

# THE EFFECT OF STRATEGIC CHANGE ON JOB SATISFACTION IN COMMUNITY DEVELOPMENT TRUST FUND, KENYA

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**Abstract:** Over a decade after the formation of Community Development Trust Fund (CDTF), strategic changes were effected resulting in the formation of *New* CDTF. This caused a lot of fear and anxiety amongst the staff. This study examined the relationship between strategic change and job satisfaction, within a sample of 37 employees of CDTF as explained by Herzberg, Mausner, and Snyderman's(1959) job motivator and hygiene factors, and Five Star Model(Galbraith, 1973) organisational design policies. Survey design was used to collect data from the entire CDTF staff, who were approached and a questionnaire administered which was the main research data collection tool. Data analysis was based on quantitative analysis of the questionnaires that provided partial support for the study hypotheses. Statistical tests were also carried out that led to similar conclusions. The study revealed that CDTF employees are generally satisfied with strategic change process and with their jobs under New CDTF. Results also indicate employee satisfaction with the strategy change (employee participation, 3.82 mean score; style of management (3.81); working conditions outcome (3.79); and job design outcome (3.56). The change also enhanced job satisfaction as shown by statistical results: employee participation ( $X^2=036.275$ ,  $P<0.05$ ); management style correlation results( $r=.475$ ,  $P<0.05$ ); working conditions ( $X^2=15.03$ ,  $P<0.05$ ); and job design correlation results ( $r=.576$ ,  $P<0.05$ ). Also, regression results ( $R^2=0.62$ , at  $P<0.05$ ) show that strategic change affects job satisfaction. The relationship with demographic factors and job satisfaction was negligible ( $r=-.0252$ ,  $P<0.05$ ). The study was conducted less than a month before commencement of New CDTF implementation; this may have affected the employee perception of the impact of the strategic changes. The study concluded that organisational change is an important determinant of employee job satisfaction with higher influence from strategic change process as compared to the outcomes of strategic change. The study recommended CDTF to build on the recent restructuring and enhance employee job satisfaction through improved policies, supervision, relationships, job description, benefits and general working conditions. Finally, the study further recommended future research on other job satisfaction variables in development organisations.

**Keywords:** Community Development Trust Fund(CDTF), Strategic change, Change process management, Job design, Job satisfaction, Working conditions, Employee participation, New CDTF, Kenya.

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## LIST OF ABBREVIATIONS

BCP	Biodiversity Conservation Programme
BoT	Board of Trustees
BPR	Business Process Re-engineering
CDTF	Community Development Trust Fund
CEF	Community Environment Facility
CEO	Chief Executive Officer
CDI	Community Development Initiative
CDP	Community Development Programme
CDP 3	Community Development Programme Phase Three
CDP 4	Community Development Programme Phase Four

CDF	Constituency Development Fund
EC	European Commission
EU	European Union
ERG	Existence Relatedness Growth
GoK	Government of Kenya
MPP	Micro Project Programme
NGO	Non-Governmental Organisation
RDF	Rural Development Focus
GoK	Government of Kenya
TQM	Total Quality Management
JIT	Just –in- Time
LATF	Local Authority Transfer Fund
PMU	Programme Management Unit

## **1. INTRODUCTION**

Organisational change is a common phenomenon. In order to survive, organisations have to adapt themselves regularly to meet the demands of the changing environment. Quote: “ In a fast paced global economy, change cannot be an occasional episode in the life of a corporation. Companies with rigid structures will be swept away. Corporate cultures that can adapt will thrive and survive”(Business Week – Reinventing America, 1992). In the private sector, companies try to meet the changing demands of the clients and face the competition of existing and emerging competitors while government organisations change in case of major political changes or political decisions that lead to different government services to the public. The same applies for development organisations facing changing donor and government policies as well as changing socio-political environment. Therefore, Margaretha and Karen (1992) from their work argued that the ability of an organisation to anticipate and respond to opportunities or pressures for change is one of the most important ways in which its competitiveness and viability are assured. However, change inevitably creates mixed reactions. Wayes(1964) contended that change processes creates positive or negative responses among members of an organisation due to factors that reflect negative or positive responses to change intervention. This influences job satisfaction resulting from organisational change. Studies have shown that job satisfaction is of great significance for the effective functioning of any organisation (Nazir, 1998). According to Sagie and Kloslowsky (1996), employee participation in organisational change increases organisational commitment and job satisfaction due to higher levels of change acceptance and effectiveness.

Therefore, many organisations are occasionally faced with challenges that force them to adjust or change. However, Wayes (1964) further argued that change “hurts”, it brings fear of the unknown to the surface and people’s confidence. Experts portend that despite increasing dynamism and diversity in organizations, the only thing that is constant in all organization is change. Finlay (2000) stressed that today’s organisations operate in an environment that is continually changing and therefore ability to adapt to changes has become a fundamental condition of success and survival. Development organisations, in particular, regularly have to go through change processes when having to respond to new development scenarios, changing donor priorities or simply as part of their expansion or restructuring process. According to Porter (1985), the stage of organisational development and the commitment to secure competitive advantage should influence the level of change and the approach. Ignoring this macro level issue, they argued, has caused many organisations to undertake large scale restructuring when all they were really doing was process information. Instead, some experts argue, they should have been reengineering the organisation towards a new market reality that would justify both competitive needs, and avoid the cost and pain associated with the radical change process.

The Community Development Trust Fund (CDTF), a devolved development organisation, was formed by the Government of Kenya and European Union in 1996 as a precursor to the Rural Development Focus (RDF). The European Union (EU) financed the RDF in the 1990’s that supported micro projects programme (MPP) which was implemented through Government district administration system (GoK, 1995). MPP implementation mechanism was found not sufficiently responsive to the increasing community demands to counter the rising poverty levels then. It was restructured to allow provision for community participation in development projects, which led to the formation of the CDTF. The main objective of the CDTF is to contribute to poverty reduction efforts in Kenya by offering support, in form of grants, to community based projects, which address social, economic and environmental priorities (EC, 2010).

The CDTF is directed by the Board of Trustees (BoT) comprising of the following national level organisations: Ministry of State for Planning, National Development and Vision 2030 (The Chair); Ministry of Finance; Office of the President, Special Programmes; Kenya Wildlife Service; National Council of NGOs; Kenya One-World-Linking Forum; Action Aid

Kenya; Ministry of Local Government; Ministry of Environment and Natural Resources; European Commission and Royal Danish Embassy. The organisation is managed by the Programme Management Unit (PMU) headed by the Programme Coordinator who is also the CEO and secretary to the BoT. The CDTF management comprises of the following heads of department – Community Development Manager, Finance & Administration Manager, the Community Environment Facility Manager and the Technical Services Manager, who supervise technical officers to facilitate programme implementation. The Regional staff are supervised by Regional Officers. Currently, the CDTF has a total of 45 PMU members, 13 of whom are located in the Regional Offices (in Eldoret, Meru and Mombasa) while 32 are located at the Head office in Nairobi (CDTF, 2009).

Under the CDTF, there are currently two programmes - the community development programme (CDP) and community environmental facility (CEF). The purpose of the CDP is to contribute to the devolution of poverty alleviation activities to local communities and beneficiaries and to strengthen beneficiaries' ability to take charge of their own development (EC, 2010). Now in its fourth phase, the first, second and third phases ended on 30<sup>th</sup> June 2001, 31<sup>st</sup> December, 2006 and 30<sup>th</sup> September, 2010 respectively. The purpose of CEF on the other hand, is to enhance integration of the environmental dimensions of poverty reduction into local development planning and implementation. Now in its third phase, the first (Biodiversity Conservation programme – BCP) and second phases ended on 30<sup>th</sup> June, 2006 and 30<sup>th</sup> September, 2010 respectively (CDTF, 2010).

The donors (EU and Danida) have agreed to support the GoK through the CDTF under phase 4, where both programmes (CDP and CEF) are expected to be implemented jointly. The new programme is organised in two components: Community Based Development Initiative (CDI) – aims to support projects aimed at poverty reduction through carrying out good governance related initiatives and improved access to social and economic infrastructure. The other is Community Environmental Facility (CEF), which aims to support community projects aimed at poverty reduction through improved livelihood systems and conservation of community natural resources and initiatives to enhance environmental management and governance (CDTF, 2010).

Following the decision by GoK and EC to undertake CDP 4 to continue the activities of CDP 3 and CEF, CDTF commissioned a functional analysis study in September, 2009. The aim of this exercise was to restructure CDTF to improve its efficiency and effectiveness. An external consultant was hired to conduct the exercise and compiled a report: *“The Proposed Transformational and Change Management”*. The process included development of management documents, amongst them: Organisational Manual; Job Description Manual (outlining key functions for all staff categories, including specific duties and responsibilities) and Review and update of Remuneration Packages (CDTF, 2010).

The recommended changes took effect as from 1<sup>st</sup> October, 2010.

### **1.1 Problem Statement:**

Many organisations are occasionally faced with challenges that force them to change. It has also been shown that change “hurts” as it brings fear of the unknown to the surface and so may create positive or negative response from employees (Wayes, 1964). In particular, development organisations regularly have to change in order to respond to new development scenarios, changing donor priorities or simply part of their expansion or restructuring, however, the stage of organisational development is an important concern (Porter, 1985). Past studies have shown that job satisfaction is of great significance for the effective functioning of any organisation (Nazir, 1998) and so the response to change intervention in any organization affects employee job satisfaction. Also, previous studies on strategic change have focused on strategy formulation and implementation issues, while research on job satisfaction has mainly addressed characteristics of job satisfaction. However, limited research has been carried out on the impact of strategic change practice and consequences on job satisfaction in development organisations.

Over a decade after the formation of Community Development Trust Fund (CDTF), strategic changes were effected resulting in the formation of *New CDTF*. An external Consultant facilitated the process with the aim of developing proposals to improve the efficiency and effectiveness of CDTF as a service delivery mechanism under new Phase four. The process recommended CDTF to transcend from ‘project based’ organisation to ‘service delivery based’ organisation. As a result of the strategic change process, the consultant compiled a report: *The Proposed Transformational and Change Management*”, which proposed numerous recommendations touching on: job descriptions (outlining key functions for all staff categories, including specific duties and responsibilities); remuneration packages; organisation structure; and working conditions.

As a result of the proposed changes, a lot of fear and anxiety developed amongst the staff. Post restructuring staff meetings (at Panari Hotel, Nairobi on 23<sup>rd</sup> to 26<sup>th</sup> March, 2010 and Masaai Lodge, Kajiado, on 7<sup>th</sup> to 9<sup>th</sup> April, 2010) indicated a sharp division amongst staff over the validity and practicality of the proposed change recommendations. While some employees embraced the changes, majority of staff were pessimistic, feeling strongly that implementation of the changes is impracticable and will lead to poor performance by CDTF. The Consultant maintained that the framework under the New CDTF would be efficient and effective as it has a clear focus on providing services to its clients.

This called for the CDTF to address the subject of job satisfaction in relation to strategic change practice and consequences. It is on this basis the research surveyed job satisfaction at CDTF.

## **1.2 Research Objectives:**

### ***1.2.1 General Objective:***

The main objective of this study was to examine the effect of strategic change on employee job satisfaction in CDTF.

### ***1.2.2 Specific objectives of the study are:***

- i) To determine the effect of strategic change employee participation on job satisfaction at CDTF.
- ii) To determine the effect of strategic change process management style on job satisfaction at CDTF.
- iii) To determine the effect of strategic change job design outcome on job satisfaction at CDTF.
- iv) To determine the effect of strategic change working condition outcome on job satisfaction at CDTF.
- v) To determine the moderating effect of demographic factors on job satisfaction at CDTF during strategic change.

### ***1.2.3 Study Alternative Hypotheses:***

**H<sub>1</sub>.** Employee participation in strategic change process positively affects job satisfaction.

**H<sub>2</sub>.** Style of strategic change process management affects job satisfaction.

**H<sub>3</sub>.** Job design outcome of strategic change process affects job satisfaction.

**H<sub>4</sub>.** Working conditions outcome of strategic change process affects job satisfaction.

**H<sub>5</sub>.** Demographic factors have an effect on job satisfaction as a result of strategic change.

## **1.3 Importance of the study:**

The study has provided an insight into current job satisfaction at CDTF as a result of the recent restructuring. The CDTF management is expected to utilise recommendations of the research for improvement of job satisfaction. The GoK through the Ministry of Planning, National Development and Vision 2030 and Ministry of Local Government will find the recommendations of this study useful since they host devolved development agencies like Constituency Development Fund (CDF) and Local Authority Transfer Fund (LATF) respectively, among other government agencies.

Other development organisations will borrow from the findings of the study in designing change processes to enhance job satisfaction. Also, the academics and other researchers will benefit from the findings of the study as point of reference and literature.

## **1.4 The Scope of the Study:**

This survey was limited to job satisfaction at CDTF. Staff, at Regional Offices (in Meru, Mombasa and Eldoret) and Head Office in Nairobi participated in the study. The results and recommendations are limited to operations of CDTF.

As with general nature of any research, there is limitation associated with this study, as the outcome cannot be generalised to cover job satisfaction in all development organisations in Kenya.

## **2. LITERATURE REVIEW**

### **2.1 Concept of Job Satisfaction:**

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment.

Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Job satisfaction has been defined in several different ways and a definitive designation for the term is unlikely to materialize. A general way to define it therefore is as an attitudinal variable i.e. job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job (Spector, 1997).

An alternative approach is that proposed by Sousa-Poza and Sousa-Poza (2000), based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status and working conditions. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Sousa-Poza & Sousa-Poza, 2000). Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction. This distinction, as described by Rose (2001), relates to the double meaning of the word 'job': the work tasks performed and the post occupied by the person performing those tasks.

The meaning of 'job' as a post or appointment is of primary importance. Every job is an instance of the employment relationship, embodying a contract (substantive or implied) to exchange an ability to work (labour, provide service, exercise ingenuity, direct efforts of others, etc.) for rewards (both material and symbolic). It is true that performing work tasks provides a stream of experiences, technical and social, that can energize psychosocial responses; and any resulting data summarizing these reactions are indispensable. However, such data must not be weighted higher than those concerning experience of the overt (or ostensible) contractual terms - above all, those concerning pay and job security (Rose, 2001).

Job satisfaction has also been defined as a pleasurable emotional state resulting from the appraisal of one's job (Locke, 1976 & Weiss, 2001); an affective reaction to one's job (Cranny, Smith & Stone, 1992 & Weiss, 2002); and an attitude towards one's job (Wiess, 2002). Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affection (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours.

### **2.1.1 Theories of Job Satisfaction:**

Studies have revealed job satisfaction to be of great significance for the effective functioning of any organization (Nazir, 1998). Job satisfaction is underpinned largely by Maslow ('Needs theory') and Herzberg's theory ('Two factor theory' also called, 'Hygiene theory'). Job satisfaction is assumed to be critical for organizations to manage since it affects productivity as well as the effectiveness of either the employees or organizational performance. This is proved by Herzberg, Mausner & Snyderman (1959) who argue that in order to boost the productivity of employees at work employees must have positive attitudes towards their jobs. Furthermore, in support of the opinion of Herzberg, *et al*, (1959), Stone (1998) also expresses his view that attitudes of employees towards their jobs and life do have an effect on the grade of job satisfaction they have. Further, Castillo and Cano, (2004), in their study, found that employees are most satisfied with the content of their job and least satisfied with the context in which their job was performed. Therefore, it is vital and fruitful for all organizations to understand as to the factors that can generate satisfaction since satisfied employees can lead to improved morale and this will bring happiness and greater self-realization, Herzberg (1959). Since employees are individuals who are unique, they are different from one another; their job satisfaction is affected differently from one another by among others; their age, sex, education, and their personal differences. Therefore, a clear picture of what job satisfaction is assumed to be essential to lead us to identical comprehension.

Herzberg's Two Factor Theory attempts to explain satisfaction and motivation in the workplace (Hackman & Oldham, 1976). According to this theory, satisfaction and dissatisfaction are driven by different factors - motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate.

Motivation can be seen as an inner force that drives individuals to attain personal and organization goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction i.e. achievement in work, recognition, work itself, responsibility, promotion opportunities and growth. These motivating factors are considered to be intrinsic to the job, or the work carried out (Hackman & Oldham, 1976). They create satisfaction by fulfilling individual's needs for meaning and personal growth. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, relationship with boss, relationship with peers and other working conditions. According to Herzberg, hygiene issues cannot motivate employees but can minimize dissatisfaction if handled properly. Other studies (Nazir, 1998) indicated that employees perceive various job factors as sources of satisfaction and dissatisfaction thereby nullifying the uni-directionality of factors as proposed by Herzberg *et al.*, (1959).

Additional theories that have been used to explain human motivation are McGregor's theory X and Y and Aldefers ERG theory. According to theory X, management assumes employees are inherently lazy and will avoid work if they can and that they inherently dislike work. So in this theory, employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can. In theory Y, management assumes employees may be ambitious and self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical work duties. According to Papa & Spiker (2008), employees' work is natural and they possess the ability for creative problem solving, but their talents are underused in most organizations. Given the proper conditions, theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives to which they are committed. Management believes that, given the right conditions, most people will want to do well at work. They believe that the satisfaction of doing a good job is a strong motivation. Many people interpret Theory Y as a positive set of beliefs about workers. A close reading of *The Human Side of Enterprise* reveals that McGregor simply argues for managers to be open to a more positive view of workers and the possibilities that this creates.

According to Aldefers ERG theory, Maslow's hierarchy of needs are compressed from five to three: Existence; Relatedness and Growth. Like Maslow's model, the ERG motivation is hierarchical, and creates a pyramid or triangle appearance. Existence needs motivate at a more fundamental level than relatedness needs, which, in turn supersedes growth needs. In this theory, unlike with Maslow's Theory, managers must recognise that an employee has multiple needs to satisfy simultaneously. Furthermore, if growth opportunities are not provided to employees, they may regress to relatedness needs. If the manager is able to recognised this situation, then steps can be taken to concentrate on relatedness needs until subordinate is able to pursue growth again.

## 2.2 Concept of Strategic Change:

The concept of change implies that there is a perceptible difference in a situation, a person, a work team, an organisation or relationship between two successive points in time (Finlay, 2000). Strategic change is defined as "changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy" (Hofer and Schendel, 1978). It is also defined as a difference in the form, quality, or state over time in organization's alignment with its external environment (Rajagopalan & Spreitzer, 1997 and Van de Ven & Pool, 1995).

Considering the definition of strategic change, it may be affected by the states of organisations and their external environments. Because the performance of organisation might be dependent on the fit between organisations and their external environments, the appearances of novel opportunities and threats in the external environments, in other words, the change of external environments, require firms to adapt to the external environments again; as a result, firms would change their strategy in response to the environmental changes. The states of organisations will also affect the occurrence of strategic change. For example, firms tend to adopt new strategies in the face of financial distress for the purpose of breaking the critical situations. Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy (Hannan & Freeman, 1984).

However, research on strategic change has shown limited expected empirical results. To explain the unexpected empirical results, Rajagopalan and Spreitzer (1997) suggests that the external environment could not be constantly decided; it would be decided depending on the decision maker's cognition of external environment. Therefore, the occurrence of strategic change would be related to their cognition of external environment. Based on the argument of Rajagopalan and Spreitzer (1997), the factors which affect decision maker's cognition of external environment would affect strategic change. Garry (2000) discussed strategic decay, the notion that the value of all strategies, no matter how brilliant, decays over time. Abell (1978), described strategic windows and stressed the importance of the timing (both entrance and exit) of any given

strategy. This has led some strategic planners to build planned obsolescence into their strategies. Charles (1989), identified two types of change. Strategic drift is a gradual change that occurs so subtly that it is not noticed until it is too late. By contrast, transformational change is sudden and radical. It is typically caused by discontinuities (or exogenous shocks) in the business environment.

Tichy (1983) stated that because we are all beings of habit we tend to repeat what we are comfortable with. He wrote that this is a trap that constrains our creativity, prevents us from exploring new ideas, and hampers our dealing with the full complexity of new issues. He developed a systematic method of dealing with change that involved looking at any new issue from three angles: technical and production, political and resource allocation, and corporate culture. Pascale (1990) wrote that relentless change requires that businesses continuously reinvent themselves. His famous maxim is "Nothing fails like success" by which he means that what was strength yesterday becomes the root of weakness today. We tend to depend on what worked yesterday and refuse to let go of what worked so well for us in the past. Prevailing strategies become self-confirming. In order to avoid this trap, businesses must stimulate a spirit of inquiry and healthy debate. They must encourage a creative process of self-renewal based on constructive conflict.

Christensen (1997) took the position that great companies can fail precisely because they do everything right since the capabilities of the organization also defines its disabilities. Christensen (1997) also argued that outstanding companies lose their market leadership when confronted with disruptive technology. He called the approach to discovering the emerging markets for disruptive technologies agnostic marketing, i.e., marketing under the implicit assumption that no one - not the company, not the customers - can know how or in what quantities a disruptive product can or will be used before they have experience using it.

### **2.2.1 Strategic Change Theories:**

Various scholars have advanced theories to underpin the process of strategic change. The Business Process Reengineering (BPR) is one of the common approaches to strategic change. It is also referred to as Business Process Redesign, Business Transformation, or Business Process Change Management. Business process reengineering (BPR) began as a private sector technique to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. BPR is an approach for redesigning the way work is done to better support the organization's mission and reduce costs. Reengineering starts with a high-level assessment of the organization's mission, strategic goals, and customer needs. Hammer and Champée, (1993) defined BPR as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed." Davenport, (1993) stated that BPR encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions." Additionally, Davenport (ibid.) points out the major difference between BPR and other approaches to organization development (OD), especially the continuous improvement or Total Quality Management (TQM) movement, when he states: "Today firms must seek not fractional, but multiplicative levels of improvement." Finally, Johansson (1993) provide a description of BPR relative to other process-oriented views, such as TQM and Just-in-time (JIT), and state: "*Business Process Reengineering* seeks radical rather than merely continuous improvement. It escalates the efforts of JIT and TQM to make process orientation a strategic tool and a core competence of the organization. BPR concentrates on core business processes, and uses the specific techniques within the JIT and TQM "toolboxes" as enablers, while broadening the process vision."

Therefore, BPR is an analysis and design of workflows and processes within an organization. A business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering is the basis for many recent developments in management. The cross-functional team, for example, has become popular because of the desire to re-engineer separate functional tasks into complete cross-functional processes.

Yet, another useful concept of change in people (Finlay, 2000) was developed by Kurt Lewin. The Kurt Lewin work in groups led to research focusing on factors that influence people to change, and three stages needed to make change successful. It is a three stage sequential model, whose stages are referred to as "unfreezing", "Changing" and "refreezing". Kotter (1995 & 2002) analysed change management processes and came up with an 8 step change management model. i.e. Step One: Create Urgency; Step Two: Form a Powerful Coalition; Step Three: Create a Vision for Change; Step Four: Communicate the Vision; Step Five: Remove Obstacles; Step Six: Create Short-term Wins; Step Seven: Build On The Change and Step Eight: Anchor the Changes in Corporate Culture.

Another important model that may assist in the appreciation of change in an organisation is the Five Star Model (Galbraith, 1973). The model uses design policies that guide organisational decision making and behaviour, contained in following five categories: strategy, structure, process, reward systems and people policies. It (model) provides a framework for the assessment, planning and implementation of organisational change to ensure sustainable performance improvement. The model is relevant to this study as it is used by leaders to ensure change initiatives that are driven by strategy and dictates that all elements of an organisation – its people, processes, culture, structure, and information technology are addressed and linked to the strategy. It assumes that the elements are interdependent and change in one area will necessitate change in other areas.

**2.3 Strategic Change and Job Satisfaction:**

Change processes may raise questions among staff like: why did we have to change; what will be better; which role will I play; and what will be the consequences for my job. Change creates positive or negative responses among members of a group or organisation (Wayes, 1964) due to factors that reflect positive or negative responses to change interventions, see table 2.1:

**Table 2.1: Factors that Reflect Change Responses**

<i>Positive Factors</i>	<i>Negative Factors</i>
1. Members take responsibility for the change intervention	1. People see change as preventing them from getting their work done
2. They see how it improves their work situations	2. They are another thing to do or another “hot” project
3. They see how it will help them in the future	3. They are an intrusion in their personal lives.
4. They see how it will help the total organisation	4. They are something management wants and not what they want
5. They show willingness to participate in making the change a success	5. They are theoretical, unreal, academic
	6. They are individual’s/group’s thing and not something that involves everyone.

Source: Varney (1977).

CDTF has been reengineered into a new framework that has elicited anxiety amongst staff. This scenario is supported by Finlay (2000), who argues that people must understand and be willing to implement changes that at first glance may appear purely technological or structural, and exclusive province of higher management, but which will affect the working conditions, interest and satisfaction of many other people. The New CDTF framework has raised concerns and thus eliciting questions as to whether the reengineering approach was sufficient to create the desired change. The Five Star Model (Galbraith, 1995 and Galbraith, Gates & Downey, 2001) is found to be relevant in understanding the change process at CDTF since it aims to ensure change initiatives that are driven by strategy and dictates that all elements of an organisation – its people, processes, culture, structure, and information technology are addressed and linked to the strategy. Based on the model, four variables of strategic change are discerned for the study – employee participation and style of management of the strategic change process; job design and working condition outcome of the strategic process. Theories of job satisfaction demonstrate that there are a number of aspects that influence job satisfaction. Of these, Herzberg Two Factor model (Herzberg, *et.al*, 1959) that identifies job motivators (achievement, recognition, work itself, responsibility and advancement) and hygiene factors (policy and administration, supervision, salary, interpersonal relations and working conditions) is more relevant to the study. Once the hygiene areas are addressed, the motivators will promote job satisfaction.

**2.3.1 Employee Participation and Job Satisfaction:**

During change process, one has to be wary of expressions like 'mind-set change', and 'changing people's mind-sets' or 'changing attitudes', because this language often indicates a tendency towards imposed or enforced change (Theory X), and it implies strongly that the organization believes that its people currently have the 'wrong' mind-set, which is never, ever, the case. Participation in strategic change processes is frequently assumed to have a number of positive consequences for decision quality, effective responses to change and success of strategic change implementation (Lines, 2004). Whereas employee participation is generally conceived to facilitate implementation of organizational change, only limited research has investigated whether it has an effect on job satisfaction. Employee participation is opportunities



which management provide, or initiatives to which they lend their support, at workplace level, for consultation with and/or delegation of responsibilities and authority for decision making to their subordinates either as individuals or as groups of employees, relating to the immediate work tasks, work organization and/or working conditions. If people are not approaching their tasks or the organization effectively, then the organization has the wrong mind-set, not the people. Change such as new structures, policies, targets, acquisitions, disposals, re-locations, and so forth, all create new systems and environments, which need to be explained to people as early as possible, so that people's involvement in validating and refining the changes themselves can be obtained.

Therefore, it is not surprising that poor organizational strategies often fail, but research in strategy implementation demonstrates that even good strategies fail during implementation (Bonoma, 1984; Huff & Reger, 1987; Wooldridge & Floyd, 1989). Failure of a new strategy or a strategic innovation is often due to the inability or resistance of individual employees to commit to a strategy and adopt the necessary behaviours for accomplishment of strategic objectives (e.g., Heracleous & Barrett, 2001). Often this is occasioned by lack or inappropriate involvement of the employees. Failures in this process of strategic commitment lead to strategic misalignment or individuals failing to engage in behaviour that supports the organization's strategic goals (Boswell & Boudreau, 2001). Because strategy implementation is predominantly goal-directed (Barney, 1998) and teleological in nature (Van de Ven & Poole, 1995), strategic misalignment reflects the absence of goal-directed behaviour. Participative decision making is one of the most researched organisational practices. Research has demonstrated that the effect of participatory decisions making on attitudinal and behaviour work outcomes is generally positive (Wagner, 1994). According to Sagie, *et.al* (2002), leader defectiveness is expected to impact on employee attitudes – job satisfaction and effective organisational commitment.

The key distinguishing features of direct participation are consultation and delegation: *Consultative participation*: management encourages employees to make their views known on work-related matters, but retains the right to take action or not. *Delegative participation*: management gives employees increased discretion and responsibility to organise and do their jobs without reference back.

Therefore, in general, it can be argued that employee participation in change process positively influences job satisfaction.

### **2.3.2 Managing Change Process and Job Satisfaction :**

Change requires leadership, usually provided by managers responsible for running the organisation, Finaly (2000). The employee does not have a responsibility to manage change - the employee's responsibility is no other than to do their best, which is different for every person and depends on a wide variety of factors (health, maturity, stability, experience, personality, motivation, and so forth). Responsibility for managing change is with management and executives of the organisation - they must manage the change in a way that employees can cope with it. The manager has a responsibility to facilitate and enable change by helping employees to understand the situation from an objective standpoint and then to help people understand reasons, aims, and ways of responding positively according to employees' own situations and capabilities. Increasingly the manager's role is to interpret, communicate and enable - not to instruct and impose, which nobody really responds to well. Change management can be said to be a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is the use of systematic methods to ensure that organisational change is guided in the planned direction, conducted in cost effective manner and completed within the targeted time framework and with desired results (Davis & Holland, 2002). Leadership is crucial even if an important role in the change process is assigned to a consultant. This position is supported by Margaretha and Karen (1992) who stated that management's role in defining the "the developments and events which have the potential to influence organisations current or future strategy" provides a major link between an organisation and its external environment. Finaly (2000), further reiterates that management has to determine the specific change measures requiring its leadership and decide on the intensity and style of its direct involvement. Therefore, change management often entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes.

Depending on the scope of the change, different approaches may be adopted to manage the change process. According to Finlay (2000), directive leadership style is more appropriate in situations of urgency (for a relatively unsophisticated and inexperienced audience) while low profile delegating style is preferred for followers who understand the framework within which the changes need to be planned and put into effect. There are several levels of collaboration that may be applied - starts with full consideration of the people involved in the change and ends up with little or no concern for the people – collaborative, consultative, directive and coercive. Therefore, you cannot impose change - people and teams need to be empowered to find their own solutions and responses, with facilitation and support from managers, and tolerance

and compassion from the leaders and executives. Management and leadership style and behaviour are more important than clever process and policy. Employees need to be able to trust the organization and the leader must agree and work with these ideas, or change is likely to be very painful, and the best people will be lost in the process. This augments findings by Jose, *et. al.* (2003) that trust in superiors and influence of superiors is predictors of performance and satisfaction of employees. According to Kames and James (2001), a growing body of empirical research on top management and strategic change appears to confirm the common assumption that top executives determine new corporate strategies.

Appropriate leadership, therefore, is required to ensure that effective change occurs. With experienced audience like CDTF staff, a more participative approach is likely to enhance job satisfaction.

### **2.3.3 Job Design and Job Satisfaction :**

Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Work assignment are the primary source of career learning for many, if not most people (Howard & Bray (1988); McCall, *et. al.* (1988); Morrison & Hock (1986), and both job rotation and promotion from within policies are presumed to characterise organisations with progressive human resource development practices (Foules (1980); Hall (1976). Job rotation may be a proactive way of enhancing the value of work experience for career development.

Job design is work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Therefore, job design directly affects the work an individual does. Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise. For instance, according to Michael, *et.al.* (1994), job rotation is predicted by career antecedents like tenure and performance and related to career outcomes such as salary and promotion and perception of skill acquisition, and other career benefits. Further, they argue, job rotation may be a proactive way to enhance career development value of work assignment. Harriet, *et. al.* (1997) from their study found out that that the most important determinants of low satisfaction were poor instrumental communication within the organization and too great a workload. Intent to leave was predicted by the perception of little promotional opportunity, high routinization, low decision latitude, and poor communication.

Other influences on job satisfaction during change include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. The job or work one does like achievement, recognition, responsibility and advancement, is one of the motivators that creates satisfaction by fulfilling individual's needs for meaning and personal growth (Hezberg, 1968). Harriet, *et. al.* (1997) from their study found out that that the most important determinants of low satisfaction were poor instrumental communication within the organization and too great a workload, and that intent to leave was predicted by the perception of little promotional opportunity, high routinization, low decision latitude, and poor communication.

Since job design aims at reducing job dissatisfaction, a change process that leads to work rearrangement will positively influence job satisfaction.

### **2.3.4 Employee Working Conditions and Job Satisfaction:**

Studies (Amy, Thomas & Sharon, 2000) have shown that employee satisfaction is higher in departments with higher average levels of job tenure and that a social-relational view of work is important. Also, Singh and Pestonjee(1974) found from their study that overall job satisfaction is also affected by, social relations and management under employee-oriented supervision while job and personal adjustment are not influenced by supervisory orientation. Durganand and Umesh (1970) in their research concluded that general adjustment of the individual is an important determinant of the satisfaction that he or she experiences on the job and from the conditions surrounding it. Also study by Barry, *et. al.* (1994) indicated that positive emotion on the job at time 1 is associated with evidence of work achievement (more favorable supervisor evaluations and higher pay) and a supportive social context (more support from supervisors and coworkers). However, Sushila and Chitra (1994) in their work revealed that more people in all settings express negative or mixed feelings on job than positive feelings. Misconceptualizations of job satisfaction have arisen from misunderstanding of (a) job as an organization bound concept (b) job satisfaction as either-or psychological occurrence and all time truth. They argued job needs to be conceptualized as a broad-based activity and psychological consequences of it known as job satisfaction by bringing into its framework quality of life indicators.

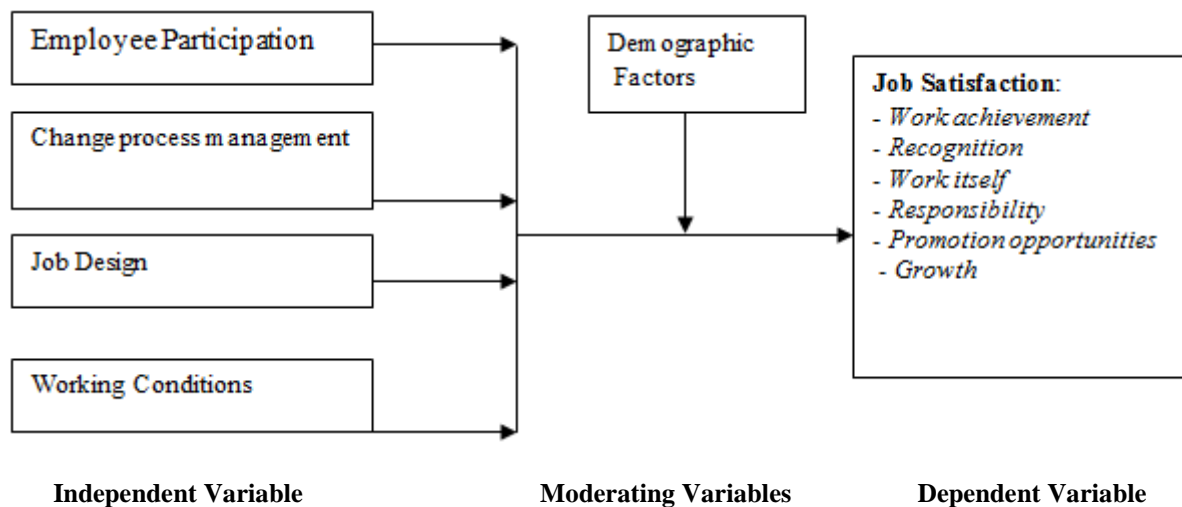
Job satisfaction therefore is one of the central variables in work and organizational psychology and is seen as an important indicator of working life quality (Drman, & Zapf. 2001). It is influenced by a variety of factors, including the quality of relationships with superiors and colleagues, the degree of fulfilment at work and prospects for promotion. Satisfied employees tend to be more productive and creative. Studies have shown a direct correlation between physician satisfaction and patient satisfaction (Neuwirth, 1999). The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Working conditions pertain to the workers' job environment, such as hours of work, safety, paid holidays and vacations, rest periods, free clothing or uniforms, possibilities of advancement, etc. Many of these are included in the collective agreement and subject to collective bargaining.

According to Herzberg (1968), hygiene issues cannot motivate employees, but can minimize dissatisfaction. These are factors like company policies, supervision, salary, interpersonal relations and other working conditions. Theoretically, Janet and William (1987) argue that differences in job satisfaction among individuals are accounted for by job rewards, job values, work conditions, and individual attributes. Once hygiene areas are addressed, the motivators will promote job satisfaction.

A change exercise that aims to improve work conditions would therefore have a positive influence on levels of job satisfaction amongst workers.

### 2.4 Conceptual Framework:

The conceptual framework of the study shows specific relationship between four independent variables namely: employee participation; change process management; job design; and working conditions which are factors that affect job satisfaction that is the dependent variable. Both variables (independent and dependent) are moderated by demographic factors, which may affect the direction and or strength of the relation between the dependent and independent variable, see figure 2.1.



Source: Author (2010).

Figure 2.1: Variables Defining the Study

The independent variables relate to the change process and outcomes. While employee participation and change management are influenced by the change process, job design and working conditions are as a result of the change process.

## 3. RESEARCH METHODOLOGY

### 3.1 Research Design:

The study applied survey design, where the researcher sought opinions and analysed their relationships with the problem under investigation. The design in this study was found appropriate because of low cost and easy information access(Kothari, 2004). The methodology used involved quantitative research techniques, where questionnaire was used as instrument to collect data from CDTF employees.

### 3.2 Target Population:

The target population for the study was all the 45 CDTF employees in different cadres of employment (that included the subordinate, technical officers and management) based in the Regions (Eldoret, Meru, Mombasa and Nairobi) and Head Office in Nairobi. This was found appropriate because CDTF has a modest number of employees all of whom participated in the strategic change process.

Therefore, the study targeted the entire programme management unit (PMU) members, for both CDP and CEF programmes.

### 3.3 Sample Design:

A census for this study was conducted among all the 45 the CDTF staff members. Census approach was found appropriate because of the modest number of staff at CDTF, also all employees participated in the change process directly by attending staff workshops and indirectly through representation in the staff transformation management team meetings. The employees are located in the regions(13) and head office(32) as shown in the table 3.1.

**Table 3.1: Location of CDTF Staff**

Regions (Only CDP)	Number of Staff	Head Office, Nairobi			
		Programme			
			Number of Staff		Number of Staff
Eldoret	4	CDP	15	CEF	17
Meru	4				
Mombasa	3				
Nairobi	2				
<b>Total</b>	<b>13</b>		<b>15</b>		<b>17</b>

Source: CDTF(2010).

A total of 37 (82%) members of staff (27 male and 10 female) participated in the study; 11 (29.7%) were from the Regions and 26 (70.3%) were from the Head Office. The response rates were 84.6% (Regions) and 81.2% (Head Office).

### 3.4 Data Collection Procedures and Instruments:

Two weeks before respondents were contacted to fill in the questionnaire during the months of August and September, 2010, an introduction letter from Moi University was presented to the CDTF management and permission granted to conduct the survey by the researcher. Thereafter, a letter explaining the purpose of the study and the instrument was hand delivered to each employee before data collection. Seven days following the first delivery, a reminder e mail was sent to each participant. Two weeks following the first delivery, a second delivery containing the instrument and cover letter was sent to all non – respondents. A total of 37 employees returned questionnaires yielding an overall response rate of 82%. The questionnaires were returned anonymously to the researcher in unmarked envelopes. This procedure eliminated bias since the identity of respondents was protected. Non-respondents were not followed up by the researcher.

The questionnaire consisted of four main parts. Section one contained general satisfaction about the CDTF changes by utilising an eight-item, five point Likert type scale with responses ranging from 1(strongly disagree) and 5(strongly agree). In section two, employee dissatisfaction/satisfaction scale was used to measure satisfaction about the strategic change process and outcome, utilising a 40-item five point Likert type scale with responses varying form1(strongly disagree) and 5(strongly agree), while section three measured job satisfaction and strategic change variables by utilising a 23 item(job motivators and hygiene) where a five point Likert type scale with responses varying form1(strongly disagree) and 5(strongly agree) was used. This section also included an open suggestion to improve job satisfaction. The fourth and last section of the questionnaire consisted of questions pertaining to the demographic characteristics.

Before the instrument was used, the questionnaire was pre-tested to check and clarify ambiguity of the questions.

### 3.5 Data Analysis:

Data from the field was checked for completeness, appropriateness, accuracy, precision and relevance. The researcher then keyed in the data into an SPSS (Statistical Package for Social Scientists) version 12.0 database.

Data was analysed using descriptive statistics to summarise quantitative data without employing probabilistic formulation, in form of frequency and percentage tables, and means, standard deviation ranking tables. Inferential statistics (chi square and correlation analysis) were used to measure the effect of strategic change variables on job satisfaction, regression analysis model was also applied.

### 3.6 Limitations of the Study:

One of the limitations pertained to the targeted respondents, some of whom were very busy at the time of the survey. They kept complaining of lack of time to complete the questionnaire and finally failed to do so. Other members of staff were on annual leave and so could not be reached.

The questionnaires were designed for self-administration. An opportunity was missed to capture additional information generated through direct interviews with respondents.

### 3.7 Ethical Considerations:

The researcher got a letter of consent from Moi University to CDTF recommending collection of data for purposes of research. Letter of introduction was sent to all the respondents with the questionnaires explaining the rationale of the survey. Privacy and confidentiality was maintained through anonymous receipt of filled in questionnaires without identification details.

All questionnaires have been treated as confidential material, accessed only by the researcher and kept in confidence during data analysis.

## 4. DATA ANALYSIS, INTERPRETATION, AND PRESENTATION

### 4.1 Demographic Characteristics of Respondents:

Respondents consisted of 73% (n = 27) male and 27%(n = 10) female. Most the respondents 70.3% (n = 26) were from the Head Office and 29.7%(n = 11) were from rest from the Regions.

Using descriptive statistics, data was analysed as shown in frequency and percent tables. Further using correlation analysis, the moderating effect of demographic variables on job satisfaction was measured, results are shown in correlation analysis table 4.25.

#### 4.1.1 Gender of the Respondents:

The researcher wanted to determine if gender of the respondents was one of the moderating factors of strategic change and job satisfaction. The results are summarized in the table below.

Table 4.1: Gender of the Respondents

Response	Frequency	Percent
Male	27	73.0
Female	10	27.0
<b>Total</b>	<b>37</b>	<b>100.0</b>

Source: Survey Data (2010)

The results in the table above show that majority 73% (n=27) of the employees in CDTF were male while 27% (n=10) were female. Correlation results ( $r = -.265$ ) and significance of 0.112 ( $P>0.05$ ) show no relationship with job satisfaction. This implies that although there are more male than female in CDTF, this imbalance did not affect job satisfaction during strategic change.

#### 4.1.2 Age of the Respondents:

The researcher also wanted to establish if age of the respondents was one of the moderating factors of strategic change and job satisfaction. The results in table 4.2 show that most of the employees in CDTF 51.4% (n=19) were between the age of 35 - 44 years, 35.1% (n=13) were between 45-54 years, whereas 8.1% (n=3) were 55 years and above and only 5.4%(n=2) were between the age 21-34 years.

**Table 4.2: Age of the Respondents**

Responses	Frequency	Percent
21-34 years	2	5.4
35-44 years	19	51.4
45-54 years	13	35.1
55 and above	3	8.1
<b>Total</b>	<b>37</b>	<b>100.0</b>

Source: Survey Data (2010)

Also correlation analysis results ( $r = .288$ ) at  $0.084(P>0.05)$  significance (table 4.25) means very weak relation between age and job satisfaction existed during strategic change in CDTF. The implication is that job satisfaction as a result of strategic change is not depended on the employee age.

#### 4.1.3 Marital Status the Respondents:

The researcher further sought to find out the marital status of the respondents. Findings in table 4.3 show most of the sampled population 78.4% ( $n=29$ ) was married while 21.6% ( $n=8$ ) were unmarried. On cross tabulating gender and marital status of the employees it was revealed that 24 male employees were married and 5 females married, 3 males and 5 females were unmarried.

**Table 4.3: Gender - Marital Status Cross Tabulation**

		Marital status		Total
		Married	Unmarried	
Sex	Male	24	3	27
	Female	5	5	10
<b>Total</b>		<b>29</b>	<b>8</b>	<b>37</b>

Source: Survey Data (2010)

Results shown in table 4.25 also indicate no relationship between marital status and job satisfaction resulting from strategic change as shown by correlation results ( $r = -.215$ ) at significance of  $0.201(P>0.05)$ . This implies that marital status did not influence job satisfaction amongst members of staff during strategic change at CDTF.

#### 4.1.4 Period Worked for CDTF:

It was also important for the researcher to find out from the sample respondents the period they have worked for CDTF. Results show that 40.5% ( $n=15$ ) had worked for five years to less than 10 years while same percentage of 40.5% ( $n=15$ ) have also worked for ten years and more. Whereas 13.5% ( $n=5$ ) have worked in CDTF for one year to less than two years, only 5.4% ( $n=2$ ) have worked for less than one year. The results are as shown in table 4.4.

**Table 4.4: Period Worked for CDTF**

Response	Frequency	Percent
Less than one year	2	5.4
One year to less than 2 years	5	13.5
Five years to less than ten years	15	40.5
Ten years or more	15	40.5
<b>Total</b>	<b>37</b>	<b>100.0</b>

Source: Survey Data (2010)

Correlation results ( $r = -.103$ ) at significance of  $0.545(p>0.05)$ , see table 4.25, also indicate weak relation between the period worked for by employees and job satisfaction resulting from the strategic change at CDTF. This implies that the period worked at CDTF did not affect the effect of strategic change on job satisfaction.

#### 4.1.5 Department worked for:

The researcher also asked the respondents to identify the department they work for in CDTF. Results in the table 4.5 below show that most of the employees who were sampled 35% (n=13) were from Finance and Administration department, 29.7% (n=11) have been working in Community Environmental Facility department, 21.6% (n=8) were in the Community Development Programme department, 8.1% (n=3) were in the technical services department and only 5.4% (n=2) worked in all departments. The results are summarized in table 4.5.

**Table 4.5: Department worked for by Respondents**

Department	Frequency	Percent
Community Environmental Facility	11	29.7
Community Development Programme	8	21.6
Finance & Administration Dept.	13	35.1
Technical services	3	8.1
All departments.	2	5.4
<b>Total</b>	<b>37</b>	<b>100.0</b>

Source: Survey Data (2010)

Results from correlation table 4.25 show small r value of .169 at 0.317 significance ( $P > 0.05$ ). This means there is a weak relationship between department worked for by employees and the effect of strategic change on job satisfaction at CDTF. The implication is that regardless of the department staff work for, it does not affect the consequent job satisfaction of employees resulting from strategic change.

#### 4.2 Employee Satisfaction about the New CDTF Organization:

The researcher sought to establish if staff is satisfied about the formation of the New CDTF organisation, results are presented in table 4.6.

**Table 4.6: Means and Standard Deviations for Satisfaction with Recommendation of New CDTF**

Variables	N	Mean	Std. Deviation	RANK
CDTF is concerned with long term welfare	37	2.8919	1.40996	7
Secure working with the New CDTF	37	3.0270	1.16634	6
Optimistic about the future of New CDTF	37	3.3514	.91943	5
Understand how New CDTF strategy differentiates from other similar organizations.	37	3.4595	.98867	4
Proud of new CDTF	37	3.5135	.96095	3
Understand direction and goals of New CDTF	37	3.5135	.93159	2
CDTF is a leader in Community Development	37	4.5676	.60280	1
Valid N (listwise)	37			

Source: Survey Data (2010)

With mean score of 4.57 and standard deviation of 0.60, staff agree that CDTF is leader in community development. The second reason for satisfaction in order of importance was that they understand the direction and goals of New CDTF and are proud of the organisation (3.51). Some staff however, are pessimistic that New CDTF might not be concerned with their welfare. At 2.89 mean score, this is cited as the main reason for being less satisfied with New CDTF organisation, followed by a feeling of insecurity (3.02).

A composite value (3.47 mean score) indicates that generally staff at CDTF are satisfied with the recommendation to form the New CDTF as a result of the strategic change. The implication is that the staff is willing to take responsibility of the proposed changes and ready to face the challenges associated with changed strategies. However, CDTF management should also be aware of sources of pessimism resulting from staff welfare issues and job insecurity by improving on work conditions resulting from the strategic change, hence enhance job satisfaction.

#### 4.3 Employee Participation in CDTF Strategic Change Process:

The researcher's first objective was to determine the effect of employee participation in change process on job satisfaction, results are shown in table 4.7.

With mean score of 3.46, understanding of how New CDTF was formulated variable was ranked number one indication of employee participation. Confidence in the way staff was involved was ranked second with 3.30; valuing of views and participation by staff came third (3.16); meeting of staff expectations in the workshops (3.05); level of interaction of consultant and staff (3.00) and sixth was staff empowerment to influence change (2.70).

**Table 4.7: Means and Standard Deviations for Employee Participation in Change Process**

Variables	N	Mean	Std. Deviation	Rank
Empowered to influence the change process	37	2.7027	1.19872	6
Level of interaction between staff and consultant was good	37	3.0270	1.06684	5
Expectations of the staff retreats/workshops were fully met	37	3.0541	1.05267	4
Views and participation of staff was valued during the change process	37	3.1622	1.11837	3
Confidence in the way staff was involved in the process	37	3.2973	1.19872	2
Understand how New CDTF was formulated	37	3.4595	.98867	1
<b>Valid N (List wise)</b>	<b>37</b>			

Source: Survey Data (2010)

Results (composite mean value score of 3.12) show that employees at CDTF are generally satisfied about their involvement during the recent strategic change process. This means that employees believe in the proposed changes and are willing to take responsibility of the change consequences. This implies that the change process benefited from quality decision making and effective response to change issues and therefore chance of successful implementation of changes is higher, hence job satisfaction.

#### 4.4 CDTF Change Process Management Style:

The researcher's second objective was to determine the effect of the change process management style on job satisfaction. Change management factors were ranked in descending order using their means and standard deviations, table 4.8 summarizes the findings.

With mean score of 3.58, CDTF management made important changes that were positive to staff variable had the highest score, followed by believe that role played by Consultant was collaborative (3.22 mean score). This is closely followed by believes that management supported Consultant to make positive changes (3.19) and role played by Consultant was consultative (3.16). At mean of 3.14, believe that CDTF management responded to external issues and the role played by Consultant was coercive were ranked fifth and sixth respectively. CDTF management responded to internal important issues during the change process was ranked seventh with 3.00 while the least ranked variable was the believe that the role played by the Consultant was directive with mean of 2.8.

**Table 4.8: Means and Standard Deviations Ranking for Change Management Process Factors.**

Variables	N	Mean	Std. Deviation	Rank
I believe the role played by the consultant was directive	37	2.8108	1.22106	8
CDTF management responded to internal important issues	37	3.0000	.88192	7
I believe the role played by the consultant was coercive	37	3.1081	1.04838	6
CDTF management responded to external important issues	37	3.1351	.97645	5
I believe the role played by the consultant was consultative	37	3.1622	1.32316	4
CDTF management supported to consultant to make positive changes	37	3.1892	1.07595	3
I believe the role played by the consultant was collaborative	37	3.2162	1.03105	2
CDTF management made changes that are positive to me	37	3.5833	.99642	1
<b>Valid N (List wise)</b>	<b>37</b>			

Source: Survey Data (2010)

The composite value results (3.15 mean score) indicate staff are generally satisfied with the management of the change process, mainly attributed to the role played by the CDTF management, although the process was facilitated by an external Consultant. This means that the leadership provided by CDTF managers enhanced cost effectiveness, with focus on desired results. Management may have also interpreted, communicated and enabled the process but not instructed and imposed the change. The results also show that the Consultant applied various styles during the process, however, considering that CDTF employees are fairly an experienced lot in their areas of specialisation, low profile delegating style



was applied as staff understand the framework in which the changes were taking place. The implication is that the change process management was done in a way that the employees can cope with it. Also, it is demonstrated that organisational; leadership is critical even if the important role in the change process is assigned to an external Consultant as this has a direct impact on job satisfaction.

#### 4.5 Job Design Outcome under New CDTF:

The researcher's third objective was to determine the effect of job design outcome resulting from strategic change on job satisfaction. Results showing ranking of mean scores and the standard deviations are shown in table 4.9.

**Table 4.9: Means and Standard Deviations Ranking for Job design and Job Satisfaction**

Variables	N	Mean	Std. Deviation	Rank
Expect variety of job responsibilities under New CDTF	37	3.7838	1.05765	1
Expect support for additional training and education	37	3.7297	1.14622	2
Expect opportunities to learn skills	37	3.6757	1.05552	3
My role in New CDTF will be enlarged	37	3.6757	1.22597	4
My role in New CDTF will be enriching	37	3.5946	1.23512	5
Expect opportunities to utilize my skills and talents	37	3.5405	1.23816	6
Men and women will be provided with equal career opportunities	37	3.5405	1.06965	7
Expect adequate opportunity for periodic changes in duties	37	3.5135	1.19307	8
Expect degree of independence associated with my role	37	3.4324	1.28107	9
I feel people will go ahead primarily on merits of their work	37	3.3514	1.08567	10
I will enjoy my job under New CDTF	37	3.3243	1.05552	11
Working for New CDTF will lead to the kind of future I want	37	3.1081	1.04838	12
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

Expectation of variety of jobs under the New CDTF variable ranked highest with mean score of 3.78, while expectation for additional training and education was second (3.72) and standard deviation of 1.15. Expectation for opportunities to learn new skills and role enlargement under New CDTF came third and fourth with standard deviations of 1.06 and 1.23 respectively. The feeling that staff role will be enriching under New CDTF was ranked fifth while expectation to utilize skills and talents followed at 3.54 mean score ranked on Likert scale of 1 (strongly disagree) to 5 (strongly agree). Working for New CDTF will lead to some kind of future staff want was ranked last (3.10), followed from the bottom by enjoyment of job (3.32), people going ahead on merit (3.35) while expectation of degree of independence and opportunities for changes of duty scored 3.43 and 3.51 respectively. That women and men will be equal opportunity ranked seventh with mean score of 3.54.

From the results (composite mean score value of 3.52), it is shown that staff expect to be satisfied with jobs under the New CDTF, mainly because of the expected variety of job responsibilities. However, this will depend on the provision of relevant job descriptions under the new organization, also availability of opportunities for training and education to match the new responsibilities that are expected to be enlarged and enriching. The implication is that CDTF management must ensure that job descriptions for staff are designed to meet staff expectations. This is because employee motivation is directly related to individual believe that work they do is important and that their tasks are meaningful as work rearrangement often influences job satisfaction.

#### 4.6 Working Conditions under New CDTF:

Further, the researcher's fourth objective was to determine the effect of working conditions outcome on job satisfactions. Results are shown in table 4.10.

Most of the staff feel satisfied with the sick leave variable that was ranked number one with mean score of 3.95 and standard deviation of 0.81. Supervisors' role as models is believed to be important having been ranked second with a mean score of 3.86 and closely followed by expectation of team work at mean of 3.81. At mean of 3.16 and standard deviation of 1.4, happiness to work in any station was ranked last, followed from the bottom by flexible work schedules at 3.57 score, happy to work under New CDTF (3.62) and at 3.8 for both satisfaction with morale of people and team spirit.

**Table 4.10: Means and Standard Deviations Ranking for Working Conditions and Job Satisfaction**

Variables	N	Mean	Std. Deviation	Mean
Expect satisfactory sick leave	37	3.9459	.81466	1
Supervisors to be positive role models	37	3.8649	.88701	2
Expected team spirit	37	3.8378	.86646	3
Happy with morale of people	37	3.8108	.87679	4
Happy with New CDTF	37	3.6216	.89292	5
Flexible work schedule	37	3.5676	1.04191	6
Happy to work in any work station	37	3.1622	1.44364	7
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

Results, with composite value means score of 3.87, indicate that CDTF employees are generally satisfied with expected working conditions resulting from the strategic change. The CDTF staff is happy with sick leave as currently entrenched in CDTF policies. It is important also that supervisors play their role well since it affects employee motivation and team work. The implication therefore is that CDTF management should ensure that working conditions are conducive environment, although they do not directly influence employee motivation, they have a direct bearing on job satisfaction, hence more employee productivity and creativity.

**4.6.1 Expected Work Relations with Supervisors under New CDTF:**

The researcher further found it essential to establish from the respondents their perception regarding the vital role to be played by the CDTF supervisors. Table 4.11 below shows summary results.

The staff expect to be both informed by the supervisors on what is going as a sign of good relation and given recognition for their contribution. These variables were ranked number one and two with the same mean score of 3.75 and standard deviation of 1.06 and 1.02 respectively on Likert scale. In addition, ranked at number three with score of 3.7, expectation of supervisor to consult was followed by a caring and sensitive supervisor. Last in ranking was expectation of fair treatment from the supervisor at mean score of 3.3.

**Table 4.11: Means and Standard Deviations Ranking for Expected Work Relations under New CDTF with Job Satisfaction**

Variables	N	Mean	Std. Deviation	Rank
Expect my supervisor to keep me will informed of what is going on	37	3.7568	1.06472	1
Expect my supervisor to give recognition for my contribution	37	3.7568	1.11568	2
Expect my supervisor to ask me for my input to help make decisions	37	3.7027	1.05053	3
Expect my supervisor to be caring and will respond to issues vital to me	37	3.5405	1.14491	4
Expect my supervisor to treat me fairly	37	3.3514	1.25203	5
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

The results (composite mean score of 3.62) indicate that CDTF staff expect good working relations with supervisors under the New CDTF, mainly because they expect supervisors to keep employees informed of what is going on and recognise their contribution. Staff anticipation of their relationship with supervisors has a huge influence on their motivation to work. The implication therefore is that CDTF supervisors should be good leaders and managers who can ensure quality decisions making in the interest of staff, hence promote staff satisfaction in their jobs.

**4.6.2 Pay Benefits under New CDTF:**

The researcher also sought to find out the expected pay benefits under New CDTF and results are shown in table 4.12.

Results show that CDTF staff is fairly satisfied with the annual leave having ranked number one with mean score of 3.78, closely followed by fair salary expectations under New CDTF at 3.73 mean score. Other important benefits in order of satisfaction are: opportunities for promotion (3.51), amount of holiday and vacation (3.43) and job security under New CDTF at 2.95. Another important aspect of working condition is annual leave and salary expectation. Staff has high expectations of these issues, including promotions opportunities under New CDTF. The implication is that employees are happy with proposals by the Consultant which CDTF policy makers and management should endeavour to implement under New CDTF that will lead to job satisfaction.

**Table 4.12: Means and Standard Deviations Ranking for Pay Benefits under New CDTF**

	N	Mean	Std. Deviation	Rank
Amount of annual leave	37	3.7838	1.10893	1
Fair salary under New CDTF	37	3.7297	1.12172	2
Expect opportunities for promotion	37	3.5135	1.34622	3
Amount of holidays and vacation	37	3.4324	1.32373	4
Job security under New CDTF	37	2.9459	1.45193	5
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

#### 4.6.3 Benefits to be added to New CDTF:

The researcher also found out if staff wanted any benefits to be added in the New CDTF and if yes which ones they preferred, results are captured in tables below 4.13 and 4.14.

**Table 4.13: Benefits to be added by New CDTF?**

	Frequency	Percent
Yes	34	91.9
No	3	8.1
Total	37	100.0

Source: Survey Data (2010)

**Table 4.14: Benefits to be added by New CDTF**

	Frequency	Percent
Leave allowances and mileage	12	32.4
Medical care to include dental and miscarriages	13	35.1
Mortgage arrangement	4	10.8
Longer contract periods	3	8.1
Job security and fair salary	5	13.5
Total	37	100.0

Source: Survey Data (2010)

91.9% (n=34) of the respondents agreed that they would like to be added benefits on New CDTF benefits package while only 8.1% (n=3) disagreed. 35.1% (n=13) said they would like medical care to include dental care and miscarriages, 32.4% (n=12) said leave allowances and mileage should be included, whereas 13.5% (n=5) said job security and fair salary, 10.8% (n=4) said job mortgage arrangement should be added to the new CDTF as benefits. Results show the importance of working conditions to performance. Staff anticipates that improvement of working conditions would enhance staff motivation under New CDTF. Therefore, management should consider improvement of working conditions by introducing leave allowance and mileage, including dental care and miscarriages in medical insurance package.

#### 4.7 Ranking Effect of Strategic Change Variables on Job Satisfaction:

The researcher further ranked the variables of strategic change effect on job satisfaction to establish a comparative strength of the variables. Table 4.15 shows the summary of results.

**Table 4.15: Means and Standard Deviations Ranking Effect of Strategic Change Variables on Job Satisfaction**

Strategic Change Variables	Mean	Std deviation	Rank
Style of change process management	3.824	0.96333	1
Employee participation in change process	3.811	0.7656	2
Working conditions outcome	3.799	0.67877	3
Job Design outcome	3.562	0.8796	4

Source: Survey Data (2010)

With mean score of 3.82, the style of change process management had the greatest influence on job satisfaction, closely followed by employee participation (3.81). The outcome of working conditions (3.79) and job design (3.56) had comparatively less influence respectively. This means, though to a lesser extend, change process variables influence the

influence job satisfaction more than the outcome variables of change. The implication is that CDTF management should emphasise on change process issues in future strategic changes.

With composite mean value of 3.749, it is shown that organisation strategic change affects job satisfaction hence organisational performance.

#### 4.8 Strategic Change and Job Satisfaction:

By measuring constructs of job satisfaction, see section 2.5 i.e. work achievement, recognition, work itself, responsibility, promotion opportunities and growth, the researcher sought to demonstrate the effect of strategic change on employee job satisfaction.

##### 4.8.1 Job Satisfaction and Employees Participation under New CDTF:

The researcher's main objective was to find out the effect of employee participation in strategic change on job satisfaction in CDTF. Table 4.16 shows results of the survey measuring staff recognition as result of the proposed changes.

**Table 4.16: Means and Standard Deviations Ranking Job Satisfaction Factors and Employee Participation**

Job Satisfaction Variable Factors	N	Mean	Std. Deviation	Rank
Supervisors will recognize my performance under New CDTF	37	3.5946	1.06613	1
Satisfied I will air my opinion without fear	37	3.5135	1.04407	2
Satisfied with role played by transformation management team	37	3.4324	.83468	3
Satisfied with staff participation during change process	37	3.2973	.90875	4
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

The staff feels it is important for the supervisor to recognise their performance which scored the highest mean of 3.59 and standard deviation of 1.07. Level of satisfaction in ascending order was: will air opinion (3.51), role played by transformation management team during change process (3.43) and staff participation in change process (3.30).

Results (composite mean value of 3.46) show that employees participation in the strategic change process influenced job satisfaction. This means that they feel recognised having been involved and so their participation made them (staff) feel valued, this may enhance their commitment to the proposed changes. The implication is that CDTF management should maintain staff recognition for the successful implementation of proposed changes by enabling staff participation during the implementation of the proposed changes through continued consultation to enhance job satisfaction.

##### 4.8.2 Change Management Process and Job Satisfaction under New CDTF:

Researcher found out from the respondents how satisfied they are with the change from CDTF to New CDTF. Table 4.17 shows results of the survey measuring staff responsibility as result of the proposed changes The mean of 3.43 indicate that satisfaction with change from old to New CDTF was the most important aspect to demonstrate staff confidence in the change process management, also followed closely, staff are satisfied with the general coordination of the change process hence the resulting positive effect on their job satisfaction.

**Table 4.17: Means and Standard Deviations Ranking Job Satisfaction Factors and Change Management Process Style**

	N	Mean	Std. Deviation	Rank
Satisfied with change from CDFT to new CDTF	37	3.4324	.95860	1
Satisfied with general coordination of the change process	37	3.2432	.98334	2
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

The results (composite mean value of 3.34) show that staff at CDTF are satisfied with the way the change management was well managed and are willing to take responsibility of the change intervention. This means that CDTF management provided leadership appropriately by deciding on the intensity and style of its involvement. Therefore, employees feel CDTF management guided the planning and direction of the change process in a cost effective manner. The implication is that a well-managed strategic change process enables employee to take reasonability of their actions when facing challenges of implementing the proposed changes and so influences positively job satisfaction.

**4.8.3 Job Satisfaction and Job Design Outcome under New CDTF:**

The researcher further wanted to know if the employees are satisfied with expected outcome of job design in New CDTF. Table 4.18 shows results of the survey measuring work itself and achievements as result of the proposed changes.

Of the six factors ranked, staff satisfaction with the work they will do under New CDTF was ranked number one with mean score of 3.89 and standard deviation of 0.94. Also closely important was satisfaction that work will give a feeling of personal success at 3.84 and satisfaction with expected role under New CDTF and own morale to work, both scored a mean of 3.75 and standard deviation of 0.98 and 0.93 respectively. On expectation of training to advancement, a mean score of 3.59 shows employees expect opportunities of growth under New CDTF. The least satisfaction was with expected reasonableness of work responsibilities (3.54).

**Table 4.18: Means and Standard Deviations Ranking Job Satisfaction Factors and Job Design Outcome**

Job Satisfaction Factors	N	Mean	Std. Deviation	Rank
Satisfied with the work I will perform under New CDTF.	37	3.8919	.93642	1
Satisfied that my work will give me a feeling of personal success	37	3.8378	.98639	2
Satisfied with my expected role under the New CDTF.	37	3.7568	.98334	3
Satisfied with my own morale to work	37	3.7568	.92512	4
Satisfied with expected training programmes under the New CDTF.	37	3.5946	.98487	5
Satisfied with expected reasonableness of work responsibilities.	37	3.54054	.730091	6
<b>Valid N (listwise)</b>	37			

Source: Survey Data (2010)

Composite mean value (3.73) results show that majority of staff feel comfortable with the expected role they will play under New CDTF. This means that the outcome of job design has a positive impact of the work itself (job) that each individual expects to do. In addition to work to be performed, the staff feel they will advance their capabilities through training. The implication is that the proposed changes should be implemented to maintain job satisfaction levels, which will have a positive impact on CDTF performance as an organisation. Also, CDTF may raise productivity of staff by offering non-monetary rewards e.g. greater satisfaction from a sense of personal achievement in meeting the increased work challenges and work responsibilities.

**4.8.4 Job Satisfaction and Working Condition Outcome under New CDTF:**

Still on job satisfaction, the researcher found out if the employees are satisfied with expected work conditions. The table below shows results of the survey measuring working conditions, results are summarised in table 4.19.

**Table 4.19: Means and Standard Deviations Ranking Job Satisfaction Factors and Working Condition Outcome**

Job Satisfaction Factors	N	Mean	Std. Deviation	Rank
Satisfied with the professionalism of people I will work with.	37	3.9730	.86559	1
Satisfied with my ability to maintain reasonable family and work life.	37	3.7027	.84541	2
Satisfied with expected benefits (health, insurance).	37	3.6757	1.08151	3
Satisfied with expected general work conditions under the New CDTF.	37	3.6486	.85687	4
Satisfied employee policies will be administered in all departments.	37	3.6216	1.06331	5
I expect to be satisfied with work hours each week.	37	3.5946	.86472	6
Satisfied with expected relation with co-workers.	37	3.4865	1.09599	7
Satisfied with my compensation will match my responsibilities.	37	3.1351	1.08429	8
<b>Valid N (listwise)</b>	<b>37</b>			

Source: Survey Data (2010)

Employees feel satisfied with the professionalism of people they expect to work with – this was ranked number one with a mean score of 3.97 and standard deviation of 0.87. The second ranked factor is with the ability to maintain reasonable family and work life under the New CDTF (3.70), that is followed by satisfaction with benefits and general work conditions at mean score of 3.68 and 3.65 respectively. The staff are least satisfied that compensation will match their responsibilities at 3.1 and standard deviation of 1.08, followed in ascending order from the bottom with satisfaction with relation with co-workers (3.49), each week work hours (3.59) and that policies will be administered equally in all department at mean of 3.62 and standard deviation of 1.06.

Results (composite mean value of 3.60) show that staff are satisfied with the working conditions resulting from the strategic change process. This means that CDTF should ensure that qualified and professional people are engaged/retained to perform duties relevant to them, including fair administration of CDTF policies and matching compensation with responsibilities, of which provide promotion opportunities for the current staff. Also favourable work conditions will be availed if CDTF policies support balance between work life and family life (that will enhance staff responsibility), including reasonable benefits (that will make staff feel recognised), especially health and insurance. The implication is that although working conditions (hygiene issues) are not a direct source of employee job satisfaction, they are important in creating an environment in which employees satisfaction is possible. Employees when they are satisfied with their work, they are more productive and creative.

**4.8.5 Suggestions to Increase Job Satisfaction of Employees:**

The researcher also sought to establish from the respondents what CDTF can do in order to increase their satisfaction as employees of New CDTF. Results(table 4.20) show that majority of the employees, 16 (43.2%) said that the New CDTF should review remuneration and job security, 8(21.6%) said that good management should be there to increase their satisfaction while 4 (10.8%) said that there should be exchange programmes in the New CDTF.

**Table 4.20: Suggestions to Increase Satisfaction of Employees**

Response	Frequency	Percent
Provision of job security	9	24.3
Review remuneration and other benefits	16	43.2
Good management	8	21.6
Exchange programmes	4	10.8
<b>Total</b>	<b>37</b>	<b>100</b>

Source: Survey Data (2010)

Results show that staff feel the need to improve working conditions to enhance job satisfaction through improvement of job security and remunerations review. When staff are insecure in their jobs, they feel frustrated and this has a negative effect on job satisfaction. The implication is that CDTF management should endeavour to clarify the issue of staff roll over to New CDTF organisation to avoid the feeling of whether they will be retained or not. According to the revised job descriptions, the staff expect job enlargement and enrichment, these may demand more on staff productivity. Management therefore should ensure improved remunerations, which will motivate staff to perform, hence job satisfaction.

**4.9 Chi Square and Correlation Results:**

Relevant statistics were applied to test the hypotheses so as to establish the relationship between strategic change variables and the job satisfaction.

**4.9.1 The Effect of Employee participation in change process on job satisfaction:**

Null Hypothesis (**H0<sub>1</sub>**): *There is no relationship between employee participation in change process and job satisfaction.*

Chi square test was done to find out the relationship between employee participation in change process and job satisfaction. Table 4.21 indicates calculated chi-square values and their significance.

**Table 4.21: Chi-Square of Employee participation in change process against Job Satisfaction**

Job Satisfaction	Understanding formulation of New CDTF			Level of interaction between staff and Consultant			Confidence in the way staff was involved in change process		
	Value	df	Sig.	Value	df	Sig.	Value	df	Sig.
	32.840	1	0.0001	40.043	1	0.005	49.590	1	0.000
	Workshop expectations fully met			Views and participation was valued during the process			Empowered to influence change		
	Value	df	Sig.	Value	df	Sig.	Value	df	Sig.
	39.957	1	0.006	32.658	1	0.0002	22.563	1	0.000

Source: Survey Data (2010)

Chi-square test in this particular study was used because the data collected was basically categorical of the description of views, opinions, feeling and attitudes of the respondents towards the job satisfaction. The test enabled the researcher to establish whether there are any significant relationships in the frequencies of alternative responses. All the data was analysed at a significant level of 95% or  $P < 0.05$ .

The above table (4.21) reveals the chi-squares of different variables on job satisfaction. The variable on Understanding how New CDTF was formulated and job satisfaction indicates a significant relationship between the two variables (0.0001 significant levels at  $p < 0.05$ ). There was also a significant association between level of interaction between staff and the Consultant and job satisfaction at 0.005 significance. On the relationship between confidence in the way staff was involved and job satisfaction, the level of significance, which is 0.000 at  $P < 0.05$  reveals a significant level of staff involvement in change process and job satisfaction. The relationship between expectations of staff workshop met and job satisfaction also is significant with a chi square statistic of 39.957 with a level of significance 0.006 at  $p < 0.05$ . Relationship between employees' views and participation valued and job satisfaction significant relationship between the two variables is revealed with 0.0002 level of significant at  $P < 0.05$ . Therefore from the findings, the null hypothesis that states that there is no relationship between "employee participation in change process and job satisfaction" is rejected.

Results (composite mean value  $X^2 = 36.275$ ,  $P < 0.05$ ) show that employees' participation in strategic change affects job satisfaction that confirms earlier results from descriptive statistics. This implies that organisations should endeavour to facilitate staff participation in change processes to enhance job satisfaction after the proposed changes.

**4.9.2 The Effect Style of change process management on job satisfaction:**

*H0<sub>2</sub>. There is no relationship between styles of change process management and job satisfaction.*

Correlations were used to find the relation of change process management against Job satisfaction. Using different variables, results are shown in table 4.22:

**Table 4.22: The Effect Style of change process management on job satisfaction**

Change Process Management style		Job satisfaction
Believe role played by Consultant was coercive	Pearson Correlation	.495(**)
	Sig. (2-tailed)	.002
	N	37
Was given enough authority to contribute to the process	Pearson Correlation	.222
	Sig. (2-tailed)	.007
	N	37
Believe that transformation management team played important role	Pearson Correlation	.660(**)
	Sig. (2-tailed)	.000
	N	37
Believe role played by consultants was consultative	Pearson Correlation	.435(**)
	Sig. (2-tailed)	.007
	N	37
Believe role played by consultants was collaborative	Pearson Correlation	.474(**)
	Sig. (2-tailed)	.003
	N	37
CDTF management responded to external important issues	Pearson Correlation	.546(**)
	Sig. (2-tailed)	.000
	N	37

\*\* Correlation is significant at the 0.01 level (2-tailed). \* Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2010)

The independent variable was job satisfaction, while the dependants included role played by consultant was coercive; given enough authority to contribute to the process; believe that transformation management team played important role; role played by consultant was consultative; role played by consultant was collaborative; and CDTF management responded to external important issues.

The relationship between transformation management team playing an important role and job satisfaction was found to be significant ( $r = .660$ ,  $p$  value of 0.000 at  $P < 0.05$ ). On finding the relationship between the role played by the consultant being coercive and job satisfaction, correlation results ( $r = .495$ ,  $p < 0.05$ ) show strong relationship. Further the researcher tested the relationship between the role played by the consultant being consultative and job satisfaction. Correlation results ( $r = .435$ ,  $p < 0.05$ ) indicate significant relationship between the two variables. As for role played by the consultant being collaborative and job satisfaction, results ( $r = .474$ ,  $p < 0.05$ ) indicated strong relationship between the two variables. Relationship between the CDTF management responding to the external important issues and job satisfaction was also found to exist ( $r = .546$ ,  $p$  value of 0.000 at  $p < 0.05$ ). From the above findings the null hypothesis stating “There is no relationship between Style of change process management and job satisfaction” is rejected.

Correlation results (composite mean value  $r = .472$ ,  $p < 0.05$ ) indicate that style of change process management has an effect on job satisfaction that confirms earlier results from descriptive statistics. The implication is that during strategic change, organisation management and external consultant management styles affect job satisfaction of employees.

**4.9.3 The Effect of Job design outcome of change process on job satisfaction:**

*H0<sub>3</sub>: There is no relationship between Job design outcome of change process and job satisfaction.*

Correlations were used to test the relationship between job design outcome and job satisfaction, see results in table 4.23.

**Table 4.23: The Effect of Job design outcome of change process on job satisfaction**

		Job satisfaction
I will enjoy my job under New CDTF	Pearson Correlation	.680(**)
	Sig. (2-tailed)	.000
People will go ahead primarily on merits of their work	Pearson Correlation	.728(**)
	Sig. (2-tailed)	.000
Men and women will be provided with equal career opportunities	Pearson Correlation	.560(**)
	Sig. (2-tailed)	.000
My role in New CDTF will be enriching	Pearson Correlation	.438(**)
	Sig. (2-tailed)	.007
My role in New CDTF will be enlarged	Pearson Correlation	.475(**)
	Sig. (2-tailed)	.003
Expect opportunities to utilize my skills and talents	Pearson Correlation	.577(**)
	Sig. (2-tailed)	.000

**N=37**

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

Source: Survey Data (2010)

The independent variable was job satisfaction, while the dependent variables were enjoying my job under the New CDTF; people going ahead primarily on merits of their work; men and women provided with equal career opportunities; the role in the New CDTF will be enriching, the role being enlarged; and utilization of skills and talents.

The level of significance for the variable enjoying of job under the New CDTF was 0.000 with a Pearson correlation of .680 at  $p < 0.05$ ; people going ahead primarily on merits of their work had a significance of 0.000 with an  $r$  value of .728; men and women provided with equal career opportunities had a  $p$  value of 0.000 where  $p < 0.05$  with an  $r$  value of .560, the role in the New CDTF will be enriching had a  $p$  value of 0.007 and a correlation value of .438; the role being enlarged had a significance of 0.003,  $r$  value of 0.475 and utilization of skills and talents had a  $p$  value of 0.0000 and a correlation of .577. In all cases, the  $p$  values are below the magic 0.05 and every  $r$  value (a sample statistic) indicates strength and direction of the correlation. From the findings, we reject the null hypothesis which states that there is no relationship between job design outcome of change and job satisfaction, indicating significant association between job design outcome of change and job satisfaction, as earlier found out from descriptive statistical results.

Correlation results (composite mean value  $r = .576$ ,  $p < 0.05$ ) indicate that the outcome of job design resulting strategic change affects tasks to be performed by staff. The implication is that since job satisfaction depends on what individuals do, organisations should ensure that revision of job descriptions are within the employee capacity to avoid demoralisation, hence job satisfaction.



**4.9.4 The Effect of Working conditions outcome of change process on job satisfaction:**

*H0<sub>4</sub>. There is no significance between working conditions outcome of change and job satisfaction*

Chi-square was also used here to find out the significance between working condition outcome and job description, see results in table (4.24) below.

**Table 4.24: The Effect of Working conditions outcome of change process on job Satisfaction**

	Supervisors to be positive role models	Happy with morale of people	Expected team spirit	Happy with New CDTF	Flexible work schedule
Chi-Square(a,b)	10.892	8.946	10.676	31.514	13.135
df	3	3	3	4	4
df	3	3	3	4	4
Asymp. Sig.	.012	.030	.014	.000	.011

a 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 9.3.

b 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 7.4.

Source: Survey Data (2010)

The dependent variables included supervisors to be positive role models; happy with morale of people working with; happy with expected team spirit in work environment; happy with New CDTF; and flexible work schedule.

A calculated chi-square value of 10.892 at  $p < 0.05$  with 3 degree of freedom shows that the association is significant with level of significance of 0.012, meaning that supervisors being role models influences the job satisfaction. Also there is a significant relationship between happy with morale of people working with and job satisfaction as chi square value was 8.946 at 3 degree of freedom with the level of significance at 0.030 at  $p < 0.05$ . The third variable, happy with expected team spirit in work environment shows a significant relationship with a chi statistic of 10.676 at a  $p < 0.05$  between expected team spirit and job satisfaction. The level of significance was 0.014 at  $p < 0.05$  denoting a strong relationship. A significant relationship also occurred between happy with the New CDTF and Job satisfaction as indicated by a chi statistic of 31.514 with a p value of 0.000. Another variable that was tested was flexibility of work schedule. A significant association is indicated between flexibility and job satisfaction with level of significance of 0.011, the chi square value was 13,135 at 4 degrees of freedom. From the findings the null hypothesis that stated that there is no significance between working conditions outcome of change and job satisfaction is rejected.

Results (composite mean  $X^2 = 15.03$ ,  $p < 0.05$ ) indicate statistically significant associations between working conditions and job satisfaction, also as earlier confirmed from descriptive statistic analysis. The implication of this is that working conditions outcomes from the strategic change process influence job satisfaction of employees.

**4.9.5 The Effect of Demographic factors on job satisfaction resulting from strategic change:**

*H0<sub>5</sub>. Demographic factors have no effect on change process and job satisfaction.*

Correlation analysis was used to find the effect of demographic factors on change process and job satisfaction. Correlation was used to find the relationship and the strength of the variables. The variables for demographic factors included period of work for CDTF; age of respondents; sex of respondents; marital status; and department worked for.

**Table 4.25: The Effect of Demographic factors on change process and job Satisfaction**

Demographic Factors		Job Satisfaction
Period worked for CDTF	Pearson Correlation	-.103
	Sig. (2-tailed)	.545
	N	37
Age	Pearson Correlation	.288
	Sig. (2-tailed)	.084
	N	37
Sex	Pearson Correlation	-.265
	Sig. (2-tailed)	.112
	N	37

Marital status	Pearson Correlation	-.215
	Sig. (2-tailed)	.201
	N	37
Department worked for.	Pearson Correlation	.169
	Sig. (2-tailed)	.317
	N	37

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

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

Source: Survey Data (2010)

A correlation between period worked in the CDTF and job satisfaction shows no statistical association ( $r = -0.103$ ,  $p$  value of  $0.545$  at  $P < 0.05$ ). From the correlation analysis, we also find that there is no significant relationship between age of respondent and job satisfaction ( $r = 0.288$ ,  $P > 0.05$ ). On finding out the relationship between gender of respondents and job satisfaction, the correlation results ( $r = -0.265$ ,  $P > 0.05$ ) show no relationship between gender and employee job satisfaction. Also there was no significant statistical association at  $p < 0.05$  between marital status and job satisfaction as indicated by the correlation results ( $r = -0.215$ ,  $P > 0.05$ ). The level of significance between department of employee and job satisfaction was  $0.317$ . The correlation coefficient between the two variables showed  $r = 0.169$ , this also indicates that there was no significant relationship. From the findings the null hypothesis that stated there is no relationship between demographic factors and change process and job satisfaction is accepted.

Correlation results (composite value  $r = -0.0252$ ,  $P > 0.05$ ) show that there is minimal significance of demographic factors on job satisfaction during strategic change process. The implication of this is that demographic factors do not influence job satisfaction of an employee.

#### 4.10 Regression Analysis Results:

Regression was used to measure the effect of strategic change variables on job satisfaction. Strategic change variables included style of change process management, employee participation, job design outcome and work conditions outcome of strategic change process.

Results are shown in the table below confirm results established in section 4.8 of ranking strategic variables on job satisfaction.

Table 4.26: Regression Analysis of Strategic Change on Job Satisfaction.

Factor	R square	Adjusted R square	Error Estimate	df	Significance	Rank
Style of change process management	0.736	0.732	1.159	6	0.000	1
Employee participation in change process	0.521	0.521	.231	6	0.000	2
Working conditions	0.625	0.625	.143	6	0.000	3
Job Design	0.596	0.596	.222	6	0.000	4

Source: Survey Data (2010)

From the above regression finding (composite value  $R^2 = 0.62$ ,  $P < 0.05$ ) the effect of strategic change variables is significant on job satisfaction during strategic change.

Regression analysis results (table 4.26) ranking show the strength of the effect in order of importance is style of change process management; employee participation, working conditions and job design outcome respectively, confirming descriptive statistical results of section 4.7 above. The implication of this finding is that during strategic change, style of change process management and employee participation (change process variables) has the greatest influence on job satisfaction compared to the effect of the change outcome variables (i.e. working conditions and job design).

#### 4.11 Study Contribution to Knowledge:

Past studies on strategic change and job satisfaction focused mainly on issues of strategy formulation and implementation and characteristics of job satisfaction respectively. This study has shown that organisational change affects job satisfaction. It has also demonstrated that strategy change process variables (employee participation (3.81) and style of management (3.82)) had a bigger influence on job satisfaction than strategic change outcome variables (working conditions (3.79) and job design (3.56)).

## 5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

### 5.1 Summary of Findings:

Study results, based on a five point Likert type scale ranging from strongly disagree(1) to strongly agree(5), show that strategic change process (style of change process management (3.82 mean score) and employee participation (3.81) and strategic change outcome (working conditions (3.79 mean score) and job design (3.56) affect job satisfaction respectively. The same ranking is confirmed from regression findings (table 4.26).

Findings show that CDTF staff is satisfied about their participation during the strategic change process (mean score 3.81, standard deviation 0.96), also Chi-square results (mean  $X^2 = 36.28$ ,  $P < 0.05$ ) show that employee participation in the change process influence job satisfaction. This indicates that participation of employees in strategic change enhances job satisfaction. Also study findings indicate that employees are satisfied with the management style applied by the CDTF management and external consultant during strategic change at CDTF (mean score 3.82, standard deviation 0.77) and correlation results (mean  $r = .472$ ,  $P < 0.05$ ) show that management style during the change process affected employee job satisfaction. This implies that during organisational change, the management style of the change agent influences staff job satisfaction.

Study findings (composite mean score 3.79, standard deviation .679) show that CDTF employees are satisfied with the resulting working conditions from the strategic change. Further, Chi-square results (composite mean  $X^2 = 15.03$ ,  $P < 0.05$ ) indicate that working conditions outcomes during strategic change affected job satisfaction. This implies that working conditions resulting from organisational change has a direct influence on employee job satisfaction. Research findings also show that CDTF staff are satisfied with the job design outcome from the strategic change (mean score 3.56, standard deviation 0.88) and also from correlation results (composite mean  $r = .576$ ,  $P < 0.05$ ), it is shown that working conditions outcome has strong relation with job satisfaction. This means during organisation change, staff jobs should be designed to satisfy staff.

The research findings show that there are more men (73%) working at CDTF than women and majority (78.4%) of the CDTF employees are married. Also, most of the CDTF employees (51.4%) are aged between 35 – 44 years and the majority (81%) of the employees have worked at CDTF for more than 5 years. It was also found that most of the employees (35.1%) work in the Finance and Administration department. Correlation results (mean  $r = -.0252$ ,  $P > 0.05$ ) indicate that demographic factors did not influence job satisfaction during strategic change at CDTF. The implication is that demographic factors have negligible moderating effect on job satisfaction during organisational change.

The study also established from regression results ( $R^2 = 0.62$ ,  $P < 0.05$ ) that strategic change effect on job satisfaction is significant. Therefore, organisational change would normally affect job satisfaction and hence employee motivation and productivity.

### 5.2 Conclusions of Study:

From this study, it is concluded that organisational change affects job satisfaction (composite measure strategic change variables mean 3.74, regression results (mean  $R^2 = 0.62$ ,  $P < 0.05$ ). It is also concluded that during strategic change at CDTF, strategic change process variables (style of management and employee participation) were found to have a greater effect on employee job satisfaction than strategic change outcomes (working condition and job design). It is also concluded that job satisfaction is positively affected during strategic change as shown by Chi square results by employee participation ( $X^2 = 36.275$ ,  $P < 0.05$ ) and working condition outcome ( $X^2 = 15.03$ ,  $P < 0.05$ ); and correlation results by management style ( $r = 0.472$ ,  $P < 0.05$ ) and job design ( $r = .576$ ,  $P < 0.05$ ). From correlation results ( $r = -.0252$ ,  $P > 0.05$ ), it is also concluded that demographic factors had negligible effect on job satisfaction during strategic change at CDTF.

After successful restructuring of CDTF, the challenge now is how this will be reflected on the quality of service delivery. There is, therefore, need to build on the recent work measurement exercise (Functional Analysis) to enhance operations that will result in increased efficiency and staff productivity. Satisfied employees tend to be more productive, creative and committed to their employers, and this study has shown a direct correlation between staff motivation and organisational change. Organisations that create work environments that attract, motivate and retain hard-working individuals are better positioned to succeed in a competitive development environment.

Although hygiene issues are not a source of satisfaction, they are useful in creating an environment in which employee satisfaction is possible as shown by this study. Therefore before dealing with the motivators as a result of the restructuring, CDTF management should not ignore the hygiene factors. This is because, first, employees would be generally unhappy, and this would be apparent to CDTF beneficiaries. Second, hardworking employees, who can find jobs elsewhere, would leave, while mediocre employees would stay and compromise CDTF success.

### **5.3 Recommendations of Study:**

It is important that management of CDTF sustains and enhances the goodwill shown by the staff whose job satisfaction has been enhanced by the recent restructuring process. As the New CDTF organisation prepares to start operations during the next phase, management should first deal with hygiene issues that have an indirect but crucial impact on job satisfaction before handling employee motivation issues to sustain and enhance job satisfaction.

Policies resulting from the restructuring can be a great source of frustration for employees if they are not applied equally. Although employees may never feel a great sense of satisfaction due to company policies, dissatisfaction can be decreased by making sure that policies are applied fairly and equally to all. Also, CDTF administrative manuals should be compared to similar practices in other organisations and updated with staff input. To enhance more satisfaction, CDTF must begin by making wise decisions when appointing supervisors. The role of supervisor is complex, especially in handling implications of change resulting from organisational change. It requires leadership skills and the ability to treat all employees fairly. CDTF should train supervisors to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out. The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for the New CDTF. CDTF should consult salary surveys to see whether the salaries and benefits it is offering under New CDTF are comparable to those of other similar organisations. In addition, there should be clear policies related to salaries, raises and bonuses that match responsibilities under New CDTF. Interpersonal relationships are also key to enhancing job satisfaction. CDTF management should note that part of the satisfaction of being employed is the social contact it brings, so employees should be allowed a reasonable amount of time for socialization. This will help staff to develop a sense of camaraderie and teamwork. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. CDTF should improve general working conditions like keeping equipment and other facilities up to date so as to match job expectations under the New CDTF.

Motivating factors are crucial in enhancing and sustaining employee satisfaction. Perhaps the most important to employee motivation after restructuring is helping individuals believe that the work they are doing is important and that their tasks are meaningful. CDTF management should emphasize that staff contributions under New CDTF result in effective service delivery. For example sharing of stories of success about how an employee's actions stood out contributes to job satisfaction amongst employees. Some employees, however, may not find all their tasks interesting or rewarding under the New CDTF, management should ensure that work to be performed by employees are tasks that are essential to the overall CDTF success. Tasks that are unnecessary should be eliminated or streamlined under the New CDTF, to enhance efficiency and job satisfaction. One premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help staff, CDTF management should make sure employees are placed in positions that use their talents. Achievable goals and standards for each position should be set, and make sure employees know what those goals and standards are. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. This will lead to staff appreciation of their achievement hence job satisfaction. Recognition is also key to the satisfaction of employees. CDTF management should ensure individuals at all levels of the organization are recognized for their achievements on the job. Employees that do something well should be acknowledged for their good work by publicly thanking them for handling a situation particularly well. Employees will be more motivated to do their jobs well if they have ownership of their work. CDTF should give employees enough freedom and power to carry out their tasks so that they feel they "own" the result. When staff feel responsible, they mature in their jobs, and so opportunities for added responsibility should be provided. Challenging and meaningful work should be added by giving the employee greater freedom and authority as well. CDTF should reward loyalty and performance with advancement. If no opportunity exists to which to promote a valuable employee, CDTF management should consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, CDTF also should support employees by allowing them to pursue further education, which will make them more valuable and more fulfilled professionally.

#### 5.4 Recommendations for Future Research:

In concluding this research, it is recommended that more research be conducted on other job satisfaction variables like stress, opportunities for career development, organisational commitment, cultural factors, and labour turnover within development organisations in Kenya.

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