (Castillio et al., 2006). Therefore, the results represented high level of reliability and on this basis, it was assumed that scales used in this study are reliable to capture the variables.

### **3.9 Ethics Considerations**

Before conducting the study, an ethical clearance letter was sought from Strathmore University Business School to give the greenlight for the study. A permit to conduct the research from the National Commission for Science Technology and Innovation (NACOSTI) was also sought.

Before participating in the study, the respondents were presented with a detailed consent form and requested to carefully read it and append their signature. The consent form comprised of two sections; the information sheet which indicated the researcher's name and institutional affiliation and the information sheet which encapsulated various details of the study. The information section indicated key reasons for carrying out the study and informed the respondents that their participation was optional. It also outlined who was eligible to be a respondent, the process of being requested to fill the questionnaire, the risks and benefits of participating in the study, information access and storage and who to contact if the respondent had any questions. The researcher also presented an introduction letter from Strathmore University Business School to the study's participants reassuring them that the study was anonymous, confidential and only for academic purposes.

To uphold anonymity, the respondent's name and organization was not indicated in the questionnaire and hence did not appear in the data collected. The findings from the respondents were aggregated to guard their discretion and confidentiality and are only to be used for the academic process. The information collected was stored in a password-protected Microsoft Excel database and new entries into the Microsoft Forms questionnaire were locked after data collection.

### **3.10 Chapter Summary**

The research philosophy and design that was applied in this research has been discussed. The target population and data collection methods have been highlighted. The target population, the sampling size and technique that were used to collect the data, analysis methods, and the research quality have also been discussed. Lastly, the chapter addresses ethical considerations for the study.

## CHAPTER FOUR PRESENTATION OF RESEARCH FINDINGS AND DATA ANALYSIS

### 4.1 Introduction

This chapter describes the actual findings derived from the questionnaires and links them to the objectives of the study. It presents data analysis, presentation and interpretation of the study findings in line with the objectives. The study results are presented in tables and diagrams.

#### 4.1.1 Response Rate

The study had targeted a sample of 50 respondents from multi-national firms operating in Kenya. Of the 50 questionnaires distributed, only 37 respondents responded by accepting to take part in the study and submitted their responses. This represents a response rate of 74% as shown on Table 4.1. This agrees with Babbie (2004) who asserted that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. Based on this assertion, therefore, 74% response rate is adequate for this study. All the respondents were senior managers in each of their respective firms.

**Table 4.1: Response Rate**

Response	Frequency	Percent
Returned	37	74%
Unreturned	13	26%
Total	50	100%

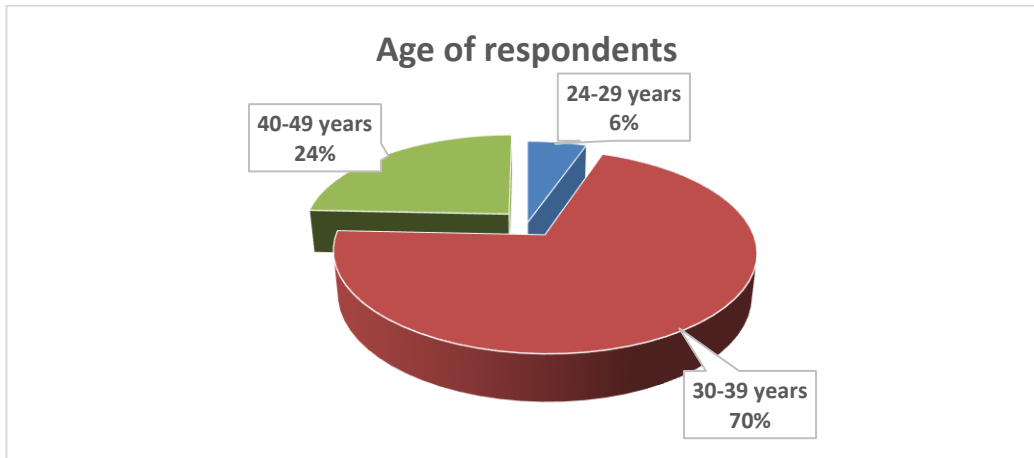
**Source: Research data (2024)**

### 4.2 Demographic Information

#### 4.2.1 Age

The selected personnel in each of the companies were asked to estimate the average ages for all the employees working in their companies. Figure 4.1 below was utilized to illustrate the age distribution of the employees in multi-national firms operating in Kenya.

**Figure 4.1: Age of respondents**



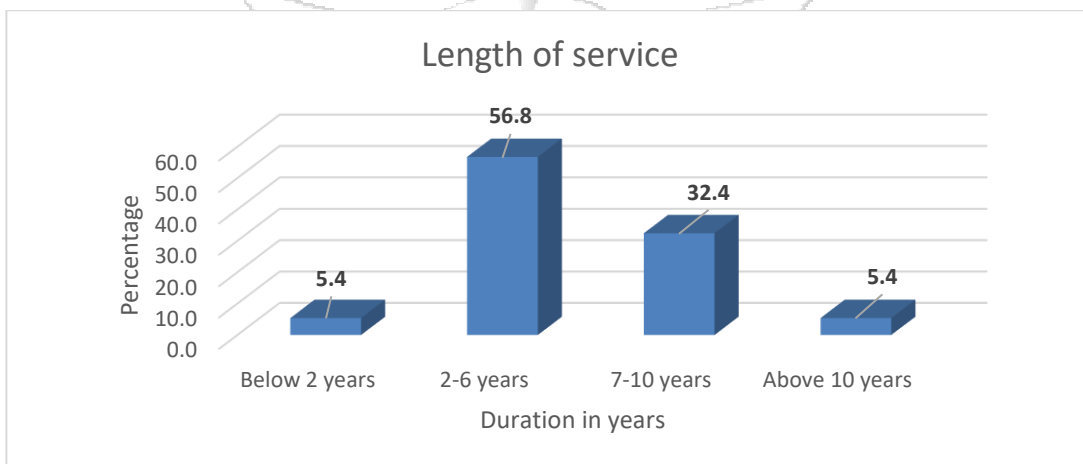
**Source: Research data (2024)**

From the findings, a majority, 70%, of the employees in the surveyed multinational companies were aged between 30 to 39 years, 24% were aged between 40 to 49 years, and 6% between 24 to 29 years.

#### **4.2.2 Length of Service**

The research sought to understand the length of services of the employees so as to assess the respondents' knowledge on the dynamics in the sector.

**Figure 4.2: Employees' length of service**



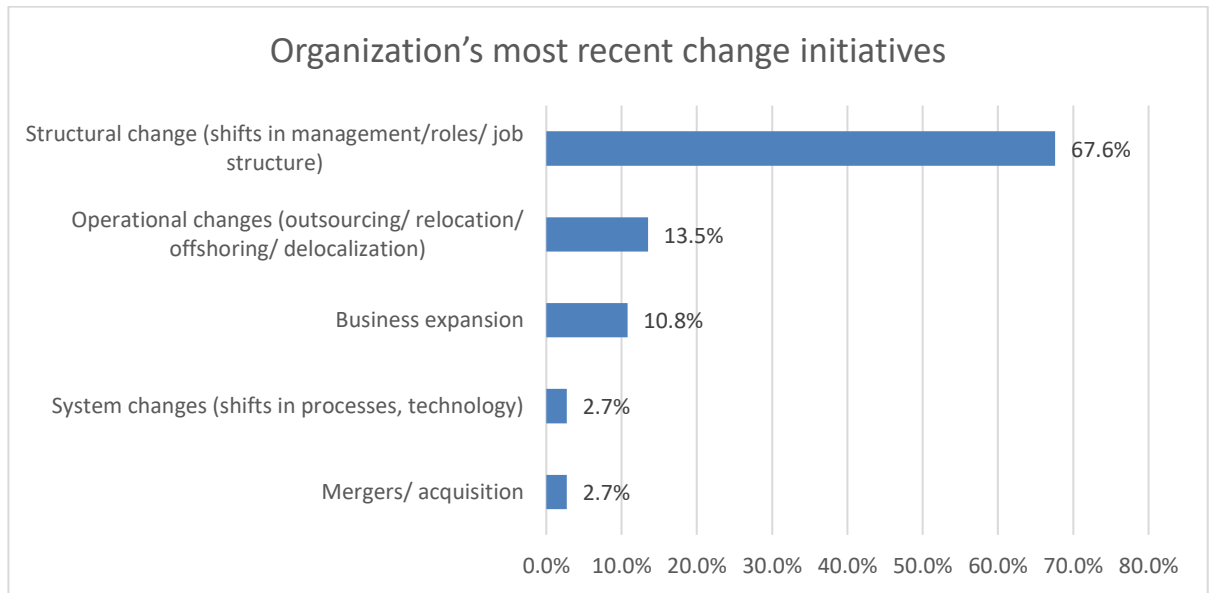
**Source: Research data (2024)**

The findings showed that 56.8% of the employees had worked for two to six years, 32.4% for seven to ten years, 5.4% for less than two years, and another 5.4% for more than ten years combined.

### 4.2.3 Organizational Changes

Organizations undergo various change management strategies in order to maximize their performance. These changes come in different forms such as expansion, structural, operational or system changes. The study sought to establish the recent changes that had been implemented within the multinational corporations in Kenya. In this regard, the respondents were asked to state the most recent change initiatives that their organizations had undertaken. The results were as shown in Figure 4.3 below.

**Figure 4.3: Organization’s most recent change initiatives**



**Source: Research data (2024)**

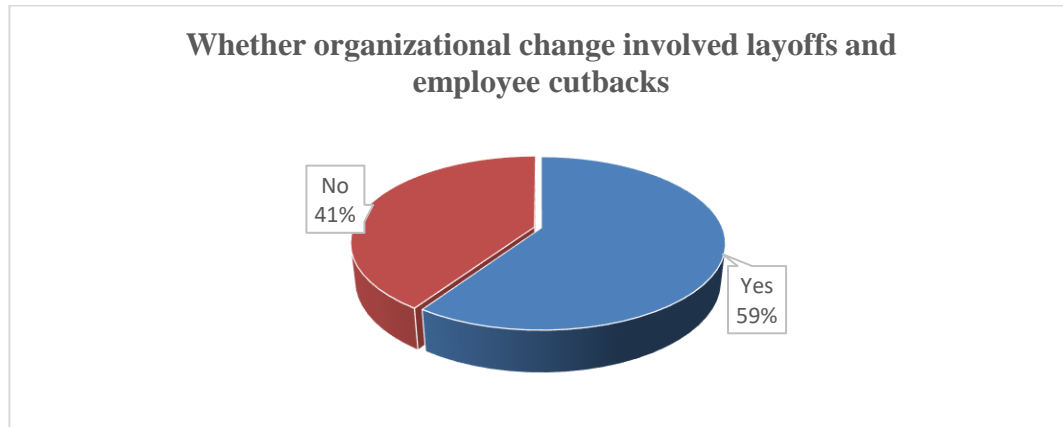
From the results, 67.6% of the participants stated that structural changes had occurred, encompassing changes in roles, job structure, and management. Additionally, 13.5% of respondents stated that recent changes involved delocalization, outsourcing, relocation, and offshoring in their operations, while 10.8% indicated changes related to corporate expansion. Further, 2.7% of the participants said that their firms' most recent change initiatives were mergers and acquisitions, system modifications, and others.

### 4.2.4 Effects of the Changes

Changes implemented within an organization have various effects especially to the employees. For example, while effecting change, some organizations lay off some of their employees, some restructure employee salaries, some will demote the employees, among other effects. This study,

therefore, sought to understand whether the organizational change initiatives had effects such as layoffs or employee cutbacks. The results are illustrated in Figure 4.4 below.

**Figure 4.4: Whether organizational change involved layoffs and employee cutbacks**



**Source: Research data (2024)**

According to the findings, majority of the respondents (59%) reported that staff layoffs and cutbacks were a part of the organizational changes in their organizations, whereas 41% informed the study that changes in their organizations did not involve layoffs or cutoff of employees. Most of the organizations decided to retain their employees to have more hands on the job to increase productivity and thereby performance of the organization. Retaining of employees has been found to boost their morale thus more productivity.

### **4.3 Descriptive Results**

This section presents the study findings based on the objectives.

#### **4.3.1 Internal Communication**

The first objective of the study sought to evaluate the influence of internal communication on employee engagement. The respondents were asked to give their levels of agreement with various statements used to measure the aspect of internal communication within an organization and its influence on employee engagement. The rating used a likert scale of 1-5, where 1 represented strongly disagree and 5 represented strongly agree. The results were as shown in Table 4.2 below.

**Table 4.2: Level of agreement with statements regarding internal communication**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mode	Mean	Std. Deviation
The company's vision and goals are clearly communicated to all employees.	n	0	0	5	17	15	4.0	4.27	0.693
	%	0.0	0.0	13.5	45.9	40.5			
The leadership team takes time to explain to the employees how their work fits into the company's mission and vision.	n	0	1	8	18	10	4.0	4.00	.782
	%	0.0	2.7	21.6	48.6	27.0			
The leadership team consistently provides their teams with updates on any changes within the company and their benefits.	n	0	1	3	24	9	4.0	4.11	0.658
	%	0.0	2.7	8.1	64.9	24.3			
The leadership team prioritizes inspirational communication as part of our change management efforts.	n	1	3	10	16	7	4.0	3.68	.973
	%	2.7	8.1	27.0	43.2	18.9			
The company's communication strategies emphasize two-way dialogue to ensure employee concerns and suggestions are addressed during change.	n	1	10	6	15	5	4.0	3.35	1.111
	%	2.7	27.0	16.2	40.5	13.5			
Overall							4.0	3.88	

**Source: Research data (2024)**

The respondents were asked about their opinion on the aspects of internal communication on employee engagement. From the results in the table above, 40.5% strongly agreed that the

company's vision and goals are clearly communicated to all employees, 45.9% agreed to this, 13.5% were neutral, while none strongly disagreed or agreed. When asked if the leadership team explains to the employees how their work relates to the goals and mission of the firm, 27% strongly agreed, 48.6% agreed to this, 21.6% expressed neutrality, 2.7% disagreed while none strongly disagreed. In response to the question of whether the leadership team regularly updated their teams on company developments and benefits, 24.3% of respondents highly agreed, 64.9% agreed, 2.7% had no opinion, 8.1% disagreed, and none severely disagreed. In addition, when asked if the leadership team promotes inspirational communication as a component of their change management initiatives, 18.9% strongly agreed, 43.2% agreed, 27.0% disagreed, 8.1% agreed, and 2.7% strongly agreed. In order to make sure that employee concerns and suggestions are taken into consideration throughout change, the participants were also asked to share their thoughts on whether or not the company prioritizes two-way discussion in its communication tactics. 53.5% of participants said they typically agreed, 16.2% said they were impartial, and 29.7% said they generally disagreed.

#### 4.3.2 Employee Involvement

The second objective of the study sought to establish the influence of employee involvement on employee engagement. The respondents were asked to give their levels of agreement with various statements used to measure the aspect of employee involvement within an organization and its influence on employee engagement. The rating used a likert scale of 1-5, where 1 represented strongly disagree and 5 represented strongly agree. The results were as shown in Table 4.3 below.

**Table 4.3: Level of agreement with statements regarding employee involvement**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mode	Mean	Std. Deviation
To increase employees' commitment to change, my organization invites them to be part of the implementation process of the organizational changes.	n	3	7	11	9	7	3.0	3.27	1.217
	%	8.1	18.9	29.7	24.3	18.9			

Change champions are appointed during organizational change to promote the change to their colleagues.	n	4	6	5	16	6	4.0	3.38	1.255
	%	10.8	16.2	13.5	43.2	16.2			
The leadership challenges employees to provide innovative solutions to problems during the change process.	n	2	6	8	14	7	4.0	3.49	1.146
	%	5.4	16.2	21.6	37.8	18.9			
The organization implements employee suggestions or solutions to problems during the change process.	n	3	9	12	10	3	3.0	3.03	1.093
	%	8.1	24.3	32.4	27.0	8.1			
Overall							4.0	3.29	

**Source: Research data (2024)**

When asked how much they agreed with their organization's invitation to participate in the process of implementing organizational changes to strengthen employees' commitment to change, 43.2% of respondents said they were generally in favor of this, while 27% disagreed. Further, on whether change champions are chosen during organizational change in order to encourage their peers to adopt the change, 59.4% of respondents said they did, while 27% disagreed. Moreover, of the participants surveyed, 56.7% felt that leadership encourages staff members to come up with creative solutions to difficulties during the transformation process, while 21.6% expressed a contrary opinion. Regarding the application of employee suggestions to the company, 35.1% of respondents agreed that the company uses employee recommendations or fixes for issues that arise throughout the process of change, while 32.4% had a different opinion.

#### **4.3.3 Training and Coaching**

The third objective of the study sought to establish the influence of training and coaching on employee engagement. The respondents were asked to give their levels of agreement with various statements used to measure the aspect of training and coaching within an organization and its influence on employee engagement. The rating used a likert scale of 1-5, where 1 represented strongly disagree and 5 represented strongly agree. The results were as shown in Table 4.4 below.

**Table 4.4: Level of agreement with statements regarding training and coaching**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mode	Mean	Std. Deviation
Monthly check-ins or ‘one-on-ones’ with subordinates are part of people managers’ key performance indicators (KPIs).	n	2	3	3	14	15	5.0	4.00	1.155
	%	5.4	8.1	8.1	37.8	40.5			
Training or development plans are among the topics people managers are required to discuss with their subordinates during their ‘one-on-ones’.	n	1	1	8	11	16	5.0	4.08	1.010
	%	2.7	2.7	21.6	29.7	43.2			
When planning for organizational change, there is a budget allocation for the training and development of associates during the change process.	n	3	4	7	17	6	4.0	3.51	1.146
	%	8.1	10.8	18.9	45.9	16.2			
There are training programs in our organization that help employees adapt to organizational changes.	n	3	3	7	14	10	4.0	3.68	1.203
	%	8.1	8.1	18.9	37.8	27.0			
The content in the training and development programs aligns with the organization’s	n	2	2	6	12	15	5.0	3.97	1.142
	%	5.4	5.4	16.2	32.4	40.5			

overall goals and objectives for change.								
Overall							5.0	3.85

**Source: Research data (2024)**

According to the data, while 13.5% disagreed, the majority of 78.3% agreed that people managers' key performance metrics should include monthly check-ins with subordinates. 72.9% of respondents agreed, while 5.4% disagreed, when asked whether they thought that one of the things people managers discussed with their subordinates during check-ins was training or development plans. In addition, 62.1% of respondents agreed that funding is set aside for associate training and development during the change process when organizing an organizational transformation, whilst 18.9% disagreed. Additionally, 64.8% of respondents agreed that the company offers training programs to assist staff in adjusting to organizational changes, while 16.2% disagreed. Of all the study participants, 10.8% disagreed with the 72.9% who felt that the training and development programs' content matched the organization's overarching aims and objectives for change.

#### 4.3.4 Employee Engagement

The participants were requested to state their level of agreement to the statements on parameters of measuring employee engagement.

**Table 4.5: Level of agreement with statements regarding employee engagement**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mode	Mean	Std. Deviation
Absenteeism and turnover rates are generally low in this organization.	n	2	3	10	17	5	4.0	3.54	1.01
	%	5.4	8.1	27.0	45.9	13.5			
Our organization has successfully maintained productivity levels during periods of change.	n	0	7	8	17	5	4.0	3.54	.960
	%	0.0	18.9	21.6	45.9	13.5			

I am confident that employee morale has been maintained or improved amid organizational changes.	n	1	8	11	13	4	4.0	3.30	1.02
	%	2.7	21.6	29.7	35.1	10.8			
There is a general sense of trust among employees in the organization's decision-making.	n	0	10	9	16	2	4.0	3.27	.932
	%	0.0	27.0	24.3	43.2	5.4			
Overall							4.0	3.41	

**Source: Research data (2024)**

Of the study respondents, 13.5% disagreed and 59.4% largely agreed that absenteeism and turnover rates were normally low in their company. When asked if their company had been able to sustain productivity levels during times of change, 59.4% of respondents agreed, with 18.9% disagreeing. Furthermore, while 24.3% of respondents disagreed, 45.9% of respondents said they were certain that staff morale had been maintained despite organizational changes. In terms of the sense of trust among employees, 27% of respondents disagreed, while 48.6% of respondents agreed that employees have sense of trust in the decision-making process of the business.

#### **4.4 Inferential Analysis**

##### **4.4.1 Factor analysis**

Factor analysis was done to find elements that might not be important to the research before diagnostic testing was carried out. Factor analysis was utilized to find and eliminate hidden constructs or variable items that did not match the study's objectives and would not be obvious from direct analysis. According to Gorsuch (2014) and Brown and Moore (2012), it also serves as a measure of the substantive relevance of a particular variable to the factor. Eigenvalues and communalities were utilized to demonstrate the significant significance of variable components. Principal component analysis was used in this work to extract the eigenvalues for every variable. For additional analysis, the components with eigenvalues of 1 and above were employed. To create a composite variable for regression analysis, these were concatenated.

The study employed principal component analysis (PCA) to extract factor scores that were used for regression and factor analysis for dimension reduction in order to test its hypothesis. The study discovered that using PCA or calculating a composite score using all indicators measuring

comparable constructs produced findings that were comparable, leading it to choose PCA. It was discovered that the factor scores produced by PCA satisfied every requirement of classical linear regression, including homoscedasticity, non-autocorrelation, and lack of multicollinearity. Likewise, these presumptions were also fulfilled by composite scores.

#### 4.4.2 Diagnostic tests

Before executing a regression model, pre- and post-estimation testing were carried out. In this instance, the validity, reliability, and multicollinearity tests were performed as pre-estimation tests, while the normalcy, heteroskedasticity, and autocorrelation tests were performed as post-estimation tests. This was done in order to evaluate the data's quality.

##### 4.4.2.1 Normality test

The normality test is essential to statistics, particularly when using parametric tests like regression analysis and correlation. In order to ascertain if the data in this study is well-modeled and regularly distributed, normality tests were conducted (Gujarati, 2003). The Kolmogorov-Simonov normality test was used in the study. If the test results show a figure of less than 0.05, it indicates that the data is not normally distributed. In order to determine whether or not our data is not normally distributed, we may use the Kolmogorov and Shapiro-Wilk tests.

*H<sub>0</sub>: The data is not normally distributed*

*H<sub>1</sub>: The data is normally distributed or not from a normal distribution.*

**Table 4.6: Normality tests**

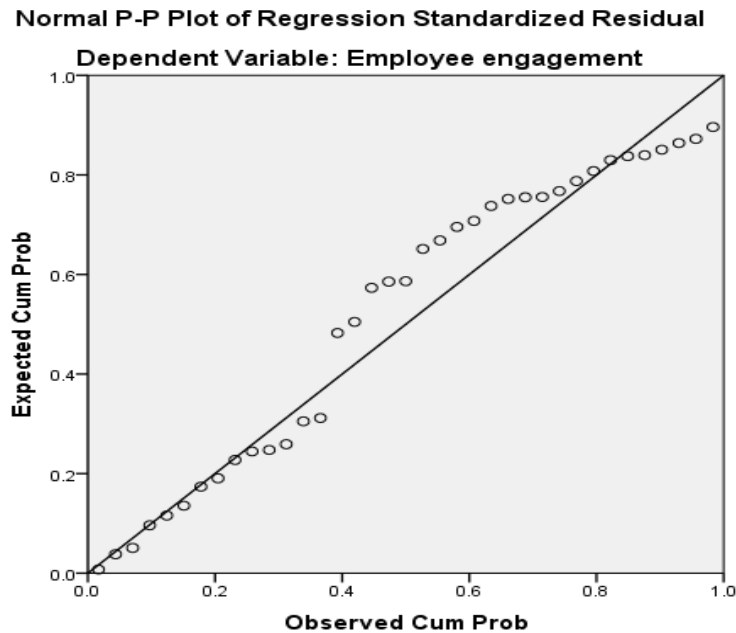
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance	.235	33	0.267	.633	33	0.134

a. Lilliefors Significance Correction

**Source: Research data (2024)**

As seen from the output, both the Kolmogorov-Simonov and Shapiro-Wilk tests resulted in a p-value of more than the alpha value of 0.05. We can infer that the response variable is normally distributed because both of the aforementioned tests passed the normality threshold.

#### 4.4.2.2 Linearity



Source: Research data (2024)

#### 4.4.2.3 Autocorrelation

To ascertain if the residuals are serially linked or not, the Durbin-Watson test for autocorrelation was used. With a value between 0 and 4, the Durbin Watson test provides a test statistic: 2 indicates no autocorrelation, 0 to <2 indicates a positive autocorrelation, and >2 indicates a negative autocorrelation. Test statistic levels in the 1.5 to 2.5 range are deemed to be reasonably typical, according to the decision rule. Values outside of this range may warrant further investigation (Field, 2013). The Durbin-Watson test findings for the autocorrelation value of 1.846 demonstrate that there was no autocorrelation between the variables.

#### 4.4.2.4 Multi-Collinearity Test

According to William et al. (2019), multi-collinearity is the existence of correlations between the predictor variables. A multicollinearity problem is defined as any scenario in which there is a high degree of connection between independent variables, leading to substantial standard errors of the coefficients associated with the affected variables. Standard errors and confidence intervals are inflated by multi-collinearity, which results in estimations of the coefficients for individual predictors that are unstable (Belsley et al., 2005). The Varikothariance Inflation Factor (VIF) was utilized in this investigation to assess multicollinearity. The VIF for each independent and

dependent variable less than three ( $VIF < 3$ ) shows no multicollinearity, whereas a VIF of more than ten ( $VIF \geq 10$ ) indicates a multicollinearity issue. This was determined using SPSS.

Since the V.I.F. statistics between all of the independent variables and the dependent variable were between 1 and 5, the results showed that there was no multicollinearity between the independent variables and the dependent variable. Table 4.7 indicates the summary.

**Table 4.7: Multicollinearity test**

Model	Collinearity Statistics	
	Tolerance	VIF
1 Communication	.625	1.601
Employee involvement	.428	2.338
Training	.590	1.696

a. Dependent Variable: Employee engagement

**Source: Research data (2024)**

#### 4.4.2.5 Heteroscedasticity

Heteroscedasticity may arise because the research's data represents a cross-section of businesses, which presents questions. The error term is assumed by the Classical Linear Regression Model (CLRM) to be homoscedastic, or to have constant variance. Heteroscedasticity in the data is present if the error variance is not constant. We will utilize the Breusch-Pagan/Koenker test to check for heteroscedasticity. The study's null hypothesis is that the error variance exhibits homoscedasticity. A Feasible Generalized Least Squares (FGLS) model would be run to account for heteroscedasticity in the data if the null hypothesis is rejected and it is determined that heteroscedasticity exists in the data.

Breusch-Pagan and Koenker test

Breusch-Pagan and Koenker test statistics and significance-values

	Lagrange multiplier (LM)	Sig
BP	1.753	.473
Koenker	1.167	.206

Null hypothesis: heteroskedasticity not present (homoskedasticity).

If sig-value less than 0.05, reject the null hypothesis.

Therefore, we do not reject the null hypothesis and conclude that there is presence of homoskedasticity in the data.

#### 4.4.3 Correlation analysis

The direction and degree of the association between the dependent variable and the independent variable(s) were also ascertained by correlation analysis. The degree and direction of the correlations between the dependent and independent variables were ascertained using the Pearson correlation coefficient in this instance. The correlation coefficient (R) values are supposed to be between -1 and +1. According to Kothari (2013), a correlation coefficient of +1 indicates that two variables are perfectly correlated in a positive linear sense, meaning that both variables increase together, while a correlation coefficient of -1 indicates that two variables are perfectly correlated in a negative linear sense, meaning that one variable increases as the other decreases. A value of 0 implies that there is no relationship between the two variables. The Pearson Correlation Coefficient was calculated to display the link between the variables, and Table 4.8 presents the findings.

**Table 4.8: Correlation analysis**

		Employee engagement	Communication	Employee involvement	Training
Employee engagement	Pearson Correlation Sig. (2-tailed) N	1 37			
Communication	Pearson Correlation Sig. (2-tailed) N	.435** .007 37	1 37		
Employee involvement	Pearson Correlation Sig. (2-tailed) N	.693** .000 37	.612** .000 37	1 37	

Training	Pearson Correlation	.581**	.372*	.640**	1
	Sig. (2-tailed)	.000	.024	.000	
	N	37	37	37	37

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

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Research data (2024)**

As evidenced by the results in Table 4.8, there was a strong positive and significant relationship between employee involvement and their engagement ( $r = 0.693$ ,  $n=37$ ;  $p < 0.001$ ). This implies that an increase in employee involvement would increase their engagement and a decrease in employee involvement would also lead to a decrease their perception of engagement. The results further revealed that there was a moderate, positive and a significant association between training and employee engagement ( $r = 0.581$ ,  $n=37$ ,  $p < 0.001$ ). Similarly, the results revealed that there was a moderately positive and a significant correlation between communication and employee engagement ( $r = 0.435$ ,  $n=37$ ,  $p < 0.001$ ). This implies that communication and employee engagement change in the same direction.

**4.4.4 Regression analysis**

When there is a linear relationship between the independent variable and the dependent variable, regression analysis is used to determine how well the independent variable(s) can predict a result in the dependent variable. According to Cooper and Schindler (2010), regression analysis may also be used to ascertain the magnitude of the link between the independent and dependent variables as well as the total impact of all the independent factors on the dependent variable. The F-test was used to assess the significance of the overall model and define the relationship between the dependent and independent variables, while the coefficient of determination (R-square) was utilized to quantify the change in the dependent variable explained by the change in the independent variable or variables.

The degree to which the model adequately describes the fluctuations in the dependent variable is referred to as its goodness of fit (Gujarati, 2012). It assesses the model's suitability, validity, and reliability for use in making predictions. In this study, the quality, reliability, and validity of the various models were assessed using the R squared, Standard error of estimate (S.E.), and F-test statistic, in that order. In this study, the model's validity was further assessed using the F-test, and the model's goodness of fit was gauged using R squared. After that, the nature of the link between the dependent and independent variables was explained using the summary of the regression coefficient.

#### 4.4.4.1 Simple linear regression

Each independent variable was regressed against the dependent variable to determine the influence of individual predictors on the response variable. The results for each of the models were as follows.

##### a) The effect of communication on employee engagement

The first model sought to determine the influence of communication on employee engagement. According to the results in Table 4.9 below, there is a moderate effect between the two variables. Internal communication was found to account for only 16.6% of the total variation in employee engagement while the rest of the variation would be accounted for by other factors not included in the model.

**Table 4.9: Regression results for communication vs employee engagement**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.435 <sup>a</sup>	.190	.166	.91301202		
a. Predictors: (Constant), Communication						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.824	1	6.824	8.187	.007 <sup>b</sup>
	Residual	29.176	35	.834		
	Total	36.000	36			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Communication						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.251E-16	.150		.000	1.000
	Communication	.308	.108	.435	2.861	.007
a. Dependent Variable: Employee engagement						

**Source: Research data (2024)**

In addition, communication was found to be a good predictor of employee engagement. This was informed by the significant value of the coefficient of F implying that the Beta value of the

predictor variable is significantly different from zero. Moreover, the results showed that a unit increase in communication would increase employee engagement by 0.308 points and vice versa.

**b) The effect of employee involvement on employee engagement**

The second model sought to determine the influence of employee involvement on employee engagement. According to the results in Table 4.10 below, employee involvement had significant effects on employee engagement. Employee involvement was found to account for 46.5% of the total variation in employee engagement while the rest of the variation would be accounted for by other factors not included in the model.

**Table 4.10: Regression results for employee involvement vs employee engagement**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.693 <sup>a</sup>	.480	.465	.73148378		
a. Predictors: (Constant), Employee involvement						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.273	1	17.273	32.281	.000 <sup>b</sup>
	Residual	18.727	35	.535		
	Total	36.000	36			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Employee involvement						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	1.821E-16	.120		.000	1.000
	Employee involvement	.693	.122	.693	5.682	.000
a. Dependent Variable: Employee engagement						

**Source: Research data (2024)**

In addition, the ANOVA results showed that employee involvement was a good predictor of employee engagement. This was informed by the significant value of the coefficient of F implying that the Beta value of the predictor variable is significantly different from zero. Moreover, the

regression results showed that a unit increase in employee involvement would significantly increase employee engagement by 0.693 points and vice versa.

**c) The effect of training on employee engagement**

The third model sought to determine the influence of training on employee engagement. According to the results in Table 4.11 below, there is a moderate effect between the two variables. Training and coaching were found to account for 31.9% of the total variation in employee engagement while the rest of the variation would be accounted for by other factors not included in the model.

**Table 4.11: Regression results for training vs employee engagement**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.581 <sup>a</sup>	.338	.319	.82517011		
a. Predictors: (Constant), Training						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.168	1	12.168	17.871	.000 <sup>b</sup>
	Residual	23.832	35	.681		
	Total	36.000	36			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Training						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	1.211E-16	.136		.000	1.000
	Training	.411	.097	.581	4.227	.000
a. Dependent Variable: Employee engagement						

**Source: Research data (2024)**

The analysis of variance (ANOVA) results showed that training was a good predictor of employee engagement. This was informed by the significant value of the coefficient of F implying that the Beta value of the predictor variable is significantly different from zero. In addition, the regression

results showed that a unit increase in training and coaching would significantly increase employee engagement by 0.411 points and vice versa.

#### 4.4.4.2 Joint effects model

Multiple linear regression was carried out to determine the joint effects of all three independent variables on the dependent variable. The following were the results.

**Table 4.12: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 <sup>a</sup>	.512	.468	.72928625

a. Predictors: (Constant), Training, Communication, Employee involvement

b. Dependent Variable: Employee engagement

**Source: Research data (2024)**

After adjustments, the established R-square value of 0.512 was reduced to 0.468. Since the adjusted R squared is used to compare regression models with the same dependent variable but different numbers of independent variables, it is a superior metric in this situation. This indicates that 46.8% of the variance in employee engagement can be described by the independent variables (communication, employee participation, and training), with the remaining variables being explained by factors not included in this model. According to Hedges et al (2010) and Brooks (2019), the standard estimate of the dependent variable's divergence from the regression line is the standard error of estimate. The estimate's fit to the real data is better the smaller it is.

**Table 4.13: Analysis of Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.449	3	6.150	11.562	.000 <sup>b</sup>
	Residual	17.551	33	.532		
	Total	36.000	36			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Training, Communication, Employee involvement

**Source: Research data (2024)**

Analysis of Variance (ANOVA) was used to test the overall significance of the regression model. The null hypothesis for this test is that the independent variables do not have explanatory power ( $\beta_1 = \beta_2 = \beta_3 = 0$ ). The p-Value of 0.001 means that the R squared is significantly greater than zero thereby our predictors are able to account for a significant amount of variance in employee engagement. With a significant p-value, we reject the null hypothesis and adopt the alternative hypothesis and conclude that the predictors have explanatory power ( $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ ). Therefore, the regression model is significant ( $F_{(3, 36)} = 11.562, p < 0.001; R^2 = 0.512$ ).

**Table 4.14: Regression coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.666E-16	.120		.000	1.000	-.244	.244
	Communication	.018	.109	.026	.168	.868	-.203	.240
	Employee involvement	.527	.186	.527	2.834	.008	.149	.905
	Training	.166	.112	.235	1.482	.148	-.062	.394

*a. Dependent Variable: Employee engagement*

$$Y = 1.666 \cdot 10^{-16} + 0.018X_1 + 0.527X_2 + 0.166X_3$$

**Source: Research data (2024)**

The results of linear regression showed that employee involvement had significant effects on employee engagement. In this regard, a unit increase in perception about employee involvement would increase employee engagement by 0.527 points when other factors are held constant. In addition, communication and training had positive effects on employee engagement though the effects were not statistically significant at 95% confidence interval.

## 4.5 Chapter Summary

The analysis of data based on the research findings was presented in this chapter and the results interpreted accordingly. The research findings were presented according to the research objectives.

## **CHAPTER FIVE CHAPTER FIVE DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter represents the findings of the research according to the study's objectives, tables the conclusion and provides recommendations based on the outcomes. Lastly, the limitations of the study are presented and future areas for study are proposed.

### **5.2 Discussion of Findings**

This section summarizes the key findings and compares them to past studies. The discussion is organized according to the study's objectives which include the influence of internal communication, employee involvement, training and coaching as change management strategies on employee engagement in multinational companies in Kenya.

#### **5.2.1 Influence of Internal Communication on Employee Engagement in Multinational Companies**

The study sought to determine the influence of internal communication on employee engagement in multinational companies in Kenya as the first objective. The researcher designed statements to evaluate the aspect of internal communication within an organization and its influence on employee engagement under the sub-measures of vision articulation, consistent communication, two-way communication, and inspirational motivation.

According to the results of the research, the majority of the respondents agreed that their institutions employed internal communication as a change management strategy. However, internal communication showed a moderately positive correlation making it the least related change management strategy among those studied, to employee engagement. Furthermore, the results from the linear regression showed that while internal communication positively affected employee engagement, the effects were not of a significant magnitude. These findings are congruent with past studies like those of Othman et al. (2017) and Gustomo et al. (2019) who also found that communication as a change management strategy positively affected employee engagement but differed on the strength of the correlation as the studies found a strong correlation between the two variables. A few studies for instance by Mozammel & Haan (2016) done in the banking sector in Bangladesh deviated from other findings as they found that communication as a transformational leadership style was not significantly correlated to employee engagement.

The research results also reveal that multinational companies place considerable importance on vision articulation and consistently updating teams on the company's direction or changes, as these two parameters had notably higher scores than inspirational motivation and two-way communication. However, Gustomo et al. (2019) propose that inspirational motivation or storytelling should be paramount in the communication efforts of the organization as their study done in the public sector in Indonesia, found that inspirational motivation was one of the most effective ways of improving employee engagement. Whereas vision articulation and consistent communication merely inform employees on the company's direction, inspirational motivation through story-telling aids the employees buy-in to the message hence becoming more engaged with the organization.

### **5.2.2 Influence of Employee Involvement on Employee Engagement in Multinational Companies**

The study sought to determine the influence of employee involvement on employee engagement in multinational companies in Kenya as the second objective. The researcher designed statements to evaluate the aspect of employee involvement within an organization and its influence on employee engagement under the sub-measures of intellectual stimulation, delegation of tasks, and feedback implementation.

According to the results of the research, the majority of the respondents agreed that their institutions employed employee involvement as a change management strategy. Employee involvement showed a strong positive and significant relationship to employee engagement making it the most related change management strategy to employee engagement. Furthermore, the results from the linear regression showed that employee involvement had significant effects on employee engagement. The findings infer that employee involvement should be a fundamental strategy during organizational change as its effects on employee engagement are of a high magnitude. These findings are in congruence with past studies like those of Othman et al. (2017) which also assert that employee involvement has a strong, positive and significant correlation to employee engagement. This is supported by Kotter's Eight-step Change model under 'empowering the workforce for broad-based action' stage. These findings are also supported by the Kurt Lewin's Change Theory that according to Levasseur (2001) and Shirey (2013) links employee participation or involvement under the moving stage to employee engagement. Few studies for instance by Van der Voet and Vermeeren (2017) done in the Dutch public sector deviated from other findings as they found that employee involvement as a change management

strategy was not significantly correlated to employee engagement especially where organizational change resulted in layoffs.

The study also found that despite most multinational firms involving their employees during the change process, feedback implementation and delegation of tasks in the form of change implementation had the lowest scores. It was also revealed that layoffs constituted the organizational change of most multinationals. As past studies have observed, it could often be challenging to invite employees to be part of the change implementation where the change content involves head reduction (Van der Voet & Vermeeren, 2017). However, Othman et al. (2017) stress that change implementation processes that involve employees elicit perceived control which mitigates negative reactions to change and boosts employee engagement. It was also notable from the research findings that intellectual stimulation scores were higher than feedback implementation scores. This could mean that the leadership challenges employees to innovate with solutions but is less keen on implementing them. This could potentially demotivate future innovations in organizations. Therefore, for the employee involvement change management strategy to be effective, intellectual stimulation should be coupled with feedback implementation. 90% of employees in multinational companies have considerable working experience in their organization alone (2-10 years) and hence would have valid suggestions that could potentially be implemented.

### **5.2.3 Influence of Training and Coaching on Employee Engagement in Multinational Companies**

The study sought to determine the influence of training and coaching on employee engagement in multinational companies in Kenya as the third objective. The researcher designed statements to evaluate the aspect of organizational training and coaching and its influence on employee engagement under the sub-measures of training budget allocation, one-on-one manager conversations and alignment of training content with change initiatives.

According to the research results, most of the respondents agreed that their institutions employed training and coaching as a change management strategy. However, training and coaching showed a moderately positive correlation to employee engagement. Furthermore, the results from the linear regression showed that while training and coaching positively affected employee engagement, the effects were not of a significant magnitude. These results are congruent with past studies like those of Raja (2012) and Memon et al. (2016) who also assert that training and coaching as a change management strategy positively affected employee engagement but differ on the strength of the correlation as they found the two variables to have a strong correlation. Few

studies for instance by Van der Voet and Vermeeren (2017) done in the Dutch public sector deviated from other findings as they found that training and coaching as a change management strategy was not significantly correlated to employee engagement especially where organizational change involved layoffs.

The study also demonstrated that multinational companies place considerable importance on monthly one-on-one manager conversations as this parameter had the highest scores. Discussions on training, performance feedback, and coaching on development plans are held between the manager and subordinate. In a study done on Pakistani service sector firms, Raja (2012) asserted that individualized consideration which involves managers giving one-on-one attention was the most effective aspect of change leadership. According to Buckley (2016), most multinational companies have a global standard for the training and development of their associates requiring them to have manager conversations and track the progress of their training and development courses offered via company intranet. This demonstrates why the training and coaching of associates amid change had high scores in this study.

#### **5.2.4 Employee Engagement in Multinational Companies**

The research further sought to examine employee engagement in multinational companies in Kenya. The researcher designed statements to evaluate the aspect of employee engagement under the sub-measures of employee turnover, productivity, enthusiasm, and trust. The results of the study indicate that during organizational change, employee engagement is dependent on internal communication, employee involvement, training, and coaching. The study demonstrated that the employees of most multinational firms were highly engaged, with productivity amid change and low employee absenteeism and turnover exhibiting the highest scores. Despite overall high employee engagement scores, it was also notable that most respondents were uncertain regarding enthusiasm and trust in the leadership team. There is moderated trust between employees and their leadership as the study found that the leadership generally did not feel confident implementing employee-suggested solutions to problems.

### **5.3 Conclusions**

The main objective of the research was to establish the influence of internal communication, employee involvement, training and coaching change management strategies on employee engagement in multinational companies in Kenya. Evidently, the influence of change management strategies on employee engagement bears different magnitudes depending on the industry or sector. Of the change management strategies studied in this research, employee involvement was

found to have the most significant and positive influence on employee engagement in multinational companies. Internal communication, training and coaching were positively associated with employee engagement but to a moderate magnitude contrary to similar past studies in other sectors such as public and service sectors, where the variables strongly influenced employee engagement.

In the first objective, the study sought to establish the influence of internal communication on employee engagement in multinational companies. The study established that relaying information on the company's direction, in a consistent, timely and inspiring way positively affected employee engagement. Vision articulation and timely communication represent the 'what' which makes up the change content whereas inspirational motivation represents the 'how' which consists of the change process. Evidently, multinational companies place more focus on the change content than the process. A combined focus on both the content and process will have a higher influence on employee engagement as employees gain buy-in.

In the second objective, the study sought to establish the influence of employee involvement on employee engagement in multinational companies. The study established that delegation, intellectually challenging employees to innovate solutions and feedback implementation strongly and positively affected employee engagement making it a fundamental change management strategy. This is supported by Kotter's Eight-step Change model under 'empowering the workforce for broad-based action' stage. This is also supported by Kurt Lewin's Change Theory which according to Levasseur (2001) and Shirey (2013), also links employee participation or involvement under the moving stage to employee engagement. Employees are not only keen on being intellectually challenged but also become more engaged on seeing the implementation of their suggested solutions. However, this can be challenging where the change content involves head reduction. In such situations, the leadership can use alternative ways of employee involvement to ensure engagement is maintained. A combined focus of both intellectual stimulation and feedback implementation will yield better employee engagement.

In the third objective, the study sought to establish the influence of training and coaching on employee engagement in multinational companies. The study established that training budget allocation, one-on-one manager conversations and alignment of training content with change initiatives positively affected employee engagement. One-on-one manager conversations enabled coaching, and accountability of associates on their learning progress, training, and development. Multinational firms are keen on capturing growth and rapidly changing with or ahead of the

dynamic marketplace hence the importance of training efforts to ensure the workforce remains competitive and updated.

#### **5.4 Recommendations**

Drawing on the insights from this research, the following are practical recommendations made to scholars and practitioners such as the human resource leads, executive leadership who are keen on optimizing their change management strategies to boost employee engagement:

Scholars can use the findings from this study to compare and contrast with those from other regions and economies in order to build a more global theory of change management seeing as this research was conducted within the context of a developing market.

The human resource leaders in institutions may use the results of the study to evaluate their present programs put in place to drive employee engagement and establish any facets that would require tweaking to drive higher employee engagement amid change.

The research findings infer that it is vital to foster an environment of trust between employees and their leadership. When leaders trust their workforce, they can delegate tasks easily and act on the feedback provided. When employees trust their leadership and feel trusted, they become more engaged at work due to psychological safety. Trust and openness should be part of the company's culture as they encourage open communication, innovation and collaboration.

Unlike the results of past studies, the present study found that although internal communication, training and coaching positively influenced employee engagement, the effects were not of a strong magnitude. The results showcase a possibility that other variables may mediate the relationship between change management strategies and employee engagement that have not been covered in this study such as reward, recognition and resources.

As much as the findings of this research show a stronger association between employee involvement and employee engagement compared with other change management strategies, the study recommends that the leadership should not downplay the others as a cocktail of the strategies especially both communication and employee involvement has been proven by other studies such as Othman et al. (2017) to have a stronger and more desired significant effect on employee engagement than an isolated approach or strategy. A good example is communicating new targets without the involvement of employees in the target-setting exercise which is likely to reduce their engagement. Employees need to feel valued by having their voices heard and their suggestions taken into consideration as this will enable them be more engaged with their job and employer.

However, the application of change management strategies becomes limited when the change content involves lay-offs as such circumstances may limit the use of employee involvement as a strategy.

### **5.5 Limitations of the Study**

A limitation of this study is it only focused on three change management strategies: internal communication, employee involvement and training and coaching while investigating their influence on employee engagement. There could be other strategies that more strongly influence employee engagement within the context of the study such as recognition, resources and rewards.

This research is perception - based on the top leadership's judgment of engagement in their various organizations and how change management strategies influence it, which introduces bias. Future studies could investigate the variables at different levels of the organization, for instance at subordinate level to allow for a multi-level analysis of the variables. The study also acknowledges that being quantitative and anonymous, was limited in accounting for the experiences of the respondents as the researcher could not probe for further explanations of some responses.

### **5.6 Suggestions for Further Research**

Seeing as the present research only investigated three change management strategies, future researchers can include a wider range of other variables in their study that may affect employee engagement such as recognition and reward systems.

It was evident that the present study could yield different results depending on the industry or context. Seeing as the study was conducted on multinational companies in the consumer goods manufacturing sector, the findings may not apply to other sectors. Future researchers can therefore broaden their scope to cover different sectors.

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## APPENDICES

### Appendix I: Research Questionnaire

The below questionnaire intends to capture data on the influence of change management strategies on employee engagement in multinational companies in the fast-moving consumer goods industry.

#### Confidentiality:

This study is for academic purposes only. All information collected will be treated with confidentiality and the identity of the respondent and institution will remain anonymous.

#### Section A: General Information

1. What is the average age bracket of employees in your organization?
  - 24-29 years
  - 30-39 years
  - 40-49 years
  - 50-60 years
2. What is the average length of service among the current employees in your organization?
  - Below 2 years
  - 2-6 years
  - 7-10 years
  - Above 10 years
3. Which option best describes your organization's most recent change initiative?
  - Structural change (shifts in management/roles/ job structure)
  - Business expansion
  - Mergers/ acquisition
  - Operational changes (outsourcing/ relocation/ offshoring/ delocalization)
  - System changes (shifts in processes, technology)
  - Unplanned change
  - Others
4. Did the organizational change selected above involve layoffs or employee cutbacks?
  - Yes
  - No

## Section B: Change Management Strategies

Please answer the following questions based on your agreement with the statements by marking the appropriate box with a tick (✓); where 1= strongly disagree, 2=disagree, 3= neutral, 4= agree, 5= strongly agree

<b>1. Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a) The company's vision and goals are clearly communicated to all employees.					
b) The leadership team takes time to explain to the employees how their work fits into the company's mission and vision.					
c) The leadership team consistently provides their teams with updates on any changes within the company and their benefits.					
d) The leadership team prioritizes inspirational communication as part of our change management efforts.					
e) The company's communication strategies emphasize two-way dialogue to ensure employee concerns and suggestions are addressed during change.					
<b>2. Employee Involvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a) To increase employees' commitment to change, my organization invites them to be part of the implementation process of the organizational changes.					
b) Change champions are appointed during organizational change to promote the change to their colleagues.					
c) The leadership challenges employees to provide innovative solutions to problems during the change process.					
d) The organization implements employee suggestions or solutions to problems during the change process.					

<b>3. Training and Coaching</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a) Monthly check-ins or 'one-on-ones' with subordinates are part of people managers' key performance indicators (KPIs).					
b) Training or development plans are among the topics people managers are required to discuss with their subordinates during their 'one-on-ones'.					
c) When planning for organizational change, there is a budget allocation for the training and development of associates during the change process.					
d) There are training programs in our organization that help employees adapt to organizational changes.					
e) The content in the training and development programs aligns with the organization's overall goals and objectives for change.					

<b>4. Employee Engagement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a) Absenteeism and turnover rates are generally low in this organization.					
b) Our organization has successfully maintained productivity levels during periods of change.					
c) I am confident that employee morale has been maintained or improved amid organizational changes.					
d) There is a general sense of trust among employees in the organization's decision-making.					

## **Appendix II: List of Multinational FMCG Firms in Kenya**

### **Food and Beverage**

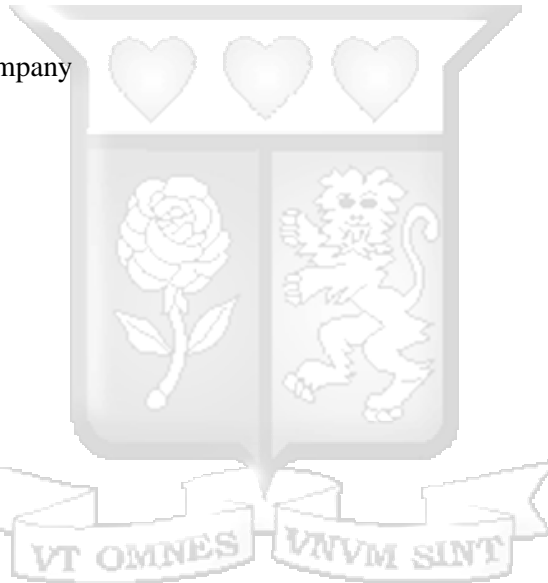
1. Unilever
2. Mondelez
3. Nestle
4. Del Monte
5. PepsiCo
6. Mars
7. The Coca-Cola Company
8. Tetra Pak
9. CORO Foods
10. Upfield

### **Personal Care**

1. Reckitt Benckiser
2. Glaxosmithkline
3. Beiersdorf East Africa Limited
4. Colgate Palmolive
5. Pz Cussons East Africa
6. Henkel Kenya Limited
7. L'Oreal East Africa Limited
8. Godrej

### **Household care**

1. SCJ



2. Procter & Gamble

3. Kimberly - Clark

### **Alcohol & Cigarettes**

1. British American Tobacco (BAT)

2. East African Breweries Limited (Diageo)

3. Pernord Ricard

4. Heineken

**Sources: Kenya Association of Manufacturers (KAM), 2024; Osato, 2020.**



## Appendix III: Ethical Clearance



3<sup>rd</sup> May 2024

Maureen Kinyanjui,  
maureen.wairimu@strathmore.edu

Dear Ms Kinyanjui,

**RE: Influence of Change Management Strategies on Employee Engagement in Multinational Companies in Kenya**

This is to inform you that SU-ISERC has reviewed and **approved** your above **master's** research proposal. Your application reference number is **SU-ISERC2158/24**. The approval period is from **3<sup>rd</sup> May 2024 to 2<sup>nd</sup> May 2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consent, study instruments, and MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days before the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

**Mr Ambrose Rachier,  
Chairperson; SU-ISERC**





## Appendix V: Research Introduction Letter

Ole Sangale Rd, Madaraka Estate,  
P.O Box 59857 00200, Nairobi, Kenya,  
Cell: +254 703 414/6/7, Twitter: @SBSKenya  
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



13<sup>th</sup> May 2024

To Whom It May Concern.

Dear Sir/ Madam.

### **RE: FACILITATION OF RESEARCH – MAUREEN WAIRIMU KINYANJUI**

This is to introduce Maureen Kinyanjui who is a Master of Business Administration student at Strathmore University Business School, admission number MBA/60559/18. As part of our MBA Program, Maureen 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, she would like to request for appropriate data from your organisation.

Maureen is undertaking a research paper on "Influence of Change Management Strategies on Employee Engagement in Multinational 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,

A handwritten signature in blue ink, appearing to read "Alois Njenga".

Alois Njenga.  
Manager – MBA Programs.  
Strathmore University Business School.

Association of African  
Business Schools



Strathmore Business School is a Proud member of



AACSB

## **Appendix VI: Participant Information and Consent Form**

### **INFLUENCE OF CHANGE MANAGEMENT STRATEGIES ON EMPLOYEE ENGAGEMENT IN MULTINATIONAL COMPANIES IN KENYA**

#### **SECTION 1: INFORMATION SHEET**

**Investigator:** Maureen Kinyanjui

**Institutional affiliation:** Strathmore Business School (SBS)

#### **SECTION 2: INFORMATION SHEET–THE STUDY**

##### **2.1 : Why is this study being carried out?**

To understand the influence of change management strategies on employee engagement in multinational companies in Kenya

##### **2.2 : Do I have to take part?**

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on change management strategies utilized in your company. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

##### **2.3 : Who is eligible to take part in this study?**

- The chief executive officer and chief HR (human resources) officer or their equivalents or representatives in multinational companies in the fast-moving consumer goods sector in Kenya.

##### **2.4 : Who is not eligible to take part in this study?**

- Employees who are not the chief executive officer or chief HR (human resources) officer or their equivalents or representatives in multinational companies in the fast-moving consumer goods sector in Kenya.

##### **2.5 : What will taking part in this study involve for me?**

You will be approached by MAUREEN KINYANJUI and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

**2.6 : Are there any risks or dangers in taking part in this study?**

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

**2.7 : Are there any benefits of taking part in this study?**

The information will be used to improve the human resource functions' knowledge on how to sustain employee engagement during moments of organizational change.

**2.8 : What will happen to me if I refuse to take part in this study?**

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

**2.9 : Who will have access to my information during this research?**

All research records will be stored and transcribed into our database but this will be sufficiently encrypted and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept anonymous and confidential. The findings of the research will be shared with your organization through email upon request.

**2.10 : Who can I contact in case I have further questions?**

You can contact me, MAUREEN KINYANJUI, at SBS, or by e-mail [maureen.wairimu@strathmore.edu](mailto:maureen.wairimu@strathmore.edu), or by phone (+254 791882521). You can also contact my supervisor, Prof. Joseph Onyango, at the Strathmore Business School, Nairobi, or by e-mail ([jonyango@strathmore.edu](mailto:jonyango@strathmore.edu)) or by phone (+254 (0) 720 87 97 06)

**If you want to ask someone independent anything about this research please contact:**

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email [ethicsreview@strathmore.edu](mailto:ethicsreview@strathmore.edu) Tel number: +254 703 034418

I \_\_\_\_\_, have had the study explained to me.  
I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

**Participation in the research study**

I AGREE to take part in this research

I DON'T AGREE to take part in this research

**Storage of information on the completed questionnaire**

I AGREE to have my completed questionnaire stored for future data analysis

I DON'T AGREE to have my completed **Date: / /**  
questionnaire stored for future data analysis

**Participant's Signature:**

**Date:** \_\_\_\_\_ **(DD / MM / YEAR)**

**Participant's Name:**

**Time: /**

*(Please print name)*

**HR / MN**

