

Change Management Practices And Performance Of Water Services Providers At Nyahururu Water And Sanitation Company Limited

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Abstract: Most firms are currently appreciating the importance of change management. This has been castrated by competition between firms and the demand for more advanced customer services are some of the challenges facing management today. Change management in today's world has made it clear for top management on the advantages and hence implement it with great concerns. This study will aim at establishing the influence of change management practices on the performance of Nyahuwasco. The objective of the study were: To establish how communication, motivation, delegation of functions and availability of resources influence the performance of Nyahuwasco. This study targeted corporate management team, scheme managers and supervisors of NYAHUWASCO who are assigned tasks related to management. The respondents are expected to provide answers that helped in bringing the outcome of the study. Questionnaires were preferable in collecting data. The questionnaire composed of 2 sections. Section A shall include personal data, while section B had matrix statements since they are easier to complete. In order to interpret the findings of the research objectives, data shall be processed and analyzed by use of descriptive statistics and inferential statistics. Based on the findings the researcher concluded that NYAHUWASCO has elaborate communication channels through which they pass information to the staff members also due to change in technology, there has been little resistance to change in Nyahuwasco. The p-value was 0.023 which was less the 0.05 significant levels. From the findings the research concludes that Nyahuwasco puts its employees into consideration first during change management process with the p-value was 0.016 which was less the 0.05 significant level. This study recommends that organization should have an elaborate communication channels through which they pass information to the staff members. The researcher recommends that employees need to be provided with clear context and what their contribution towards change need to realize positive outcome. Finally the researcher recommends that there should be enough resources toward change management further measures to prevent wastage of resources should be avoided since it hinders performance of the organization. The researcher recommends that further studies should be replicated in other organizations in order to establish whether there is consistency among them on the best change management practices.

I. INTRODUCTION

A. BACKGROUND OF THE STUDY

Practices of change management normally leads to firm performance this results has helped organization in terms of competences and this has increased the organization efficiency. Most organizations are appreciating the importance of change management as it improves the transition period

during implementations. Without the awareness it will be difficult to convince the employees to embrace the changes one intends to have. (Rees, 2006). Organizations need to adopt a business strategy that complements its growth in terms of development if it wishes to have sustainable growth in future.

Academicians and other professionals have been examine Change management practices in order to try and a certain its importance and how to address it. Most firms are competitive as a result of how it adjusts to changes it makes in order to suit

its market demand, (Armstrong 2009). This is where the organisation should engage an interpretation and adaption recommendations by practioner's this will ensure that the change management suggests fits with stipulated business operations this calls for integration of all institutional functions, and it will assist in streamlining the organisations goals (Armstrong , 2009).

A number of studies have been conducted by (Appelbaum, 2000; Huselid, 2005; Wright 2005; Schwlner and Jackson, 2001) this studies majorly focused on change management and they have contributed immensely in ensuring that change management has seen the light of today. Change management has been propagated by strategic management which requires flexibility in terms of change management (Armstrong, 2009). Organisation should consider both internal and external factors when implementing the change management .The study will address the influence of change management and performance of NYAHUWASCO.

Currently the business society has become very competitive and performance, skills, knowledge and experience are essential in competing globally. (Covey, 2004 & Jones et al., 2000). This has posed a threat to organizations as getting the right resources to be able to achieve all this resource is becoming a problem. Most organizations are opting for leaner staff which are able to perform efficiently be utilizing the organizations resources (Cohen, 2008).

The challenges that most organization go through are normally the avenue for addressing them as they devise new methods which are more variable to address them effectively. This has prompted managers to come with new ways of managing change management which guarantees success.

Most organizations are learning to appreciate change management. This experience is increasingly making implantations of change management a success. (Edward & Rees, 2006). This is being achieved through implementing the recommendations of the academicians, consultants and practioners. What normally drive changes in most organizations are competitions from the already established competitors, uncertainty in their operating environment among others. According to Armstrong (2009), change management is driven by external environment operations which are vital as it dictates what happens in the operational activities of the firm. This makes change management a process the requires clear analysis is and understanding in order to be able to implement this can only achieved when organization adhere to the overall organizational goals and objectives. (Armstrong, 2009).

Previous studies have indicated that, (Appelbaum, 2000, Schuler & Jackson, 2001) change management has contributed immensely to development of business economy. This has been addressed by strategic change management which has outlined what the management is expected of in order to a achieve change management (Armstrong, 2009). The economy of Kenya has also been experiencing tough times as there have been challenged with economic fluctuations, fall and rise in dollar currency; increased operational costs which is making it difficult for the organization to operate. This has posed a great challenge to these organizations as they are required to change in order to meet the new challenges that are being poised by the market in which they operate in. Most of

this challenged solely falls in the managers docket and they are required to devise ways of ensuring that threats have been addressed appropriately and that they are able to seize the opportunity that market is presenting and make good use of it. (Bornes, 2009).This puts the organization at a point where they have to remain relevant in terms of competitions in order to be competitive. This suggests that the organizations should be willing and ready adapt to new changes.

Change management usually influences the performance of the organization with regard to the time taken to adjust to the changes proposed. Change management practices bring a bout innovative and effectiveness by the employees as most of the changes are normally proposed to address particular issues such effectiveness of employees. According to Anantharaman (2003), performances are normally maximized as a result of effective change management. As a result of intense competition which most firms normally face it is important that they become competitive by ensuring that adopt change management with less frictions which may hamper its implementations. (Kelliher & Perrett, 2001).

Organizational Performance is measured on how efficient and effective uses the available resources in discharging his duties and ensuring that the customers have been fully satisfied. (Jones & George 2009. Cole, (1997) organizational performance are about by ensuring that the wider organisal goals and objectives have been met as stipulated in the plan, this will be measured in terms of Objective or subjective classification. (Gemez Mejia, Balkin & Cardy, 2008. Employee satisfaction contributes to the productivity and effectiveness of an organization (Sarma, 2010). Performance measurement always employees techniques which addresses the desired results and ensures that they have been achieved (Gemez Mejia, Balkin & Cardy 2008).

B. STATEMENT OF THE PROBLEM

Performance of the firm is enhanced through change management practices which involve the use of accepted techniques that are implemented to ensure organizational change is conducted as planned. Previous studies on change management in the water industry, (Mwanzia, 2011) International Development Organization (Muturi, 2006) and Public Sector (Nyamache, 2003) and the found out that managers have come to agree that change management has should be managed properly if the organization's wishes to achieve the desired results (Mwanzia, 2011) communication should be encouraged so as to avoid mishaps during implementations. To effectively manage the change, the sector has employed the use of systematic change management practices such as enhanced communication, staff motivation, delegation of functions and availing necessary resources. The many changes are likely to influence the perceptions commitment and attitudes of the employees towards their responsibilities in the organizations.

Studies have been done to investigate the challenges experienced by organizations in strategy implementations. Most of this findings indicate that it's wise to involve employees during change management However, little research have been conducted to address the effect of change management practices on performance and more so focusing

on water sector. Therefore, this study address the effects of change management practices on the organizational performance of NYAHUWASCO as a WSP in Kenya. These include enhanced communication channels, staff motivation, delegation of functions and availing necessary resources.

C. GENERAL OBJECTIVE OF THE STUDY

The purpose of the study is to assess the effects of change management practices on performance of Water Services Providers in Kenya a case of NYAHUWASCO.

D. SPECIFIC OBJECTIVES

- ✓ To establish the effect of communication channels on performance of Water Service Providers.
- ✓ To examine the influence of resources availability on performance of Water Service Providers in Kenya.

E. RESEARCH HYPOTHESIS

H₀₁: There is no significant effect of communication channels on performance of Water Service Providers

H₀₂: There is no significant effect of resources availability on performance of Water Service Providers in Kenya

II. LITERATURE REVIEW

A. THEORETICAL REVIEW

The study adopted the following theories; Kurt Lewins three stage model of change, Bureaucratic Management theories by Max Weber and the Systems Approach Theory.

B. EMPIRICAL LITERATURE REVIEW

Mullins & Christy (2010) define change management as the procedure, techniques and tools to manage the employee side of variation to attain the required organizational objective. Change management encompasses the organizational tools that can be used to assist people make successful personal change over sending up in the acceptance and realization of change.

Kimaita (2010) in a study to analyze strategic change management practices within Teachers Service Commission in Kenya also used a case study research design and collected primary data. The primary data was collected using an interview guide, from five heads of department and analyzed using content analysis. The study concludes that it is essential for corporation leadership to identify key considerations for undertaking effective and efficient strategic change process. The Teachers Service Commission practices strategic change management.

The change process may be faced with some challenges. Key among them is employee resistance, resistance from junior managers, time constraints and inadequate resources Zhu (2012). Furnham (2012) suggests practices that change managers must consider during the change process so as to overcome these challenges. One of them is crafting key

messages that must be communicated during the change process. Steward (2002) upholds that managers need to work with project sponsors to build robust and active coalitions of senior leaders. Employees should be educated on why change is necessary throughout the organization, even before the specific details of the solution are complete. All these actions aim at ensuring that there is a successful transition from the old state to a new state(Steward, 2002).

Individuals in charge of change execution really need learning and awareness of a few significant issues required in accomplishing the proposed change (Kuyvenhoven & Buss, 2011). On the fact that organizations are to effectively achieve their development targets, the top management ought to build up a structure of contemplating change activities and understanding the imperative issues related to change implementation (Mathooko & Ogutu, 2014). Change implementation is a key action in organizations, for example, universities which need to exploit the current or new opportunities and to overcome the difficulties hindering them from accomplishing a more noteworthy level of achievement in their set objectives.

Research carried out in 2010 to investigate the challenges on strategy implementation at the Water Sector. The findings of the study indicated that the commission faced key challenges due to the slow pace in the implementation of strategic change on involvement of stakeholders in strategy formulation, moderate and non-commitment of the management and employees in implementation of the strategy and budgetary constraints leading to inadequate staff and a lot of interference from stakeholders and complaints from interested parties (Ayabei, 2010).

The style of change is dependent on the size of the organization, type of change, stage of change and different personality types of the change agents (Johnson & Scholes, 2003). The approach used should be context dependent since all situations do not apply the same design of managing change as the organizational circumstances will determine the desired need (Johnson & Scholes, 2003). The objectives of this study have put a focus on the provision of resources and the decentralization of functions to the staff at the grass root within the counties as important factors in enhancing the performance of the Water sector and the context of the study is that the organization is going through strategic change with the constitutional changes that have taken place. This section will review empirical studies on communication, staff motivation, resources availability and organizational performance, (Enock, 2006).

One of the findings in Oreg's Johnson & Scholes, (2003) the study was that trust in management is the only variable which significantly influences the affective, cognitive and behavior dimensions. It also stressed that information influenced the behavior and cognitive dimensions. Although it had been anticipated that there would be an inverted relation with cognitive dimensions, that is, the more information given, the less resistance is due to unfamiliarity with details of change, the opposite was found to be true. Oreg pointed out that the relationship between information and resistance would therefore appear to depend on the content, rather than on the mere existence of information. Furthermore, the manner in

which the information is communicated is also likely to influence change acceptance, (Bornes, 2009).

According to, (Nyamache, 2003). Most research that have been carried out indicate that communication plays a very big role as it helps in convincing the employees that they are valued, this makes them eager to learn about the new changes that the management wants to implement. According to, (Kottla, 2010), managers should adopt a more responsive communication channel which in turn encourages employees to be responsive. Study which was conducted on change management practices and how they influence the perceptions of employees who work in various commercial banks in Kenya, in this case Nairobi County, it was evident from the research that employees should encourage employee participations as it makes employee feel like part of the project, (Edward & Rees, 2006). On step of involving the employees is through communication so as to create awareness of change such as in NYAHUWASCO that used a top down approach. This harmonizes the relationship between employees and the entire management team.

According to Cummings and Worley (2014), organisations need to focus its change management initiatives on realising real business benefit. A deviation from this will result in inefficient use of effort and money which would lead to lost opportunities and upsetting of customers, shareholders and staff alike. A change management programme can also provide organisations and business owners with an opportunity to explore ways that align the the business aims with the needs of their staff. In taking into account a change programme, plans are bound to fail unless supported by senior management of the organisation. Lack of securing the senior management support will lead to difficulty in implementing a proposed change programme and render it almost impossible to sustain in the long run. In addition, the stakeholders of the organisation's will have to agree that such change is appropriate for the organisation and their customer base will respond in a positive way to the changes that have been proposed. The planned changes should always have an end goal in mind when planning the implementation. For the changes to achieve any real benefits this goal must be fully aligned with the overall vision and strategic objectives of the organisation.

It is evident from the review of past studies above that few studies have attempted to evaluate the effect of strategic change management practices on service delivery in the public sector. In a study by Owoiye & Dahunsi (2014), it was revealed that communication played a major role in the management of Ekiti State University in Nigeria. Findings showed that information flowed down from the librarian to other employees. It was also noted that communication is an effective tool for service delivery. Individuals who could not communicate at Ekiti State Library provided poor services.

Munjua (2012) undertook a study to investigate the strategic change management practices at the Agency for Cooperation and Research in Development in Kenya (ACRD). The research study adopted a case study design and primary data. The data was obtained using interview guide and also analyzed using content analysis method. The research study concluded that formation of working groups, effective communication of the change to all stakeholders, availing

financial resources, reducing resistance to change, and adopting an appropriate leadership style, are the strategic change management practices in place at the ACRD, and that the challenges faced are insufficiency of finances, opposition to change from the stakeholders, cultural multiplicity and management.

C. COMMUNICATION CHANNELS AND PERFORMANCE

According to (Sarma, 2010). Communication plays a key role in ensuring that the employees properly embrace the kind of changes that the management is trying to implement. According to Reis (2004), once the management has an adopted the right communication channel it becomes easier for the management to communicate with the employees and reach an understanding.

Balakrishnan & Masthan (2013) observe that internal communication is operationally defined as the interchange of information both casual and official between members of the organization. Communications are operationally defined as tools and structures used for conveyance and receipt of messages. Communications may include newsletter, circulation materials, surveys, emails, suggestion boxes, face to face communication among other. Organizational communication concentrates on relating individual workers, teams and organization as a whole to enable realization of mutual interest and impulsive collaboration. Organizational communication is influential in enabling supportive employees. Organizations are first and foremost communicating units (Zhang & Venkatesh, 2013).

Good internal communication improves productivity, reduces absenteeism, increases levels of innovation, and there are fewer strikes and reduced costs (Clampitt & Downs, 2012). Internal communication is a discrete and continuing task at every level within an organization. Everyone from new recruits to the most senior director has a role to play in the communication network of an organization. Communication is thus an ongoing function that needs to be directed consciously (Chitrao, 2014). This study viewed internal communication as the operational function that needs to be consciously facilitated and encouraged in an organization's entire communication network. The study sought to establish the effect of internal communication on employee performance at Help Leads to Hope (HLH).

In a study by Van Dam, Oreg et al (2008), the study looked at change management with a view of trying to assess the major challenges, from the research it was evident that most respondents argued that there were less employee involvement this reduced the employee morale of adjusting the changes that were being proposed. According to Lewis (2000) suggests that most firms tend to use wrong communications channels and the employee receives the information with an attitude, because they see it as a way of being punished despite the goodness of the changes being championed by the management.

Communication is another practice. According to DeVito (2015), communication is an act of transmitting intended meanings from one entity or group to another by using mutually understood signs and semiotic rules. Mwangi (2009)

observed that strategic change could be communicated downwards to the employees. The communication can be through middle-level managers, departmental heads and branch managers during developmental meetings, managers' meetings and staff meetings. Her research unveiled that internal memos, e-mails, and circulars could be used in communicating strategic changes to the employees. The above methods could also be used either in isolation or a combination.

D. AVAILABILITY OF RESOURCES AND ORGANIZATIONAL PERFORMANCE

Resource mobilization should be facilitated through provision of infrastructure to support and sustain change (Bourda, 2013). Resistance is attributed to the need to maintain the status quo and avoid the disruption caused by the change process (Bourda, 2013). Barney and Hesterly (2010) asserted that casual ambiguity exists when the link between the firm's human resource and competitive advantage is hard to understand, making it complicated for competitors to duplicate the responsible resource for profitability and market leadership. Although the study showed a positive direct relationship between human resource and competitive advantage, it did not establish an indirect relationship between human capital and performance by either mediating or moderating the relationship, which was done by the current research.

Human resource can shift from one firm to another because some time it is not easy to guard against headhunting by rivals. Nevertheless, human capital is considered to be the most important and unique resource if, and only if, it is specific and exists in an environment where it was initially developed (Nyberg *et al.*, 2014). Further, the study indicated that human resource as stock originates from employees' selection, training and development, which increase firm specificity and decrease inimitability, resulting in a better firm's performance. For a firm to gain superior performance, management requires to possess technical, human and conceptual skills. The three skills when combined are important to producing superior management for superior performance. The above study employed RBV which was adopted for the study together with organization learning theory.

According to Rhee *et al.* (2010), to invest in research and development calls for evaluation of advantage and cost before making the decision whether to adopt or invest in technology. In a survey study by Rhee *et al.* (2010), technology is linked to greater firm innovativeness. This has to do with focusing the company's effort on developing and utilizing resource to produce unique products for sustainability of competitiveness and performance. The conclusion of the study was that there is a strong positive relationship between technology and performance in SMEs in Korea. However, the study used correlation analysis, which was considered weak for the current research.

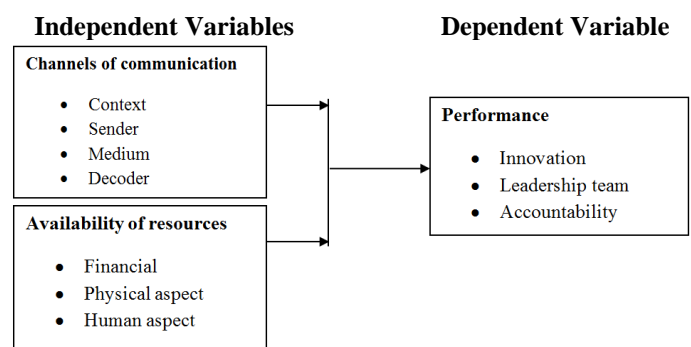
Spanjol *et al.* (2011) argues that for technology oriented firms to achieve superior performance, then they should apply technical ability to produce new products in the market to cope with competition, flexible products so as to change with

changing needs of customers and be able to maintain them, and originality in developing original products, services and processes which are unique and difficult to imitate. Anal, Dionysisand Carmen (2011) found out that customers choose technologically superior products and services and that customers stick to a firm that has the capability to react to their choices in a successful way.

Technological competence is viewed as the principal means of a firm to create product differentiation which will end up being unique to a specific firm and promote product designs that are not beyond those of competitors. Firms which use technological -oriented strategy are in support of a strong research and development department, acquisition of new technologies and application of the most recent technologies which enhance superior turnovers and be difficult to be copied by competitors (Slater *et al.*, 2012). Cristima (2012) noted that for a firm that invest in technology to maintain its superior performance, it should focus on engaging in the search for new market opportunities and rebuilding of existing areas of operations to keep on producing unique products. The two studies used organization learning theory and knowledge management theory which were considered useful in the current study, hence the decision to adopt organization learning and RBV theories.

Inmyxail and Takahashi (2010) examined the effect of firm resources on business performance of male and female-headed firms in the case of Lao Micro, Small and Medium-sized Enterprises (MSMEs) in Japan. The study established that financial resources were significantly linked with firm performance irrespective of who heads it. The study further indicated that availability, accessibility and adequacy of funds led to the achievement of an organization's competitive advantage. In their study Sai, Prabhu and Reddy (2012) found most of the health facilities in Chittoor district of Andhra Pradesh in India lacked drug supplies, diagnostic equipment and other medical devices leading to poor performance of public hospitals in India. The study failed to focus on critical aspects of physical resources such as adequacy, quality, and maintenance which enhances delivery of quality health care. In addition, the study was done in a different contextual setting from Kenya and hence the need to conduct the study in Kenya to find out the current state of the art.

CONCEPTUAL FRAMEWORK



Source: Researcher (2020)

Figure 1

III. RESEARCH METHODOLOGY

A. RESEARCH DESIGN

A research design it outlines what is expected on the study (Kothari, 2011). The researcher used descriptive survey research design. The design was chosen as it helped the researcher to gather data more easily (Kerlinger, 2001).

B. TARGET POPULATION

Target population these are the respondents for the study, (Mugenda & Mugenda, 2013). This study targeted corporate management team, scheme managers and supervisors of NYAHUWASCO who are assigned tasks related to management. The respondents are expected to provide answers that will help bring the outcome of the study. The targeted respondents for this study included all the NYAHUWASCO senior staff working in the company head office and other schemes. The senior staff were chosen as the target population because they are responsible for change initiatives in the water sector. The scheme offices shall be identified for the study because there they perform their functions independently.

C. SAMPLE SIZE AND SAMPLING DESIGN

It refers to a chosen respondent to represent the bigger populations (Orodho & Kombo, 2002). Sampling helps to reduce population to a manageable size (Sekaran, 2003). The sample size used Nassiuma's (2009) formula as indicated below:

$$n = \frac{NC^2}{C + (N-1)e^2}$$

Whereby;

n=desired sample size

N=Population size

C=coefficient of variation, taken to be 0.5

E=margin of error, taken to be 0.05 for 95% confidence interval,

Thus;

$$n = \frac{198(0.5^2)}{0.5^2 + (198-1)0.05^2}$$

$$n = 66.6$$

67 dependents were selected. So as to capture all levels, stratified sampling was used this generally involves classifying items with common characteristics together for easier sampling (Sekaran & Bougie, 2011). In this study, the cadre of employees was the stratification criteria. Therefore, the study grouped the study cadre into five groups according to the position they hold. From each cadre the study calculated the sample size according to the number of employees in the section.

D. DATA COLLECTION INSTRUMENTS AND PROCEDURE

Questionnaires were preferable in collecting data. The questionnaire composed of 2 sections. Section A shall include personal data, while section B had matrix statements since

they are easier to complete. The matrix questions were made to fit into on Likert scale which ranges from one to five indicating the level of agreement or disagreement with the provided statements.

A research permit and letter of authorization will be obtained from Kenyatta University and Nyahuwasco Head Office contacted to allow the researcher to proceed to the selected Nyahuwasco main office and schemes staff, before data collections, the researcher conducted a pilot test to help her check for the reliability and the validity of the questionnaire, (Nolmadine, 2012).

a. VALIDITY

Content validity was used to ascertain the questionnaires. Content validity of the instruments was tested by the use of the researcher's supervisors and other research experts in the field of strategic management. The testing of content validity will aim at establishing the degree to which the instruments measured the objectives of the study (Mugenda & Mugenda, 1999). The instruments were plotted by taking 10% of the study sample respondents who were not part of the study sample.

b. RELIABILITY

Reliability refers to the consistency of the findings while validity refers to the degree to which a test measures what it purports to measure (Kothari, 2011).

E. DATA ANALYSIS AND PRESENTATION

According to, (Orodho & Kombo, 2002) data analysis is the process of systematically searching, arranging, organizing, and synthesizing the data. In order to interpret the findings of the research objectives, data shall be processed and analyzed by use of descriptive statistics and inferential statistics. The raw data shall be edited to detect elements of errors and omissions and coded and classified into different categories defined by the research objectives. Tabulation of data enabled a meaningful description of the distribution of scores with the use of frequencies and percentages, means and standard deviation presented in tables. Inferential statistics was done to establish the relationships between variables and the strength of prediction. This was done using both correlation and multiple regression analysis. Tabulation of data allows for space conservation, comparison of responses, detection of errors and omissions and gives for statistical computation (Kothari, 2011). Analysis was done using Statistical Package for Social Sciences (SPSS) -software.

This study purposes the following empirical model to establish the relationship between change management and performance in Nyahuwasco.

$$Y = B_0 + B_1X_1 + B_2X_2 + E$$

Where,

Y=performance

B_0, B_1, B_2, B_3, B_4 =Model coefficients

X_1 = channels of communication

X_2 = availability of resources

E= Estimate of error

IV. FINDINGS AND DISCUSSIONS

A. RESPONSE RATE

| Sampled No. of respondents | No. of Questionnaires Returned | Response Rate (%) |
|----------------------------|--------------------------------|-------------------|
| 67 | 62 | 93 |

Table 1

Response rate equals the number of people with whom semi-structured questionnaires were properly completed divided by the total number of people in the entire sample (Fowler, 2004). The study administered 67 questionnaires for data collection. However, 62 questionnaires were properly filled and returned. This represented 93% overall successful response rates. Respondents were also assured of confidentiality of the information provided. Trex (2012) suggested that a response rate of 50% is adequate 60% is good and 70% and above very good for analysis. This implies that 93 percent response rate was very appropriate for data analysis

B. COMMUNICATION CHANNEL ON PERFORMANCE

The respondents were asked to indicate their level of agreement on the effect of communication channels on performance of Water Service Providers in Kenya.

| Statements | Mean | Std |
|---|-------|-------|
| ✓ NYAHUWASCO has elaborate communication channels through which they pass information to the staff members | 3.887 | 0.907 |
| ✓ Due to change in technology, there has been little resistance to change in Nyahuwasco. | 4.113 | 0.870 |
| ✓ Communication of change strategies brings greater involvement of employees in the change process | 4.516 | 0.565 |
| ✓ Comprehensive communication plans for change have been an enabling tool for adapting change among the Nyahuwasco employees | 4.500 | 0.621 |
| ✓ Meaningful change messages are communicated in a strategic manner to achieve employees corporate acculturation and commitment. | 4.145 | 0.866 |
| ✓ Communication in the change process has acted to bring together the stakeholders to be involved in the change process. | 4.28 | 0.534 |
| ✓ Communication on information regarding changes in the future prepares ground for easier adaption to change by Nyahuwasco employees. | 4.62 | 0.323 |

Table 2: Communication Channel on Performance of water services providers

According to the findings, majority of the respondents agreed that NYAHUWASCO has elaborate communication channels through which they pass information to the staff members with a mean of 3.887. The findings further indicated that majority of the respondents agreed that due to change in technology; there has been little resistance to change in Nyahuwasco with a mean of 4.113. In addition majority of the respondents agreed that Communication of change strategies brings greater involvement of employees in the change process with a mean of 4.516. The findings further indicated that majority of the respondents agreed that Comprehensive communication plans for change have been an enabling tool for adapting change among the Nyahuwasco employees with of mean 4.500. In addition majority of the respondents agreed that Meaningful change messages are communicated in a strategic manner to achieve employees corporate acculturation and commitment with a mean of 4.145. From the findings, the respondents (mean = 4.28; stddev = 0.534) strongly agreed that Communication in the change process has acted to bring together the stakeholders to be involved in the change process. In addition, the respondents (mean = 4.62; stddev = 0.323) agree that Communication on information regarding changes in the future prepares ground for easier adaption to change by Nyahuwasco employees. The standard deviation ranged from 0.323 to 0.907 indicating that the dispersion of the respondents from the mean was minimal. This finding is consistent with Ruck (2012) who indicated that line management communications deals with addressing how employee roles and responsibilities affect the unit's organizational objectives. This is highly dependent on the managers' own interpersonal communication skills.

C. RESOURCES AVAILABILITY

The respondents were asked to indicate their level of agreement on the effect of Resources Availability on Performance of Water Service Providers.

| | Mean | Std |
|---|-------|-------|
| ✓ Nyahuwasco ensures sufficient budgetary allocation towards change management in the organization | 3.855 | 1.185 |
| ✓ Nyahuwasco have put in place control measures to prevent wastage of resources in the change process | 4.403 | 0.778 |
| ✓ To manage changes in the organization, Nyahuwasco hires competent staff at all levels | 4.307 | 0.738 |
| ✓ Financial allocations are set aside for training the staff to improve their capacity to accommodate the technology changes. | 4.145 | 0.807 |
| ✓ There is greater technological investment in Nyahuwasco to keep up with the current global in organizational operations | 4.387 | 0.869 |
| ✓ Availability of resources has enabled easier implementation of change initiatives in Nyahuwasco | 4.371 | 0.607 |

Table 3: Resources Availability on Performance of Water Service Providers

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| ✓ Availability of resources has enabled easier implementation of change initiatives in Nyahuwasco | 4.371 | 0.607 |

Table 4: Resources Availability on Performance of Water Service Providers

According to the findings majority of the respondents agreed that Nyahuwasco ensures sufficient budgetary allocation towards change management in the organization with a mean of 3.855. Majority of the respondents also agreed that Nyahuwasco have put in place control measures to prevent wastage of resources in the change process with a mean of 4.403. They further agreed that to manage changes in the organization, Nyahuwasco hires competent staff at all levels with a mean of 4.307. In addition majority of the respondents agreed that financial allocations are set aside for training the staff to improve their capacity to accommodate the technology changes with a mean of 4.145. Majority of the respondents also agreed that there is greater technological investment in Nyahuwasco to keep up with the current global in organizational operations with a mean 4.387. Majority of them also agreed that availability of resources has enabled easier implementation of change initiatives in Nyahuwasco with a mean of 4.371. The standard deviation ranged from 0.607 to 1.185 indicating that majority of the respondents agreed with the issues raised. The findings agree with findings by Khandekar and Sharma (2015) that resource capabilities are positively correlated with organizational performance. In addition, human resource capability was found in this study to be a significant predictor of sustainable competitive advantage. performance of Performance of Water Service Providers was established.

The researcher sought to determine the value of R². The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .878 ^a | .770 | .749 | .3873 | .000 |

Table 4.12

The R-squared in this study was 0.770, which shows that the four independent variables (Communication Channels, Staff Motivation, Delegation of Functions and Availability of Resources) can explain 77.0% of performance of Performance of Water Service Providers Kenya while other factors explain 23.0%.

E. ANALYSIS OF VARIANCE

The analysis of variance in this study was used to determine whether the model is a good fit for the data. The findings is indicated in Table 4.13

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 28.563 | 3 | 9.521 | 64.769 | .000 ^b |
| Residual | 8.532 | 58 | .147 | | |
| Total | 37.095 | 61 | | | |

a. Dependent Variable: Performance of Water Service Providers

b. Predictors: (Constant), Communication Channels, Staff Motivation, Delegation of Functions and Availability of Resources

Table 4.1: Analysis of Variance

From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables (Communication Channels, Staff Motivation, Delegation of Functions and Availability of Resources) affect performance of Water Service Providers. Further, the F-value was (64.769) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable

F. OVERALL MODEL

Table 4.14 shows the overall significant test results for the hypothesized research model

REGRESSION COEFFICIENTS

| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. |
|---------------------------|-----------------------------|------------|-----------------------------------|-------|------|
| | B | Std. Error | | | |
| (Constant) | .038 | .145 | | .260 | .796 |
| 1 Communication Channels | .596 | .107 | .548 | 5.578 | .023 |
| Availability of Resources | .323 | .106 | .360 | 3.052 | .003 |

The interpretations of the findings indicated follow the following regression model.

Table 4.14

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Therefore,

$$Y = 0.038 + 0.596 X_1 + 0.323 X_2$$

V. CONCLUSION

Based on the findings the researcher concluded that NYAHUWASCO has elaborate communication channels through which they pass information to the staff members also due to change in technology, there has been little resistance to change in Nyahuwasco. Communication of change strategies brings greater involvement of employees in the change process. Comprehensive communication plans for change have been an enabling tool for adapting change among the Nyahuwasco employees. Meaningful change messages are communicated in a strategic manner to achieve employee’s corporate acculturation and commitment and Communication on information regarding changes in the future prepares ground for easier adaption to change by Nyahuwasco employees. From the findings the p-value was 0.023 which was less the 0.05 significant levels.

The study finally concluded that Nyahuwasco ensures sufficient budgetary allocation towards change management in the organization further the organization has put in place control measures to prevent wastage of resources in the change process. To manage changes in the organization, Nyahuwasco hires competent staff at all levels. Financial allocations are set aside for training the staff to improve their capacity to accommodate the technology changes. There is greater technological investment in Nyahuwasco to keep up with the current global in organizational operations and

availability of resources has enabled easier implementation of change initiatives in Nyahuwasco.

VI. RECOMMENDATIONS OF THE STUDY

This study recommends that organization should have an elaborate communication channels through which they pass information to the staff members. Further Meaningful change messages should be communicated in a strategic manner to achieve employees corporate acculturation and commitment. The organizations should communication on information regarding changes in the future to prepares ground for easier adaption to change by employees. There should be effective communication to bring together stakeholders who are involved in change process.

Finally the researcher recommends that there should be enough resources toward change management further measures to prevent wastage of resources should be avoided since it hinders performance of the organization. The organization should set aside enough resources for training the staff to improve their capacity to accommodate.

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