

**EFFECTS OF ORGANIZATIONAL DEVELOPMENT INTERVENTIONS ON  
EMPLOYEE PERFORMANCE, A CASE OF ELDORET WATER AND  
SANITATION COMPANY, KENYA**

**BY**

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## DECLARATION

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## **DEDICATION**

I dedicate this thesis to my late father George and my mother Catherine for their unconditional love, financial support, and advice during my time in school, may the Almighty God reward you abundantly.

## **ACKNOWLEDGEMENT**

I am first and foremost indebted to God, the giver of life and all success. Secondly, to Moi University for allowing me to undertake this course. I am obliged to register my sincere gratitude to my supervisors Mr. Kuto and Mr. Ong'anya for their guidance, support and constructive criticism during the preparation of this thesis.

## ABSTRACT

The application of organization development in a public sector organization is full of difficulties. Public sector organizations demonstrate bureaucratic norms and behaviour patterns that are at odds with the principles of organization development that affects employee's performance and morale. The study therefore sought to establish the effect of organizational development interventions on employee performance at Eldoret Water and Sanitation Company. The objectives of this study were; to examine the effect of interpersonal interventions on employee performance; to examine the effect of Social interventions on employee performance and to examine the effect of technical interventions on employee performance. The study was guided by systems theory by Katanz and Khan (1966). The study adopted a case study research design. The target population consisted of 215 employees working at the Eldoret Water and Sanitation Company. The research tools employed included questionnaire and interview schedule for the heads of departments. Data was collected from both primary and secondary sources. The data from the research instruments were coded and analyzed using the Statistical Package for Social Sciences. Descriptive statistics, frequency tables and bar graphs were used to present the data. Chi-square test was used to establish the relationship between organizational development interventions and employee performance. The study established that interpersonal, technical and social interventions were used to improve employee performance. The study revealed that this reduces errors, promotes good communication and public relations at workplace therefore improving employee performance. However, the study established that majority of employees had been affected negatively working closely and under the guidance of a supervisor. The study established that recognition awards, holiday trips, visits to other performing organizations, games and sports, regular departmental meetings and common health breaks improved employee performance. Further, the study established that technical interventions had positive effect on the performance of employees. In particular, ISO certification of the company, provision of ICT facilities, existence of clear job descriptions, payment of overtime and delegation improves employees' performance. The study recommends that employee commitment should be implanted in both the new and current employees. There is need to create a change management team which will be responsible for devising proposals for change and managing teams. There is also need for executive coaching from an expert in OD practice and to increase the funds allocated to various organizational development interventions for acquisition of resources.

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**LIST OF ABBREVIATIONS AND ACRONYMS**

<b>OD</b>	Organization Development
<b>ODI</b>	Organization Development Intervention
<b>HRD</b>	Human Resource Development
<b>EI</b>	Employee Involvement
<b>LVNWSB</b>	Lake Victoria North Water Service Board
<b>R &amp; D</b>	Research and Development
<b>SPA</b>	Service Provision Agreement
<b>SPSS</b>	Statistical Package for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

**Organization Culture** – In this study it refers to pattern of norms and values which includes observable behaviours of organizational members such as clothing, structures and physical aspects of the organization

**Employee Intervention** - This is a situation where employees participate in changes taking place in an organization. In this study it is perceived at individual level, group, unit or departmental level employees working together to achieve a common goal in an organization

**Organization Development (OD)** – This is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values and structures of organizations so that they can better adapt to new technologies, markets and challenges, and the dizzying rate of change (Smith, 2003). In this study organizational development is looked at in terms of a long term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning, technology used and problem-solving process.

**Organization Development Intervention** - This is a set of structured activities in which selected organizational units engage in a task or a sequence of tasks aimed at organizational improvement. In the context of this study ODI means deliberate strategies used by an organization to help improve employee performance and morale hence organizational performance.

**Performance** - Performance is what a company needs from an employee to achieve their business goal or objective. In this study it refers to the quality and quantity of tasks accomplished by an individual or group at work.

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

This chapter contains the background to the study, statement of the problem, objectives of the study, research questions, hypothesis, and significance of the study and operational definitions of terms.

### **1.1 Background of the Study**

According to Meyer and Botha (2004), organizations globally are challenged with a very volatile and fast changing environment. They further argue that only those organizations that develop the capacity to change constantly will survive in this environment (Meyer & Botha, 2004). Employees in service organizations and particularly those who have frequent contacts with the customer usually serve as representatives of both the organization and their services to the customer at contact point. The quality of the service and the satisfaction the customer derives from it will be an assessment of the entire service experience.

Employees who are empowered in an organization can either portray a positive or negative picture to the customers Meyer and Botha (2004). Considering that satisfied employees are valuable to the organization, it therefore becomes the duty of the management to put in place a system that would ultimately generate satisfaction from their employees since employees have a major role to play in determining whether a customer would enjoy the experience or turn to their competitors for better solutions. This, according to Baruch (1998), forces organizations to re-think their strategy because companies today recognize that they can compete more effectively by distinguishing

themselves with respect to service quality and improved customer satisfaction which can only be realized through constant development in the organization. Considering the role of employees in service organizations, they need to be equipped to carry out their functions successfully. Technically, they need to be reinforced and motivated to be able to span boundaries. The simultaneity of services leads to an inherent link between employees' behavior, their motivation, competencies, satisfaction, and commitment. Looy, Gemmel, & Van Dierdonck, (2003) revealed that two thirds of employee satisfaction levels were caused by latitude given to employees by their management. Further still, to meet customer needs, authority given to them to serve customers, possession of knowledge and skills needed to serve customers and technology provided by the organization to be used by the employees is very important. As a result the human resource practices play a crucial role in the management of service operations and implementing the necessary changes to match the changing trends in the global business world. A complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform in customer-oriented, service-minded ways. Paying attention to competencies and their continuous development should be reflected in human resource practices.

Organizational development is a planned change practice and process for improving organizational processes. Planned changes make an organization more responsive to environmental shifts and are designed to address organizational problems or to help an organization prepare for the future (Smither, Houston & McIntire 1996, Porras and Silvers, 1994). Organizational development is based primarily on a normative re-educative strategy. In order to make change effective, old norms and values have to be discarded and supplanted by new ones (French and Bell, 1995). The people affected by

the change must participate in their own re-education if they are to be re-educated (French, Bell and Zawacki, 2000). Secondly, organizational development is based on a rational-empirical strategy: people will change if and when they realize the change is advantageous to them – the situation must be desirable, effective and in line with their rational self-interest (French and Bell, 2000). Organization development makes use of a diagnosis to determine areas requiring change. An organizational development program involves an array of interventions designed either to help organizational members address specific problems effectively and efficiently, or to improve the organization's functioning.

Good organizational development interventions can have a significant effect upon the operations and success of any organization. It is recognized that organizational development interventions depends on human resource because of its considerable importance in the management of organizations (Singh, 1992). The competitive advantage of an organization depends on how well its human resources are managed (Mendonca & Kanungo, 1996). Performance can be considered an outcome of both organizational development interventions and human activities (De Waal, 2003). Performance is a set of practices through which work is defined and reviewed (Butteries, 2000). The business climate has changed during the past few years. It seems that no industry is immune to a shake up as a direct or indirect consequence of deregulation or competition from abroad. For many organizations, one result of this trend is a justifiable obsession with quality and productivity. It's therefore more important than ever before to accurately measure job performance so that rewards can be distributed fairly and performance problems can be solved quickly by embracing organizational development interventions.



Eldoret Water and Sanitation Company Limited is a corporate entity established under the companies Act chapter 486 of the laws of Kenya. The Eldoret Municipal Council is the principle shareholder. The Board of Directors of ELDOWAS comprises 14 Directors who represents the interest of various stakeholders. These are the Eldoret Municipal Council represented by Mayor, Town Clerk and Treasurer. The Government represented by Ministry of Local Government Representative and a Representative from the Inspectorate of State Corporations. Lake Victoria North Water Service Board, ELDOWAS Managing Director, Religious organizations, Moi University, Association of Manufactures, Kenya Consumers Organization, Law Society of Kenya, Maendeleo ya Wanawake and Kenya National chamber of Commerce and Industry, (ELDOWAS Strategic Plan 2008-2013).

ELDOWAS is organized in three departments the technical department which is responsible for water sources development, water gathering, treatment and distribution. The commercial and finance department which is responsible of water supply, billing, revenue collection, customer relations management and financial management. The MD office personnel and administration which deals with staff matters and the smooth running of the company. The company is managed by a corporate management team comprising of the Managing Director, Technical Manager and Commercial Manager (ELDOWAS Strategic Plan 2008-2013).

The LVNWSB is licensed by the Water Services Regulatory Board to be responsible for the efficient and economical provision of Water Services within its area of jurisdiction. LVNWSB has in turn engaged ELDOWAS to be a Water Service Provider in Eldoret and its environs through a Service Provision Agreement (SPA) as required per the Water Act 2002, section 53 and 55. The SPAs is essentially a contract for the provisions of Water

Services and is the vehicle through which the LVNWSB fulfill its obligations under the license. (ELDOWAS Strategic Plan 2008-2013).

ELDOWAS is therefore required to provide Water Services efficiently and economically in Eldoret and its environs in compliance with SPA. The SPA therefore forms the basis of this strategic plan, (ELDOWAS Strategic Plan 2008-2013).

## **1.2 Statement of the Problem**

The current business climate is one characterized by stiff competition, globalization and rapid technological change. Organizations operating in such context are faced with the challenge of ensuring that they remain alive and relevant in business (O'Brien, 2002). To survive in such an environment enterprises have to adopt organization development initiatives geared towards improving employee performance hence productivity. Private sector organizations seem to have registered significant success in getting their employees perform by adopting good organizational interventions. However, Public sector enterprises have been unable to adopt and smoothly implement these initiatives hence poor employee performance and productivity.

According to O'Brien (2002), the application of organizational development in a public sector organization is full of difficulties. Public sector organizations demonstrate bureaucratic norms and behavioral patterns that are at odds with the principles of organization development that affects employee's performance and morale. Further still there is too much emphasis on accountability and reporting relationships and the existence of multiple interests inside and outside such organizations which make it difficult to get support and approval for organizational development initiatives and ensure the smooth progress of the initiative.

Eldoret Water and Sanitation Company has been implementing various organizational development interventions through its 2008-2013 strategic plan. According to Probst (2003) organizational change has negative effects on levels of job security, organizational commitment and increases employee turnover hence affecting employee performance. He observed that employees who are affected by change report considerably lower levels of job satisfaction following organizational change than employees who are not affected by the changes.

During the development of the strategic plan 2008-2013 Eldowas came up with five interventions after a SWOT Analysis of the company. These interventions were: develop capacity to supply water and sewerage services to meet market demand, put in place a responsive customer relations management system, Achieve efficiency in billing, revenue collection and debt management, Acquire and maintain staff with competences that fulfill job roles and accommodate growth needs and Develop and implement financial management systems that comply with stakeholder's expectations.

However, it is not known to what extent the implementations of these interventions at the Eldoret Water and Sanitation Company have influenced employee performance. It's against such a background that this study will be conducted to assess the effect of organizational development interventions on employee performance using Eldowas as a case study.

### **1.3 Objectives of the Study**

The main objective of this study was to examine the effect of organizational development interventions on employee performance at Eldoret Water and Sanitation Company.

### **1.3.1 Specific Objectives**

- (i) To identify the Various ODI strategies in use at ELDOWAS.
- (ii) To examine the effect of Interpersonal Interventions on employee performance.
- (iii) To explore the effect of Social interventions on employee performance.
- (iv) To examine the effect of technical Interventions on employee performance.

### **1.4 Hypotheses**

The following hypothesis was tested: -

**$H_0$ :** There is no relationship between organizational development interventions and employee performance.

### **1.5 Significance of the Study**

Organizations today expect their employees to be capable of proactively deal with change at a society and organizational level. This change occurs both individually as well as collaboratively in a context of dynamic and multicultural global transformations (Fullan, 2003). This expectation framed the rationale for this study, which aimed at examining the effect of organizational development interventions on employee performance. This study is of potential significance to managers who are continuously faced with challenges posed by constant change and circumstances attributed to local and international organizational contexts. In addition, the study might be of interest to members of any organization that plans to engage into effective change and will also encourage further organization development research in a Kenyan context.

## **1.6 Scope of the Study**

This study was carried out in Eldoret-Uasin Gishu County. It assessed the effect of organizational development interventions on employee performance at Eldoret Water and Sanitation Company. The study comprised of 85 employees who were drawn from top management and staff from the company. Eldoret water and Sanitation Company was chosen because it is one of the service organizations that deal with one of the basic needs of human existence: water.

## **1.7 Theoretical Framework**

### **1.7.1 Systems theory**

This is one of the most powerful conceptual tools available for understanding the dynamics of organization and organization change (French & Bell, 2000). According to Smith (2003), a system refers to a bounded whole which has an identifiable inside (organization) open to an identifiable outside (environment).

While the closed system approach considers the external environment and the organization's interaction to be for the most part insignificant, an open system approach views the organization's interaction with the external environment as vital for organizational survival and success (Amagoh, 2008). This study was hinged on systems theory. Systems theory was introduced into the organizational setting by Katz and Khan (1966). According to Katz and Khan (1966), systems theory is an approach to organizations which likens the enterprise to an organism with interdependent parts each with its own specific function and interrelated responsibilities. The system may be the whole organization, a division, department or team; but whether the whole or a part, it is

important for the organizational development practitioner to understand how the system operates and the relationship the parts of the organization have.

The emphasis in organizational development is that that real systems are open to and interact with their environments and it is possible to acquire new properties through implementations of new interventions resulting from continuous change. Systems theory focuses on the arrangement of and relations between the parts which connect them into a whole. Systems theory emphasizes the following key points; the organization is an open system which interacts with the environment and is continually adapting and improving; the organization influences and is influenced by the environment in which it operates; if an organization is to be effective it must pay attention to the external environment, and take steps to adjust itself to accommodate the changes in order to remain relevant; all part of the organization are interconnected and interdependent and if one part of the system is affected, all parts are. According to Katanz and Khan (1966) there are various approaches used to apply systems theory in an OD intervention and include; use of mixed groups to achieve a rich understanding how the change is seen from different perspectives, generating a holistic view of what must be done to give the organization a secure future, use of a diagnostic events to enhance people's understanding of important independencies and to support them in devising a way forward, help different sub-systems to work well together in independent areas, use processes that will increase collaboration across units, honour the primacy of relationship between different groups, where possible bring in outside bodies/data to stimulate the organization to think about the issues, expose people to the outside world in which the organization operates, ensuring that the organization stays externally sensitive and not insulated in their

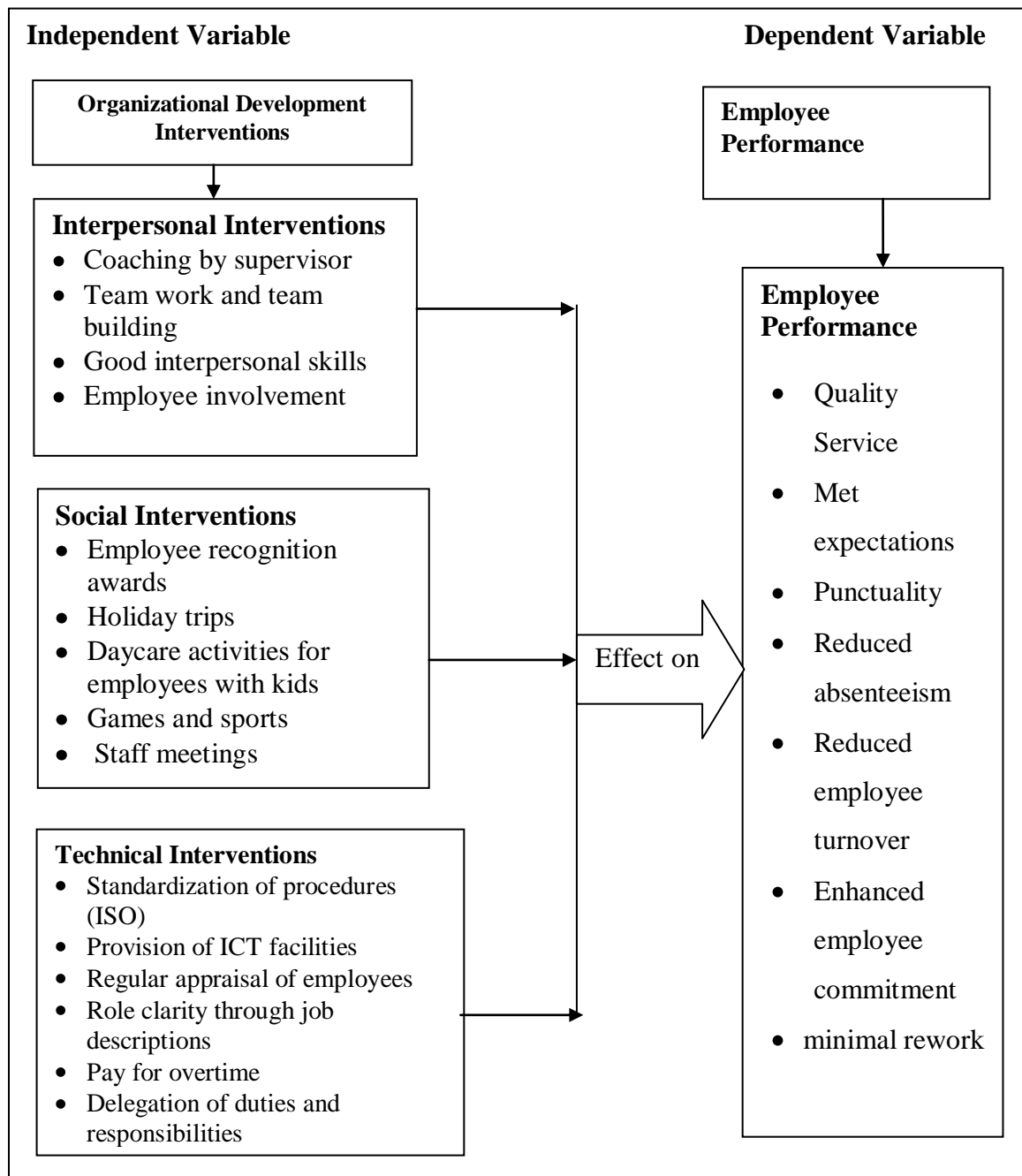
perspective and helping the leadership team understand that they don't have all the data required to manage change the organization desires.

It is therefore essential that an organization has clear and effective communication channels with its environment to enable it to understand and harness this influence in the interests of the organization which is crucial during the change process (Smith, 2003). An organization that disregards its environment is likely to be strangled and die (Smith, 2003). The current study therefore seeks to assess the effect of change in an organization on employee performance using Eldoret water and Sanitation Company as case study.

### **1.8 Conceptual Framework**

Conceptual framework is a system of variable relationships that is logically designed to present the systematic view of the study. It specifies more exactly the variables to be studied –independent and dependent variables. The conceptual framework demonstrates how employee performance depends on organizational development interventions.

Figure (1.1) shows that employee performance is an output of organizational development interventions. Good organizational development interventions motivate employees and motivated employees become productive and can perform well as well as committing themselves to organizational task. Employee performance which is the dependent variable depends on organizational development intervention which is the independent variable. Good organizational interventions therefore can result in positive experiences in organizations which contribute to better employee performance.



**Figure 1.1: Conceptual Framework**

Source researcher, 2013



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter provides a review of past discussion on the concept of organizational development (OD), the history of organization development, organizational development interventions, employee involvement in interventions, social interventions and employee performance, technological interventions and employee performance, employee performance, the ODI process, values of organizational development, and organizational development strategies used in organizations.

### **2.1 The Concept of Organizational Development (OD)**

Organization development is defined as being directed towards improving organization performance. This is probably the most widely recognized aspect of organization development. An organization development specialist is usually asked for help when problems limit organizational effectiveness. The problems may be organization-wide; they may be within divisions of the organization; or they may be at the level of the workgroup or individual. But whatever the level, organizational performance is diminished and requires an improvement (Smither, Houston & McIntire, 1996). Changes in organizations are achieved by means of approaches and strategies. Various writers (Hanson; Bolman and Deal; Owen; Daresh and Playko, as cited in Van der Westhuizen and Mentz 1996) perceive organizational change as an integral aspect of the functioning of an organization. Organizational development is one of the means by which organizational change is achieved. For Vaill (2005) organization development is a “process for improving processes” (p.24). Organization development is long range in perspective. It is not a "quick fix" strategy for solving short term performance problems.

Organization development is a means to bring about complex change and moves beyond quick and unworkable solutions to complex organization problems. In many organizations, organizational development is coupled with strategic business planning (Rothwell, Sullivan & McLean, 1995). Organizational development should be supported by top managers. They are usually the chief power brokers and change agents in any organization; top managers control an organization's resources and reward systems and they are often powerful role models in behaviour change. Although organization development efforts can be undertaken at any organization level without direct top-management participation, organization development is less likely to succeed if it does not have at least tacit approval from top management. Organization development effects change chiefly though not exclusively through education. It expands people's ideas, beliefs and behaviours so that they can apply new approaches to old problems. But even more importantly, Organization development change efforts go beyond employee training interventions and concentrate on the workgroup or organization in which new ideas, beliefs or behaviours are to be applied (French, Bell & Zawacki, 1994). Allied to OD's ideas about change through education is OD's emphasis on the development of the organization's members. It is grounded in the belief that human beings have an intrinsic need for psychological growth.

Organization structures or practices which limit opportunities for personal growth are therefore ultimately harmful to the organization. By assisting in the development of individual workers or workgroups, OD practitioners believe they are improving the effectiveness of the organization as a whole (Smither, Houston & McIntire, 1996). Organization development emphasizes employee participation in diagnosing problems, considering solutions, selecting a solution, identifying change objectives, implementing

planned change and evaluating results. In this sense organization development differs from other methods that hold managers or specialist consultants responsible for the success or failure of a change effort. In the practice of organization development everyone should have an opportunity to contribute to and accept responsibility for the continuous improvement process.

In a study by Rothwell, Sullivan & McLean, (1995), the results of one study revealed that most organization development consultants believe in "empowering employees" by giving them a say, if not the chief say, in decision making, creating open communication, facilitating the ownership of change processes and outcomes, promoting a culture of collaboration and promoting enquiry and continuous learning. Organization effectiveness and humanistic values come together as employee ownership increases in change processes and outcomes (Rothwell, Sullivan & McLean, 1995). However, neither the authors' study nor any other studies reviewed have discussed the extent to which the motivation of employee is affected by the individual characteristics and/or their personal issues. Therefore, the current study sets out to redress this balance by assessing the degree of influence that interpersonal characteristics may exert on employees performance.

### **2.1.1 The History of Organization Development**

The history of organizational development is rather one of gradual evolution. Rothwell, Sullivan & McLean (1995) hold that organization developments evolution can be viewed from two separate but related perspectives. The first philosophical perspective maintains that the basic assumptions of organization development were influenced largely by a philosophy about people, work, organizations and change which swept through many

disciplines in the late 1950s and the 1960s - the Human Resources School of Management Thought. This influence remains important and widespread. The second perspective is methodological. The basic techniques of organization development stemmed from experiments early twentieth century conducted by applied social scientists in the many organizational development techniques were introduced during this period Rothwell, Sullivan & McLean (1995).

## **2.2 Concept 'Change'**

Due to socio-economic challenges, change and renewal are perceived as universal requirements for ongoing group and organizational life (Smith, 2003). At the organizational level, the turbulent rate of change and the innovation experienced in the operating context of organizations are equally evident, and the competitive pressures that give rise to major organizational change are becoming stronger (VanTonder, 2004). Meyer and Botha (2000) define change as the movement of people from a current state to a different, improved and desired new state. Change, according to French and Bell (1995), "means the new state of things is different from the old state of things" .while Van Tonder (2004) understands change as a process which is dynamic or bound to time, and clearly not discrete. He argues "Change is evident in a difference in the state and/or condition within a state of an entity (organization)". Evans's (1996) argument that change means different things to different people, in fact, it usually means something different to each and every individual in terms of perspective and focus. However, change as a process is characterized by particular traits. Some of the characteristics of change, according to Evans (1996) are that most of the changes are slow, incremental, and often barely noticeable; they are rarely rapid, formal, or overt, and some changes are almost never sought. However, change of any kind "upsets the patterns we are accustomed to

and thrusts us into new roles, new relationships, and new perceptions, challenging the way we cope with life” (Ibid, 1996). Therefore the current study will show how organizational development issues may influence the implementation the new interventions as well as the performance of employees.

### **2.3 Organizational Development Interventions**

Organizational development intervention is a set of structured activities in which selected organizational units engage in a task or a sequence of tasks aimed at organizational improvement. Organization development interventions have been defined as any actions on the part of a change agent carrying the implication that the actions are well planned, deliberate and presumable, and functional for the purpose of improving and reinforcing strategies, structures and processes which lead to organization effectiveness (Cumming & Worley, 2005). Organization development activities can be directed towards individuals, groups, divisions, or entire organizations. Regardless of whether the recipient of an intervention is a person or a multi-national corporation, the ultimate goal is the same: to improve the effectiveness of the organization. Change refers to the transition of standpoints when one’s interest is taken into account (yellow-print thinking), by setting results ahead (blue-print thinking), by motivating people to act and making plan changes appealing (red-print thinking), by motivating people to discover and learn from their discoveries (green-print thinking) and by sense-making to overcome obstacles, thereby allowing self-organization and evolution (white-print thinking) (Caluwé and Vermaak, 2007). Change in this research refers to the transiting phenomenon from low customer to higher customer satisfaction after ODIs have been implemented.

### **2.3.1 Employee Involvement in Interventions**

Intervention is related to the relationship between employees and/or other between personnel in an organization. This is done because of the frequent occurrence of conflict / conflict between the employees which usually occurs because of differences in diversity, where differences are due to a conflict of interest between the sexes, race, ethnicity and seniority. Employee productivity depends over the time an employee spends at workplace and also on the presence of the employee mentally at workplace (Wanyama & Mutsotso, 2010). Therefore management need different management styles to address these issues.

Employee Involvement may be perceived at individual level, such as the relationship between subordinate and supervisor. It may also be viewed at group, unit or departmental level, such as a group working together to achieve a common goal, or at organizational level (Brady, 2002). The level of involvement taking place in an organization might be determined by the number of employees participating in the intervention. In a study carried out by Brady (2002), he observed that that it is at the individual level, i.e. subordinate, that the scope of employee involvement in decision-making process of the organization can be determined. However, the author only addressed organizational development issues in the developed world, without considering the challenges that it faces in developing countries such as employee resistance to change. Therefore, the current study will endeavor to provide a more comprehensive view of the implementation of organizational development interventions with special focus in Africa and specifically Kenya. Involvement in organizational development does not exist unless the individual feels that his or her decisions and actions are actually affecting the issues and problems that are of importance for the organization (Brady, 2002). Brady (2002) suggests that counting the number of employees in the group is not the way to determine the level of

involvement in an organization. Thus, Brady (2002) implies that the best way to ascertain the level of involvement is by determining the number of employees who truly believe that they are influencing those areas, that employees themselves, their coworkers and management consider important. Brady (2002) concludes that there are at least three levels of employee involvement: Individual, Unit/department and Organization. Different conditions will determine the level of employee involvement. Thus the latter should fit the goals and objectives of the intervention.

The main purpose of employee involvement intervention is to move the power and decision making to lower levels of the organization in order to improve the participation, responsibility, and efficiency of employees. It anticipates extensive employee participation in decisions that influence organization success and employee welfare (Glew, O'Leary-Kelly, Griffin, and Van Fleet, 1995). Employee involvement, involves the participation of all employees so that the latter experience the feelings of pride, confidence, and trustworthiness.

Employee involvement intervention is about team building with a view of improving organizational development. Team building strategies are typically directed toward goal setting, development of interpersonal relations, role analysis and team process analysis (Kayser, 2012). Employee involvement affects employee satisfaction, quality improvement and productivity enhancement (Pun, Chin, and Gill, 2001). Pun, Chin, and Gill, (2001) suggested that employee involvement intervention affects productivity by way of improving communication, motivation and capabilities, which in turn affect productivity. Employee involvement has a positive influence on other company objectives, such as greater teamwork within and among departments and better communication of goals and results (Paulsen, 1994). According to the findings of a

research by Cappelli and Rogovsky, 1998, organizational citizenship behaviors are also found to be an effective outcome of employee involvement (Cappelli and Rogovsky, 1998).

### **2.3.2 Social Interventions and Employee Performance**

Social factors involve the characteristics of the people in the organization and their many relationships, which include the culture, management style, interaction processes, informal patterns and networks and individual attitudes. The organizing arrangements are the formal elements that co-ordinate the behaviours of people and groups in an organization. According to Porras & Robertson (1992) they include goals, strategies, structure, administrative policies and procedure, administrative systems, reward systems and ownership (the documentation of the rights of the people who own the company). Another important value of organizational development, Smither (1994), observed that recognition emotions, personal values and interpersonal relationships are a critical part of an organization's success. It sets organizational development apart from other methods of organizational change which does not recognize the irrational and interpersonal aspects of organizational life. This value acknowledges the field's historical roots in group relations. According to Rothwell, Sullivan & McLean (1995) organizational development specialists also believe that organizational functioning is enhanced when people feel comfortable about expressing their opinions and their feelings; that conflict which is expressed and addressed openly can be very helpful in bringing about change.

### **2.3.3 Technological Interventions and Employee Performance**

The state of technology in any organization has a significant influence on the quality and quantity of production of its goods or services. But despite this, technology is prone to



constant change which organizations have to monitor, manage and cope with. Manufacturing industry that will like to be competitive and profitable should ensure that employees are trained and involved in the management of technological change for organizational survival. Many industries and nations in the developed and developing countries have established research and development units, departments and organizations to enable them to cope with technological change. Productions of goods and services in the world today have been greatly influenced by the systematic application of physical forces through different types of technology. Technology in most organization provided the required forces through various forms by which goods and services were produced. This to Dauda (2009) may be in forms of machine equipment information and communication made up of knowledge, tools, method and system directed to work in specific manner. Technology is made up of the hardware, the software and the brain ware. The hardware is the physical structure and logical of equipment, the software is knowledge and method used for production or output from the hardware and the brain ware is the reason for using the technology in a particular way. All these depend on a particular way. Khalil (2000) sees technology to be the result of mans learned and acquired knowledge or his technical skills regarding how to do things well.

The state of technology determines the quality and quantity of goods and services produced. Organizational and national conditional performance and development are determined by the state and types of technologies. Technology also influences living conditions of individual and groups in organizations and nations and the relationship between them. Technology is prone to change, and the state of technology have direct link to the relationship between the employer and employee. Technology, labour and capital are interconnected. Some technology use a lot of labour and some use more of

other equipment or capital Khalil (2000). Investors and manage based their selection or the quantity of both to their price and prefer or choose the one with lesser price to maximize their profit. The degrees of aggregation of technological innovation by organization and nation determine its performance and development. This is related to management and control of internal and systems and its response to external system Dauda, (2010). Significant improvement in output, productivity and growth are achieved when they use new technology. Increased productivity and general economic growth in most developed nations have been attributed to increasing technology and technological innovation. In these countries a significant proportion of R & D expenditure are devoted to the introduction of new product. Productions of large quantity and quality of goods and services have been traced to improved technology through R & D.

According to Dauda, (2000), organizations have tended to lay emphasis on capital in terms of machinery and equipment and less on labour to increase their profitability. But these have not positively increased labour productivity. The substitutions of capital for labour have not really improved labour productivity or performance. The substitution of one by the other depends on the organization assessment of its environment and needs rest. Companies where large number of labour are displaced or removed to be replaced by capital without proper assessment may not record significant price and profit. Improved performances of many organizations were often traced to the improved performance of all the factors of production and the number of customer not only on technology.

Investors and managers may consider improvement in either technology or labour to respond to customer desire for lower prices and to increase profit improved performance. Employees demand for increase wages may be traced to increase performance and

productivity that are often due to management and control of technology system. There may be no scope for increased wages profit margin and price of unit of service if the cost of technology is high and the demand is not high enough to increase profit margin. (Dauda, 2000). In advanced countries the cost of technology is low, but that of labour is high and quantity of goods and services are large and the number of customer, are many. These may offset labour cost, reduce price margin and increased profits. In most developing nations low technological progress reduces the ratio of marginal product of labour to that of capital but in the developed nations where rapid technological change reduces price of capital and increase that of labour.

According to Khalil (2000) unemployment and labour reduction due to technological advances may be prevented by proper management of the level of aggregate demand. Structural unemployment occurs because the unemployed do not possess the skills required by the expanding industries despite the expansion of aggregate demand Dauda, (2010). This situation leads to structural unemployment different from deficient unemployment caused by lack of job. Structural unemployment can be reduced by improving employee skills in forms of training and development and of education. Since the works in industry have been divided into smaller and simpler parts it will be easy for the unemployed to acquire necessary training and reduce the level of unemployment and be re – integrated into the system Khalil (2000). In most conventional high tech industries individual employee received two or three weeks training as against four years engineering apprenticeship training required four years engineering apprenticeship training required for factory worker.

Technological change is labour saving biased or capital saving biased, the latter could led to reduction in total cost of production and the latter and the former enhance labour

productivity Khalil (2000). In the second instance, same output can be produced with fewer men; the third is the reaction of demand to any consequent change in relative price which increases production and efficient. This expands output and promote employment prospect. Despite these, the rate of the transition from older technologies is accelerating and is creating what Joseph Schumpeter regarded as “creative destruction” whereby innovation would destroy existing technologies and method of production Dauda, (2010). Technological change has created newer and more efficient machines which workers will replace them. Therefore the current study discusses how the attitude of academic staff towards technology can be improved, especially through training.

#### **2.4 Employees’ Job Performance**

Job performance is defined as the quality and quantity of tasks accomplished by an individual or group at work. Performance is what company need from an employee to achieve their business goal or objective. It could help the company to improve the production quantities, achieving quality, customer satisfaction, and employee moral (Rudman, 2000). The performance of individuals could be measured by quantity and quality of output, absenteeism, tardiness, and turnover (Robbins, 2005; Schermerhorn, 1997).

In addition, Schermerhorn (1997) describes that performance of every job should add value to the organizations’ production of useful good and services.

Wright and Noe (1996) stated that job satisfaction is related to high job performance through an influence on motivation. The major source of this satisfaction was benefit and relatedness or affiliation needs. Moreover, it also means for satisfying need for security, power, or esteem (Sakuna, 2000). Herzberg found out that if the motivators are missing,

employee will probably not be satisfied with their work. Factors associated with the work itself or motivation factors include, the work itself, achievement, recognition, responsibility, and opportunity for advancement (Herzberg et al., 1959).

Employee motivation is the set of processes that moves a person toward a goal. Thus, motivated behaviors are voluntary choices controlled by the individual employee. The supervisor (motivator) wants to influence the factors that motivate employees to higher levels of productivity (Steer, & Porter, 1991). Ways to achieve employee motivation are through; formal meeting to set up “The Best Employee Award of the Month,” and increase bonus, special activities - the company provides sports day, community service, field trips to make merit, and field trip once a year.

Factors that affect work motivation are individual differences, job characteristics, and organizational practices. Individual differences are the personal needs, values, and attitudes, interests and abilities that people bring to their jobs. Job characteristics are the aspects of the position that determine its limitations and challenges. Organizational practices are the rules, human resources policies, managerial practices, and rewards systems of an organization. Organizations must consider how these factors interact to affect employee job performance.

## **2.5 The ODI Process**

This refers to the change effort planned organization-wide and managed from the top to increase the organization effectiveness and health through designed activities involving

Organization’s processes using behavioral-science knowledge (Beckhard, 2007).

Organization development is a response to identify the need of change, using an education strategy to the normative change such as the beliefs, attitudes, values, and

structure of organizations so they can adapt to the new technologies, markets, and challenges, and the dizzying rate of change itself (Bennis, 2009). Most people in the organizational development field agree that organizational development involves consultants who try to help clients improve their organizations by applying knowledge from the behavioral sciences, psychology, sociology, cultural anthropology, and certain related knowledge. Most of them also agree that organizational development implies change, and if we accept the improvement in organizational functioning it means that change has occurred, therefore, organizational development means organizational change (Burke, 1994). Organization development needs to have a top-management supported long-range effort to improve an organizations problem-solving and renewal process, through a more effective and collaborative diagnosis and management of organization culture. Organization development should work with special emphasis on formal work team, temporary team, and intergroup culture and also with the assistance of a consultant-facilitator and the use of the theory and technology of applied behavioral science, including Action Research (French & Bell, 2000). Organization development is a system wide application and transfer of behavioral science knowledge to planned development and reinforcement of the strategies, structures and process that lead to organization effectiveness (Cummings & Worley, 2005)

## **2.6 Values of Organizational Development**

According to Houston & McIntire (1996), the basic value of organizational development in which all other values are embedded, is the term humanism which mandates that behaviours must be guided in a way that does not discount, diminish or dehumanise any person or group. The belief in personal growth is another basic value of organizational development.

According to French, Bell & Zawacki (1994), all organizational development practitioners believe that situations can be improved by educating employees and by introducing change. Change in itself will not necessarily bring positive results, but planned change can be effective in helping individuals and organizations to meet challenges. Organizational development practitioners also believe that organizations which can adapt to meet the challenges of changing environments are likely to be the most successful in the long run. This leads to the concept of a "learning organization", which refers to organizations which make a practice of analyzing their experiences in order to respond more effectively to their internal and external environments. According to Senge (1990) a "learning organization" is the opposite of a "knowing organization". Knowing organizations discover a successful way of accomplishing their goals, and they apply their formula over and over and at different locations. When standardized procedures lead the organization to fall short of its goals, the procedures are further refined. Very often knowing organizations focus all their attention on refining procedures and never address the real problems which have caused the procedures to become outmoded.

In contrast, learning organizations emphasize the need to maximize the learning which comes from meaningful interaction with employees, customers, suppliers and even competitors. Such organizations develop cultures in which all organizational members are responsible for learning from experience and for intervening to use their learning to make the organization more effective. Organizational development specialists believe that virtually all workers are open to change and that most people need challenge and growth in their jobs Senge (1990).

This belief found expression in McGregor's Theory X and Theory Y approach to organizations. In McGregor's classification, Theory X organization managers typically believe workers are unmotivated, avoid challenges and dislike responsibility. The job of a manager is therefore to control employee behaviour by rewarding and punishing. Theory Y managers, on the other hand, operate from the belief that workers need challenges and growth, McGregor, (1960). Workers like challenges; in fact the manager's job is to provide opportunities for the workers to reach higher levels of performance. Organizational development practitioners firmly believe in a Theory Y approach to managing. Another value of organizational development according to Smither, Houston & McIntire (1996), is that organizations must be considered as systems with interdependent parts and subsystems. Changes in one area of an organization are likely to affect other areas. In addition, changes in the behaviours of certain individuals in an organization are likely to result in behavioural changes in others although these resulting changes may not be immediately apparent Senge (1990). For this reason the influence of an organizational development intervention may not be visible for some time after the intervention has occurred and the delay makes evaluation of the success of change efforts difficult.

## **2.7 Organizational Development Strategies Used In Organizations**

Businesses today face changes on all fronts; economic, regulatory, competitive, customer, and access to resources Caincross (2000). Consequently, every company is adjusting its strategy and that implies change. The success of any organizational strategy depends on people, whether they will be able to implement the strategy and achieve the set goals. According to Caincross (2000) the key requirements of the organizational development team are to: set the strategy, communicate the strategy, implement the strategy through people and get results. A lot of leadership time is spent on setting the strategy and



implement the strategy through people. Yet, a new strategy will not bring results if leaders cannot invest enough of their effort in communicating the strategy and leading people to implement it. Whether the organization top management challenge comes from a strategy adjustment, a new market, or from the need to integrate an acquisition, the same need exists to get people aligned, and the same basic approach is needed to do so Jarzabkowski, (2004).

In a study carried out by Cumming & Worley (2005) the authors observed that there were four steps to align the employee to implement the strategy: putting the customer value proposition at the centre of everything the organization does. Enabling and motivating people to implement the strategy, planning the implementation of strategy and selecting and starting projects to implement the strategy. The current research therefore aims at adding useful findings to the existing body of knowledge on the implementation strategy employed by organizations with a particular emphasis on Eldoret water and sanitation company, Kenya

Caincross (2000) observed that a strategy is about choosing among alternatives to create a sustainable and differentiated competitive advantage. At the heart of any competitive strategy lies the customer value proposition. The author pointed out that the implementing teams need to know who their target customers are, the market segment the organization need to reach, the value proposition the organization is offering and where the organization is positioned in relation to competitors. Leaders have several tools and controls to enable and motivate people to implement the strategy Ketokivi and Castañer, (2004). When people get the same message reinforced by all the control points, the strategy gets implemented more easily. With every change or adjustment in the strategy, the people want to know how it will affect their day-to-day workflow, tasks and

responsibilities. People implement strategies through a priority set of processes and projects. These require a strategic investment in time and resources to succeed. Managing strategy implementation through a portfolio of projects is critical for making the strategy a reality Ketokivi and Castañer (2004). Projects can proliferate and go in every direction. This takes attention and resources away from the projects that most directly affect implementation of strategy.

## **2.8 Summary of the Review**

The chapter presented the literature review on the concept of organizational development (OD), the history of organization development, organizational development interventions, employee involvement in interventions, social interventions and employee performance, technological interventions and employee performance, employee performance, the ODI process, values of organizational development, and organizational development strategies used in organizations.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter covers research design, area of study, target population, sampling design and technique, data collection instruments, data collection procedure, reliability and validity of data collection procedure, data analysis and presentation and ethical considerations.

### **3.1 Research Design**

The study employed a case study method. The method was preferred because of its efficiency in collecting a large amount of information within a short time. Koul (1992) observed that case study method is the only means through which opinion, views, and suggestions for improvements of practices and instruction can be collected. Orodho, (2003) has similarly argued that a case study research method is particularly suited to controversial issues such as implementation of an innovation. It is further considered an efficient method of collecting a large amount of information within a short time. Orodho, (2003) observed that a case study research design is the only means through which opinion, views, and suggestions can be collected.

### **3.2 Study Area**

The study was carried out at the Eldoret Water and Sanitation Company. Eldoret town is a cosmopolitan town. It is one of the five towns in Rift valley province. The town has developed along the Trans-African highway which connects the town with other towns in the country and the neighbouring countries like Uganda and Tanzania through port Mombasa. Eldoret Water and Sanitation Company, serves a catchments population of over 1000000. Eldoret Water and Sanitation Company was selected for the study because of the researcher's familiarity with the area and easy accessibility.

### 3.3 Target Population

According to Fraenkel and Wallen (2011) a study population refers to the group of people or study subjects who are similar in one or more ways and which forms the subject of the study in a particular study.

Oso and Onen (2009), defines target population as the total number of subjects or the total environment of interests to the researcher. The target population consists of the managers and the employees working at the Eldoret Water and Sanitation Company.

The study targeted 215 respondents spread into various categories as shown in table 3.1. Managers were chosen because they are in charge of day to day activities of the organization and they are involved in implementing organizational developments while employee' were selected because they are the ones affected by the organizational developments. This is shown in Table 3.1 below.

**Table 3.1: Target population**

<b>Grouping</b>	<b>Description</b>	<b>Number of employees</b>
CMT	Senior management team	4
Grade 7	Middle management/ professionals	9
Grade 6	Technical staff	11
Grade 5	Technicians	21
Grade 4	Supervisors	22
Grade 3	Operators/artisans	75
Grade 2	Semi-skilled	74
<b>TOTAL</b>		<b>215</b>

**Source: Eldowas (2013)**

### **3.4 Sampling Techniques and Sample Size**

A sample in a research study refers to any group on which information is obtained. To obtain a sample size there are factors to be put into consideration such as: type of research design, method of data analysis and the size of accessible population. Oso and Onen (2009) describe a sample as a part of the target population that has been procedurally selected to represent the sample size for the study. According to Saunders and Thornhill (2009) a sample of between 10-50% of the total population is appropriate for a study. The sample size of 50% of the target population was selected. The researcher was convinced that the target population was not uniform since mixed sex and even the personnel in different departments within the same institution may not always think similarly over a given issue. As such the target population was not be regarded as homogeneous. Stratified random sampling technique was therefore used to ensure that the target population was divided into different homogeneous strata and that each stratum was represented in the sample in a proportion equivalent to its size in the accessible population.

The major departments of the institution formed the strata as shown in table 3.2 Simple random sampling was used to select staff from each department. Each staff in the department was assigned a number and the number was written in a piece of paper. The papers were mixed in a tin and the required number of samples picked. The researcher used 50% sample from each of the stratum to represent the total population.

**Table 3.2 Sample Size of Respondents**

<b>Grouping</b>	<b>Description</b>	<b>Number of employees</b>	<b>Sample (50%)</b>	
CMT	Senior management team	4	2	2
Grade 7	Middle management/professionals	9	4.5	5
Grade 6	Technical staff	11	5.5	6
Grade 5	Technicians	21	10.5	11
Grade 4	Supervisors	22	11	11
Grade 3	Operators/artisans	75	37.5	38
Grade 2	Semi-skilled	74	37	37
<b>TOTAL</b>		<b>215</b>		<b>110</b>

**Source: Eldowas (2013)**

### **3.5 The Data Collection Instruments**

In collecting data, questionnaires and interview schedules were used. In addition, relevant reference books, journals and internet sources were consulted to support the findings of the study.

#### **3.5.1 Questionnaires**

Questionnaire and interview schedules formed the main instruments for data collection in this study. Thus, the study used triangulation method of data collection, which involved the use of two or more research instruments to collect the necessary data. This was because no single method of data collection is perfect in itself (Okuni and Tembe, 2005).

The development of research instruments (Questionnaires and interview schedules) was done by examining the research objectives, hypotheses, personal experience, and related literature and interview instruments. This was for the purposes of framing items that examined the crucial variables in depth. After developing the instruments, their salience was sought by having research experts review the items. This was for the purposes of ascertaining their construct validity.

Questionnaires were preferred because they were cost effective, and are free from bias of interviewer, and presented the interviewees with enough time to come up with well thought answers. Questionnaires were both open and closed. Matrix questionnaires in likert scale were used.

### **3.5.2 Interview schedule**

Personal interviews were conducted to verify the reliability of the information gathered by the questionnaires. This was done by comparing what the key informants had to say and then relate it with the findings in the questionnaire. This technique was useful in seeking in-depth information that might not have been provided for in the questionnaires. It also gave an opportunity to supplement data elicited by questionnaires thus providing more reliable information for the study. The interview was conducted using a set of semi-structured one-to-one interviews and their responses were written down as the interview continued.

### **3.5.3 Document Analysis**

The use of documentary methods refers to the analysis of documents that contain information about the phenomenon under study. Payne and Payne (2004) describe the documentary method as the techniques used to categorize, investigate, interpret and

identify the limitations of physical sources, most commonly written documents whether in the private or public domain. This account was based on archival research directed mainly at primary and secondary documents both from government and private institutions. The list of public document sources included; policy statements within the company, minutes of meetings, board resolutions, advertisements, training manuals, interdepartmental memos, annual reports newspapers and magazines and official statements.

### **3.6 Validity of the Research Instruments**

A valid instrument is one whose content is relevant to the purpose of study. In order to maintain the consistency and relevance of the instruments to the problem, they were formulated around aspects of the problem of study, for example, the questions in the questionnaire were carefully constructed to elicit information about respondents' views on the process and challenges of implementing interventions and its effects on their performance.

The questionnaires and interview schedules were prepared by the researcher and examined by supervisors to check on content validity. Corrections were made based on the advice given.

### **3.7 Reliability of the Research Instrument**

Reliability is a measure which indicates the extent to which a measure is error free hence offering consistency. Questionnaires were tested for reliability by using Cronbach coefficient alpha to determine the internal consistency of the items (Mugenda and Mugenda (2003). The researcher administered ten (10) questionnaires to employees of Kenya Power and Lighting Company-Eldoret. Their responses were coded and with the



application of SPSS the value of Cronbach's alpha was calculated. The value of the alpha coefficient ranges from 0 to 1 and was used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = strongly disagree, 5 = strongly agreed. Nunnally (1970) indicated 0.7 as an acceptable reliability coefficient. The SPSS generated value of alpha coefficient was 0.859 which is greater than 0.7, and a conclusion was drawn that the instruments had an acceptable reliability coefficient and were appropriated for the study.

### **3.8 Data Collection Procedure**

The researcher collected data from the selected respondents after receiving permission from the Moi University and the management of Eldoret Water and Sanitation Company. Permission was also sought from the employees of various departments who were involved in the study. The researcher visited the company for familiarization and acquaintance with targeted respondents. During the visit, the researcher informed the management about the purpose of the intended study and book appointments for the data collection. After familiarization, data was collected from the respondents using the mentioned instruments.

### **3.9 Data Analysis and Presentation**

Questionnaires were checked for completeness and consistency of information at the end of every field data collection day and before storage. Data capturing was done using Microsoft excel. The data from the completed questionnaires were re-coded and entered into the computer using the Statistical Package for Social Sciences (SPSS) for analysis. The descriptive analyses such as frequencies, percentages and tables were used to

summarize and organize data and also to describe the characteristics of the sample population. The chi-square test was used to determine whether there was a relationship between organizational development interventions and employee performance

### **3.10 Ethical Considerations**

The ethical problem in this study was informed consent. Permission to carry out the study was sought from Moi University and the management of Eldoret water and Sanitation Company. Permission was also sought from the employees of various departments who participated in the study. The nature and the purpose of the research were explained to the respondents by the researcher. The researcher respected individuals' rights to safeguard their personal integrity. During the course of the data collection, the respondents were assured of anonymity, confidentiality and were assured of their ability to withdraw from the study at any time if they wished to do so. No names or person identification numbers were reflected on the questionnaires except the numbering for questionnaires, which was done for the purposes of identification of data during data editing.

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

### **4.0 Introduction**

This chapter presents the research findings of the study and their interpretation. The statistical package for social science (SPSS 20.0) for windows was used to derive the descriptive and inferential statistics relevant for this study.

Frequency tables, bar charts and pie charts were used to present findings pertaining to the demographic factors as well as the effect of organizational development interventions on employee performance at Eldoret water and sanitation company, Kenya.

The chi-square test of independence was used to test the relationship between organizational development interventions and employee performance. The study came up with two sets of results. The first set, focuses on the demographic data of respondents. The second set was based on specific research questions and the interview schedule.

### **4.1 Background Information of the Respondents**

This section provides the findings from the respondents which dwelt on their background information. It traced the participants gender, age bracket, level of education, departments which respondents work under and the number of years they had worked at Eldowas. This information was paramount because it shed light on the nature and calibre of respondents and their grasp on the effect of organizational development interventions in an organization and its effects on employee performance.

### 4.1.1 Gender of Participants

The study sought to establish the gender of the respondents. The variable gender was operationalized as male or female. Gender issue in organizational development interventions and employee performance is important because male and female employees have different perceptions pertaining organizational development interventions and affects their performance differently. After operationalizing gender the respective frequency and percentage for each category was calculated and tabulated as shown in the table 4.1 below.

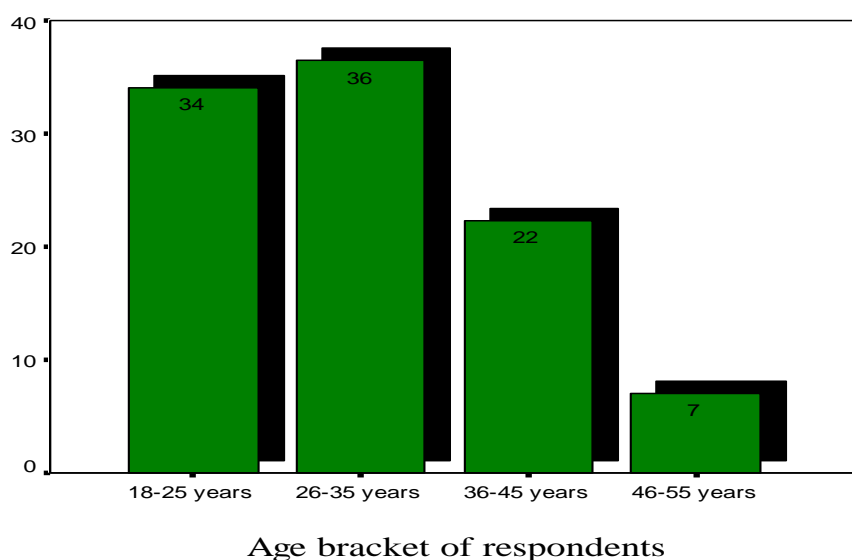
**Table 4.1: Gender of Participants**

<b>Gender</b>	<b>Number of respondents</b>	<b>Percentage</b>
Male	46	54.1
Female	39	45.9
<b>Total (N= 85)</b>	<b>85</b>	<b>=100%</b>

As shown in the table, 54.1% of the respondents were male while 45.9% were female. These findings tend to suggest that majority of the employees at Eldoret Water and Sanitation Company were male. It is generally acknowledged that employees' reactions toward change are shaped by the way in which a change process is implemented, therefore from the findings we can conclude that gender fairness is put into consideration while implementing organizational change.

### 4.1.2 The Participants Age Distribution

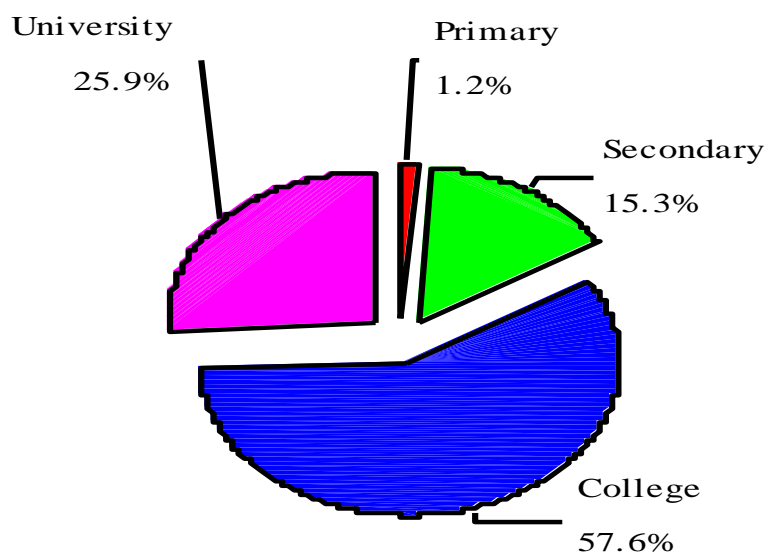
The study sought to establish the most predominant age bracket for the respondents sampled in the study. Age as a variable was operationalized using age brackets. An examination of the questionnaire responses pertaining to age for each of the 85 participants revealed that majority of the respondents 36.0 percent were aged between 26-35 years. 34.0 percent of the respondent employees were within the age bracket of 18-25 years; 22.0 percent 36-45 years. The study further revealed that only 7.0 percent of the respondent employees were at the age bracket of between 46-55 years. Therefore, we can conclude that employees at Eldoret water and Sanitation Company were within the age bracket where they would embrace change in the organization. Age bracket of top management has an influence on the change process. If the management of an organization is in the age bracket where they are almost retiring they may not be in the mood for new things and thus it is very difficult to change the organization. Literature also claims that old managers, who have fully embraced the traditional organization paradigm and are successful, are resistant to change. The results are shown in figure 4.1



**Figure 4.1: Age bracket of respondents**

### 4.1.3 Education Level of Respondents

Academic and professional qualifications are crucial in the effective management of organizations and development of interventions. It further has a direct effect on the performance of employees. The researcher therefore set out to establish the respective qualifications of the employees at Eldoret Water and Sanitation Company.

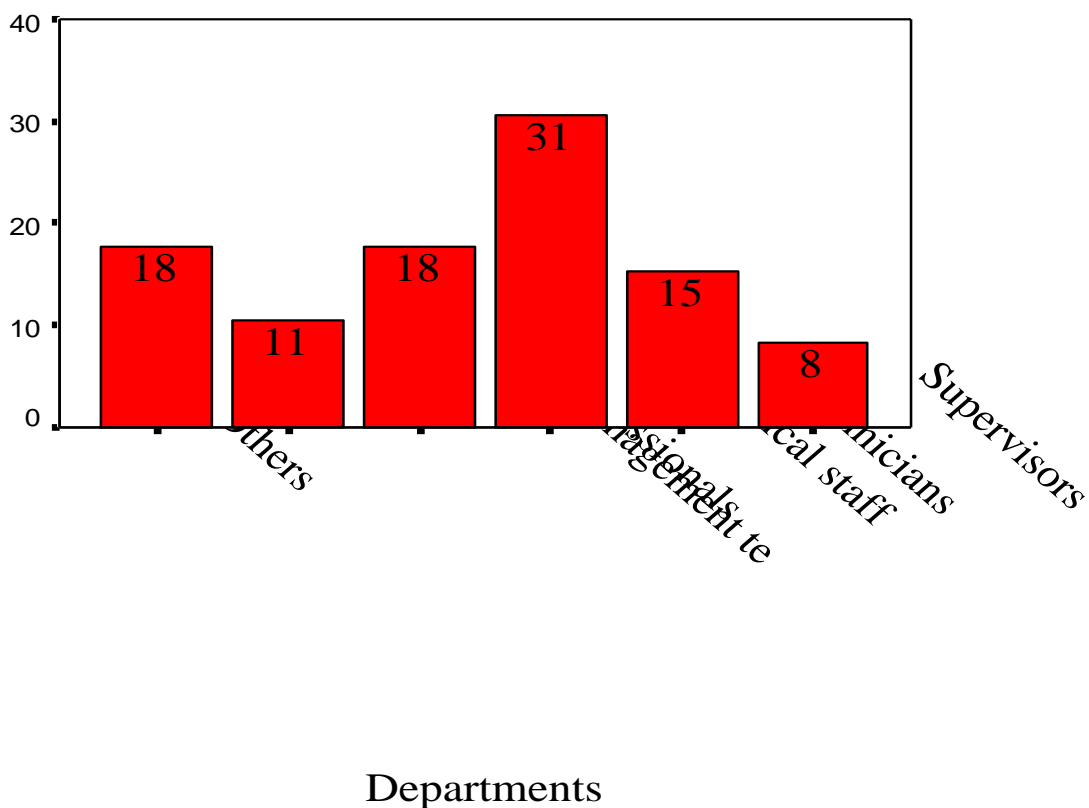


**Figure 4.2 Education Level of Respondents**

From the figure above, the researcher established that majority of employees at Eldoret Water and Sanitation Company 57.6% were college graduates while 25.9% were university graduates. 15.3% were secondary school holders while only 1.2% was primary school leavers. Therefore, we can conclude that employees at Eldoret water and sanitation company had relevant education level and therefore understand what organizational development interventions is and how it effects on their performance.

#### 4.1.4 Departments

The researcher also wanted to find out the department of which the sampled employees at Eldoret water and sanitation company worked under, most of them 31.0% were in the technical staff department, 18.0% were professionals, 15.0% were in department of technicians, 11.0% were in senior management department while 8.0% were in supervisory department. Other departments mentioned included; stores department, finance department, maintenance department, laboratory department and registry department. The results show that Eldoret water and Sanitation Company has several departments which work hand in hand to be able to give quality services to their clients. The results are presented in figure 4.3.below.



**Figure 4.3: Departments**

#### 4.1.5 Number of years worked in Eldowas

Finding out the number of years the respondents had worked at Eldoret water and sanitation company, the results indicated that majority of employees had worked for between 0-5 years 40%, 6-10 years 24%, 11-15 years 15% and 16-20 years 16%. The results further revealed that only 5% of the respondent employees had worked at Eldoret water and Sanitation Company for over 20 years. Therefore, we can conclude that all the respondent employees had relevant experience and knowledge of any development interventions made within the company and its effects on their performance. The results are as shown in the figure 4.4 below.



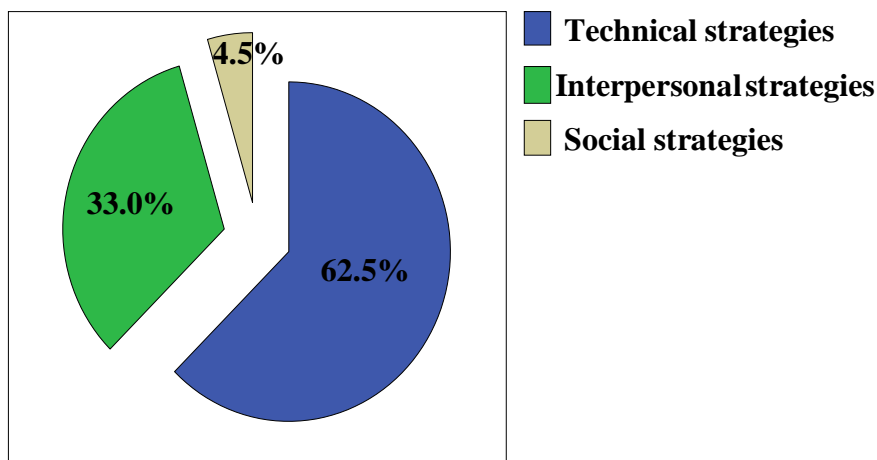
**Figure 4.4: Number of years worked in Eldowas**



## 4.2 Various Organizational Development Intervention Strategies used at Eldoret Water and Sanitation Company

The researcher sought to know whether there were any strategies carried out in Eldoret water and Sanitation Company so as to improve employee performance. All 85 (100%) of the respondents unanimously concurred that there were strategies carried out at Eldoret water and sanitation company to improve employee performance. An examination of the questionnaire response pertaining to various organizational development interventions used at Eldoret water and Sanitation Company for each of the 85 participants revealed the information presented in figure 4.5 below.

**Figure 4.5: Various Organizational Development Intervention Strategies used at Eldoret Water and Sanitation Company**



As shown in the pie chart above, majority of the respondents 62.5% confirmed that technical strategies had been put in place, while 33.0% mentioned that interpersonal strategies had been employed. Only 4.5% mentioned that social strategies were employed

so as to so as to improve employee performance. The findings concur with Porras & Robertson (1992) who observed that organizational development intervention strategies include goals, strategies, structure, administrative policies and procedure, administrative systems, reward systems and ownership (the documentation of the rights of the people who own the company). This is further supported by Dauda (2009) that intervention strategies may be in forms of machine equipment information and communication made up of knowledge, tools, method and system directed to work in specific manner. An analysis of heads of departments' interview schedule revealed that their departments were implementing strategies to improve employee performance. They confirmed that technical, interpersonal and social strategies were being implemented and that it had a positive effect on employee performance. The interview further revealed that few of the employees were involved in decision-making concerning interventions to be implemented and therefore most of the employees did not have a say on the kind of intervention to be implemented.

On the challenges facing implementation of any new intervention in the organization, the interview with the heads of various departments indicated that the biggest challenge facing the implementation of any new intervention in Eldoret water and Sanitation Company was lack of finance. Other challenges mentioned include, resistance on the part of employees, lack of information by both management and the workers and lack of top management support. They suggested that in order to ensure smooth implementation of any intervention, teamwork and top management support was critical to ensuring smooth implementation of the interventions, effective communication between top management and staff, provision of adequate resources by the management, proper consultation from

all relevant staff and other stakeholders and carrying out training and development on the issues of change.

### 4.3 Effect of Interpersonal Interventions on Employee Performance

To establish the effect of interpersonal interventions on employee performance for each of 85 participant employees is revealed in the table presented below.

**Table 4.2: Effect of Interpersonal Interventions on Employee Performance**

Effect of the strategy	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total
Working closely and under the guidance of my supervisor makes me perform better	8(9.4%)	20(23.5%)	5(5.9%)	21(24.7%)	31(36.5%)	85(100%)
Working as a member of a work team reduces errors at work hence ensuring good performance	14(16.5%)	56(65.9%)	5(5.9%)	10(11.8%)	-	85(100%)
Good communication and public relations at workplace is an ingredient to good employee performance	25(29.4%)	60(70.6%)	-	-	-	85(100%)
Am involved in planning and decision making in the organization and has greatly improved my job performance	19(22.4%)	42(49.4%)	8(9.4%)	13(15.3%)	3(3.5%)	85(100%)

With regard to the effects of interpersonal interventions on employee performance, majority of the respondents 36.5 percent strongly disagreed that working closely and under the guidance of a supervisor makes them perform better, 20.5 percent agreed while only 9.4 percent strongly agreed. 65.9 percent of respondents agreed that working as a member of a work team reduces errors at work hence ensuring good performance while 16.5percent strongly agreed. Only 11.8 percent disagreed. Concerning whether good communication and public relations at workplace is an ingredient to good employee performance, 29.4 percent of the respondent employees strongly agreed while 70.6 agreed. These findings are supported by Caincross (2000) who found out that effective communication was the key requirements for implementation of a strategy within the organizational. He observed that a lot of leadership time is spent on setting the strategy and implement the strategy through people but the new strategy will not bring results if leaders cannot invest enough of their effort in communicating the strategy and leading people to implement it. Regarding whether employee involvement in planning and decision making in the organization improves their performance, 22.4 percent of the respondent employees strongly agreed while 49.4 percent agreed. Similarly 9.4 percent were undecided while 15.3 percent strongly disagreed. Only 3.5 percent strongly disagreed.

#### **4.4 Effect of Social Interventions on Employee Performance**

To establish the effect of social interventions on employee performance, the responses for each of 85 participating employees is revealed in the table presented below.

**Table 4.3: Effect of Social Interventions on Employee Performance**

Effect of the strategy	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total
Employee recognition awards boosts individual employee performance	22(25.9%)	54(63.5%)	4(4.7%)	5(5.9%)	-	85(100%)
Holiday Trips/visits to other performing Organizations motivate employees to put more effort to their work	18(21.2%)	46(54.1%)	17(20.0%)	4(4.7%)	-	85(100%)
Games and sports are bonding sessions that lead to good employee performance at workplace	23(27.0%)	54(63.5%)	7(8.2%)	1(1.2%)		85(100%)
Regular departmental meetings help re-engineers employees effort to perform better	20(23.5%)	61(71.8%)	4(4.7%)			85(100%)
Common Health breaks are bonding opportunities between management and employees hence improving performance	10(11.8%)	38(44.7%)	4(4.7%)	28(32.9%)	5(5.9%)	85(100%)

It was noted from the table that employees shared a common view regarding the various effects of social interventions practiced in Eldoret water and Sanitation Company. Majority of the respondent employees 63.5 percent agreed that employee recognition awards boosts individual employee performance while 25.9 percent strongly agreed. Only 4.7 percent of the respondents were undecided. This is in line with Smither (1994) who believed that an important value of organizational development is recognition. He observed that emotions, personal values and interpersonal relationships are a critical part of an organization's success and therefore recognizing it was an essential value organizational development.

Concerning whether holiday trips/visits to other performing organizations motivate employees to put more effort to their work, 54.1 percent of the respondent employees agreed, 21.2 percent strongly agreed, 20.0 percent were undecided while 4.7 percent disagreed. Regarding whether games and sports are bonding sessions that lead to good employee performance at workplace, majority of the respondents 63.5 percent agreed, 27.0 percent strongly agreed, 8.2 percent were undecided. This confirms the findings by Herzberg et al., (1959). Who established that the ways to achieve employee motivation are through; formal meeting to set up "The Best Employee Award of the Month," and increase bonus, special activities - the company providing for sports day, community service, field trips to make merit, and field trip once a year. Only 1.2 percent of the respondent employees disagreed that games and sports were a bonding sessions that lead to good employee performance at workplace.

The findings further indicated that regular departmental meetings help re-engineer employees effort to perform better. Majority of the respondents 71.8 percent agreed while 23.5 strongly agreed. Only 4.7 percent of the respondent employees were

undecided. Regarding whether the common health breaks are bonding opportunities between management and employees hence improving performance, 44.7 percent of the respondents agreed, 11.8 percent strongly agreed, 4.7 percent were undecided while 32.9 percent disagreed.

#### 4.5 Effect of Technical Interventions on Employee Performance

An examination of the questionnaire response pertaining to the effects of technical interventions on employee performance for each of the 85 participants revealed the data presented in table 4.4.

**Table 4.4: Effect of Technical Interventions on Employee Performance**

Effects of the strategy	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total
ISO Certification of Eldowas improved employees service delivery	52(61.2%)	30(35.3%)	1(1.2%)	2(2.4%)		85(100%)
Provision of ICT facilities has led to improved employee performance	46(54.1%)	23(27.1%)	5(5.9%)	11(12.9%)		85(100%)
Job descriptions obligates employees to perform better	44(51.8%)	36(42.4%)	2(2.4%)	3(3.5%)		85(100%)
Payment of over time is an incentive to good performance	34(40.0%)	32(37.6%)	8(9.4%)	8(9.4%)	3(3.5%)	85(100%)
Duties delegated /responsibilities (Higher than my position) delegated to me boosted my morale to work even better	11(12.9%)	17(20.0%)	4(4.7%)	11(12.9%)	42(49.4%)	85(100%)

From the table above majority of the respondents 61.2 percent strongly agreed that ISO certification of Eldowas improved employees' service delivery while 35.3 percent agreed. Only 2.4 percent of the respondents disagreed that ISO certification of Eldowas improved employees' service delivery. This concurs with Dauda (2010) who found out that significant improvement in output, productivity and growth are achieved when there is use of new technology. He observed that increased productivity and general economic growth in most developed nations have been attributed to increasing technology and technological innovation.

Regarding whether provision of ICT facilities had led to improved employee performance, majority of the respondent employees 54.1 percent strongly agreed while 27.1 percent agreed. 12.9 percent of the respondents disagreed while 5.9 percent were undecided. These findings are supported by Khalil (2000) who postulated that the state of technology determines the quality and quantity of goods and services produced. On whether Job descriptions obligates employees to perform better, majority of employees 51.8 strongly agreed, 42.4 percent agreed, 3.5 percent disagreed while only 2.4 percent were undecided ,40 percent of the respondents strongly agreed that payment of over time is an incentive to good performance, 37.6 percent agreed, and 9.4 percent disagreed while 9.4 percent were undecided. Majority of the respondents 49.4 percent strongly disagreed that duties delegated /responsibilities i.e. higher than their positions boosted their morale to work even better, 20.0 percent agreed while only 12.9 strongly agreed that duties delegated /responsibilities (higher than their positions) boosted their morale to work even better, while 4.7 percent were undecided.



#### 4.6 Hypothesis Testing

To establish the relationship between organizational development interventions and employee performance, a chi-square test of independence was performed using statistical package for social science (SPSS). There was a highly significant relationship between organizational development interventions and employee performance  $\{ \chi^2_{0.05} (8) = 22.296, p=0.004, \alpha=0.05 \}$ . The researcher therefore rejected the null hypothesis and confirmed that there exist a significant relationship between organizational development interventions and employee performance. This clearly suggests that organizational development interventions have a direct bearing on employee performance.

The values 0.05 and 0.01 are common values used for alpha, but any positive number between 0 and 0.50 could be used for a significance level. From the type of distribution, confidence level, critical value and test statistic a table is developed. The statistical details pertaining to this test are shown in table 4.5 below.

**Table 4.5 Chi-square test of relationship between organizational development interventions and employee performance**

<b>Independent variable</b>	<b>Dependent variable</b>	<b>Test statistic</b>	<b>Degrees of freedom</b>	<b>Exact significance</b>
Organizational Development Interventions	Employee Performance	22.296	8	0.004

**Source: Author's own compilation, 2013**

#### 4.6 Challenges Facing Implementation of Organization Development Interventions

An examination of the questionnaire response pertaining to the challenges facing implementation of organization development interventions for each of the 85 participants revealed the data presented in table 4.6 below.

**Table 4.6: Challenges Facing Implementation of Organization Development Interventions**

<b>Effects of the strategy</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Total</b>
Lack of finance	31(36.5%)	46(54.1%)	1(1.2%)	4(4.7%)	3(3.5%)	
Lack of top management support	37(43.2%)	39(45.9%)	5(5.9%)	2(2.4%)	2(2.4%)	
Resistance on the part of employees	9(10.6%)	47(55.3%)	19(22.4%)	8(9.4%)	2(2.4%)	
Lack of information by both management and the workers	29(34.1%)	45(52.9%)	55(5.9%)	44(4.7%)	22(2.4%)	

From table 4.6 above 51.4 percent of the respondent employees agreed that Lack of finance was a major challenge that hinders implementation of organization development interventions Eldoret water and Sanitation Company while 36.5 percent strongly agreed. The results however, indicated that 3.5 percent strongly disagreed that Lack of finance was a major challenge that hinders implementation of organization development interventions. Only 1.2 percent of the respondents were undecided.

Majority of respondent employees 45.9 percent agreed that lack of top management support was an impediment to achieving organization development interventions at Eldoret water and Sanitation Company while 43.2 strongly agreed. Only 2.4 percent disagreed while 5.9 were undecided. This concurs with Rothwell, Sullivan & McLean, (1995) who pointed out that organizational development should be supported by top managers. They are usually the chief power brokers and change agents in any organization; top managers control an organization's resources and reward systems and they are often powerful role models in behaviour change. The authors observed that although organization development efforts can be undertaken at any organization level without direct top-management participation, organization development is less likely to succeed if it does not have at least tacit approval from top management.

Concerning whether resistance on the part of employees hinders implementation of organizational development interventions at Eldoret water and Sanitation Company, 55.3 percent of the respondents agreed while 10.6 percent strongly agreed. The results further indicated that 52.9 percent of the respondents pointed out that lack of information by both management and the workers were another factor that hinders implementation of organization development interventions at Eldoret water and Sanitation Company.

#### **4.7 Analysis of Interview Results**

An analysis of heads of departments' interview schedule revealed that their departments were implementing strategies to improve employee performance. They confirmed that technical, interpersonal and social strategies were being implemented and that it had a positive effect on employee performance. They concurred that in every adjustment of the intervention, employees want to know how the intervention will affect their day-to-day

workflow, tasks and responsibilities before they support or resist its implementation. The interview further revealed that the organization considers employee involvement in organizational development intervention a powerful tool and thus few of the employees were involved in decision-making concerning interventions to be implemented and therefore most of the employees did not have a say on the kind of intervention to be implemented. They mentioned that structures such as greater teamwork within and among departments and better communication of goals and results were being put in place because the organization views employee involvement in organizational development intervention as critical because employees are the implementers.

On the challenges facing implementation of any new intervention in the organization, the interview with the heads of various departments indicated that the biggest challenge facing the implementation of any new intervention in Eldoret water and Sanitation Company was lack of finance. The interview revealed that limited finances were allocated to research and development department which makes the work of the department difficult. Other challenges mentioned include, resistance on the part of employees, lack of information by both management and the workers and lack of top management support. They suggested that in order to ensure smooth implementation of any intervention, teamwork and top management support was critical to ensuring smooth implementation of the interventions, effective communication between top management and staff, provision of adequate resources by the management, proper consultation from all relevant staff and other stakeholders and carrying out training and development on the issues of change.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.0. Introduction**

In this chapter, the findings are summarized then discussed in line with the research objectives. Conclusions are then drawn based on the findings and recommendations are thus made in view of the conclusions.

### **5.1 Summary of the Findings**

#### **5.1.1 General Information**

The findings of this work have been derived from the objectives of the study which were:

- (i) To identify the Various ODI strategies in use at ELDOWAS.
- (ii) To examine the effect of Interpersonal Interventions on employee performance.
- (iii) To explore the effect of Social interventions on employee performance.
- (iv) To examine the effect of technical Interventions on employee performance.

In reference to these objectives, the following findings were made.

#### **5.1.2 Various Organizational Development Intervention Strategies used at Eldoret Water and Sanitation Company**

Regarding the various organizational development interventions used at Eldoret water and Sanitation Company, the study established that technical interventions, interpersonal interventions and social interventions were the various strategies employed by Eldoret Water and Sanitation Company.

### **5.1.3 Effect of Interpersonal Interventions on Employee Performance**

Regarding the effects of interpersonal interventions on employee performance, the study established that interpersonal interventions reduces errors at work hence ensuring good performance as employees work in a team. It further promotes good communication and public relations at workplace therefore making employees perform better. However, the study revealed that most of the employees had been affected negatively working closely and under the guidance of a supervisor.

### **5.1.4 Effect of Social Interventions on Employee Performance**

Regarding the effect of social interventions on employee performance, the study established that social interventions improved employees' performance greatly. In particular, the study established that recognition awards, holiday trips/visits to other performing organizations, games and sports, regular departmental meetings and common health breaks are bonding and improves employee performance.

### **5.1.5 Effect of Technical Interventions on Employee Performance**

Regarding the effect of technical interventions on employee performance, the study established that technical interventions effects positively on the performance of employee's. In particular, the study established that ISO certification, provision of ICT facilities, job descriptions, payment of overtime and delegation improves employee's performance.

## **5.2 Discussion of Findings**

Regarding the organizational development interventions used at Eldoret water and Sanitation Company, the study established that technical interventions, interpersonal

interventions and social interventions were the various strategies employed by Eldoret Water and Sanitation Company. The findings concur with Porras & Robertson (1992) who observed that organizational development intervention strategies include goals, strategies, structure, administrative policies and procedure, administrative systems, reward systems and ownership. This is further supported by Dauda (2009) that intervention strategies may be in forms of machine equipment information and communication made up of knowledge, tools, method and system directed to work in specific manner.

With regard to the effects of interpersonal interventions on employee performance, the study found out that good communication and public relations at workplace is an ingredient to good employee performance. These findings are supported by Caincross (2000) who found out that effective communication was the key requirements for implementation of a strategy within the organizational. He observed that a lot of leadership time is spent on setting the strategy and implement the strategy through people but the new strategy will not bring results if leaders cannot invest enough of their effort in communicating the strategy and leading people to implement it.

Concerning the effects of social interventions practiced in Eldoret water and Sanitation Company. The findings indicated that employee recognition awards boosts individual employee performance. This is in line with Smither (1994) who believed that an important value of organizational development is recognition. He observed that emotions, personal values and interpersonal relationships are a critical part of an organization's success and therefore recognizing it was an essential value organizational development.

With regard to the effects of Technical Interventions on Employee Performance, the results showed that ISO certification of Eldowas improved employees' service delivery. This concurs with Dauda (2010) who found out that significant improvement in output, productivity and growth are achieved when there is use of new technology. He observed that increased productivity and general economic growth in most developed nations have been attributed to increasing technology and technological innovation.

To establish the relationship between organizational development interventions and employee performance, a chi-square test of independence was performed using statistical package for social science (SPSS). There was a highly significant relationship between organizational development interventions and employee performance  $\{ \chi^2_{0.05} (8) = 22.296, p=0.004, \alpha=0.05 \}$ . The researcher therefore rejected the null hypothesis and confirmed that there exist a significant relationship between organizational development interventions and employee performance.

### **5.3 Conclusions**

In relation to the findings of the study, it can be concluded that there are various organizational development intervention strategies used at Eldoret Water and Sanitation Company. Specifically, technical intervention, interpersonal intervention and social intervention are the various strategies that were identified by the study.

Interpersonal interventions have a significant effect on the performance of employees. It promotes good communication and public relations at workplace therefore making employees perform better. It further reduces errors at work hence ensuring good performance as employees work in a team.



Social interventions are critical to improvement of employee performance. Recognition awards, holiday trips/visits to other performing organizations, games and sports, regular departmental meetings and common health breaks are bonding improves employee performance greatly.

A range of technical interventions are required so as to enhance employee performance. Technical interventions such as ISO certification, provision of ICT facilities, job descriptions, payment of overtime and delegation improves employee's performance greatly.

#### **5.4 Recommendations**

Although there are various organizational development interventions used at Eldoret Water and Sanitation Company, there is need to organize for experience sharing programs with other successful service organizations within the country and even outside so as to get acquainted with other organizational development interventions.

Interpersonal interventions have a significant effect on the performance of employees. It promotes good communication and public relations at workplace therefore making employees perform better. It further reduces errors at work hence ensuring good performance as employees work in a team. However need to device other ways of monitoring employees as working closely and under the guidance of a supervisor makes irritates many employees.

Since social interventions are critical to improvement of employee performance. There is need to provide more funds to recognition awards, holiday trips/visits to other performing organizations, games and sports.

Since Eldoret water and Sanitation Company employ technical interventions such as ISO certification and provision of ICT facilities, there is need for the company to create a change management team which will be responsible for devising proposals for change and managing teams. There is also need to have executive coaching from OD practitioner experts since the findings indicated that there was lack of adequate information by both management and the workers.

### **5.5 Suggestions for further Research**

The study sought to establish the effects of organizational development interventions on employee performance at Eldowas. To complement the findings of this study the following are suggestions for further research;

1. There is need to assess customer perception on the level of service delivery of employees of similar organizations as Eldowas
2. Evaluate the effect of ISO certification as a tool of quality assurance in organizational performance

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## APPENDICES

### APPENDIX 1: INTRODUCTION LETTER TO EMPLOYEES OF ELDOWAS

Dear Friends

I am a master's student at Moi University, carrying out a research thesis to fulfill the requirement for award of degree of Master of Philosophy in Human Resource Development Moi University. The topic of research is **“Effects of organization development interventions on employee performance at Eldoret Water And Sanitation Company, Kenya”** Kindly fill in this question whose information will be treated with confidentiality and used purely for academic purposes. Your assistance will be highly appreciated.

Thanks in advance

Samson K Limo

Researcher (2012)



**APPENDIX II****QUESTIONNAIRES FOR THE EFFECTS OF ORGANIZATION  
DEVELOPMENT INTERVENTION ON EMPLOYEE PERFORMANCE AT  
ELDOWAS****A. BIO DATA OF THE RESPONDENTS**

Tick (  ) where appropriate

1 What is your gender

Male

Female

2 What is your age bracket

18 – 25 years

26 – 35 years

36 – 45 years

46 – 55 years

Above 55 years

3 What is your level of education

Primary

Secondary

Tertiary/ College

University

4 Which department do you work under?

Senior management team

Middle management/professionals

- Technical staff
- Technicians
- Supervisors
- Any other, Specify \_\_\_\_\_

5 For how long have you worked in Eldowas?

- 0-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Over 20 years

## **SECTION B: ADOPTION OF ORGANIZATION DEVELOPMENT INTERVENTIONS**

6. Are there any strategies carried out in your Organization so as to Improve Employee performance?

Yes  No

7. If yes, what Intervention strategies are available in your Organization? (Please tick as appropriate)

- Interpersonal Interventions
- Social Interventions
- Technical Interventions
- Any other Intervention (specify).....

8. The following are Interpersonal interventions used to improve employee performance in Service Organizations. On a scale of 1-5, rank the frequency of usage of such strategies in your organization (ELDOWAS) Where (5=Strongly Agree, 4=Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree)

<b>Sno.</b>	<b>Interpersonal intervention strategies frequently used</b>	<b>5 SA</b>	<b>4 A</b>	<b>3 U</b>	<b>2 DA</b>	<b>1 SD</b>
I	Constant coaching of individual employees by the supervisor					
Ii	Organization encourages teamwork and team building activities at workplace					
iii	Good communication and public relations is emphasized					
Iv	Employees are involved on planning and decision making					

9. The following are Social interventions used to improve employee performance in Service Organizations. On a scale of 1-5, rank the frequency of usage of such strategies in your organization (ELDOWAS) Where (5=Strongly Agree, 4=Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree)

<b>Sno.</b>	<b>Social intervention strategies frequently used</b>	<b>5 SA</b>	<b>4 A</b>	<b>3 U</b>	<b>2 DA</b>	<b>1 SD</b>
I	the company recognizes and awards prizes to employees who perform better					
ii	Organization treats its employees with Holiday trips and visits to performing institutions					
iii	Daycare activities for employees with young kids					
iv	Organization uses games and sports to boost staff respect and teamwork					
vi	Company holds formal and informal meetings to discuss employee performance					
vii	Organization has common health breaks for staff of all cadres- teas/lunches					

10. The following are Technical interventions used to improve employee performance in Service Organizations. On a scale of 1-5, rank the frequency of usage of such strategies in your organization (ELDOWAS) Where (5=Strongly Agree, 4=Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree)

<b>Sno.</b>	<b>Technical intervention strategies frequently used</b>	<b>5 SA</b>	<b>4 A</b>	<b>3 U</b>	<b>2 DA</b>	<b>1 SD</b>
I	Organization has adopted standardization of its procedures/processes (ISO certification)					
Ii	Company provides ICT facilities at workplace					
Iii	Regular appraisal of employees' performance by the organization					
Iv	Role clarity through use of Job descriptions is provided for by the company					
V	Company pays its staff Bonuses and overtime					
Vi	Delegation of duties and responsibilities is used by the company to boost staff morale					

**SECTION C – EFFECTS OF ORGANIZATION DEVELOPMENT  
INTERVENTIONS ON EMPLOYEE PERFORMANCE**

11. The following are the Effects of interpersonal intervention strategies on employee performance. On a scale of 1-5, rate the effect of these Interventions on employee performance, Where (5=Strongly Agree, 4=Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree)

Sno.	Effects of the strategy	5 SA	4 A	3 U	2 DA	1 SD
i	Working closely and under the guidance of my supervisor makes me perform better					
ii	Working as a member of a work team reduces errors at work hence ensuring good performance					
iii	Good communication and public relations at workplace is an ingredient to good employee performance					
iv	Am involved in planning and decision making in the organization and has greatly improved my job performance					
	Any other specify.....					

12. The following are the effects of social intervention strategies on employee performance. On a scale of 1-5, rate the effect of these Interventions on employee performance, Where (5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree, 1= Strongly Disagree)

<b>Sno.</b>	<b>Effects of the strategy</b>	<b>5</b> <b>SA</b>	<b>4</b> <b>A</b>	<b>3</b> <b>U</b>	<b>2</b> <b>DA</b>	<b>1</b> <b>SD</b>
i	Employee recognition awards boosts individual employee performance					
ii	Holiday Trips/visits to other performing Organizations motivate employees to put more effort to their work					
iii	Games and sports are bonding sessions that lead to good employee performance at workplace					
vi	Regular departmental meetings help re-engineers employees effort to perform better					
viii	Common Health breaks are bonding opportunities between management and employees hence improving performance					

13. The following are the effects of technical intervention strategies on employee performance. On a scale of 1-5, rate the effect of these Interventions on employee performance, Where (5=Strongly Agree, 4=Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree)

<b>Sno.</b>	<b>Effects of the strategy</b>	<b>5</b> <b>SA</b>	<b>4</b> <b>A</b>	<b>3</b> <b>U</b>	<b>2</b> <b>DA</b>	<b>1</b> <b>SD</b>
I	ISO Certification of Eldowas improved employees service delivery					
ii	Provision of ICT facilities has led to improved employee performance					
iii	Job descriptions obligates employees to perform better					
iv	Payment of over time is an incentive to good performance					
v	Duties delegated /responsibilities (Higher than my position) delegated to me boosted my morale to work even better					



**SECTION C- CHALLENGES FACING IMPLEMENTATION OF ORGANIZATION DEVELOPMENT INTERVENTIONS ON EMPLOYEE PERFORMANCE BY ORGANIZATIONS**

14. The following are factors hinder implementation of organization development interventions on employee performance in Service Organizations. On a scale of 1-5, rate the extent which they hamper successful implementation of these Interventions, Where (5=strongly agree, 4=agree, 3=undecided, 2=disagree, 1= strongly disagree)

<b>Sno.</b>	<b>Factors hampering successful implementation of organization development interventions</b>	<b>5 SA</b>	<b>4 A</b>	<b>3 U</b>	<b>2 DA</b>	<b>1 SD</b>
i	Lack of finance					
ii	Lack of top management support					
iii	Resistance on the part of employees					
vi	Lack of information by both management and the workers					
viii	Any other factor.....					

- 1 What in your opinion should be done to ensure smooth implementation of any intervention?.....  
 .....  
 .....

**APPENDIX III**

**INTERVIEW SCHEDULE FOR THE HEADS OF DEPARTMENTS**

1. Which department do you head?

.....

2. What strategies has your department been implementing/ has implemented to Improve employee performance?

.....  
.....  
.....  
.....

3. What is the view by your employees regarding the use of these strategies?

.....  
.....  
.....  
.....

4. Within this organization, how important is employee involvement for decision-making concerning use of these strategies?

.....  
.....  
.....  
.....

5. What are the challenges facing implementation of any new strategy in your organization?

.....  
.....  
.....  
.....

6. What in your opinion should be done to ensure smooth implementation of any strategy?

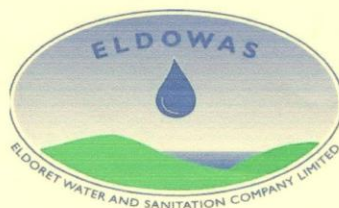
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Date 25<sup>th</sup> June, 2013

Your Ref \_\_\_\_\_

ELDOWAS/ ADM/23/IA/VOL.IV/072  
Our Ref \_\_\_\_\_

The Coordinator,  
School of Human Resource Development,  
Moi University,  
P.O. BOX 3900-30100  
**ELDORET**

Dear Sir,

**RE: REQUEST FOR RESEARCH DATA - SAMSON LIMO**

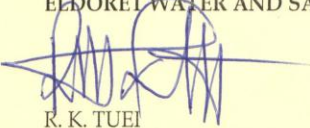
Reference is made to your letter dated 27<sup>th</sup> May, 2013.

This is to confirm that the above named student has been granted permission to undertake a research on the Topic "**Impact of organization development interventions on employee performance**" at ELDOWAS.

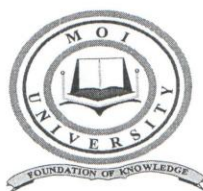
After successful completion of this research, the student is kindly requested to forward a copy of the findings to this Company for necessary action.

Please note that the student shall not be allowed to undertake any other activity other than the above mentioned.

Yours faithfully,  
**ELDORET WATER AND SANITATION CO.LTD**

  
R. K. TUEI  
**MANAGING DIRECTOR**

Cc  
Samson Limo  
Po Box 3900-30100,  
**ELDORET**



MOI UNIVERSITY  
 ISO 9001:2008 Certified Institution  
 OFFICE OF THE DEAN  
 SCHOOL OF HUMAN RESOURCE DEVELOPMENT

P.O. Box 3900  
 ELDORET, KENYA.

254-053-43153/43620 Ext.2448

REF: MU/SHRD/PG/77

29<sup>th</sup> April, 2013

**TO WHOM IT MAY CONCERN**

RE: **LIMO SAMSON KIPKOSGEI – SHRD/PGH/04/07**

The above named is a Master of Science student at Moi University, School of Human Resource Development, Department of Development Studies.

It is a requirement of his Master of Science Studies that he conducts a research and produces a Thesis. The topic of his Thesis is "*Impact of organizational Development Interventions on Employee Performance at Eldoret Water and Sanitation Company, Kenya*".

Any assistance accorded to him will be highly appreciated.



PROF. KWONYIKI  
 DEAN, SCHOOL OF HUMAN RESOURCE DEVELOPMENT

REPUBLIC OF KENYA



## NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

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 Mobile: 0713 788 787 , 0735 404 245  
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 secretary@ncst.go.ke

P.O. Box 30623-00100  
 NAIROBI-KENYA  
 Website: www.ncst.go.ke

Our Ref: **NCST/RCD/14/013/1132**

Date: **24<sup>th</sup> June 2013**

Samson Kipkosgei Limo  
 Moi University  
 P.O Box 63056-00200  
 Nairobi.

### **RE: RESEARCH AUTHORIZATION**

Following your application dated **18<sup>th</sup> June, 2013** for authority to carry out research on "*Impact of organizational development interventions on employee performance at Eldoret Water and Sanitation Company, Kenya.*" I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu District** for a period ending **30<sup>th</sup> September, 2013.**

You are advised to report to **the Managing Director, Eldoret Water and Sanitation Company** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**DR. M. K. RUGUTT, PhD, HSC.**  
**DEPUTY COUNCIL SECRETARY**

Copy to:

The Managing Director  
 Eldoret Water and Sanitation Company.