CHANGE MANAGEMENT AND PERFORMANCE OF THE KENYAN CHURCHES – CASE OF THE ANGLICAN AND AFRICAN INLAND CHURCHES IN KENYA.

HELLEN ACHIENG’ NANGO
D53/CTY/PT/21234/2010

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF KENYATTA UNIVERSITY

NOVEMBER 2017
DECLARATION

This research project is my original work and has not been presented for an academic award in any other University or for any award.

Sign……………………………… Date………………………………

HELEN A. NANGO
D53/CTY/PT/21234/2010

This research project has been submitted for examination with my approval as the university Supervisor.

Signature ……………………… Date……………………………

CHRISPEN MAENDE
ACKNOWLEDGEMENT

Thanks to the Almighty God for granting me wisdom, knowledge, understanding and general well-being throughout this period of study and proposal writing. Special thanks go to the Kenyatta University teaching Staff for imparting in me this great knowledge and intellectual power, moreso, Chrispen Maende for his patience and encouragement during the course. I also applaud my MBA colleagues and strategic management classmates in a special way for their various contributions into my study in forms of encouragement, teamwork, sharing of ideas and understanding, in various subjects, you are true friends.

God bless you all.
DEDICATION

This study is dedicated to my Lord Jesus Christ who gave me the knowledge and strength to complete this course, my father the Late Evangelist Reuben Chore Nango who advised me to undertake this study, my husband Walter Omondi and my children Blessed, Lorizza, Val, David & Grace who encouraged me persevering with the hard times and sacrifices that came alongside the study.
# OPERATIONAL DEFINITION OF TERMS

**Change**
Turnaround in leadership and management, redefining the church’s strategic focus, closing unwanted assets, taking steps to improve profitability, making accusations to building core operations.

**Change management**
Change management which is the independent variable in this project, refers to a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved.

**Change agent**
One that acts or exerts power of a moving force for alteration of the state of something.

**Internal forces**
Forces from within the organization that produces change. Constitutes Response to outside forces and this could be proactive which brings in change induced by management in anticipation of different and beneficial.

**Environment factors**
Are proactive strategies aimed in making the environment favorable to the church.

**Culture**
Traditions, norms and shared values within the church.

**Congregation**
An assembly of persons brought together for common religious worship.

**Performance**
The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Management of an organization is always motivated by an appeal to perform.
<table>
<thead>
<tr>
<th>Mainstream churches</th>
<th>These are churches that share a current but widespread thought, including popular culture and media culture typically disseminated by Mass media.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protestant churches</td>
<td>Churches belonging to churches other than the Roman Catholic Church and the Eastern Orthodox Church.</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

Declaration .................................................................................................................... ii  
Acknowledgement ....................................................................................................... iii  
Dedication .................................................................................................................... iv  
Operational Definition of Terms ................................................................................. v  
Table of Contents ........................................................................................................ vii  
List of Tables ............................................................................................................... x  
List of Figures ............................................................................................................. xi  
Abstract ....................................................................................................................... xii  

## CHAPTER ONE  .......................................................................................................... 1

INTRODUCTION ............................................................................................................. 1  
1.1 Background of the Study ....................................................................................... 1  
1.1.1 Change Management ....................................................................................... 1  
1.1.2 Change Management and Organizational Culture ................................................. 3  
1.1.3 Change Management and Leadership Strategy ................................................... 4  
1.1.4 Change Management and Communication Strategy .......................................... 5  
1.1.5 Performance ..................................................................................................... 5  
1.2 Statement of the Problem ..................................................................................... 7  
1.3 Research Objectives ............................................................................................ 8  
1.3.1 General Objective of the Study ...................................................................... 8  
1.3.2 Specific Objectives ......................................................................................... 8  
1.4 Research Questions ............................................................................................... 8  
1.5 Significance of the Study ...................................................................................... 8  
1.6 Scope of the study ................................................................................................. 9  
1.7 Limitations of the Study ...................................................................................... 9  
1.8 Organization of the Project .................................................................................. 9  

## CHAPTER TWO  .......................................................................................................... 10

LITERATURE REVIEW ................................................................................................. 10  
2.1 Introduction .......................................................................................................... 10  
2.2 Theoretical Foundations of Change Management .................................................. 10
LIST OF TABLES

Table 2.1: Summary of Research Gap ................................................................. 25
Table 3.1: Target Population .................................................................................. 29
Table 3.2: Sample Size .......................................................................................... 31
Table 4.1: Range of Respondents’ Age ................................................................. 34
Table 4.2: Highest Level of Education Obtained .................................................. 35
Table 4.3: What is your Designation ................................................................. 37
Table 4.4: Proficiency in Languages ..................................................................... 39
Table 4.5: Model Summary $^b$ ............................................................................ 43
LIST OF FIGURES

Figure 1: Conceptual Framework ........................................................................................................27
Figure 4.1: A Bar Graph Showing the Gender Distribution .................................................................36
Figure 4.2: A Bar Graph Showing Marital Status .................................................................................37
Figure 4.3: A Pie Chart Showing Proficiency in Languages .................................................................38
Figure 4.4: A Bar Chart Showing Type of Leadership Exercised By Supervisors/Managers............41
ABSTRACT

Change management play a vital role in improving performance of institutions. The church as one such institution charged with maintaining the moral standards of the society, may be becoming unpopular, especially among the youth who are the future generation to ensure its continuity. This was mainly because some churches might have not broken away from outdated thinking to embrace modernity and inevitable changes in this fast developing society. Dismal performance of the church in change management had not been adequately investigated and well understood hence hindering consistent improvement in performance of the church as an institution. To this end the general objective of this study was to examine change management as a performance improvement tool in churches guided by specific objectives: to determine the effect of organizational culture, to assess the impact of the change leadership strategy and to establish the how change communication strategy influence performance of the churches. The study adopted the most dominant Lewin Schein and Kotter’s theories/models that gave the guiding framework and covered the cross-section survey area of the Anglican Church of Kenya and African Inland Church, the study based at their respective Headquarters in Nairobi since the management of these churches was mainly organized and coordinated from the headquarters then the management decisions thereof disseminated to the branches countrywide. Questionnaires were used to collect data and test-retest method to ensure reliability of the questionnaires. The results were then be subjected to data coding, analyzed by use of descriptive statistics and regression analysis with the aid of SPSS and presented by use of frequencies, tables, percentages, means and standard deviations. Content analysis was used to analyze data that was qualitative in nature. This study illustrated like in the preliminary studies mentioned therein, that apart from for-profit organizations, non-profit organizations like the institutions of learning and churches use change management as a strategic management tool to enhance performance and good management. The findings of the study were that the institutional leadership, organizational culture and effective communication played very significant roles in enhancing the performance of the Anglican Church of Kenya and African Inland Church. The management of these churches needed to enhance the use of communication strategy and organizational culture as they had greater impact on performance of these institutions.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change has always been used as an effective management tool in moving organizations from the current state to a better state. Change management is transition from one state to another with focus of being different in a positive way. According to Davis and Holland 2002, change management involves use of systematic methods to ensure that an organization changes in a planned direction, conducted in a cost effective manner and completed within the targeted time frame and desired results. David & David (2015), indicates that countless non-profit and governmental organizations such as Girl scouts, Boy scouts, the Red Cross, educational institutions, medical institutions government agencies and churches are using change management process effectively. These non-profit organizations outperform private firms and corporation’s innovativeness, motivation, production. Compared to for-profit, these non-profit and governmental organizations may be totally dependent on outside financing, and hence strategic management provides for them an excellent vehicle for developing and justifying requests for the needed financial support. Also in an ever-changing global economy and societal expectations, according to Johnson and Scholes (2003) these organizations must find ways of operating by developing new competences as the old advantage and competences gained are soon eroded owing to environmental changes. According to Rose and Lawton (1999), changes in an organization arise from the need for efficiency, effectiveness, economy, market concerns and performance evaluation ethics. Therefore, change has become a continuous episode in the life of organizations due to rising demand for quality services putting pressure on managers and their institutions.

1.1.1 Change Management

Change which refers to alteration, modification and makeovers, is a necessity in private as well as public sector, every organization must change with the environment to avoid becoming irrelevant while change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. Hill and Jones (2001) define change management as a move from the present state to future one
increasing competitiveness and creating competitive advantage. Johnson and Scholes (2002) also define change management as the deliberate and coordinated actions taken to transform an organization to overcome environmental challenges to achieve its objectives. Consequently, they propose the following steps in addressing change management; determining need to change, determining obstacles to change, implementing the change and evaluating the change. Change management according to Kanter(1997), will also require getting in line with the environment, challenging assumptions , creating a vision, using diplomatic skills to get favorable responses, keeping actions moving by handling interferences or resistance, maintaining the momentum, incorporating the emergent developments /ideas and never losing site of the overall goal. Strategic change management is therefore defined as actions, processes and decisions that are executed by an organization’s members to realize their strategic intentions, Hardy (1995). This helps organizations to achieve the highest impact, efficiency and have the least interruption and negative consequences. Hardy (1995) further states that managing strategic change is about managing the unfolding non-linear dynamic processes during strategy implementation. It involves change or alignment in policy, systems, styles, values, staff and skills of an organization to realize a strategy Peters (1994).

Further determination by Lamb (1984) views strategic change management as a process that the business and the industries in which the organization is involved; assesses its competitors and sets goals and strategies to meet all existing potential competitors; and then reassesses each strategy regularly to determine how it has been implemented and whether it has succeeded or needs a replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial or political environment. McKinney Survey on change management (2006) gives reasons for change management in organizations today as movement from good performance to greater performance, reducing costs, useful in completing or integrating a merger, aiding in catching up to rival companies, turning round crisis situations, use in privatization or market liberalization, use in split/diversion of part of organization among others. Lewin (1958), depicts change management as a new critical organizational discipline focused on increasing the organization’s capability to adapt and adopt ways of doing business. Developing change management as a discipline enables removal of past notion that change can be handled in an ad hoc basis, occasionally aided by experience.
Change management therefore is a problem finding and problem solving activity, where the problem is the future state to be realized, some current state to be left behind, and some organized process for getting from one state to another. Change management is a why, what and how problem. Why problem is the ultimate reason or purpose of the change. What problem involves what is necessary, what we are trying to accomplish and what measures of performance are applied to ensure effective and efficient implementation of the change.

Change management has also components, the task, the area of expertise and body of knowledge. Task involves changes in a planned managed systematic fashion while area of practice involves professional change agents, specialists in the field of change management, consultants and facilitators. Body of knowledge involves contents or subject matters, model techniques, tools, skills and knowledge, which goes to make the practice. Certain factors affect successful management of change in any organization depending on its environment as many preliminary studies have indicated are organizational culture, change leadership strategy and communication strategy. In this study these three form the specific objectives which are the independent variables while performance becomes the dependent variable.

1.1.2 Change Management and Organizational Culture
This involves anchoring the changes into the organizational culture. A culture is a way of life of a group of people the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next. Change processes are only successful if tailored according to an institution’s culture which must be incorporated in deliberations regarding the selection of a change program. Agili & Okibo (2015), indicates in their study that organizations need to adapt to the demanding changes in their environment whether they are private or public by employing best strategic change management practices to remain competitive and relevant and identified organizational culture is one factor that affected change management efforts in the institutions. Namoso (2011), in the study of challenges affecting organizational change management at the Kenya police service found out that change implementation was significantly affected by organizational culture.
1.1.3 Change Management and Leadership Strategy

This refers to the involvement of the institutional leadership and upper management in the change agenda. Leaders are role models who influence the culture, values, thoughts and actions of the organization and its people. Kiptoo (2008) states that organizations whether private or public are usually affected by continuous changes taking place in their environment and therefore change management as a strategic tool for coping, being competitive and performing is inevitable for them (1978, p.251) asserts that ‘ultimately the effectiveness of leaders will be tested by the achievement of purpose in the form of real and intended social change’.

Kiptoo (2008) states that organizations whether private or public are usually affected by continuous changes taking place in their environment and therefore change management as a strategic tool for coping, being competitive and performing is inevitable for them. Management or leadership of the organization usually gives change much of their time to ensure that it adds value always as the external environment changes (Bobby & Patton 1998). As McLoughlin & Clark, (1994) states most managers may accept the need for change but at the same time may be uncertain about its outcome. Kiptoo’s findings further indicated that the leadership involvement in the change process was mandatory for the institution to fully change and realize the benefits of the changes involved.

Agili & Okibo (2015), also reiterates that organizations needed to adapt to the demanding changes in their environment whether they are private or public by employing best strategic change management practices to remain competitive and relevant. One of the major factors they identified to be affecting change management implementation is leadership involvement in the change process. Njenga (2016), in her study of the effects of change management on performance of Technical University of Kenya also conceptualized organizational leadership as one of the main factors that determined success of change management and consequent performance in the public university. Namoso (2011), in the study of challenges affecting organizational change management at the Kenya police service found out that change implementation was significantly affected by organization’s leadership.
1.1.4 Change Management and Communication Strategy
This involves having open communication among all stakeholders, answering questions openly and honestly and dealing with problems immediately. Relate the need for change back to operational necessities. This is important in creating awareness and acceptance of the change as it would create ownership among all the stakeholders to reduce ignorance, suspicion and apathy, on the other hand enhances acceptance and ownership. Njenga (2016) in her study also discovered that communication strategy played quite a significant role in the success of the change management strategies at the learning institution. She recommended they enhance the use of communication strategy to harness performance of the institution that would consequently be seen in increased student enrolment and graduate rates.

1.1.5 Performance
Performance is indispensable in all organizations whether business, profit-making or nonprofit making, private or open (Johnson, 2008). Degree to which an organization’s objectives have been accomplished is a measure of performance for that organization. Mazzarol & Rebound(2009) notes that hierarchical performance can be measured as accomplishing economic development after some time utilizing such pointers as turnover, the quantity of representatives, size of benefits and value in a critical position sheet, piece of overall industry and gainfulness.

Thompson (2005) recommends that utilization of an adjusted scorecard for measuring organization performance that tracks the accomplishment of both monies related targets and key goals is ideal. The discussion on whether change management enhances performance of organizations has been continuous. David & David (2015), indicates that change management process is being used effectively by countless non-profit and governmental institutions as the excellent vehicle for improving performance, developing and justifying requests for the needed financial support and funding from the donors. Examples of these organizations are medical institutions, Scouts, Red Cross, learning institutions and churches.

David F.R. (2011) affirms that research has indicated that organizations using strategic management practices part of which is change management have higher rates of performance, success and profitability. It is natural and inevitable for these organizations to perform to remain
competitive and relevant in their socio-economic environment. Depending on the institution there are several ways of measuring the competitiveness and performance of the organizations, for example the church one would use increase in membership, retention of old members and increase in giving and offerings as indicators of growth and performance.

Kiptoo (2008) states that organizations whether private or public are usually affected by continuous changes taking place in their environment and therefore change management as a strategic tool for coping, being competitive and performing is inevitable for them. In his findings he reiterated that competitiveness and performance of the institution depended on how well the change management as a strategic tool for enhancing improvement was carried out.

Agili & Okibo (2015), in their study affirm that organizations needed to adapt to the demanding changes in their environment whether they are private or public by employing best strategic change management practices to remain competitive and perform well. How well the institution carries out the change agenda determines the performance of the organization. Njenga (2016) explored the effects of change management on the performance of Technical university of Kenya where she found out that change communication strategy and effective organizational leadership had significant effects on performance of the Technical University of Kenya that would consequently be seen in increased student enrolment and graduate rates.

Gaunya (2014), in his study evaluated change management and its implementations on competitiveness of public universities in Kenya and found out that change management significantly influenced performance of the said institutions. Namoso (2011), in the study of challenges affecting organizational change management at the Kenya police service found out that how change is managed greatly affected service delivery and performance of the institution.
1.2 Statement of the Problem

Church is an institution is slowly becoming unpopular, especially among the youth who are its future generation to ensure its continuity. In addition, the Christians, who go to church to attend the services would naturally desire to get the best from such institutions hence the need for church to employ some of the best strategic management practices like change management to achieve better performance and rating in the society. Njenga (2016), indicates that competitive performance is the main motivation to establish new enterprises where others are already existing, church being not an exception. David & David (2015), indicates that change management process is being used effectively by countless non-profit and governmental organizations such as Girl scouts, Boy scouts, the Red Cross, medical institutions, educational institutions and many others. These non-profit organizations outperform private firms and corporations in innovativeness, motivation, production. In addition, as a non-profit organization, the church may be dependent on outside financing, donations and giving from the attending congregants Mellody (2011), and hence strategic management that includes in it change management, provides for them an excellent vehicle for developing and justifying requests for the financial support. Mellody further observes that the church needs to fight decline and gain popularity for its future existence by adjusting to the inevitable changes in the society and modernity challenges without losing its vision and mandate of preaching the gospel to all parts of the world, gives his opinion that reason for decline any church is that the church no-longer meets need of his people.

An institution that is facing decline obviously needs to upgrade itself and improve on its deliverables so that it’s presence is felt; it’s relevance is seen so that it grows to occupy it’s socio-economic space despite the constant changes in its environment. Performance is indispensable in all organizations whether business, profit making or nonprofit making, private or open Johnson, (2008). Degree to which an organization’s objectives have been accomplished is a measure of performance for that organization. Mazzarol & Rebound (2009) notes that hierarchical performance can be measured as accomplishing economic development after some time utilizing such pointers as turnover, the quantity of representatives , size of benefits and value in a critical position sheet , piece of overall industry and gainfulness. One potential
solution to this problem is employment of recommended change management practices to enhance the church performance.

1.3 Research Objectives

1.3.1 General Objective of the Study
To investigate the influence of change management on the performance of the Kenyan churches.

1.3.2 Specific Objectives
   i. To determine the effect of organizational culture on the performance of the church.
   ii. To assess the impact of the change leadership strategy on the performance of the church.
   iii. To establish the how change communication strategy influences performance of the church.

1.4 Research Questions
   i. How does organizational culture interact with the performance of the church?
   ii. What is the relationship between change leadership strategy and performance of the church?
   iii. To what extent does change communication strategy affect the performance of the church?

1.5 Significance of the Study
The findings of this study would benefit the government in policy formulation to regulate churches, the church would benefit in policy formulation, development and change programs, it would give basis for future researches, academicians would benefit in reference materials in the area, findings would aid in practical utility and application and social progress would be gained by obtaining correct knowledge about this social group under study. Knowledge obtained thereof would eliminate ignorance in the society in this area. It would also give a basis for researches on change management on other non-profit organizations and other churches not covered in the study.
1.6 Scope of the study
The scope at ACK comprised of forty-six bishops, one provincial secretary, and four heads of departments and twenty seven support staff while at AIC it was made up of twenty one bishops, one administrative secretary, a regional chairman and thirty three support staff, total being one hundred and thirty four.

1.7 Limitations of the Study
The study was limited to the following:
Disguise of information by respondents or lack of willingness to give the required information. To overcome this the researcher had to give out letter of introduction from the university in addition to explaining that the study was only for scholarly purposes. Some respondents were too busy to respond on time but the researcher had to employ patience, consistency and reschedule her program always to obtain the required feedback that consequently demanded that she asks for more time off also from her employer.

1.8 Organization of the Project
This project is organized into chapter one, two, three and four. Chapter I has the introduction of the topic that includes background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study and limitations of the study. Chapter II has the introduction of the literature review, Theoretical foundations of change management, theories of change, models in change management, empirical literature review, summary of literature and research gaps and conceptual framework. Chapter III covers introduction of the research methodology, research design, the target population, sampling procedure, research instruments, data collection procedure, test of research instruments, data analysis and presentation and ethical considerations. Chapter IV covers data analysis and presentation of results, profile of the respondents, findings of the study, model summary and regression analysis, discussions and summary while chapter V concludes with the summary of the findings, conclusions and recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter covers the theoretical literature review, empirical literature review and the conceptual framework.

2.2 Theoretical Foundations of Change Management
Change is any planned or unplanned transition from one state to another and is comprised of strategic change and operational change. Strategic change is long term in nature affecting entire organization while operational change is short term and may affect only parts of an organization, both aiming at achieving effectiveness. Burnes (1998) states that there are three schools of thought that form the basis of change management theory. To begin with is the individual perspective school which assumes that an individual’s behavior results from his interaction with the environment, human actions are conditioned by expected consequences and behavior rewarded to be repeated. According to psychologists, behavior is influenced by external stimuli. Second is the dynamics group school, which argues that individual’s behavior is function of group environment where he argues that individuals behave in a way that conforms to group pressure, norms, roles and values. Third is the open system school whose focus is on the entire organization which is composed of different sub-systems namely the goals and the values sub-system, the technical sub-system, the psychological sub-system and the managerial sub-system Miller (1967). One can achieve change by changing the sub-systems as long as he understands the interrelationship that exists between them since a change in one system can impact on others.

2.3 Theories of Change
Several theories of change exist to guide change in organizations but those whose principles are outstandingly used in this study are Kurt-Lewin’s theory of change, Lewin –Schein’s theory and Kotter’s theory. A theory of social change formulated by Kurt Lewin was used as a framework to investigate conditions in the successful application of management science. Since a
management, science project is an attempt to induce organizational change it seemed desirable to investigate the effective use of managerial science by using a behavioral theory of change probably one which can organize diverse influences into a small set of variables. Lewin (1958) provided three stages to bring about change in any system: unfreezing, changing and refreezing. Schein (1987) further developed Lewin three-stage model thereby providing an example of a contemporary approach to organizational change in stages of discomfort, introduction of guilt and anxiety and creation of psychological safety.

The steps from this theory include determination of what needs to change that involve surveying the organization to understand the current state and understanding why the change is necessary. Next is ensuring strong support from upper management that involves stakeholder analysis and stakeholder management to identify and win support of key people within the organization and frame the issue as one of organization – wide importance. Next is open communication and addressing the raised concerns and doubts among the people involved. A three stage model developed by Kurt Lewin and Edgar Schein that describes how individuals change; the three Kurt (1951) came up with three models of change management; the first being action-research model that is based on emphasis that change requires action where successful action is based on analyzing the situation, identifying possible alternative solutions and choosing the most appropriate for the situation at hand.

Majority of organizations are in favor of systematic decision-making process for developing and executing change management. The following contribution therefore focuses on key priorities in the decisions change management process. Inappropriate set up and executions are the two of the major reasons why certain processes are only marginally successful or fail completely Kotter (1996). As Kotter (1996) states there is a difference between leading change and managing change where the former involves conceiving a clear goal as well as logic to achieve it and the latter involves dealing with the actual realization of that logic in a controllable process Kotter (1996). In essence organizations must clarify in a straight and systematic way what changes would be right for their organization even before the implementation face. Change processes are naturally complex but with clear priorities they may be manageable. As
organizations ask themselves what the right change would be, companies must systematically define what the focal points of the change will entail.

One fact that has puzzled change management scholars and practitioners is how best to implement changes successfully without distracting the organization or distorting the well-intended changes. One answer to the puzzle is proposal by many authors revolves around what managers can do to ensure success in a change process flow smoothly Senge (1990) and Kotter (1996). This involves a management science project translating a problem, for example, controlling inventory into a mathematical model of relations among key variables then recommending to the manager a course of action based upon an optimal mathematical solution to the equations in the model. By looking at change as process with distinct stages, you can prepare yourself for what is coming and make a plan to manage the transition – looking before you leap, so to speak. All too often, people go into change blindly, causing much unnecessary turmoil and chaos. The approach to changing an organization includes the following elements: a problem, a management scientist and manager and the organization in which they are embedded made up of subordinates, several layers of superior managers and other organizational units interdependent with the manager’s unit. These theories are in two categories problem-centered and personality-centered, with the former involving accurately defining the problem, using the best analytic techniques and finding an optimal solution to the problem Church-man et al (1963).

McCloskey and Coppinger 1956) with assumption that managers would readily understand, accept and implement solutions of the scientists. Contention however arose they were proposing changes with insufficient regard for relevance, timeliness, acceptance or implementation (Grayson & Shycon 1975). According to Brown and Eisenhardt (1997) there has been recent dialogue concerning organizational change with the broad consensus that increasing environmental instability and uncertainty are forcing organizations to change continuously. Change itself is a risky and mostly haphazard and improvised process that may sometimes leave organizations in situations that may be worse off than before Katzenbach and Smith (1993).

There are cases in certain countries where reform changes implemented have encountered considerable amounts of challenges; Argentine where reforms had disagreements on the
benchmarking and inadequate funding, in Philippines there were difficulties in customs software development and in Senegal there was weak supervision that lacked mechanisms to detect problems. Farias and John (2000) further state that only 50 percent of all large-scale interventions are successful. Several authors argue that the decision managers are critical to ensuring their organizations/companies stay apace and aligned with changing demands Child (1972), Romanelli and Tushman (1988).

According to Robin and Coulter (2002), if there was no change and the environment relatively static the process of strategic management would appear to be fairly simple and the manager’s job fairly simple. Planning would be simplified because tomorrow’s operations would be no different from today’s operations. The issues of effective organizational design would also be solved since the environment would be free from uncertainty and there would be no need to adapt new changes which are sometime costly and quite involving. However, the management decisions discussed tends to emphasize the implementation process in line with the intended change. Decisions prior to roll out of a change program especially those related to clarifying the change itself have surprisingly received surprising little attention Lengnick – Hall and Lengnick-Hall (1988). Nevertheless, change is not merely a matter of defining steps, procedures or systems that will ensure its successful implementation process but also embodies taking a firm grasp on seminal change ideas, purpose and intended output in the whole change program, which must then be thought through and clarified before the enactment of the change.

Another critical factor for the success of a change process is top management credibility Simons (1999). At initial stages of introduction of changes, questions such as their sensibility, appropriateness or timeliness arise, usually because nobody would want to be part of a failure. Bruch and Ghosal (2004a). The general aim of an organizational change is an adaptation to the environment or an improvement in performance and this encompasses many situations that should be distinguished by applying certain dimensions to establish typologies of change (Boeker, 1997). Van de Ven and Poole (1995) also affirms that organizational change is an empirical observation in an organizational entity of variations in shape, quality and state overtime after deliberate introduction of new ways of thinking, acting and operating.
Evolutionary incremental or first order changes are described as small changes that alter certain small aspects, looking for an improvement in the present situation but maintaining the general working framework (Nadler and Tushman, 1990). The second order involves radical transformations where an organization totally changes its essential framework looking generally for a new competitive advantage, affecting basic capabilities of advantage, affecting basic capabilities the organization (Ruiz and Lorenzo, 1999). My study focuses mainly on the first order. Change programs and projects have to be sensible from the onset of the change idea and it is only possible when contextualized against backdrop of an institution’s particular past and present Pettigrew (1987). Change processes are only successful if tailored according to an institution’s culture, which must be incorporated in deliberations regarding the selection of a change program Heracleous (2001).

Certain change processes cannot be executed in more bureaucratic cultures while others are not compatible with team-oriented or innovative/dynamic organizations, Bruch and Ghoshal (2004b). Different types of change programs are effective with organizations characterized by comfortable inertia than for companies with other types of energy, such as change tiredness, high productive energy or designative inertia Bruch and Ghoshal (2003, 2004a). Once a change program’s suitability has been answered, then the management decision comes in the implementation phase to ensure success and impact where factors such as acceptance, attention, effective change agents as well as momentum and sustainability all come in as key pillars Davenport and Beck (2000) and Kotter (1996). Without these change process will not be put in motion, will move with great difficulty or have even negligible impact Weick (2000).

2.4 Models in Change Management

Greiner's Model of Organizational Change. The Growth Phases model of an organization large or small by Greiner gives one the different phases through which a growing company will go. Initially, the model had only 5 phases. Then there was another version added and it is called “extra-organizational solutions” and this is the sixth phase. This framework is most often used to understand why and how you should implement different styles of management; also, it looks at different organizational structures and different coordination methods used. Through
Griener’s perception, an organization must pass through the crises for them to be able to grow and develop. This model is appealing because of its logic and simplicity.

The Burke-Litwin causal model of organizational performance and change consists of 12 parts in which all are interconnected. The model is one tool that can be used as a change management initiative. From a visual standpoint, the model is exhibited in a hierarchical diagram to depict the top four parts as transformational change drivers, while the next six parts are primarily for transactional change. The twelve parts are external environment, leadership, mission and strategy, organizational structure, management practices, structures, work unit climate, task and individual skills, motivation, individual needs and values, individual and organizational performance. Given the model is broken down into several complex parts or variables as both transformational and transactional, the model is able to reflect on the effects of change at each part, as well as bringing to light if one part is broken. Then in that instance, that part must be fixed into order to solve the problem as a whole (Sears A & Jacko J.A 2007).

The Kaizen change model was originally introduced in Japan after the end of World War II. It is a model fashioned on constant improvement; a model that any organization is likely to benefit from. The reason this model is successful is because it is always occurring and involves every employee from every aspect of a firm. Employees are constantly encouraged to make suggestions for improvements, making every employee valued and important. The steps of the Kaizen model are similar to other models, with the one main difference being the focus on small incremental changes.

The steps of Kaizen model are the following and similar to other models except its focus on small incremental changes: problem definition, current state documentation, visualizing the ideal situation, definition of measurement targets, brainstorming solutions to the problem, developing Kaizen plan, implementing plan, measurement and comparison of results to targets, preparation of summary documents, creating short-term action plan action plan, on-going standards and sustaining plan. According to this model there are five founding elements namely teamwork, personal discipline, improved morale, quality circles and improved suggestions. Dr. John Kotter’s 8-Step Process for leading change has withstood the test of time and provides a strong tool for organizations to implement successful change management efforts (The 8-Step
Process for Leading Change, 2012) and its steps are as follows: establishing a sense of urgency, creating a guiding coalition(form a team of people who have the power, expertise, leadership skills and trust of the organization to champion the change), developing a change vision, communication, empowering others to act, celebrating progress, maintaining momentum and incorporating changes into culture.

Lewin Schein Change Management Model. One of the cornerstone models for understanding organizational change was developed by Kurt Lewin back in the 1940s, and still holds true today. His model is known as Unfreeze – Change – Refreeze, refers to the three-stage process of change he describes. Lewin, a physicist as well as social scientist, explained organizational change using the analogy of changing the shape of a block of ice. A theory of social change formulated by Kurt Lewin was used as a framework to investigate conditions in the successful application of management science. Since a management, science project is an attempt to induce organizational change it seemed desirable to investigate the effective use of managerial science by using a behavioral theory of change probably one which can organize diverse influences into a small set of variables.

Lewin (1958) provided three stages to bring about change in any system: unfreezing, changing and refreezing. Schein (1987) further developed Lewin three-stage model thereby providing an example of a contemporary approach to organizational change in stages of discomfort, introduction of guilt and anxiety and creation of psychological safety. Lewin Schein Change Management Model is a simple and easy-to-understand framework for managing change. By recognizing these three distinct stages of change, you can plan to implement the change required. You start by creating the motivation to change (unfreeze). You move through the change process by promoting effective communications and empowering people to embrace new ways of working (change). And the process ends when you return the organization to a sense of stability (refreeze), which is so necessary for creating the confidence from which to embark on the next, inevitable change.

The steps from this model include determination of what needs to change that involve surveying the organization to understand the current state and understanding why the change is necessary. Next is ensuring strong support from upper management that involves stakeholder analysis and
stakeholder management to identify and win support of key people within the organization and frame the issue as one of organization-wide importance. Next is open communication and addressing the raised concerns and doubts among the people involved.

Lewin-Schein model. A three stage model developed by Kurt Lewin and Edgar Schein that describes how individuals change; the three Kurt (1951) came up with three models of change management; the first being action-research model that is based on emphasis that change requires action where successful action is based on analyzing the situation, identifying possible alternative solutions and choosing the most appropriate for the situation at hand. An agent gathers data and solves the problem jointly with the client Burnes (1998).

Second is the Three-step model that suggests the steps of unfreezing, moving and refreezing, where unfreezing involves removing those forces and keeping organization’s behavior at its present level, moving involves taking the action to move the desirable state of affairs and refreezing, seeking to stabilize the organization at the new set of equilibrium Burnes (1998). Third is the phase of planned change. Lippt et al (1958) developed a seven-phase model while Cummings and Huse (1989) developed an eight-phase model in attempt to improve Lewin’s Model. Planned change approach has four stages, namely, exploration, planning, action and integration developed by Bullock and Batten (1985). Exploration involves becoming aware of the need for change, seeking agents’ aid and establishing a contract with the consultant that determines each party’s responsibility. Planning phase involves collecting information, establishing change goals, designing appropriate programs to achieve the goals and gathering key decision makers to approve and support the proposed changes.

Action phase involves change implementation and evaluation of results in order to make adjustments or refinements as may be necessary. Integration involves reinforcing new behavior gradually decreasing reliance on consultants, diffusing certain aspects of change in the organization and training managers and employees to monitor the change constantly and seek to improve upon them. This model according to its authors has a broad applicability to change
situations since it incorporates key aspects of many change models, and it overcomes confusion between the process and phase of change.

Ansoff (1988) recommends four approaches to managing discontinuous change, which are the coercive method, the adaptive methods, the crisis method and the managed resistance method. Adaptive slow and applicable where there is low urgency and has an advantage of low resistance. Crisis management comes in when there is threat for survival, has advantage low resistance but extreme risk of failure and time pressure. Managed resistance is applicable under conditions of moderate urgency. Dawson (1994) and Wilson (1992) challenged planned change approaches due to dynamism and uncertainty in environment. Dawson adopted a procession approach that identifies the substance of change such as technology or legal requirements. The need for change is conceptualized and determination of new tasks, activities and decisions achieved in the contextual framework of politics of change, human resources, administrative, business markets and the operations of new organization arrangements.

2.5 Resistance and Commitment to Change Management

Bolognese (2002) says that if resistance to change is poorly managed, it can undermine even the most well-intentioned and well-conceived change efforts through in essences. There is no evidence that no systematic plans had been developed for addressing resistance to the implementation of the system based on fear of losing jobs Hardwick and Winsor (2002), negative experiences of previous problematic change projects, changes to their internal status Mc Adam and Mc Geough (2000) or because of the stressful work conditions that change induces Hannson et al (2003).

Ansoff (1994) notes further that resistance to change is a multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of strategic change. Saad and Siha (2000) notes that low employee commitment could therefore obstruct acceptance of an implementation process. A range of tangible though difficult to measure factors such as understanding-ownership and involvement, are also important in obtaining commitment Ghabadian and Gellar (2001) and Hardwick and Winsor (2002).Johnson and Scholes (1999) however notes that resistance can be minimized through timing the change, identifying where job losses and de-layering should take place and implementing, short-term wins. Without proper
leadership employees may remain skeptical of the vision to change and distrust management who in turn may likewise be frustrated and stumbled by employees’ resistance to change.

Gongera (2005) indicates that involvement in the change process gives the people a chance to raise their concern and make suggestions about the form of the change and how it should be introduced with an aim of getting “ownership” – a feeling amongst people that the change is something they are happy to live with since they have been involved. It is very important that every organization takes time to consider the various change forces that face it and devise strategies of coping with those changes and ultimately gain strategic advantage by being proactive. No organization can benefit by resisting change. Change is inevitable and if managed well can be an asset to the organization. The organization should take considerable measures to prepare its members to accommodate the change. It should be made clear to them how they stand to benefit from the change. They should also be involved in the process so that the spirit of ownership could be created. Creating enthusiasm about change can also be used to bring change through inducement, persuasion, obligation or even coercion. Negotiation options are useful when the change may lead to losers in the institution who may resist. Bowman and Asch (1987) suggest that in most circumstances it may be appropriate to use two or more methods simultaneously with different change targets. Literature review related to my study are change management theories by Burnes, Kotter (1996), Booker 1997, Wadler and Tushman 1990, Bowman and Asch 1987, Ghobadian Gellar 2001, Hardwick and Winsor, Gongera 2005 and most is the Lewin- Schein 3 step model from the conceptual framework of this study is made, has a broad applicability to change situations since it incorporates key aspects of many change models, and it overcomes confusion between the process and phase of change.

2.6 Empirical Literature Review
David & David (2015), indicates that change management process is being used effectively by countless non-profit and governmental institutions as the excellent vehicle for improving performance, developing and justifying requests for the needed financial support and funding from the donors. Examples of these organizations are medical institutions, Scouts, Red Cross, learning institutions and churches. The following are some studies that the researcher was able to come across that had focused on change management and its connection to performance and
competitiveness of these non-profit organizations: Agili & Okibo (2015), explored factors influenced implementation of change in two public universities, Jaramogi Oginga Odinga University of Science & Technology and Kisii University, where they reiterated that there was need for most organizations to change to adapt to the environment and catch up with the fast changing society. They also concluded that change leadership and organizational culture had great influence on the change implementation and performance in these institutions.

Also, Kiptoo (2008), explored change management approaches and its implementation challenges at University of Nairobi aimed at propelling the university to higher levels of effectiveness and performance. From the study he concluded that change leadership strategy played a key role in achieving the scholarly excellence and performance of the institution and that the changes were created by the need for new strategic direction to propel the institution to higher levels of effectiveness, efficiency and relevance in line with its vision of being a world class university with scholarly excellence.

Njenga (2016) explored the effects of change management on the performance of Technical university of Kenya where she found out that change communication strategy and effective organizational leadership had significant effects on performance of the Technical University of Kenya. Namoso (2011) explored change management on the Kenya police and the implementation challenges experienced thereof in the process of transforming the institution from Kenya police-to-police service. The motive behind the transformation being to achieve better service delivery, better performance and rating in the society. From his study he discovered that organizational culture, leadership and availability played key roles in changes implementation and performance in that institution. Gaunya (2014) researched on evaluation of change management and its effects on competitiveness on public universities and revealed that management of change significantly influenced competitiveness and performance of that institution.

Finally, Mellody (2011) gives his opinion that reason for decline any church is that the church no-longer meets need of his people. This might be because the church has stood still while the people moved on or the church moved on but in a direction that its people didn’t wish to go. In the first case the church failed to adapt when its people needs changed while in the second
instance the church changed but the changes failed to meet the needs of its people hence the changes were maladaptive. Knowledge gap: more of the change management preliminary studies mentioned above have been done on the institutions of higher learning as non-profit organizations while no similar research has been carried out which considers the opportunities of change management in non-profit organizations like churches. This study by focusing on the church therefore bridges the research gap in this area of knowledge.

2.6.1 Organizational Culture and Performance
This involves anchoring the changes into the organizational culture. A culture is a way of life of a group of people the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next. Change programs and projects have to be sensible from the onset of the change idea and it is only possible when contextualized against backdrop of an institution’s particular past and present Pettigrew (1987). Change processes are only successful if tailored according to an institution’s culture which must be incorporated in deliberations regarding the selection of a change program.

At times culture may hinder success of a change program and a competent leader may have to do transfers of some individuals from certain areas to allow changes to be effected, sometimes waiting for retirements of change negative individuals or even shift working groups to implement intended changes. During such periods the rates in changes can be determined. Change processes are only successful if tailored according to an institution’s culture which must be incorporated in deliberations regarding the selection of a change program Heradeous (2001). McLaughlin defines organizational culture as “a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values tending to have a strong command on the people in the organization and dictate how they dress, act, and perform their jobs.” Agili & Akibo (2015) reiterate that culture both individual and organizational have a lot to do with performance of both the individual and organization as a whole. Namoso (2011) also argue that culture to a great extent affect performance of the organization. In addition, Njenga (2016) says that culture affects performance of individuals in
an organization. Overall, there is a strong view in the literature that organizational culture lead to increased organizational performance.

2.6.2 Change Leadership Strategy and Performance

Leadership is a process of influencing others, facilitating individuals and their collective efforts to accomplish the shared objectives. Change leadership strategy refers to the involvement of the institutional leadership and upper management in the change agenda. Leaders are role models who influence the culture, values, thoughts and actions of the organization and its people. The leadership style practiced by managers greatly influences performance and productivity at workplace since they also act as mentors and coaches for their subordinates. The management styles employed by these leaders of telling, selling, participating and delegating, greatly influences the outcome of a change program. There is however a large difference between belief and assertions about the potency of leaders in changing circumstances and the need empirically to demonstrate through careful research the what, why, and how of translating executive intentions into realized change. Burns (1978, p.251) asserts that ‘ultimately the effectiveness of leaders will be tested by the achievement of purpose in the form of real and intended social change’.

Someone recognized as a leader in the organization may be used to give direction on how a given change process will occur. Therefore, these leaders’ management styles, stakeholder analysis and management, their competencies, level of education and their leadership qualities determine the performance of any change program and hence these parameters can be used to measure leadership involvement in a change process. Change management demands strong leadership to rapidly push through stressful, discomforting and risky shifts in the business and organisational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing change in an organisation. Ultimately, managers should know when to change and when it is wiser to seek stability, they should also know when to trigger a change and when to avoid one.

Agili & Akibo (2015) reiterate that involvement of the organizational leadership in the change agenda greatly boosts change projects’ uptake by the organization’s junior employees in the long run boosting their individual performance that eventually boosts the organization’s
performance. Namoso (2011) also reasons that since change is inevitable the organization management must lead the way in change management plans to help junior employees in making the leap to permanent change.

In addition, Njenga (2016) found out that effective organizational leadership had significant effects on performance of the Technical University of Kenya. The management team leading the change agenda and working it out with junior employees yielded a lot of positive results towards performance enhancement.

2.6.3 Communication Strategy and Performance
This involves having open communication among all stakeholders, answering questions openly and honestly and dealing with problems immediately. Relate the need for change back to operational necessities. This is important in creating awareness and acceptance of the change as it would create ownership among all the stakeholders. This reduces ignorance, suspicion and apathy, on the other hand enhances acceptance and ownership. An organization should take considerable measures to prepare its members to accommodate the change. It should be made clear to them how they stand to benefit from the change. They should also be involved in the process so that the spirit of ownership could be created. Ghobadian, Gellar (2001) and Hardwick and Winsor (2002). Involvement also includes short-term wins to re-in force changes and also negotiations with external stakeholders as necessary (such as employee organizations).

Empowerment action comes in where many opportunities are created for employee involvement and line managers providing day-to-day direction. Involvement of stakeholders in the identification of change ideas, setting the agendas, decision-making process or planning of the change often leads to more commitment that helps to achieve better quality of decisions. Therefore, information sharing, communication, continuous and targeted communication, participatory decision-making, stakeholder involvement and teamwork are involved here and can be used as measurable indicators of the effects of communication as a variable. Njenga (2016) found out that effective communication measures had significant effects on performance of the Technical University of Kenya.
2.7 Summary of Literature and Research Gaps

In as much as David & David (2015) indicates the effective use of change management by countless non-profit and governmental institutions as the excellent vehicle for improving performance, developing and justifying requests for the needed financial support and funding from the donors, examples of which are medical institutions, Scouts, Red Cross, learning institutions and churches, most of the literature reviewed by researcher highlights that the available change management studies that have been carried on higher institutions of learning and the Kenya police as follows:

Agili & Okibo (2015), explored factors influenced implementation of change in two public universities, Jaramogi Oginga Odinga University of Science & Technology and Kisii University, where they reiterated that there was need for most organizations to change to adapt to the environment and catch up with the fast changing society. In addition they conceptualized leadership strategy and organizational culture to affect competitiveness and performance of that university. This study conceptualizes communication strategy in addition to the leadership and organizational culture as factors affecting change management and consequent performance of such non-profit institutions thus filling the conceptual gap in addition to the fact that such a study has not been done in any church as a non-profit organization hence this study would add church as a study area to the body of knowledge.

Njenga (2016) explored the effects of change management on the performance of Technical university of Kenya where she found out that change communication strategy and effective organizational leadership had significant effects on performance of the Technical University of Kenya. Her study conceptualized communication strategy and organizational leadership as the main factors that determined success of change management and consequent performance in the public university but left out organizational culture, as a conceptual gap is covered by the current study.

Namoso (2011) explored change management on the Kenya police and the implementation challenges experienced thereof in the process of transforming the institution from Kenya police-to-police service. The motive behind the transformation being to achieve better service delivery,
better performance and rating in the society. The study recognized the role of leadership strategy and organizational culture on change and performance of the Kenya police as a governmental institution but did not incorporate communication strategy as key to success of the change agenda in the institution, one factor that the current study has taken care of thus filling the conceptual gap. Also, Kiptoo (2008), explored change management approaches and its implementation challenges at University Of Nairobi aimed at propelling the university to higher levels of effectiveness and performance, where he recognized leadership strategy as key to the success of changes implementation in the university but he did not incorporate organizational culture and communication strategy as part of the process, which the current study fills as the conceptual gap.

Table 2.1: Summary of Research Gap

<table>
<thead>
<tr>
<th>Author</th>
<th>Focus Study</th>
<th>Findings</th>
<th>Research Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agili &amp; Akibo</td>
<td>Factors influencing change implementation in public universities; Jaramogi Oginga Odinga University of Science and Technology and Kisii University.</td>
<td>Change leadership and organizational structure had great influence on implementation and performance in these institutions.</td>
<td>Study was on a learning institution.</td>
</tr>
<tr>
<td>Kiptoo (2008)</td>
<td>Change management approaches and its implementation challenges (University of Nairobi).</td>
<td>Change leadership strategy played key role in achieving scholarly excellence and performance in the institution.</td>
<td>Study was on a learning institution.</td>
</tr>
<tr>
<td>Njenga (2016)</td>
<td>Effects of change management on the performance of TUK (Technical University of Kenya).</td>
<td>Change communication strategy and effective organizational</td>
<td>Study was on a learning institution.</td>
</tr>
</tbody>
</table>
leadership had significant effects on performance of the institution.

<table>
<thead>
<tr>
<th>Author (Year)</th>
<th>Title</th>
<th>Result</th>
<th>Study Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Namoso (2011)</td>
<td>Challenges Affecting organization change management in Kenya Police Service Mombasa County.</td>
<td>Organizational culture, leadership and availability played key roles in changes in implementation and performance.</td>
<td>Study was on Kenya Police Service(government institution).</td>
</tr>
<tr>
<td>Melody (2011)</td>
<td>Role of congregational management in creating and maintaining a healthy church.</td>
<td>Change management very necessary to overt decline in church membership.</td>
<td>A church in South Africa.</td>
</tr>
</tbody>
</table>

Source: Researcher 2017

### 2.8 Conceptual Framework

Mugenda (2003) defines a conceptual framework is a concise description of the phenomenon under study represented by graphical depiction of the major variables of the study. There exists in the literature a number of change models to guide and instruct change management in organizations, two of the most well-known being Kotter's strategic eight-step model for transforming organizations, and Lewin-Schein three models of managing change. This paper
introduces a framework that not only draws from these two theoretical models, though to a greater extent, Lewin Schein model but is also grounded in the reality of the change process at the AIC and ACK churches in the scope. The purpose of the paper is to provide guidance to the practitioner leading an organizational change process. This guidance is grounded in both theory and practice.

This framework is made up of schematic diagram of the independent variables, supposed to cause changes in the phenomenon, which are organizational culture, change leadership strategy and change communication strategy. On the other hand, dependent variable which is the outcome brought about by change in the independent variables, is the performance of the church. Measurable indicators of a performing competitive church are increase in membership, retention of old church members and increase in giving/offertory.

Figure 1: Conceptual Framework

Independent variables

<table>
<thead>
<tr>
<th>Organizational culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment/Training of managers and employees</td>
</tr>
<tr>
<td>Transfer/Retirement of staff</td>
</tr>
<tr>
<td>Shifting of working groups</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change Leadership Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management styles</td>
</tr>
<tr>
<td>Qualities/Competence of leaders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change communication strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information sharing</td>
</tr>
<tr>
<td>Targeted and continuous communication</td>
</tr>
<tr>
<td>Participatory decision making/team work</td>
</tr>
</tbody>
</table>

Dependent variable

Performance of the Church

| Increase in membership |
| Retention of old members |
| Increase in giving/offertory |
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the procedures that were used to conduct study, focusing on research design, target population, sample and sampling procedures, research instruments, data collection and analysis and the ethical considerations. It also describes the purpose of the study in relation to where the data was to be collected.

3.2 Research Design
This refers to an arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedure and is the blueprint for the collection, measurement and analysis of data, Kothari(2004). The study being more quantitative than qualitative, it employed descriptive survey research design which usually has pre-planned and structured multiple choice questions that a respondent must choose from, so the information collected can be statistically inferred on a population to better define an opinion, attitude, or behavior held by a group of people on a given subject. This ensured the researcher measured the significance of her results on the overall population under study, as well as the changes of her respondent’s opinions, attitudes, and behaviors over time.

In addition, previous related studies in the empirical reviews applied more of quantitative and descriptive design and this convinced the researcher that the same offered higher chances of chances for success in this study. In addition, Cooper& Schindler(2003) illustrates descriptive study as concerned with finding out the what, where and how of a phenomenon hence this
design most appropriate for this study therefore hence the choice of descriptive survey research influenced by the fact that it uses sampling and questionnaire design to measure characteristics of the population with statistical precision.

3.3 The Target Population
The target population consisted of two churches, ACK and AIC comprising of bishops, deans of provinces, administration secretaries, bishops of dioceses, heads of departments and the headquarter employees who would be in positions to give the required data for the study. The target population from ACK comprises of forty six bishops, one provincial secretary, and four heads of departments and twenty seven support staff while AIC comprises of twenty one bishops, one administrative secretary, a regional chairman and thirty three support staff, total being one hundred and thirty four. Since the population of these churches seemed large, the researcher used sampling to get the miniature picture, representative or cross-section of the entire group, the church (Young & Schmid, 1946).

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Designation</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bishop</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Provincial Secretary</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Departmental Heads</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Support Staff</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>78</td>
<td>58.21</td>
</tr>
<tr>
<td>AIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bishop</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Provincial Secretary</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Regional Chairman</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Support Staff</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>56</td>
<td>41.79</td>
</tr>
<tr>
<td></td>
<td>134</td>
<td>100</td>
</tr>
</tbody>
</table>
3.4 Sampling Procedure

A sample is a subgroup of the entire group researcher is interested in while sampling method is a procedure for selecting sample members from a population and how representative a sample is determining the foundation of population validity, which is the degree to which the results of a study can be generalized from the sample to the target population. Probability sampling is considered the best technique of selecting a representative sample, with specific application of the simple random sampling technique often seen as the best method for the study as it ensures each unit in the population has an equal and independent chance of being included in the sample. Simple random sampling technique was used in this study since with the technique every individual in the target population had an equal chance of being part of the sample and therefore the findings from the sample would be used to make inference for the whole population. Simple random sampling is the basic sampling technique where we select a group of subjects (a sample) for study from a larger group (a population). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample to avoid biasness and make sample more representative.

Its choice in this study was influenced by the fact that it is easy to use and explain to others, it is a fair way to select a sample and it is reasonable to generalize the results from the sample back to the population. The sample size of 100 was determined using Yamane’s formula. (1967) shown below according to which \( n \) is the sample size, \( N \) is the population size and \( e \) is the margin of error at five percent. (0.05). A 95% confidence level was assumed for the equation.

\[
n = \frac{N}{1 + N(e)^2}
\]

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample size of 100 persons as shown below:

\[
n = \frac{134}{1 + 134 (0.05*0.05)} = 100.37 \approx 100
\]
Mugenda and Mugenda (2004) also states that 50% and above of targeted population is enough for study hence the sample of 100 adequate.

Table 3.2

<table>
<thead>
<tr>
<th>Designation</th>
<th>Target Population</th>
<th>Sampled</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bishop</td>
<td>46</td>
<td>30</td>
</tr>
<tr>
<td>Provincial Secretary</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Departmental Heads</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Support Staff</td>
<td>27</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>78</td>
<td>58</td>
</tr>
<tr>
<td>AIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bishop</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Provincial Secretary</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Regional Chairman</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Support Staff</td>
<td>33</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>56</td>
<td>42</td>
</tr>
</tbody>
</table>

Source: Researcher (2017)

3.5 Research Instruments

Structured questionnaire was used as a collection tool since it allowed for contact with otherwise inaccessible respondents that are to offer data required for the research hence increase response rate due to perceived anonymity as well as allowing for faster data collection. In addition, the questionnaire was convenient and inexpensive. The questionnaire consisted of close-ended questions which were easier to administer and analyze since they were in immediate usable form and more economical in time and moneywise (Mugenda and Mugenda, 2003). Care was taken in the designing the questionnaire to ensure it carried questions capable of providing answers to all the research questions. As an instrument design strategy, complete
structuring of the questionnaire is usually necessary to make tabulation and coding before analysis easier. A standard Likert –scale (1- strongly agree and 5- strongly disagree) was used in parts of the questionnaire where necessary in line with Clinton and Calantone(1997) and it also allowed easy analysis of the data obtained Jackson(2009).

3.6 Data Collection Procedure
The researcher obtained necessary introduction letter from Kenyatta University for purposes of data collection from the respondents. The researcher personally administered the questionnaire to the respondents with research assistants where necessary. The respondents were given 10 days to give feedback after which the researcher collected the filled in questionnaires. Oral interviews were used in addition by the researcher to get further clarifications from the respondents where need arose.

3.7 Testing Research Instruments for Validity and Reliability
Validity refers to the accuracy and meaningfulness of inferences, which are based on the research results while reliability is the ability of the research instrument to deliver the same results when administered repeatedly.

3.7.1 Testing Validity of Research Instruments
Validity of an instrument relates to its ability to measure the constructs as purported. Validity concerns the accuracy and meaningfulness of inferences, which are based on the research results (Bryman & Cramer, 2005). The study ensured construct validity for the questionnaire since it was developed based on similar prior studies and development of an empirical literature review-based conceptual framework. Expert opinion was sought from supervisor and piloting done to test whether the respondents would able to answer all the questions clearly and easily. In addition, validity was ensured by use of a sample that was perfectly representative, testing objectivity by use of personal interviews and modification of the questionnaire where it was administered but very poor response was obtained.

3.7.2 Testing Reliability of the Research Instruments
Reliability is the ability of the research instrument to deliver the same results when administered repeatedly. Reliability deals with how consistently similar measures produce similar results
(Crano & Brewer, 2014). Pilot study was done where the questionnaire was assigned to 10 individuals that included a church administrator, a departmental head, a bishop and two employees from each church one day and followed by another test after one week and a comparison of the answers given in the two sets done and analyzed. Perfectly representative sample enhanced reliability of the research results. Cronbach alpha co-efficient was used to test reliability where Cronbach’s alpha is a measure of internal consistency (how closely items are related in a group) and scale reliability. Cronbach’s Alpha was preferred as it was used with continuous and non-dichotomous data in particular with questionnaires using a Likert scale, where the higher the score the more reliable created scale is. The score uncovered a Cronbach’s alpha of 0.73 which demonstrates unwavering quality in the instruments. According to Kothari(2007) a score of higher than 0.7 indicates internal reliability of the scale items.

3.8 Data Analysis & Presentation

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. After all data had been collected, the researcher conducted some data cleaning, coding and entry of the results into the computer for analysis. The results were analyzed by use of descriptive and inferential statistics with the aid of SPSS and presented by use of frequencies, tables, charts, percentages, means and standard deviations. The choice of descriptive design was influenced by the fact that it enabled the researcher to present the data in a more meaningful way that allows simpler interpretation of the data. Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that, for example, patterns might emerge from the data.

The model for data analysis shall be:

\[ Y = k + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \epsilon \]

Where \( y \) represents performance, \( x_1 \) represents change communication strategy, \( x_2 \) represents organizational culture, \( x_3 \) represents change leadership strategy, \( k \) is the constant and \( \epsilon \) is the error term.
3.9 Ethical Considerations
The respondents gave responses anonymously hence; they were able to give information without fear of their identity being revealed. The necessary permission letters from respondents, Kenyatta University also assisted in this area of restricting information given by respondents only for study purposes.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction
This chapter presents the findings of the study. The study achieved about 80 percent response rate since eighty-one out of all the targeted 100 respondents gave their responses. The study focused on the churches’ headquarters’ management team that comprised of bishops, administrators, general secretaries, pastors and accountants and other support staff.

4.2 Profile of the Respondents
Intent of the researcher was to obtain information from the people involved in the management of these churches on a daily basis to get their perceptions, views and insights into the application of change management in their daily work practice and governance of the said institutions. The target of the study was 100 respondents from which the researcher managed to get responses the study achieving response rate of about 80 percent, thus adequate for the study. Profiles of the respondents we analyzed in terms of age, levels of education, marital status, designation and proficiency in languages as follows:

Table 4.1: Range of Respondents’ Age

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20 years</td>
<td>5</td>
<td>6.2</td>
<td>6.2</td>
<td>6.2</td>
</tr>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between 20 and 30 years</td>
<td>27</td>
<td>29.6</td>
<td>29.6</td>
<td>35.8</td>
</tr>
<tr>
<td>Between 30 and 40 years</td>
<td>24</td>
<td>33.3</td>
<td>33.3</td>
<td>69.1</td>
</tr>
</tbody>
</table>
Between 40 and 50 years | 11 | 13.6 | 13.6 | 82.7  
Between 50 and 60 years | 11 | 13.6 | 13.6 | 96.3  
Over 60 years | 3 | 3.7 | 3.7 | 100.0  
Total | 81 | 100.0 | 100.0  

Source: Survey Data 2017

From the table above, it was observed that majority of the respondents were in the age group between thirty to forty years while those above fifty years were quite less. This indicated there was retirement of aged persons to give way to younger persons to perform challenging and new tasks and get rid of folks who in most cases may be change resistant and loaded with old ways of performing tasks.

Table 4.2: Highest Level of Education Obtained

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>5</td>
<td>6.2</td>
<td>6.2</td>
<td>6.2</td>
</tr>
<tr>
<td>Secondary</td>
<td>15</td>
<td>18.5</td>
<td>18.5</td>
<td>24.7</td>
</tr>
<tr>
<td>College</td>
<td>30</td>
<td>37.0</td>
<td>37.0</td>
<td>61.7</td>
</tr>
<tr>
<td>University</td>
<td>31</td>
<td>38.3</td>
<td>38.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>81</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data 2017

From the table above, it was observed more than sixty five percent of the respondents were educated to the level of colleges and above, an indicator that the majority of the management team are well educated, competent and qualified in their roles hence better prepared to influence organizational change in the right direction and move the organization to higher levels of performance.
According to the bar graph, about fifty-six percent of the respondents were males while the remainder was females. Though the researcher felt the sample was adequately representative, less females were involved in the church management affairs which could be attributed to the church norms and culture that has been carried along over the years.

**Marital Status**
Marital status of the respondents was also analyzed as below.
Figure 4.2: A Bar Graph Showing Marital Status

Source: Survey Data 2017

From the bar chart above, the researcher observed that majority of the respondents were single. This could be having a significant negative bearing on performance of these institutions.

**Designation**

Designation of the respondents was also arranged and analysed according to the table below.

**Table 4.3: What is your Designation**

<table>
<thead>
<tr>
<th>What is your Designation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>9</td>
<td>11.1</td>
<td>11.1</td>
<td>11.1</td>
</tr>
</tbody>
</table>
From the table above, it was observed that more than seventy percent of the respondents were part of the senior management team; this comprising of the administrators, bishops and the pastors and this enhanced the researcher’s confidence in the source of information.

**Proficiency in Languages**

Proficiency in languages of the respondents was also considered according to the pie chart below.

**Figure 4.3: A Pie Chart Showing Proficiency in Languages**

Source: Survey Data 2017
According to the pie chart, it was observed that majority of the respondents spoke either Kiswahili or English or both, an indicator of effective and flowing communication without much communication struggles or language barriers.

4.3 Findings

4.3.1 Effect of Change Communication on Performance of the Church

Table 4.5: Proficiency in Languages

<table>
<thead>
<tr>
<th>What languages are you proficient in apart from your native language</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>French</td>
<td>5</td>
<td>6.2</td>
<td>6.2</td>
<td>6.2</td>
</tr>
<tr>
<td>English</td>
<td>28</td>
<td>34.6</td>
<td>34.6</td>
<td>40.7</td>
</tr>
<tr>
<td>Valid Kiswahili</td>
<td>44</td>
<td>54.3</td>
<td>54.3</td>
<td>95.1</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>4.9</td>
<td>4.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>81</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data 2017

From the findings of this study as presented in table 4.5, it could be seen majority of the respondents were proficient in the two nationally and more commonly spoken languages, Kiswahili and English respectively. This was an indicator of effective and flowing communication without much communication struggles or language barriers.

From frequency table 4.6 above, it was observed that over seventy-five percent of the respondents were college and university graduates, about eighteen percent secondary school graduates and only six percent attained a maximum education level of primary school. This was a group that could easily be geared towards better understanding of change management, in terms of communication and creation of awareness and application of the same for better organizational performance. Information sharing and teamwork among this group was far much easier since they are more educated and more informed about management decision values.
Results from the regression analysis indicated that change communication strategy had an influence on the performance of the organization by 41.5%. This was the independent variable with the greatest influence on performance of the church of the three independent variables. Njenga (2016) concluded that change communication strategy had significant impact on performance of the Technical University of Kenya, similar to this conclusion in this study.

4.3.2 Effect of Change Leadership Strategy on Performance of the Church

Just as earlier indicated, the leadership style practiced by managers greatly influences performance and productivity at workplace since they also act as mentors and coaches for their subordinates. As exhibited in the bar chart in figure 4.3 below, the type of leadership that was majorly practiced seemed to be autocratic as majority of employees reported their change readiness to be greatly influenced by the leadership. Forty percent of the respondents believed in the leadership to direct them on the change agenda for better performance, twenty-one percent embraced democratic relationship with their leaders while thirty-nine percent did not recognize role of the organizational leadership on their work.

In addition, table 4.2 indicated that more than sixty-five percent of the respondents were educated to the level of colleges and above, an indicator that the majority of the management team are well educated, competent and qualified in their roles hence better prepared to influence change in the right direction and move the organization to higher levels of performance and competence. Results from the regression analysis indicated that change communication strategy had an influence on the performance of the organization by 2.5%. This was the independent variable with the lowest influence on performance of the church of the three independent variables. This probably was because the most preferred leadership style which according to the data was, autocratic, usually does not give the chance for more employee involvement and interaction for better results, instead it is usually more authoritative and in most cases not preferable for continuous change management in an organization since the employees need to move together with the management during the change process.

Agili & Akibo (2015), found democratic leadership more preferable in the public universities unlike autocratic one. Church needed to adopt this for better performance. Kiptoo (2008) also
found in his study that leadership of the Nairobi University played critical role in the institution’s change management and performance thereof. Njenga (2016) also established in her study of Technical University of Kenya that institutional leadership played quite significant roles in enhancing performance at the institution. This study also concurs with the precedent empirical studies that organizational leadership has a key role in enhancing performance of the institution.

Figure 4.4: A Bar Chart Showing Type of Leadership Exercised By Supervisors/Managers

<table>
<thead>
<tr>
<th>Type of Leadership</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic</td>
<td>40.74%</td>
</tr>
<tr>
<td>Democratic</td>
<td>20.99%</td>
</tr>
<tr>
<td>Leissez Faire</td>
<td>38.27%</td>
</tr>
</tbody>
</table>

Source: Survey Data 2017

4.3.3 Effect of Culture on Performance of the Church

Schein (2004) says cultures usually stay stable until leaders’ act to change them. At times culture may hinder success of a change program and a competent leader may have to do transfers of some individuals from certain areas to allow changes to be effected, sometimes
waiting for retirements to change negative individuals or even shift working groups to implement intended changes. From the table 4.1, it was observed that majority of the respondents were in the age group between thirty to forty years while those above forty years were fewer. This indicated there was retirement of aged persons to give way to younger persons to new perform tasks. As an employee’s age, increased, older employees engaged them less by the organization while the younger were more engaged and this ensured eradication of old carried down cultures.

It was also observed from table 4.2 that more than seventy-five percent of the employees had skills and trainings from college level to university, which indicated that the organization trained and empowered their employees to enable them, handle new challenging tasks that come out of their daily work routine. According to the bar graph on figure 4.1 above, about fifty-six percent of the respondents were males while the remainder represented females. Though the researcher felt the sample was adequately representative, fewer females were involved in the church management affairs, which could be attributed to the church norms and culture that have been carried along over the years and could be a negative influence on church performance. Results from the regression analysis indicated that organizational culture had more significant influence on the performance of the organization (24.2%) than leadership strategy, though less influence than change communication strategy.

Agili & Akibo (2015), in their study found out that personal attitude, beliefs and organizational vision and mission had a lot of bearing on the behavior of majority of the public university employees and their performance thereof which is not far from the findings of this study where the church employees also felt the organizational mission, employee empowerment and beliefs had influence of more than twenty-four percent on their performance.

4.4 Model Summary & Regression Analysis

The correlation coefficient (R) is 0.569, coefficient of determination (R²) is 0.324 adjusted

Coefficient of determination is 0.298.Standard error of the estimate 0.41908.
Table 4.4: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.569</td>
<td>.324</td>
<td>.298</td>
<td>.41908</td>
<td>.324</td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), change Leadership, Change Communication Strategy, Culture
- b. Dependent Variable: Performance

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.163</td>
<td>.452</td>
<td>.459</td>
<td>2.573</td>
</tr>
<tr>
<td>Comm Strategy</td>
<td>.415</td>
<td>.085</td>
<td>.460</td>
<td>4.904</td>
</tr>
<tr>
<td>Culture</td>
<td>.242</td>
<td>.075</td>
<td>.311</td>
<td>3.216</td>
</tr>
<tr>
<td>Leadership</td>
<td>.025</td>
<td>.081</td>
<td>.029</td>
<td>.303</td>
</tr>
</tbody>
</table>

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Correlations</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Zero-order</td>
<td>Partial</td>
</tr>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>.471</td>
<td>.488</td>
</tr>
<tr>
<td>Culture</td>
<td>.336</td>
<td>.344</td>
</tr>
<tr>
<td>Leadership</td>
<td>.087</td>
<td>.035</td>
</tr>
</tbody>
</table>

- a. Dependent Variable: Performance

Source: Survey Data 2017

Regression Analysis

From the analysis above the relationship between the dependent and independent variables can be summarized as below:
y = 0.415x₁ + 0.242x₂ + 0.025x₃ + 1.163

Where y represents performance, x₁ represents change communication strategy, x₂ represents organizational culture, x₃ represents change leadership strategy as substituted below:

Performance = 0.415 change communication strategy + 0.242 organizational culture + 0.025 change leadership strategy + 1.163. From the relationship above, it was deduced that, forty-one and a half percent of church’s Performance was influenced by the change communication strategy used, twenty-four percent by the organizational culture and two and a half percent by the leadership strategies applied.

4.4.1 Predictors (: Constant)

From the model summary above, the study suggests that the goodness of fit ratio was 0.569, the regression line approximating the real data points at a ratio of 0.324. After penalizing the extra variables (Adjusted R) the regression line approximates the real data points at a ratio of 0.298. This implies the predictor or independent variables constructed from the modeled values is statistically good estimators of performance of the church.

4.5 Discussions

From the findings and analysis of the results, the researcher was able to establish that independent variables, change communication strategy, organizational culture and change leadership strategy had significant effects on performance of the church. Change communication strategy affected performance of the church by about forty-one percent, organizational culture by twenty-four percent and change leadership strategy by two percent.

Results from the regression analysis indicated that organizational culture had more significant influence on the performance of the organization than leadership strategy, though less influence than change communication strategy.

4.5.1 Change Communication Strategy

Change communication strategy had the largest influence on performance of the church. This probably was because of the fact that more of the respondents were proficient in the two common languages in use hence there was almost no communication barrier. In addition, the fact that majority of the respondents that formed part of the management had attained the education levels of tertiary and above made the effective communication more feasible and
better change managers. Njenga (2016), also concur in her study that change communication strategy had a significant influence on performance of the non-profit institution.

4.5.2 Organizational Culture
Organizational culture had the second level of influence on performance of the church according to the results. From the table below, it was observed that majority of the respondents were in the age group between thirty to forty years while those above forty years were fewer. This indicated there was retirement of aged persons to give way to younger persons to new perform tasks. It was also observed from the results that more than seventy-five percent of the employees had skills and trainings from college level to university, which indicated that the organization trained and empowered their employees to enable them, handle new challenging tasks that come out of their daily work routine. Agili & Akibo (2015), in their study found out that personal attitude, beliefs and organizational vision and mission had a lot of bearing on the behavior of majority of the public university employees and their performance thereof which is not far from the findings of this study where the church employees also felt the organizational mission, employee empowerment and beliefs had influence on their performance.

4.5.3 Change Leadership Strategy
Change leadership strategy had the lowest influence on the performance of the organization this being the independent variable with the lowest influence on performance of the church of the three independent variables. This probably was because the most prevalent leadership style according to the findings was, autocratic, which usually does not give the chance for more manager-employee involvement and interaction for better results, instead, it is usually more authoritative and in most cases not preferable for continuous change management in an organization since the employees need to move together with the management during the change process. Agili & Akibo (2015) reiterate that the democratic leadership would be a more preferred leadership style as it allows more interaction between the institution management and employees for better results and performance in general.

4.6 Summary
Descriptive and inferential statistics were both used in the analysis of the study results since each gives different insight into the nature of the data gathered and provide powerful tools for
description and prediction, Descriptive statistics was used in form of graphs, bar charts and tables while regression analysis represented the inferential statistics. From the findings of the study, the three independent variables, change leadership strategy, change communication strategy and organizational culture, affected the dependent variable, performance, cumulatively by about sixty-eight percent, an indicator that there could be other factors that affect performance of the church apart from these three. The researcher therefore recommends further research to discover the other organizational factors that could be influencing performance of the church as a non-profit organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents a summary of the findings of the study and at the end draws conclusions based on the findings. From the conclusions, the researcher was also able to make recommendations for further research. The purpose of this study was to investigate influence of change management on the performance of the Kenyan churches. The objective data obtained and summary of the results were presented in chapter four.

5.2 Summary
The study was sought to investigate influence of change management on the performance of the Kenyan churches. Chapter one covers the background of the study, statement of the problem of the study, research objectives, research questions, significance of the study, scope, limitations of the study and organization of the proposal. Chapter two covers literature review that is comprises of introduction, theoretical foundations of change management, theories of change, engineering of the right change management, models in change management, resistance and commitment to change management, empirical review and the conceptual framework. Chapter three covers research methodology that is made up of introduction, research design, the target population, sampling procedure, research instruments, data collection procedure, data analysis methods, presentation of data and ethical considerations. Chapter four presents data analysis and
interpretation as per the responses obtained from the administered questionnaires at the churches’ headquarters. Chapter five presents summary of the findings, conclusions and recommendations for further research.

5.2.1 Findings of the Study

5.2.1.1 Effect of Change Communication Strategy on Performance of the Church

An analysis of the findings indicated that change communication strategy had an influence on the performance of the organization by 41.5%. The highest number of respondents in this study indicated that communication was key to successful change management and performance in these institutions. Clear communications of organization’s vision, mission and change agenda was a very crucial factor in achieving the desired changes and bearing of the institution. Of the three independent variables, this was the independent variable with the greatest influence on performance of the church as illustrated below:

\[
\text{Performance} = 0.415 \times \text{change communication strategy} + 0.242 \times \text{organizational culture} + 0.025 \times \text{change leadership strategy} + 1.163
\]

5.2.1.2 Effect of Organizational Culture on Performance of the Church

Analysis of the results showed that more than seventy-five percent of the employees had skills and trainings from college level to university, which indicated that the organization trained and empowered their employees to enable them, handle new challenging tasks that come out of their daily work routine. This indicates that the churches embraced change management by giving culture as an organizational factor, an outlook that supports change initiatives. Of the three independent variables, this variable had the second influence on performance after communication strategy as shown in the illustration below:

\[
\text{Performance} = 0.415 \times \text{change communication strategy} + 0.242 \times \text{organizational culture} + 0.025 \times \text{change leadership strategy} + 1.163
\]

5.2.1.3 Effect of Change Leadership Strategy on the Performance of the Church

Analysis of the results indicated that the type of leadership that was majorly practiced seemed to be autocratic as majority of employees reported their change readiness to be greatly influenced by the leadership as forty percent of the respondents believed in the leadership to direct them on the change agenda for better performance, twenty one percent embraced democratic relationship
with their leaders while thirty nine percent did not recognize role of the organizational leadership on their work stages. From the mathematical relationship below, change leadership strategy had the least effect on the performance of the church compared to other two variables, probably because the most prevalent leadership style according to the findings was, autocratic, which usually does not give the chance for more manager-employee involvement and interaction for better results, instead, it is usually more authoritative and in most cases not preferable for continuous change management in an organization since the employees need to move together with the management during the change process. This clearly supports the fact that a change friendly leadership is very crucial for effective change management in these institutions.

When an organization’s leadership points out a matter, goes ahead to point out the challenge and clearly articulate the steps/changes towards the solution the organization moves on more effectively registering a higher success rate than the vice versa.

\[
\text{Performance} = 0.415 \text{ change communication strategy} + 0.242 \text{ organizational culture} + 0.025 \text{ change leadership strategy} + 1.163
\]

5.3 Conclusions
This study illustrated that apart from for-profit organizations, non-profit organizations like the institutions of learning and churches used change management as a strategic management tool to enhance performance and good management. In addition, the institutional leadership, organizational culture and effective communication played very significant roles in determining the change management and competitive performance of modern organizations including non-profit organizations like churches. Finally, it is very orderly and necessary to get employees and management team academically and intellectually empowered to understand and embrace change in an organization to enhance performance. This was seen from the fact high levels of giving and attendance (turn over) were registered during periods when positive changes were rolled, for example change of leadership and teachings.
5.4 Recommendations

5.4.1 Communication Strategy
Enhance effective communication and feedback system between the staff and management team, monitoring and evaluation of the change agenda to boost performance in these institutions.

5.4.2 Organizational Culture
These institutions should adopt modern management practices and promote those that enhance better change management for effectiveness and efficiency. Employees should be more empowered in skills and training to enhance performance of their tasks. The institution should erase old cultures of having fewer women than men in the management, as this would hinder development of a more balanced, diversified and richer knowledge that is often experienced when affirmative action needs to be applied to balance the gender in an organization.

5.4.3 Leadership Strategy
The institution should encourage its top management to embrace more of modern leadership styles like democratic style that allows more interaction between the management team and employees and in the process boosting change acceptance and performance. Autocratic is more authoritative and should be applied less as it is often not preferable for continuous change management in an organization since the employees need to move together with the management during the change.

5.5 Suggestions for Further Research
i) Further research needs to be done in other churches and non-profit organizations like medical institutions, red cross, other learning institutions and so on, that were not done in this study to compare the results obtained with those from this study, with the aim of generating wider knowledge about change management in such institutions and providing practical change management guidelines where found missing or inadequate.

ii) Further research is also necessary to find out other organizational factors in change management that could influence performance of such institutions since the three
factors/variables investigated in this study only influenced about seventy percent of the performance of the church.

REFERENCES


Colwell, S. (1854). *New Themes for the Protestant Clergy: Creeds without Charity*,


Kiptoo I, (2008) .*Strategic change management at the University of Nairobi*.


Mellody, M (2011). *The role of congregational management in creating and maintaining a healthy church.*


Monday October 1st 2012 – *A blog in Holy Living and Religion in America*


APPENDICES

APPENDIX I: QUESTIONNAIRE

PART I: Demographic information

1. What is the range of your age?
   - Less than 20 years
   - Between 20 and 30 years
   - Between 30 and 40 years
   - Between 40 and 50 years
   - Between 50 and 60 years
   - Over 60 years.

2. What is the highest level of education obtained?
   - Primary
   - Secondary
   - College
   - University

3. For how long have you been in business with the current firm?
   - 0 – 2 Years
   - 2 – 4 Years
4. What is your designation?
- Bishops
- Administrators
- Pastors
- Headquarters’ staff

5. What is your gender:
- Male
- Female

6. What is the range of your age?
- Less than 20 years
- Between 20 and 30 years
- Between 30 and 40 years
- Between 40 and 50 years
- Between 50 and 60 years
- Over 60 years.

5. What is your marital status
- Married
- Single

7. What is the highest level of education obtained?
- Primary
- Secondary
- University

PART II: INDEPENDENT VARIABLES

8. How would you rate the following attributes in the institution in a scale of 1-5 where 1 is strongly disagree or lowest and 5 is strongly agree or maximum?

<table>
<thead>
<tr>
<th>NO</th>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Change communication strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Information sharing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Targeted and continuous communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Participatory decision making/team work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Use of Professional and communication Experts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.0</td>
<td>Organizational Culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Empowerment/Training of managers and employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Transfer/Retirement of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Shifting of working groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Training and Orientation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.0 Leadership Strategy

<table>
<thead>
<tr>
<th></th>
<th>Management Style</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Stakeholder analysis and management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Qualities/Competence of leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Communication mechanisms and guidance on</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>new tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.0 Organizational Performance

<table>
<thead>
<tr>
<th></th>
<th>Increase in membership</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Retention of old members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Increase in giving/offertory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. What languages are you proficient in apart from your native language?

French ☐ Kiswahili ☐ English ☐ Other specify …………..

10. What type of leadership is exercised by your supervisors/ managers?

Autocratic ☐ Democratic ☐ Laissez-faire ☐

11. How does attendance register behave before a change process and after a change process?

Comment briefly.

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

12. What are the common reasons cited for defection of members? Give any 2 major.

i..............................................................................................................

ii..............................................................................................................
13. What times has the church experienced high level of giving in form of tithes, offertory, and donations?

……………………………………………………………………………………………..
……………………………………………………………………………………………..

APPENDIX II: INTRODUCTORY LETTER

HELLEN A. NANGO
KENYATTA UNIVERSITY.

Dear Respondent,

**RE: PARTICIPATION IN ACADEMIC SURVEY**

I am a student in the school of business at Kenyatta University. In partial fulfillment of the requirements of the degree of Master in Business Administration, I am conducting a case study entitled “influence of change management in the management of the Kenyan churches – a case study of the Anglican and African Inland Churches of Kenya.”
The purpose of this letter is to request you to respond to the attached questionnaire that is designed to gather information necessary for the completion of my study topic mentioned in the earlier paragraph. The information you provide will be treated with strict confidence and used for academic purposes only. Please find attached my introductory letter from Kenyatta University.

Your assistance in this matter is highly appreciated. Thank you.

Yours faithfully,

HELLEN A. NANGO