

**EMPLOYEE BUY IN ON ADAPTIVE ORGANIZATIONAL CHANGE WITHIN  
INTERNATIONAL NON-GOVERNMENT ORGANIZATIONS; A CASE OF  
SAVE THE CHILDREN – UGANDA.**

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**An Empirical Research Project Submitted in Partial Fulfilment of the Requirement  
for the Award of Masters of Business Administration Degree in the Business School  
of Africa Nazarene University**

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## DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work

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Signed: 

Date 06/06/2022

This research was conducted under our supervision and is submitted with our approval as university supervisors

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## **DEDICATION**

This thesis is dedicated to my late father, Gregory Sunday Kayongo who regularly asked his children to always ‘borrow a cool mind’ and keep pushing whenever the going in life seemed to hit a snag. It is also dedicated to my special friend, that became a brother, Edward Mukisa Bamuhamyie who persistently encouraged me to add value to myself by going for this degree irrespective of my seemingly advanced age. It is also dedicated to all my relatives who regularly checked on me to find out the progress of this challenging but sometimes interesting journey.

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## ABSTRACT

This study sought to examine the effect of employee buy in on adaptive organizational change within Non-governmental Organizations, with Save the Children Uganda the study population. Anchored on the ADKAR change management theory, the specific objectives of the study were to determine the influence of employee enablement, employee engagement and employee empowerment on adaptive organizational change within international non-governmental organizations in Uganda. The study adopted a cross-sectional research design employing both quantitative and qualitative methods targeting 353 staff deployed in the field offices spread across the country. 182 employees grouped into categories of managers, coordinators and field officers, and selected using stratified random sampling technique formed the sample for the study. Collection of data and responses from the participants was realized using questionnaires that were sent via the participants' respective email addresses. The study used both descriptive and inferential statistics to analyse the collected data with the aid of SPSS V.20 version. Descriptive statistics was used to describe personal characteristics of the participants using tables, while inferential statistics were employed to determine the relationship between and the influence of independent variables and the dependent variable using correlation and regression analysis. The findings revealed a significant positive relationship between employee buy in and Adaptive organizational change within non-governmental Organizations in Uganda. It is important for international Non-Governmental organizations to prioritize employee enablement, followed by employee empowerment and then employee engagement when implementing adaptive organizational change. Also important is for management to pay special attention to the crucial employee enablement constructs of providing a conducive work environment, offering job related training and development in addition to providing adequate work equipment and supplies. However, there is need for extending this study to organizations outside the international Non-government sector

## DEFINITION OF TERMS

**Access to Resources:** Operationally defined as having the right tools, equipment and supplies as well as the right infrastructure and up-to-date technology to carry out jobs efficiently.

**Compliance:** For purposes of this study, compliance is being in accordance with established guidelines, specifications, or processes

**Employee Satisfaction:** Operationally defined as the extent to which employees are happy or content with their jobs and work environment.

**Leadership:** Operationally defined as the capacity of an organization's management to set and achieve challenging goals, take decisive actions when needed and inspire others to perform at the highest possible level.

**Organization fit:** For purposes of this study, organization fit refers to the extent employees' views are aligned with the direction taken by the organizations and how much they identify themselves as part of the organization.

**Performance Improvement.** Operationally defined as a strategy of employee management that helps employee achieve better execution or growth

**Processes:** For the purpose of this study, processes are significant components of an organization that a business undertakes to change or adjust.

**Reward Systems:** Operationally defined as programs set up by an organization to reward performance and motivate employees on individual or group levels.

**Teething Troubles:** For purposes of this study, teething troubles refer to the small problems that happen when a change initiative is first introduced or started.

**Training & Development:** Operationally defined as the provision of job related training to ensure that employees have KSAOs required to smoothly carry out essential tasks and deal effectively with the customers.

**Work Environment:** For purposes of this study, supportive work environment is one where employers ensure optimal working conditions wherein the employees are able to overcome all obstacles successfully.

**Workplace Relationship:** Operationally defined as coworker relation for employees to seek relatedness with peers and colleagues, and supervisory relations as a trustworthy supervisory behavior.

**ABBREVIATIONS AND ACRONYMS**

<b>ADKAR</b>	Awareness Desire Knowledge Ability Reinforcement
<b>CRG</b>	Child Rights Governance
<b>EX</b>	Exodus
<b>HR</b>	Human Resource
<b>KSAOs</b>	Knowledge, Skills, Abilities and Other Characteristic.
<b>NACOSTI</b>	National Council of Science, Technology and Innovation
<b>NGO</b>	Non-Governmental Organization
<b>SC</b>	Save the Children
<b>SLT</b>	Senior Leadership Team
<b>UN</b>	United Nations

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND OF THE STUDY

#### **1.1 Introduction.**

The dynamic business environment infested with both internal and external threats and opportunities compel organizations to engage in adaptive changes as they seek to remain successful and relevant (Muluneh & Gedifew, 2018). Many studies have revealed that the majority of such change initiatives are never successful. This could be attributed to the limited number of employees who buy in or participate in such changes (Onyeneke & Abe 2021). The bigger the number of employees buy in or participate in any change initiative the more likely the change initiative will succeed. This study seeks to establish the role that employee buy in plays in achieving an effective adaptive organizational change within Non-governmental organizations of Uganda. This chapter begins by stating the background, statement of the problem, the purpose and objectives of the study. It goes on to point out the hypotheses before stating the significance, scope and limitation of the study. The paper proceeds to state the limitation and assumption of the study before concluding with the theoretical and conceptual frameworks.

#### **1.2 Background of the Study**

The external business environment, local and global competitive pressure, and technological advancement have rendered most business environment unpredictable. Schultz (2019). The purpose of organizational change is to discover better means of using resources and capabilities to enhance its ability to create value and improve future performance. There are several important different kinds of organizational change along

with issues that managers have to address if they are to achieve a better fit in the environment. These include, but are not limited to, restructuring, reengineering, and innovation management Jones (2013). The harsh fact is that seventy percent of change initiatives fail due to negative employee attitudes and unproductive management behaviour (Schultz, 2020).

Today's global marketplace requires organizations operating on a global scale to recruit influential leaders that can sponsor change management capabilities. These are leaders that can adapt messages and actions that echo the culture of their respective regions (Schultz, 2019). The most challenging aspect of implementing a global change initiative is that organizations fail to consider the characteristics, competitive environments, and organizational team cultures of the different countries or region affected by the global change initiatives. The most recent data on global change management initiatives demonstrate that 75% of all change initiatives fail to produce long term sustainable gains, and almost half of them do not produce any measurable results at all (Carson, 2021). Global organizational change management scholars have come to believe that change management initiatives cannot be conceived through mere numbers crunching and analysis of processes and systems. International change initiatives should be viewed from a people management perspective as well (Carson, 2021). Ruda Seiden, a change management professor as quoted by (Carson, 2021) explains that organizational leaders focus on financial figures and processes and tend to discount the simple, yet profound truth; 'organizations do not change, but people do'. As a result, change strategies are often misguided and fail to produce the desired results.

As economies grow and become increasingly open, African organizations will need to respond in equal measures to adapt and match the complex global environment. The unfortunate bit of it is that the change management initiatives contextualized to Africa are very limited. The human cultural activity and the extensive change management literature are largely based on the experiences of organizations in the advanced economies of the west (Ovadge and Aryee, 2018). There is therefore still great demand for multidisciplinary perspective and empirical accounts to explore organizational change and change management from an African context.

### **1.2.1 Adaptive Organizational Change.**

The Harvard Business School (2020) describes adaptive change as small, incremental adjustments that organizations and managers make to adapt to daily, weekly or monthly business challenges. These changes are often related to fine tuning existing processes, products, and company culture, and do not fundamentally change the organization as a whole, as is typically with transformational change. (HBS, 2020). Such alterations include changes to the organizational structures, implementation of new practices, changes in employees' job description or even geographical relocations of its branches (Oreg, Michel & By, 2018). With declines in historical sources of revenue and the growth of diverse voices, coupled with values that differ from those emphasized by traditional polices and user groups, agencies are faced with diminishing relevancy and are encountering institutional challenges that inhibit their ability to serve the broader public (Berl, et al, 2022). Each of those changes has the potential to influence not only the organization's performance but also its employees (Oreg, Michel & By, 2018). The harsh fact is that the majority of all change initiatives fail due to negative employee attitudes and unproductive



management behaviour (Schultz, 2020). The different opinions and range of emotional responses that employees hold about such changes are oftentimes reflected in how they cope with the change or their attitudes towards the organization at large (Oreg, Michel, & By, 2018).

Organizational change has been in existence for as long as management and organizations themselves. The construction of the Egyptian pyramids in 2580 BC and the great wall of China in the seventh century provide evidence that the need for change and continuous modifications of the organizations were behind the success of such large civil works projects. The first organizational change was registered in the old testament (EX. 18: 13-27) when Moses, as a leader, counsellor, judge, and minister had to deal with the daunting number of social systems as he led the Israelites out of Egypt (Burke, 2018). Various contextual elements are also available to help us understand the history of the processes of change. These begin with the industrial revolution (1730- 1850), through the transition from agricultural society to industrial economy (late nineteenth and twentieth century) to post industrialism (late twentieth and early twenty first century) Dawson (2018). From the early systems of sub-contracting to the establishment of textile factories and steel works, to the more recent developments in computer and information technologies, change has been at the centre of employee experience for working in organizations. Dawson (2018). Additionally, this historic period (1750 to present) has also been marked by major political and social changes in relationships among nations, in our attitudes to work and families, in culture and the way we appreciate the world Dawson (2018).

In today's global marketplace, it is imperative for organizations to continuously make global strategic changes if they are to remain competitive and effective both at domestic

and global level. To achieve this, it is essential for organizations operating on a global scale to recruit influential leaders that can sponsor change management capabilities. These are leaders that can adapt messages and actions that echo the culture of their respective regions Schultz (2019) The most challenging aspect of implementing a global change initiative is that organizations fail to consider the characteristics, competitive environments, and organizational team cultures of the different countries or region affected by the global change initiatives. The most recent data on global change management initiatives demonstrate that 75% of all change initiatives fail to produce long-term sustainable gains, and almost half of them do not produce any measurable results at all Carson (2021). Global organizational change management scholars have come to believe that change management initiatives cannot be conceived through mere numbers crunching and analysis of processes and systems. International change initiatives should be viewed from a people management perspective as well Carson (2021). Ruda Seiden, a change management professor as quoted by Carson (2021) explains that organizational leaders focus on financial figures and processes and tend to discount the simple, yet profound truth; ‘organizations do not change, but people do’. As a result, change strategies are often misguided and fail to produce the desired results. In a study conducted to discuss the impact of transformational leadership and its relationship with organizational change in the twenty – first century, Page and Schoder (2019) proposed a consolidated approach to planned organizational change useful for practitioners and researchers. Page and Schoder (2019) proposed that models by Kotter (2012) Bridges (2017) and Lewin (1951) could be consolidated into a comprehensive approach to achieve organizational change. These approaches share similar beliefs; first, people and process aspects of change take centre

stage, second, the urgent need to unsettle or awaken the need for change. Third, people want to be part of the change process by involving others, to increase engagement, empowerment and buy. Fourth, change will only last if it is embedded into the structures, and systems that make up the organization's culture (Page & Schoder, 2019).

As economies grow and become increasingly open, African organizations will need to respond in equal measures to adapt and match the complex global environment. The unfortunate bit of it is that the change management initiatives contextualized to Africa are very limited. The human cultural activity and the extensive change management literature are largely based on the experiences of organizations in the advanced economies of the west (Ovadje and Aryee, 2018). There is therefore still great demand for multidisciplinary perspective and empirical accounts to explore organizational change and change management from an African context. A lot of research has to be conducted in regards to organizational change management processes on employee performance while comparing non-profit and profit-making organizations in Uganda Leneker (2018) conducted a study at World Vision; a Ugandan based international Non-government organization to discover the effect of organizational change management processes on employee performance. He discovered that organizational change processes, interpersonal relationships, and ownership of organizational change processes have significant relationships with staff performance. This study was conducted at a time World Vision Uganda was realigning its strategies and operations to address the challenges the organization faced in its operational context following reduced funding from donors. The study recommended that CEOs, Directors, managers of change management process to pay adequate attention to underlying factors such as emotions, fears, and improve relationships among employees.

## **1.2.2 Employee Buy in**

Organizational change is destructive and drives people from their normal way of doing things to the unfamiliar world. It creates fear, anxiety uncertainty among employees (Mac Rory, 2021). The most important stage of organizational change implementation is to secure employee buy in to the processes and commit to the change initiatives being implemented (Mac Rory, 2021). Employee buy in refers to an attitude towards change that is comprised of three factors namely affective, cognitive and behaviour (Hon, Bloom & Crant, 2014). Buy in is not necessarily receiving 100% from every employee. It is about getting the necessary support for the change initiative being implemented (Lucas, 2019). When an organization has great employee buy in, there will be high engagement and connection between workers and management (McMahon, 2021) suggests that when employees buy in to change, they collectively feel engaged in meaningful work that will benefit the lives of customers, investors and employees themselves. The components of Employee buy in for purposes of this study are Employee enablement, employee value and employee empowerment.

### **1.2.2.1 Employee Enablement**

An enabling environment is one that provides the tools and processes to deal with employee frustrations (Permana, 2021). It mean that organization must provide, at minimum, well-functioning equipment, the necessary supplies, effective work processes, and clear direction from supervisors. The extent to which employees feel they are provided with what they need to do their jobs well and are provided with an environment in which they feel comfortable to perform to the best they can be. For purposes of this study, the components

of enablement that will be analysed will include collaborative work environment, opportunity for learning and sharing and adequacy of work equipment and supplies during implementation of adaptive organizational change.

#### **1.2.2.2 Employee Engagement**

Employee engagement shows the extent to which an employee is motivated to contribute to organizational success and is willing to apply discretionary effort to accomplishing tasks that are important to the achievement of organizational goals (Permana, 2021). It is about the intensity of employees' emotional connection (i.e. attachment) that they feel for their organization, which influences them to exert greater discretionary effort (i.e. extra effort) committed to achieving their work goals (Permana, 2021). "Some companies try to appear more relevant by giving specific rewards to individuals who, for instance have created or led important initiatives, embodied the organization's values in their behaviour, or had significant impact (Gibson, O'Leary & Weintraub, 2020). Nevertheless, in their 50 year – plus years of working to improve organizations, Gibson, O'Leary & Weintraub (2020) have observed that many managers struggle to make employees feel that their talent and contribution are noticed and valued. This study will focus on the opinions that employees hold in regards to work relationships, Reward and recognition as well as organizational fit.

#### **1.2.2.3 Employee Empowerment**

Employee empowerment is defined as the extent to which employees feel they are given problem-solving and decision-making authority to take responsibility for using the organization's resources to achieve results (Permana, 2021). It means building trust, enhancing enthusiasm, decision making and breaking inner limits between management

and employees. (Ramchandani and Singh, 2020);”Some of the ways companies can employ to empower employees include but are not limited to giving them a voice by regularly soliciting and acting on feedback, provide opportunities for growth, more autonomy or additional responsibilities, frequent recognition and provision of tools, training and authority needed to succeed (Wong, 2020). Some of the benefits of employee empowerment are numerous; they instil greater trust in leadership, encourage employee motivation, lead to great creativity and improve employee retention (Wong, 2020). The major components of employee empowerment that this study intends to focus on include the extent teams are self-motivated, the level of participation in decision-making and the degree of freedom that employees enjoy to express their views.

### **1.3 Statement of the Problem**

Save the children 2030 Ambition reads; “In this changing donor and partner landscape, Save the Children pledges to continue evolving to stay relevant in order to maximize our impact for children by putting the theory of change into practice in 120 countries”. This statement underscores the importance for Save the Children to continually adjust the workplace processes, strategies, technology and culture to push for improved quality of service, have a motivated staff, ward off completion in the NGO sector as well as gain remain relevant among the numerous stakeholders. The organization has brought on board leaders who not only embrace change but who are also capable of effectively leading others through change. It has in place clear plans and reasons detailing the purpose for change endeavours, involves the entire workforce in participating in change initiatives and enlisted change agents to support and champion change. It has also introduced clear and frequent communication systems for staff to understand and appreciate change, offered leaders with

change management trainings and provided employees with support and motivation to allay frustration. Amidst all the above efforts, emotions and fear among staff emanating from the introduced change initiatives that leave staff in frustrations and conflicts still prevail. The plans seem to fall short of delegation, hence defeating the potential of the staff and ultimately increase efficiency. This is always reflected in the organizations Country Office monthly performance analysis by regions and awards that invariably reflect low percentages on the Key performance indicators. Failure to anticipate, and identify Setbacks and challenges to reshape change processes, speculations and rumours lead to lack of trust for staff to embrace and to adapt to organizational change initiatives. As Smith (2018) stated, change is imminent but adapting to change is eternal. All this could be attributed to limited number of employees who participate or buy into the introduced change initiatives. It is difficult to change unless we focus on changing our thinking (Smith, 2018). This study is intended to establish the extent to which employee buy in influences the change initiative introduced in the organization in a bid to improve performance and service delivery.

#### **1.4 Purpose of the Study**

The purpose of this study is to establish the relationship between employee buy in and adaptive organizational change within non-governmental organizations in Uganda

#### **1.5 Objectives of the Study**

- a) To determine the relationship between employee enablement and adaptive organizational change within International Non-government organizations in Uganda

- b) To assess relationship between employee engagement and adaptive organizational change within International Non-Government Organizations in Uganda.
- c) To examine the relationship between employee empowerment and adaptive organizational change within International Non-Government Organizations in Uganda.
- d) To establish the combined effect of employee buy – in on adaptive organizational change within International Non-Governmental Organizations in Uganda

#### **1.6 The study sought to test the following hypothesis;**

**HO<sub>1</sub>:** There is no significant relationship between employee enablement and implementation of adaptive organizational change in international NGOs in Uganda.

**HO<sub>2</sub>:** There is no significant relationship between employee engagement and implementation of adaptive organizational change in international NGOs in Uganda.

**HO<sub>3</sub>:** There is no significant relationship between employee empowerment and implementation of adaptive organizational change in international NGOs in Uganda.

**HO<sub>4</sub>:** There is no significant relationship between combined employee buy in and implementation of adaptive organizational change in international NGOs in Uganda.

#### **1.7 Significance of the Study**

The ever-changing environment necessitates International NGOs such as Save the Children to respond in equal measures by continuously changing workplace processes, strategies,



technology and culture to improve the quality of services. Establishing the effect of employee buy in during implementation of adaptive change will provide managers with an insight of how to manage and implement change in a manner that maximizes employee support for the given change. Organizations will end up with motivated employees who feel valued, compete favorably in the third sector, and enhance confidence, trust and respect amongst the numerous stakeholders that include donor, beneficiaries, community members, other NGOs, Government, suppliers and the public.

### **1.8 Scope of the Study**

The scope of this study will be restricted to Save the children Employees on long-term contracts, deployed in the five regional offices spread across the country. These are staffs employed on contract for a period exceeding one year. Staff employed as community based volunteers and those in sub area offices such as in Refugee Camps or remote villages will not be considered. This is because access to such staff is difficult given the time and resource constraints amidst the COVID 19 pandemic that has greatly affected organizational activities.

### **1.9 Delimitation(s) of the Study**

Marilyn (2017) defines delimitations as characteristics that limit the scope and thereby defining the boundaries of the study. This study will be delimited to Save the Children staff in the regions that in direct contact with the beneficiaries in the field across Uganda. Being an employee of Save the Children, the researcher will not find challenges in securing permission from the top management of the NGO to conduct the study. Additionally, the employee that implement or put into practice the numerous changes introduced from the

headquarters on a daily basis will feel comfortable sharing their experience with the researcher.

### **1.10 Limitation of the Study**

Readily identified limitations of this study include failure to access the proposed respondents to this study occasioned by the COVID 19 pandemic. Uganda is now under tight restriction, which include bans on non-essential travels and gatherings in addition to limiting access to offices to only 20 % of the total number of employees for the next six weeks. There is also the likelihood of anxiety among respondents to respond to the questions that will be sent out. This may negatively affect the number of respondents returning the questioners. The researcher intends to minimize these limitations by making individual phone calls to prospective respondents prior to sending out the questionnaires to explain the purpose of the research and allay the fears.

### **1.11 Assumptions of the Study**

The first assumption is that all the respondents will provide answers to the questions presented in the data collection tool transparently and confidently. The other assumption is that the employee buy in variables being studied are contextualized to staff behaviour at work, and not at home or social situations.

### **1.12 Theoretical Framework**

This study will be grounded on a simple but powerful framework for facilitating individual change - the Prosci ADKAR model. The ADAKAR change management model is an outcome orientated change management method that aims to limit resistance to organizational change (Malhotra, 2019). It is an acronym of five elements, stages or phases; Awareness of the need for change, Desire to support and participate in the change,

Knowledge of how to change, Ability to implement the required skills and behaviours, and; Reinforcement to sustain the change (Malhota, 2019). The change framework was created to identify why some changes fail while others succeed. It involved extensive research on hundreds of organizations undergoing change and discovered that successful change at its core is majorly dependent on how change is facilitated on one person. (Malhota, 2019) Developed by the founder of Prosci, Jeff Hiatt in 2003, the ADKAR model, provides a framework and sequence for managing the people's side of change. It advocates for a bottom - up approach that begins with individual employees and progresses up to the desired organizational change. For effective change to be realized, it is appropriate to consider these five elements or objectives as building blocks for creating change from the human perspective (Malhota, 2019).

The ADKAR model presents the most appropriate framework for this study since it proposes that change takes place sequentially as each individual moves through the phases. Because this study intends to seek individual opinions for save the children staffs going through changes, the ADKAR model can be used to examine the key steps, questions, messages and information required to get them through an effective organization change. When a change initiative is introduced in such an organization as Save the Children in Uganda, staff will want to know why the change is necessary and why at that particular time.

During the awareness phase, the managers responsible for the change initiatives will justify the need for the change by highlighting the challenges ahead and past changes that were mismanaged and hence did not have any impact. The mangers can in addition use this stage to present the potential risk that the staff and Save the Children as an organization will face

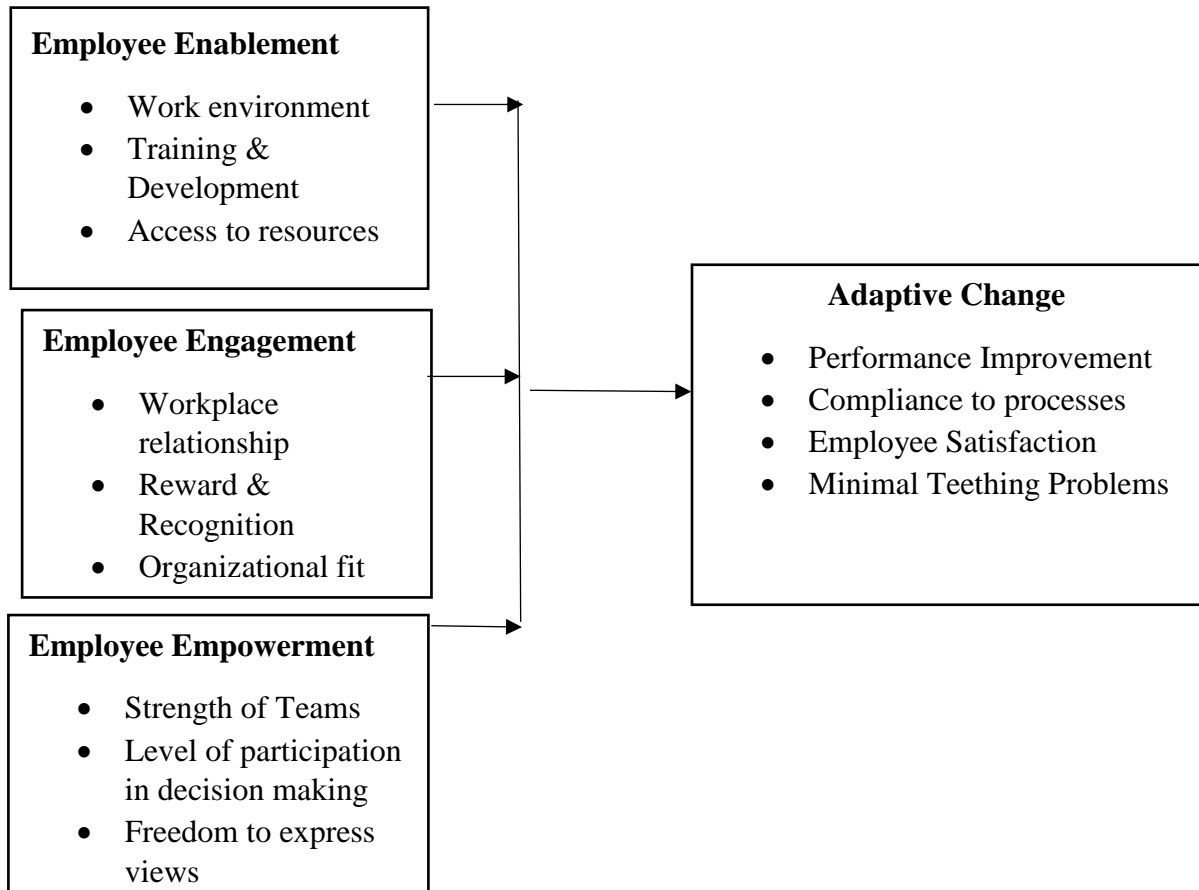
should the change not take place. This can be complemented by sharing local examples of organizations in Uganda or East Africa that were unsuccessful in their change initiatives. After creating the awareness, management can proceed to build the staffs' desire by explaining the benefits and the need for them to get on board of the organizational change. Bringing effective coaches on board who can justify the need for change by sharing case studies and benchmarking findings where change management has created an impact can achieve this. The Knowledge stage is about creating staff buy in through conducting training. The questions about knowledge include identifying the relevant skills and modes of training involved in putting change into practice. These questions can be responded to by identifying the most appropriate training tools to enlighten the staff on how to manoeuvre both individual and organizational changes effectively. After the Awareness, Desire, and Knowledge stages, the Ability and Reinforcement phases set in. Ability is concerned with how the staff will act on the knowledge acquired to achieve the required change, while reinforcement is about the rewards and any other motivational aspects to ensure staff do not revert to the old ways of doing things.

This study intends to extend the ADKAR model, which was designed to manage the people aspect by relying and implementing change throughout organizations, to reveal to what extent the individual mind-set of those that participate and create the buy in to pursue processes that contribute to effective organizational change

### 1.13 Conceptual Framework

IV – Employee buy in

DV – Adaptive Change



Source: Author 2022.

Figure 1.1 Conceptual framework.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction.**

Empirical literature review is all about conducting an in-depth examination of the variables to identify research gaps. This particular empirical literature review considers the variables as presented in the objectives of the study. This chapter concentrates on reviewing the literature to establish and examine the influence of employee enablement, engagement; empowerment and the combined role of employee buy in on adaptive organizational change implementation in International NGOs. It concludes by enumerating the summary and research gaps in the reviewed literature about adaptive strategic change implementation within International NGOs.

#### **2.2. Employee buy in during Adaptive Organizational Change**

Employee buy in refers to an attitude towards change and comprises three factors: affective factors, feelings towards a change; cognitive factors, evaluation of worth and benefit of change; and behaviour factors, intention to support or resist a change (Hon, Bloom & Crant, 2019). As organizations face increasing pressures to adapt to their complex and rapidly changing environment, they are forced to change and innovate. It has been found that employee buy in and ownership of change process are key to ensuring successful implementation of change initiatives (El – Taliawi, 2018). The character of the leadership in an organization is another key component of buy in. If leadership routinely treats people poorly, denies vacation, insults or steals credit for achievements, employees will most likely not buy into the changes or decision because there is no trust (Lucas, 2019). If, on the other hand leaders treat employees fairly and decently, employees are likely to trust

their decisions, which is good for everyone involved. (Lucas, 2019). Based on research conducted by organizational scientists dating to the 1940s, (Armenakis, Bernerth, Pitts and Walker, 2018) identified five important precursors that determine the degree of buy-in by organizational change recipients. They assembled these independent precursors into a framework labelled *organizational change recipients' beliefs* and developed a psychometrically sound self-report questionnaire that can be used to gauge progress of organizational change efforts. The authors describe a series of four studies used to develop a 24-item assessment tool that could be administered at any stage of the change process. The information obtained can serve as; a barometer of the degree of buy-in among change recipients, an assessment of deficiencies in specific beliefs that can adversely impact the success of an organizational change, and a basis for planning and executing actions to enhance buy-in among organizational change recipients. The authors considered the Organizational Change Recipient Belief Scale (OCRBS) to be a useful assessment tool that is relevant for the readiness, adoption, and institutionalization phases of a change intervention. By administering this scale to organizational change recipients, a change agent can determine the extent to which ownership for an organizational change exists. Furthermore, if the assessed dimensions are considered unfavourable, change agents have valuable information that can be used to initiate an in-depth analysis to determine if the organizational change content and/or process should be modified. Thus, it should have broad appeal to change practitioners and researchers. Armenakis, Bernerth, Pitts and Walker (2018)

James IV (2016) conducted a qualitative multi case study to research the strategies commercial printing managers employ to succeed in gaining front line employees buy in

during change initiatives to improve productivity and profitability in a manufacturing environment. Based on the McGregor's (1960) theory Y as the conceptual framework, the researcher sought response from four commercial printing managers from the Mid-Western United States who had implemented successful change initiatives in the past 2 years. Semi structured face-to-face interviews with the managers, review of company documents and observations formed part of the data collection process. Using a modified van Kaam method to conduct thematic data analysis of the interview responses, the study revealed five themes; constructive communication, leadership behaviour, performance management, employee engagement and employee motivation. (James IV, 2016). Sumner, Williams, Mahomed and Myers (2019) conducted a study to investigate health service managers' perception and experience of adopting health innovations in South Africa. The aim was to identify perceptions of constraints to adoption and emergent behaviours in response to these behaviours (Sumner, Williams, Mahomed and Myers, 2019). Clinical service and sub - district level managers from 34 facilities were invited to participate in the study using convenient sampling technique. NVivo 11 was used to store data and to facilitate framework analysis of the interviews that were audio recorded and transcribed verbatim. The constraints to innovation adoption that the study participants described included; lack of staff understanding of the potential benefits; staff personalities, attitudes and behaviours which lead to resistance to change, high workload, frequent policy changes and suboptimal communications through health systems (Sumner, Williams, Mahomed and Myers, 2019).

Azizo (2019) conducted a study to find how organizations can effectively communicate with employees during a rebrand in order to obtain employee buy in. The research on



branding that was conducted on both employees and customers employed online surveys for the quantitative level design while interviews were used for qualitative level design. Four part 20 questions in English asking respondents to participate were opened to respondents via an anonymous link distributed via social media, email, text message and online forums. One hundred and forty two respondents who had been employed in the last six months completed the survey in entirety. In terms of messaging used to achieve employee buy in during a rebrand, the researchers found that employees want to feel that it connects them on a personal level (Azizo, 2019). A study to investigate the relationship between organizational commitment, trust in peers and management and employee change readiness was conducted by Samaranayake & Takemura (2017). They also examined the effects of demographic factors such as gender age and work experience on employees' organizational commitment, trust in peers and management and their change readiness. A cross sectional questionnaire survey to collect data from 185 randomly selected employees of an export oriented business firm in Sri Lanka was adopted. Pearson product – moment correlation was employed to test the strength and direction of the relationships in the hypotheses. On the other hand, a Multiple Analysis of Variance (MANOVA) was employed to analyse the relationship between the demographic variables and three main variables in review. The study found that organizational commitment and trust in peers and management were significantly and positively related to employee readiness to organizational change. It also revealed a significant association of the demographic factors with trust in peers and management and employee readiness (Samaranayake & Takemura, 2017).

French – Bravo & Crow (2018) authored an article purposely to identify prerequisites for buy in and factors that cultivate buy in, which when cultivated may positively influence nurse engagement. They concluded that buy in is the difference between an engaged nursing staff and employees who are disengaged or are just going through the emotions. Kimaku (2021) conducted a study to establish the determinants of strategic change implementation among the state corporations in Kenya. The specific objectives guiding the study included the assessment of the influence of; stakeholder's involvement, leadership commitment, change communication, employees' participation, change coercion on strategic change implementation, in addition to the influence of the moderating effects of organizational culture on the relationship between the determinants and strategic change implementations in state corporations of Kenya. Adopting a cross sectional research design targeting the 392 state corporations in Kenya, the study employed proportionate stratified random sampling to derive 80 corporations. Questionnaires containing both open ended and close-ended questions were used to collect primary data from 4 respondents purposively selected from senior level and middle level management drawn from critical departments in strategic change implementation – CEO's office, the ICT, finance and human resource. Review of both theoretical and empirical literature was used to collect secondary data. Kimaku (2021). Employing SPSS version 21 to analyse the primary data to tabulate descriptive statistics into percentages. Inferential statistics on the other hand were provided using correlation and multi linear regression outputs. The study found that stakeholder's involvement, leadership commitment, employee participation, change communication and change coercion had significant bearing on strategic change implementation in state corporations in Kenya. Sendawula, Kimuli, Bananuka & Muganga

(2018) conducted a study to investigate the contribution of training and employee engagement on employee performance using evidence from Uganda's health sector. The cross sectional and correlational study employed questionnaires to contact 150 respondents from four catholic founded hospital. Using SPSS to analyse data, the regression analysis results indicated that training and employee engagement significantly predict employee performance by 44.7 % and employee engagement was found to be a major predictor of employee performance as compared to training. The correlation analysis results indicated that there was a significant positive relationship between training and employee performance. Further correlation analysis revealed a significant positive relationship between employee engagement and employee performance (Sendawula, Kimuli, Bananuka & Muganga, 2018)

### **2.2.1 Employee Enablement and Adaptive Organizational Change**

In their journal about employee centric organizations, Ramchandani and Singh (2021) defined enablement as the extent to which employees feel they are provided with what they need to do their jobs well in an environment they feel comfortable to perform. Whereas differences in markets, competencies and other factors may render organizations different, what is certain is that the real power of an organization is the ability to create excellence among its employees. (Permana, 2021). Permana, (2021) urges that only organizations that discover how to tap into people's commitment and capacity at all levels are the ones that would excel in the future. Employee enablement means that organizations must provide, at minimum, well-functioning equipment, the necessary supplies, effective work processes and clear direction from supervisors. Many employers are now looking for ways to enable their workforce with many undertaking several surveys aimed at developing initiatives to

drive and improve employee and organizational outcomes (Ramchandani & Singh, 2021). Research has also shown that enabling factors such as self-efficacy, social support, job resources, and optimised job roles have significant effects on reducing psychological distress. How then do we create employee excellence? In his journal, Permana (2021) introduced a new model for building and sustaining excellence through the constructs of employee engagement, enablement and empowerment. The study went ahead to identify the key drivers for the constructs and extended the study to establish how the key drivers affect employee excellence. The employee enablement key drivers identified by Permana (2021) include an environment that provides the tools and processes to deal with employee frustrations and organizations that provide, at minimum, well-functioning equipment, the necessary supplies, effective work processes and clear direction from supervisors. The other drivers include supportive work environment and self-supported financial performance. Markos & Sridevi (2019) proposed adequacy of work equipment and supplies, job design, supportive working environment and infrastructure as the key drivers on enablement. Ramchandani and Sing (2021) on the other hand identifies the drivers of employee enablement as supportive work environment, access to resources, training and development as well as work structures and processes.

In his study to quantitatively assess the model of employee excellence with predictor constructs of employee enablement, engagement and empowerment, Permana (2021) focused on eight manufacturing industries in Indonesia. With the unit of analysis being supervisors totalling 257 respondents, the research findings revealed that employee enablement positively and significantly related with employee excellence. The study

findings also revealed that the key driver for enablement as a predictor was infrastructure for data sharing which was later reconfirmed as knowledge management.

Singh (2019) conducted a study to understand the impact of employee engagement and enablement on individual and workplace outcomes, in the Australian agricultural industry. The study findings revealed that workplace factors promoting employee engagement were well documented in the literature but less so with employee enablement. The findings also revealed that sociodemographic factors such as age, gender, job tenure and job location along with their impact on employee engagement and enablement were underexplored.

In another study based on review of literature taken from various journals and online sources, Ramchandani & Singh (2021) explored the concept of employee-centric organizations (ECO). The purpose was to identify the ECO drivers and study its impact on employees, customers and the organization. The research findings identified three major drivers of ECOs; employee enablement, engagement and empowerment, along with the drivers of these constructs. It also suggested a positive link between ECOs and employee-related outcomes.

### **2.2.2. Employee Engagement and Adaptive Organizational Change**

Engagement of employees during the organizational change processes enable managers to have a deeper insight of how individuals perceive the changing work environment on an emotional level (Beijer & Gruen, 2016). Employee engagement is the combination of an employee's emotional response towards their job and their employer with their resulting behaviour at work (Morris, 2019). Morris, (2019) asserts that a highly engaged employee will be supportive of the organization and their mind-set will be in line with their

employer's values and objectives. They will be enthusiastic, devoted and will actively seek career progression within the organization. Such workers will benefit the organization as they will positively contribute and fully support any introduced change initiatives. By comparison, employees that are disengaged will feel dissatisfied with their employers and will most likely perform poorly, and may seek employment elsewhere (Morris, 2019). Whereas there has been an increase in efficiency amongst many major organizations and firms in the US due to the use of advanced technologies, skilled labour, best practices and education, there has been a decline in productivity since the 2008 financial meltdown. Disengaged employees is the main reason for the said decline in productivity (Purcell, 2014) as quoted by (Osborne & Hammoud, 2017). In a study aimed at finding the level of engagement among the university level faculty members of Kashmir University, Hakeem & Gulzar (2015) investigated the impact of demographic factors like gender and age on the level of engagement. One hundred faculty members of the university were selected using the simple random sampling technique. Employee engagement in this research was measured using the long form of the Utrecht Work Engagement Scale (UWES 17). UWES is a three-factor scale consisting of seventeen items lined up to measure the three dimensions of engagement - vigour, absorption and enjoyment. The results indicated that the level of engagement among the university faculty levels members is high. However, there was no significant difference across their gender and age although there was a difference across their levels of experience, with the more experienced exhibiting a higher level of engagement than their juniors.

In a study whose objective was to assess the impact of work environment on employee engagement among the non-academic staff of the University of Nigeria, Nasidi, Makera,

Kamarudeen & Jemanku (2019) deployed the Social Exchange Theory (SET) to develop the research framework. Data was collected through a self-administered questionnaire targeting 150 non-academic staff from the university. The statistical Package for Social Sciences (SPSS 2.0) was used to test the correlation and hypothesis. The findings revealed a moderate relationship between the work environment and employee engagement whereas the hypothesis (There is no significant relationship between work environment and employee engagement) was not supported. Rao (2016) conducted a study relying mainly on secondary data and supplemented by interviews to identify the relationship between employee engagement and innovative behaviour at the workplace to improve the organization standing in the external environment. The research that was carried out over a period of four months, from June to September 2015, was conducted in two phases. The first phase consisted of a systematic and extensive literature review drawing upon engagement and innovation literatures, with specific emphasis on characteristics, behaviour and drivers. The second phase adopted qualitative research strategy that involved gathering data in the form of semi-structured interviews with employees drawn from five leading innovation companies in India. Sampling was devised to provide representation from such various sources as managers, HR directors, CEOs. Forty-five face-to-face format interviews were conducted to obtain a broad range of information and discuss participants' meaning and beliefs surrounding innovation and employee engagement. The study found that engagement and innovation reinforce each other – engaged staff are more likely to be innovative and an innovative organization is more likely to motivate and engage its employees. In their study to explore strategies that communication business leaders in Jackson, Mississippi use to engage their employees to

increase profits, Osborne & Hammoud (2017) employed the self-determination theory to serve as the conceptual framework. Participating companies archive documents were gathered in addition to conducting semi-structured interviews. Rigorous processes of data familiarization, data coding, and theme development and revision were employed to identify patterns. The prominent themes that emerged from thematically analysing the data based on the methodological triangulation of the data collected included reward and recognition, empowering employees, and building a bond between leaders and employees. They also found that the bond between leaders and employees is an essential element for engaging employees, which in turn increases organizational profitability (Osborne & Hammoud, 2017)

Employee engagement is a positive force that inspires and connects employees with their organizations either emotionally, cognitively or physically (Mehrizi, & Singh, 2016). It is critical for, and an important element in the success of an organization. Because employees are the core assets of the organization that can provide competitive advantage, which is key to enhancing productivity, it is in the interest of the organization to concentrate on engaging employees both intellectually and emotionally (Mehrizi & Singh, 2016). Appropriate leadership styles and human resource practices that drive engagement need to be fostered in an organization to drive performance.(Popli & Rizvi, 2016). In a research article whose objective was to study the drivers of employee engagement especially the influence of engagement, Popli & Rizvi (2016) employed a cross sectional descriptive design. The empirical study was based on data collected from 340 front line employees from five organizations across the service sector the Delhi National Capital Region (DNCR), India. Data on employee engagement were collected using a 20 item scale with each statement



marked on a standard five point Likert scale of strongly agree to strongly disagree. Correlation and regression analyses were used to understand the association between leadership and employee engagement. The research results from the study revealed a significant relationship between leadership styles and employee engagement and additionally highlighted the importance and significant roles of employee engagement and the role of leadership styles play in developing a culture of engagement (Popli & Rizvi, 2016). Singh (2016) authored a paper to provide a framework through which to understand, predict and control factors affecting employee engagement in the public sector of the United Arab Emirates (UAE). The paper examined research conducted in the area of employee engagement to propose a conceptual framework that can be used by practitioners to engage employees and motivate them towards organizational growth and sustainability. In line with the literature-based analysis, a framework of employee engagement was developed, illustrating the linkage between leaders, teams, perceived organizational support and organizational culture mediated by employee motivation. With the aim to establish the role of job design on employee engagement, Kariuki (2015) conducted a study targeting 535 employees working at top, middle and low-level management levels at the Presbyterian University of East Africa. Using stratified sampling method, 84 employees of the target population were considered. The primary data was collected through questionnaires while the secondary data was obtained from published documents. SPSS version 2.0 and excel were used to analyse the quantitative data. The regressed variables and study finding showed that skill variety, task identity, job design and job feedback significantly and positively influenced employee engagement at the university (Kariuki, 2015)

According to Gallup research, only 13 % of employees worldwide are engaged with their organizations (MacLeod and Clark, 201). Further studies by Haid and Sims (2009) as quoted by Mehrizi & Singh, (2016) indicate that levels of engagement in Japan are as low as 11%, while levels of disengagement are as high as 45% in India. Country level variations such as these one are likely due to differences in culture, values, politics, management styles, individual differences and the national economy. Haid and Sims, (2019) as quoted by (Mehrizi & Singh, 2016). It is therefore essential for those managing across borders to be cognizant of the factors contributing to engagement in the nations where they operate. In a paper designed to explore the issues of engagement or disengagement amongst employees, including job grades and the factors influencing this, Bhana & Suknunan (2021) authored a paper at Durban University of Technology, South Africa. The study adopted a quantitative data method to collect data from 420 employees utilizing questionnaires. The qualitative data method aspect involved interviewing 12 of the 18 leadership personnel. Based on descriptive and inferential analysis, the study established that internal employee engagement demonstrated a significant difference across job level categories. Overall, there was more employee disengagement than engagement at the institution, leading to employee stress, increased employee turnover and minimal employee productivity. Tufail, Ahmad, Ali Jan & Al Shah (2016) conducted a study to examine the link between Islamic Work Ethics (IWE) and Organizational Citizenship Behaviour (OCB) among female academic staff with employee engagement as the mediating role. Their study was designed on the cross sectional research approach having a deductive research design, based on quantitative research techniques and self-reported survey questionnaire. The Data for the survey that comprised of 360 questionnaires was collected from different private

and public universities of Pakistan via courier services. SPSS 16.0 was used to initially screen the data for out of range data, missing values, outliers and check for normality while SmartPLS was used to calculate the inferential statistics and regression analysis. The study examined the mediating role of employee engagement between IWE and OCB and found it to be significant. It concluded by asserting that employee engagement (provided with organizational psychological support and physical resources) acts as a liaison between IWE and OCB.

Several studies have demonstrated the importance of employee engagement in the various aspects on organizations. Osborne and Hammoud, (2017) for example indicated that the bond between leaders and employees is an essential element of employee engagement, which in turn increases organizational profitability. In their thesis to gain deeper understanding of employee engagement during organizational change process, Osborne and Hammoud, (2017) concluded that state engagement differs according to such dimensions as satisfaction, involvement and commitment.

### **2.2.3. Employee Empowerment and Adaptive Organizational Change**

One of the core challenges of enterprises in this era of globalization is to provide prompt responses that satisfy customers and increase productivity (Ukil, 2016). Nonetheless, poor organizational arrangements like lack of authority to make work related decisions; limited access to information, lack of control on jobs, vague and meaningless responsibility and improper reward systems often make jobs difficult for employees. This leads to reduced quality of service and ultimately to customer dissatisfaction (Ukil, 2016). Empowerment is the foundation for the success of any business that targets improvements in productivity, growth and success. It is the apparatus used to give employees the authority to make

decisions and is often times associated with distribution of responsibility from managers to other employees (Saif & Saleh, 2018). Management practitioners consider employee empowerment a motivational practice that aims to increase performance by increasing the opportunities of participation and involvement in decision-making. It is mainly concerned with developing trust, motivation, participation in decision-making and removing boundaries between employees and management (Meyerson & Dewenttinck, 2019). In a study that intended to conceptualise employee empowerment as a multifaceted approach composed of several practices aimed at sharing information, resources, rewards and authority with lower level employees, Fernandez & Moldogaziev (2015) employed the self-determination theory to speculate the effect of these different empowerment practices on job satisfaction in the U.S federal bureaucracy. The analysed data from the 2010 Federal Employee Viewpoint Survey (FEVS) was administered on over 260,000 employees from 82 agencies ranging from nonsupervisory to senior executive level. The results of the empirical analysis indicate that empowerment practices aimed at promoting self-determination have positive and sizable effects of job satisfaction (Fernandez & Moldogaziev, 2015). Kumar & Kumar (2017) conducted an empirical study to determine the effect of employee empowerment strategy implemented by organizations. The researcher adopted a descriptive research design to establish the facts of respondents' attitudes and opinion about employee empowerment. Twenty-two respondents from Manatec Electronic Private Limited, selected through random sampling formed the sample for the study. Primary data was collected through questionnaires while secondary data was obtained from the company website. Employing Cronbach 's Alpha, simple percentage, Chi – square, ANOVA and correlation methods in SPSS software to analyse the data, the

researcher found that employee empowerment is a kind of motivational strategy which gives the employees a sense of satisfaction towards their job and organization (Kumar & Kumar, 2017)

In a study designed to test the effect of employee empowerment, teamwork and employee training on organizational commitment among employees of higher education sector, Hanaysha & Tahir (2015) collected data from 242 employees of public universities in northern Malaysia using an online survey. The study specifically targeted administrative and academic staff of public universities in the northern regions of Malaysia. The questionnaires that were administered to the respondents were developed after referring to several previous studies that included the measurement scales of the constructs. The questionnaire items were measured using a five point Likert scale that ranged from 1 “strongly disagree” and 5 “strongly agree”. Using Cronbach’s alpha method to test the reliability of the constructs and SPSS, version 19 to calculate the reliability and make conclusions, Hanaysha & Tahir (2015) found that employee empowerment has a significant positive effect on job satisfaction. Ukil (2016) conducted a study to determine how employee empowerment affects employee satisfaction and service quality as a whole, with the aim of explaining the need of empowering employee in business organizations in Bangladesh. Quantitative survey method was used to collect data from 240 employees working in 20 various private financial enterprises comprising of bank, leasing and insurance companies. Survey questionnaires to the respondents were mostly distributed manually although some were disseminated by mail. Employee empowerment was measured by investigating eight dimensions which emerged from the literature; power, knowledge, information, reward, meaning, competence, self-determination and impact.

Descriptive analysis, correlation coefficient and regression analysis were applied to analyse the collected data, employing version 22 of SPSS. The results of the analysis revealed employee satisfaction and service quality significantly depend on employee empowerment and satisfied employees provide better quality service (Ukil, 2016). Potnuru, Sahoo & Sharma (2019) conducted a study to examine the impact of team building and employee empowerment on employee competencies and assess the moderating role of organizational learning culture between these relationships. The researchers developed structured questionnaires for collecting primary data based on a seven point Likert scale with a section that included items that measured the constructs of team building, employee empowerment, organizational learning culture and employee competencies. Six hundred and fifty three respondents composed of executives, supervisors and their subordinates from four medium sized cement-manufacturing units in India were obtained. The effectiveness of employee empowerment implemented in the organization was measured using a five-item scale adopted from Menon (2001) and Men, and Stacks (2013) scales of employee empowerment (Potnuru, Sahoo & Sharma, 2019). Based on descriptive statistics, correlation and reliability analysis in SPSS and the full measurement model and moderated structural equation modelling (MSEM) in AMOS to test the hypotheses, Potnuru, Sahoo & Sharma (2019) found that organizational learning culture significantly strengthens the relationship of team building and employee empowerment on employee competences.

Endless debates have emerged on how to improve organizational performance and satisfaction levels for employees and customers. Hanaysha (2017) established that organizations that provide high levels of empowerment to its employees would have better strength to ensure its long-term survival and face any challenges. Kariuki & Murimu

(2015) conducted a study to examine the link between four dimensions of empowerment (autonomy, decision making, information sharing and training) and organizational performance using age gender and tenure as control variables. A self-administered questionnaire was used to collect data from employees of Tata Chemicals, Magadi Limited found in Kenya. Eighty-six out of the 96 questionnaires distributed randomly were returned. The results of regression analysis on employee empowerment and performance revealed that training and information sharing had moderate contributions towards employee empowerment while autonomy and decision-making had no significant contributions to organizational performance (Kariuki & Murimu, 2015). Organizations need to give employees enough authority and support to make customers satisfied and enhance organizational performance (Ukil, 2016). Sharma, Kaur (2011) as quoted by Ukil (2016) highlighted the powerful movement of the human relations, which steered experts to integrate various strategies that involve such sets of forms as industrial democracy, internal settings like organizational structures, and employee participation that can help deliver the greatest performance in their human resources. Numerous past studies such as (Raza, Mahmood, Owais, & Raza, 2015; wadhwa & Vereghese, 2015) have found that empowerment has a positive effect on job satisfaction. The other studies, (Soltanahmadi, Pashavi, & Nekouei, 2013; Insan, Astuti, Raharjo, & Hamid, 2013; Kun, Hai – yan, & Linli, 2017), as well found a positive effect between empowerment and organizational commitment. On the other hand, Laschinger, Finegan, and Shamian (2019) established that developing an environment that enhances and inspires the application of empowerment at the workplace would have a positive impact of employees' commitment, which ultimately leads to better organizational effectiveness.

### **2.3. Summary of Reviewed Literature.**

The solution to accomplishing the strategic initiatives for transformation where everything is constantly shifting is adaptive change. Organizations that instil a strong culture of continuous improvements while engaging staff and equipping them with the right tools, learning and attitude will turn their efforts into real tangible improvements, which in turn lead to significant and positive changes for the teams, members and the bottom line. Employee trust is one aspect of the relationship between human actors and organizations that determines the progress or success of change. At the work place, trust also helps employees to feel secure in their jobs and, in turn reduce turn over. Employee engagement is the combination of an employee's emotional response towards their job and their employer with their resulting behaviour at work. (Morris, 2019). Engagement of employees during the organizational change processes enable managers to have a deeper insight of how individuals perceive the changing work environment on an emotional level (Beijer & Gruen, 2016). Empowerment is the foundation for the success of any business that targets improvements in productivity, growth and success. It is the apparatus used to give employees the authority to make decisions and is often times associated with distribution of responsibility from managers to other employees (Saif & Saleh, 2018). It is mainly concerned with developing trust, motivation, participation in decision-making and removing boundaries between employees and management (Meyerson & Dewenttinck, 2019). Employee buy in is the combination of employee enablement, engagement and empowerment for purposes of this study. Buy in is the precious product in a business relationship and the more buy in employees demonstrate in support of the change, the more likely that the change will be successful and sustained over time.



## 2.4. Knowledge Research Gap

All the literature reviewed by the researcher were studies conducted to establish effects and the relationship between Employee enablement, engagement, empowerment or buy in with either organizational capacity, productivity, profitability employee engagement, satisfaction, commitment or service delivery. The reviewed literature was from the global, regional and local levels. Furthermore, the majority of the studies reviewed were conduct on profit oriented, manufacturing, academic organizations or institutions located in advanced economies such as in the UK, United States or Asia (Kumar & Saha, 2017; Vanhala & Kahkonen, 2021; Bakari, Hunjra and Niazi, 2017; Hakeem & Gulzar, 2015; Fernandez & Moldogaziev, 2015.) Whereas a few studies were conducted in Africa, (Karuiki 2015; Brooke - Sumner, Petersen - Williams, Kruger Mahomed and Myers, 2019; Sendawula, Kimuli, Bananuka & Muganga, 2018) none of the studies was focused on the relationship between employee buy in or its constructs on effective implementation of adaptive organizational change in a non-governmental organization based in a third world setting like Uganda. This study is intended to address the highlighted gaps by establishing the effect of employee enablement, engagement, empowerment, and the combined employee buy in on achieving effective change within non-profit organizations located in Uganda, a third world economies. Leaders and managers entrusted with implementing organization change in non-governmental organizations in Uganda and Africa as a whole will find the findings from this study beneficial because it will present suggestions on what and how to communicate, to improve the rate of employee buy in during any change initiative.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter explores the specific procedures and techniques the researcher to adopted in a bid to identify, select, process and analyse information about the influence of employee buy in on adaptive organizational change implementation within non-governmental organization. It starts by describing the research adopted design, the research site, target population and the study sample. It proposes the procedures that were used for data collection, data processing and analysis, and concludes by pointing out the legal and ethical considerations the researcher abided by.

#### 3.2 Research Design

The function of a research design is to ensure that the evidence obtained enables the researcher to effectively address the research problem (De Vaus, 2001). This study adopted a cross sectional research design. A cross sectional survey is one in which data is collected at one point from a sample selected to describe some large population at that time (Orodho, 2012). Whereas it cannot be used to analyse behaviour of variables over a period, cross sectional research design was appropriate for this study because it enabled the researcher to gather evidence to establish the extent to which the three aspects of employee buy in influenced the effective implementation of adaptive organizational change in non-governmental organization in Uganda. The design can be used for description purposes as well as determination of the relationship between the variables at the time of the study (Orodho, 2012). It allowed the researcher to collect data from a larger sample in addition

to gathering both quantitative and qualitative data. This enhanced analysis and interpretation before arriving at the study's main conclusion.

### **3.3 Research Site**

Creswell (2012) defines research site as the actual geographical location of the study. This study was conducted at Uganda Save the Children, an international, one of the prominent non-governmental organizations. The headquarters are located in Kampala, the capital city where the senior Leadership Team (SLT) led by the Country Director and 96 other staff members holding different positions sit. These are responsible for establishing policies, guidelines and strategic objectives as well as providing leadership and direction for quality management. The organization has its presence in five regions spread across the country, each with a fully-fledged regional office. These include the central, Eastern, Western, Northern and the West Nile regions with Offices located at Wakiso Municipality, Moroto Municipality, Gulu City, Arua City and Fort portal city respectively,.

### **3.4 Target Population**

Target population is the largest set of individuals, entities or items that is of interest for the research Singh (2007). The target population for this study was comprised of employees deployed in the five regions of Save the Children Uganda who are commonly referred to as field officer. The total number of field employees is 353, according to the Save the children Uganda staff list, 2021. The fundamental categorisation of the employees at the organizations include 34 Managers, 53 Coordinators and 266 Officers. The breakdown of the 353 field employee across the five regions is 32 staff in the Northern region, 38 in the Central Region, 75 in the Eastern Region, 110 in the Western Region and 98 in the West Nile Regions. They conduct project activities that benefit beneficiaries in the thematic areas

including Health& Nutrition, Education, Child protection and Child Poverty and Livelihood.

Table 3.1 Save the Children field staff distribution per region.

	<b>Managers</b>	<b>Coordinators</b>	<b>Field Officers</b>	<b>Total</b>
<b>Northern</b>	5	2	25	<b>32</b>
<b>Central</b>	2	9	27	<b>38</b>
<b>Eastern</b>	8	14	53	<b>75</b>
<b>Western</b>	9	17	84	<b>110</b>
<b>West Nile</b>	10	11	77	<b>98</b>
<b>Total</b>	<b>34</b>	<b>53</b>	<b>266</b>	<b>353</b>

### 3.5 Study Sample and Sampling Technique

Sampling is defined as the selection of the subset of individuals from within a population to estimate the characteristics of the population (Singh & Masuku, 2014). The general research principle is that sample size should represent between 10 and 30 % of the population but for a population of less than 1,000, more than 30% of the target population is advisable to ensure representativeness. Using the Krejcie and Morgan method to determine the sample size, from the 353 target population, 182 employees formed a sufficient sample for this study. The 182 staff were selected using the simple random sampling method to ensure that all staff in the five regions had equal chances of being represented in the survey basing on the category in which they fall. The table below shows the sample frame representing the percentage of each category of staff included in the sample.

Table 3.2 Sample Frame.

<b>Category</b>	<b>Total number of Staff</b>	<b>Sample Size</b>	<b>Sampling Technique.</b>
<b>Managers</b>	34	18	Purposive Sampling
<b>Coordinators</b>	53	28	Simple Random
<b>Officers</b>	266	136	Simple Random
<b>Total</b>	353	182	

### 3.6 Data collection

The study employed questionnaires as the tool to capture responses from all the three categories of employees (Managers, coordinators and officer). The questionnaires were structured in a way that enabled respondents to provide responses to semi structured and Likert scale questions. The questionnaires were composed of four sections labelled section I, II, III, IV & V. Section I was designed to capture employee's personal details while section II posed questions that required respondents to share their opinion on the influence of employee enablement during the implementation of adaptive organizational changes. Section III sought the opinions of the respondents on the influence of employee engagement while section IV sought their opinion on the influence of employee empowerment during the implementation of adaptive organizational changes. Last. Section V prompted respondents to share their level of agreement to the statements that were meant to measure effective adaptive or organizational change. Respondents were expected to provide responses to all the questions provide in the entire questionnaire.

The researcher followed systematic data collection procedures to precisely collect data from the field staff. Data was gathered through questionnaires that were sent to the

respondents via their individual organizational email addresses. Since this research was conducted in Uganda, presentation of an introductory letter from African Nazarene University to the Director Human Resource by the researcher was sufficient for the data collection process to proceed. The letter of introduction clearly stated that the information so collected would be specifically used for educational purposes only. This was intended mitigate the likelihood of employees being reluctant to accurately respond to the questions raised. Prior to sending the questionnaires to the respondents, the researcher endeavoured to reach out to the targeted respondents by phone call to purposely explain the aim of the study to reassure, allay fears and boost their confidence.

### **3.7 Pilot Study**

Pilot study is a small study conducted to ensure validity and reliability of the research instruments and other techniques in preparation for the main study. Given the fact that these questions were introduced for the first time, the researcher conducted a pre-test on the questionnaire design during the question development to better understand how respondents comprehend or think about the issues raised. This pilot testing was conducted on 18 Save the Children staff members based at the Country Office headquarters. These were employees with the same categorization as the staff in the regional offices. They were selected using convenient sampling and did form the sample population for the actual study. The researcher sent these questionnaires to 2 managers, 3 coordinators and 13 officers to ensure that the requirement of participants in the pilot study to have similar characteristics as the intended participants,

### **3.8 Validity of Research Instrument**

Validity refers to the extent a method of measure produces results that correspond to the real properties, characteristics in the physical or social world (Middleton, 2019). The researcher sought the support of the supervisors and fellow staff at Save the Children Country Office to ascertain the quality and clarity of the questions presented in the questionnaire. The results obtained from the respondents of the pilot study helped in establishing whether the sample population would understand the items in the questionnaire. The comments from the supervisors and fellow staff formed the basis for making improvement on the questionnaires before embarking on the data collection exercise.

### **3.9 Reliability of Instruments**

Reliability refers to the extent a method of measure consistently achieves the same results under the same circumstances. (Middleton, 2019). The researcher ran the Cronbach alpha using SPSS version 20 to compute the reliability of the questionnaire. The Cronbach alpha scale of 0.764, which is above the threshold, was returned from the pilot study. This indicated a high level of internal consistence, implying that the scale was reliable.

### **3.10 Data Collection Procedures**

Data collection procedures refer to the systematic steps that the researcher follows to effectively collect data from the field. The researcher sought for an introductory letter from Africa Nazarene University, which was presented to Save the Children – Uganda Country Office Human Resource Director for authorization to conduct the study in the organization. The researcher did not seek for a permit from the National Council of Science

Technology, and Innovation (NACOSI) since this is not a cardinal requirement for conducting research in Uganda. The researcher also took advantage of the all staff bi weekly online meetings explain to the staff members the purpose of the research before disseminating the questionnaires. . This was then be followed by sending the questionnaires to the individual employees emails for response.

### **3.11 Data Processing and Analysis**

Data processing and analysis is the process of inspecting, sorting and transforming data into information that addresses the study objectives (Cohen, et. al, 2013). Qualitative and quantitative analysis techniques were used to analyse data, which included presentation of findings by the use of tables and figures. To ensure completeness and comprehensiveness the researcher thoroughly edited and checked the collected data. The Statistical Package for Social Science (SPSS) version 20 was used to analyse both descriptive and inferential statistics for the data so collected. Descriptive statistics was employed to describe the response rate and the demographic characteristics of the respondents. Results in regards to the response frequencies, means and standard deviation were presented in tables and figures. Inferential statistics were analysed by the use of Pearson correlation coefficient and multi regression statistics. Pearson correlation were computed to measure the strength of the relationship between employee enablement, employee engagement and employee empowerment with adaptive organizational change within international non-governmental organizations in Uganda. Multi regression statistics were used to computed and analyse the three employee buy in components to predict the levels of adaptive organizational change in international non-governmental organizations of Uganda.



### **3.12 Legal and Ethical considerations**

Research ethics refers to the appropriate behaviour of research relative to the norms of society (Zikmund, Babib, Carr & Griffin, 2013). The researcher considered all the issues on such critical steps as problem phasing, data collection, data analysis and interpretation to ensure that none of the legal or ethical issues was contravened during the research exercise. The researcher collected data and the subsequent exercises after securing authorization from the Director Human Resource and Administration of Save the Children. At the time of analysis and interpretation of the findings, the researcher endeavoured to ensure that the results are free of any bias. No attempt was made to improve the validity or reliability of the research. Critical also was that the researcher refrained from involvement in fraud in a bid to hoodwink the university or the other audience. The researcher pledges to avoid publishing other students work in his name or even to fraudulently duplicate publications of similar research in different journals or other work. The researcher strived to abide by the regulations and issues including safeguarding the privacy, dignity and respect of the study participants. This was achieved by ensuring that the names, identities or particulars of the study participants are not disclosed in any way save only with exclusive consent by the concerned participant.

## CHAPTER FOUR

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

As table 4.1 shows, one hundred and eighty two questionnaires were sent out and one hundred forty one were fully completed and returned. This represents a 78% response rate. A Cronbach test was conducted to ascertain the reliability of the questionnaire, and a coefficient of 0.764 was returned indicating that the questionnaire was reliable. This chapter presents the characteristics of the respondents and concludes by reporting the analysis and interpretation of the findings based on the influence of employee buy in on adaptive organizational change within international organizations in Uganda.

Table 4.1: Results on Response Rate

Tool	Target response	Actual response	Response rate
Questionnaire	182	141	78.0%
<b>Total</b>	182	141	78.0%

Source: Primary data, 2022

#### 4.2: Characteristics of Respondents

Table 4.2 shows the demographic characteristics of the respondents

Table 4.2: Background Characteristics of the Employees

Demographic Characteristics		Frequency (N = 141)	Percentage (%)
<b>Gender</b>	Male	59	41.8
	Female	82	58.2
<b>Position</b>	Manager	30	21.3
	Coordinator	39	27.7
	Filed Officers	72	51.1

<b>Period worked in Years</b>	Less than 1	19	13.5
	1- < 2	43	30.5
	2 - 5	36	25.5
	Above 5	43	30.5
<b>Unit of Work</b>	Health & Nutrition	26	18.4
	Education	61	43.3
	Child Poverty & Livelihood	26	18.4
	Child protection and CRG	28	19.9

*Source: Primary data, 2022*

As seen from the table, in terms of gender, the majority of the respondents 82 representing 58.2% were female while the remaining 59 respondents representing 41.8% were male. In terms of positions held, 30 employees were categorised as managers, 39 as coordinators and 72 as field officers, representing 21.3%, 27.7% and 51.1% respectively. This implies that, as expected, the majority of respondents were field officer. In terms of experience, the majority of the respondents (122) representing 86.5 % had worked with Save the Children for more than a year, while only 19, representing 13.5 % had worked with the Organization for less than a year implying that the respondents had adequate experience with the organization. In terms of areas of operation, Education, with 61 respondents and representing 43.3% of the total number of respondents was the thematic area with the highest number of employees. This was followed by Child Protection and CRG, Child poverty & Livelihood, and Health & Nutrition thematic areas that had 28 (19.9%), 26 (18.4%) and 26 (18.4) respondents respectively.

#### **4.3 Presentation of Analysis, Findings and Interpretations**

The purpose of this study was to establish the influence of employee buy in on adaptive organizational change within non-governmental organizations in Uganda. Participants

were asked to share their level of agreement to the statements that were developed to measure the constructs of employee buy in and adaptive organizational change using a 5 scale Likert, by ticking the appropriate scale( 1 being Strongly Disagree and 5 being Strongly Agree).

#### **4.3.1. Employee Enablement and Adaptive Organizational Change within Ugandan International Non-government Organizations**

The first objective of the study was to determine the relationship between employee enablement and adaptive organizational change within International Non-government organizations in Uganda.

Table 4.3: Findings on Employee enablement.

<b>Employee enablement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Deviation</b>
Supportive work environment	0(0.0)	7(5.0)	10(7.1)	87(61.7)	37(26.2)	4.09	0.73
Job Related training & Development	0(0)	8(5.7)	28(19.9)	75(53.2)	30(21.3)	3.90	0.80
Adequate Work Equipment	0(0)	(1.4)	31(22.0)	59(41.8)	49(34.8)	4.10	0.79
<b>Composite Mean &amp; Standard Deviation</b>						<b>4.03</b>	<b>0.77</b>

*Scale: 4.20-5.00 Very High, 3.40-4.19 High, 2.60-3.39 Average, 1.80-2.59 Low, 1.00-1.79 Very Low*

*Source: Primary Data (2022)*

Three statements were developed to measure the participants' level of agreement to the employee enablement construct. The statements were related whether (1) the organization provides supportive work environment, (2) adequate job related training and development were offered and (3) employee are provided with adequate work equipment during adaptive change. The results in Table 4.3 shows on overall, a high level of employee enablement within International Non-government Organizations in Uganda ( $M = 4.03$ ,  $SD = 0.77$ ).

There is however high level of variation with some employees reporting very high levels as opposed to others who reported employee enablement as low ( $SD > 0.5$ ). This could be attributed to experiences witnessed among the different employees. As in the Table, there is conducive supportive work environment, frequent job related training & development along with provision of adequate work equipment and supplies during adaptive organizational change.

Table 4.4 Findings on Adaptive Organizational Change.

<b>Adaptive Organizational Change</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Deviation</b>
Performance improvement	0(0)	19(13.5)	55(39.0)	62(44.0)	5(3.5)	3.38	0.76
Improved Compliance to processes	0(0)	11(7.8)	47(33.3)	46(32.6)	37(26.2)	3.77	0.93
Enhanced Employee Satisfaction	0(0)	2(1.4)	42(29.8)	67(47.5)	30(21.3)	3.89	0.75
Minimal Teething Challenges	0(0)	0(0)	43(24.1)	73(51.8)	34(24.1)	4.00	0.70
<b>Composite Mean &amp; SD</b>						<b>3.76</b>	<b>0.78</b>

*Scale: 4.20-5.00 Very High, 3.40-4.19 High, 2.60-3.39 Average, 1.80-2.59 Low, 1.00-1.79 Very Low*

*Source: Primary Data (2022)*

Four statements were developed to measure the level of participants' agreement to the constructs of adaptive change in international organizations. The statements were whether (1) Adaptive change leads to improved performance, (2) improved compliance to organizational processes, (3) enhanced employee satisfaction and (4) results into minimization of teething challenges. Table 4.4 shows an overall high level of adaptive change within international non-governmental organizations in Uganda ( $M = 3.76$ ,  $SD = 0.78$ ). There is however, variation in the level of agreement to the statements with some reporting high on improved compliance to processes, enhanced employee satisfaction and

minimal teething challenges, but reporting low on performance improvement ( $M = 3.38$ ,  $SD = 0.76$ ).

In order to get the relationship, Pearson Correlation analysis was done and the correlational results between Employee Enablement and adaptive organizational change are indicated in Table 4.5.

Table 4.5: Results on the Relationship between Employee Enablement and Adaptive Organizational Change.

		Correlations	
		Adaptive_Org_Change	Emp_Enablement
<b>Adaptive_Org_Change</b>	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
	N	141	141
<b>Emp_Enablement</b>	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	
	N	141	141

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

The table results indicate a positive correlation/relationship between employee enablement and adaptive organizational change within the international non-government organizations of Uganda ( $r = 0.530$ ). This relationship is statistically significant at 5% level of significance ( $p = 0.000 < 0.05$ ). The null hypothesis that there is no relationship between employee enablement and adaptive organizational change within the international non-government organizations of Uganda is therefore rejected. There is thus adequate evidence that shows a positive significant relationship between employee enablement and adaptive organizational change, such that increases in enablement is followed by improvements in adaptive organizational change and vice versa, since the null hypothesis was rejected.

### 4.3.2 Employee Engagement and Adaptive Organizational Change within Ugandan International Non-government Organizations

The second objective of the study was to determine the influence of employee engagement on adaptive organizational change within International Non-government organizations in Uganda. The Descriptive results showing the extent of employee enablement as one of the independent variables are as presented in Table 4.6.

Table 4.6: Findings on Employee Engagement.

<b>Employee Engagement</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Deviation</b>
Workplace Relationship & Respect	0(0)	9(6.4)	46(32.6)	65(46.1)	21(14.9)	3.70	0.80
Recognition & Reward	0(0)	9(6.4)	76(53.9)	51(36.2)	5(3.5)	3.37	0.66
Alignment of employees view and Management	5(3.5)	35(24.8)	31(22.0)	70(49.6)	0(0)	3.18	0.93
<b>Pooled Mean &amp; SD</b>						<b>3.41</b>	<b>0.80</b>

*Scale: 4.20-5.00 Very High, 3.40-4.19 High, 2.60-3.39 Average, 1.80-2.59 Low, 1.00-1.79 Very Low*

*Source: Primary Data (2022)*

Three statements were developed to measure the participants' level of agreement to employee engagement construct. The statements were related whether (1) there is a conducive workplace relation & respect during adaptive change, (2) appropriate recognition and rewards are offered and (3) whether employees' views are aligned with those of management during adaptive change. The results in Table 4.6 shows on overall a high level of employee engagement within International Non-government Organizations in Uganda ( $M = 3.41$   $SD = 0.80$ ). There is however high level of variation with some employees reporting high in regards to workplace relationship and respect item ( $M=3.70$ ,

SD 0, 80) levels as opposed to recognition & reward and alignment of employees views with management which reported average levels of (M=3.37, SD= 0.66) and (M=3.18, SD 0.80) respectively.

In order to obtain the relationship, Pearson Correlation analysis was done and the correlational Results between Employee Engagement and adaptive organizational change are in Table 4.7.

Table 4.7: Results on the Relationship between Employee Engagement and Adaptive Organizational Change.

		<b>Correlations</b>	
		<b>Adaptive_Org_Change</b>	<b>Emp_Engagement</b>
<b>Adaptive_Org_Change</b>	Pearson Correlation	1	.393**
	Sig. (2-tailed)		.000
	N	141	141
<b>Emp_Engagement</b>	Pearson Correlation	.393**	1
	Sig. (2-tailed)	.000	
	N	141	141

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

Table 4.7 results indicate a low positive correlation/relationship between employee engagement and adaptive organizational change with the international non-government organizations of Uganda( $r = 0.393$ ). This relationship is statistically significant at 5% level of significance ( $p = 0.000 < 0.05$ ). The null hypothesis that there is no significant relationship between employee engagement and adaptive organizational change with the international non-government organizations of Uganda is hence rejected. There is thus adequate evidence that a low positive significant relationship exists between employee engagement and adaptive organizational change in international non governmental



organizations in Uganda, such that increases in engagement is followed by improvements in adaptive organizational change and vice versa, since the null hypothesis was rejected.

### 4.3.3 Employee Empowerment and Adaptive Organizational Change within Ugandan International Non-government Organizations

The third objective of the study was to examine the effect of employee empowerment on adaptive organizational change within International Non-Government Organizations in Uganda.

Table 4.8: Descriptive Findings on the Extent of Employee Empowerment within Ugandan International Non-government Organizations

<b>Employee Empowerment</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Deviation</b>
Freedom To select & Evaluate what to do	0(0)	40(28.4)	70(49.6)	30(21.3)	1(0.7)	2.94	0.72
Participation in Decision Making	8(5.7)	20(14.2)	52(36.9)	61(43.3)	0(0)	3.18	0.88
Freedom to express views	10(7.1)	34(24.1)	57(40.4)	39(27.7)	1(0.7)	2.91	0.91
<b>Pooled Mean &amp; Standard Deviation</b>						<b>3.01</b>	<b>0.84</b>

*Scale: 4.20-5.00 Very High, 3.40-4.19 High, 2.60-3.39 Average, 1.80-2.59 Low, 1.00-1.79 Very Low*

*Source: Primary Data (2022)*

Three statements were developed to measure the participants' level of agreement to employee empowerment construct. The statements were related whether (1) the organization accords employees the freedom to select and evaluate what to do, (2) employees have the liberty to participate in decision-making and (3) they have the freedom to express their views. The results in Table 4.8 shows on overall average level of employee empowerment within International Non-government Organizations in Uganda ( $M = 3.01$   $SD = 0.84$ ). All the employee reported average levels on freedom to self-sect what to ( $M =$

2.94, SD = 0.72), participation in decision-making (M= 3.18, SD = 0.88) and freedom to express views (M= 2.91, SD = 0.91).

To address this objective, Pearson Correlation analysis was undertaken and the results are in Table 4.9.

Table 4.9: Results on the Relationship between Employee Empowerment and Adaptive Organizational Change.

<b>Correlations</b>			
		<b>Adaptive_Org_Change</b>	<b>Emp_Empowerment</b>
	Pearson Correlation	1	.421**
<b>Adaptive_Org_Change</b>	Sig. (2-tailed)		.000
	N	141	141
	Pearson Correlation	.421**	1
<b>Emp_Empowerment</b>	Sig. (2-tailed)	.000	
	N	141	141

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

Table 4.9 results indicate a positive moderate correlation/relationship between employee empowerment and adaptive organizational change with the international non-government organizations of Uganda ( $r = 0.421$ ). This relationship is statistically significant at 5% level of significance ( $p = 0.000 < 0.05$ ). The null hypothesis that there is not significant relationship between employee empowerment and adaptive organizational change with the international non-government organizations of Uganda is rejected. There is thus adequate evidence that a positive significant relationship exists between employee empowerment and adaptive organizational change such that increases in empowerment in international non governmental organizations is followed by improvements in adaptive organizational change and vice versa, since the null hypothesis was rejected.

#### 4.3.4 Combined Buy-in and Adaptive Organizational Change within Ugandan International Non-government Organizations

The Fourth and last objective of the study was to establish the combined effect of employee buy in on adaptive organizational change within International Non-Governmental Organizations in Uganda. To address this objective, a Multiple Regression model was fitted following a regression analysis. The Results are shown in Table 10:

Table 10: Results for the Influence of combined effect of employee buy in on Adaptive Organizational Change.

Coefficients <sup>a</sup>						
Model	Unstandardized		Standardized	T	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	1.792	.252	7.099	.000	
1	Employee Enablement	.288	.057	.398	5.025	.000
	Employee Engagement	.116	.078	.126	1.489	.139
	Employee Empowerment	.135	.061	.187	2.211	.029
<b>R = .582</b>						
<b>R<sup>2</sup> = .339</b>						
<b>F = 23.448</b>						
<b>P = 0.000</b>						
<i>a. Dependent Variable: Adaptive_Org_Change</i>						

The results in Table 10 show that employee enablement , employee engagement and employee empowerment are joint employee buy in dimensions that significantly predict Adaptive Organizational Change among Ugandan International Non-government Organizations,  $F = 23.448$ ,  $p = 0.000 < 0.05$ . The multiple correlation coefficient of .405 reveals a positive but weak correlation between buy in and Adaptive Organizational Change among Ugandan International Non-government Organizations. The null

hypothesis that employee buy in has no influence on Adaptive Organizational Change among Ugandan International Non-government Organizations is rejected. There is thus sufficient evidence that employee buy in has a significant influence on Adaptive Organizational Change among Ugandan International Non-government Organizations at 5% level of significance. The result as shows that employee enablement , employee engagement and employee empowerment as environment work dimensions are explained by 33.9% of the variation in Adaptive Organizational Change among Ugandan International Non-government Organizations ( $R Square = .339$ ). The remaining 66.1% of the variation in Adaptive Organizational Change among Ugandan International Non-government Organizations is explained by other factors not considered in this study.

The results as fitted in the model in Table 4.10 show that Results however show that employee enablement has got a statistically significant positive influence on Adaptive Organizational Change among Ugandan International Non-government Organizations ( $\beta = .288, p < 0.000 < 0.05$ ). This result shows that keeping other factors in the model constant, a unit increase in the level of employee enablement improves Adaptive Organizational Change among Ugandan International Non-government Organizations by 0.288 units and vice versa.

As presented fitted in the model and in Table 10, employee empowerment has a statistically significant positive influence on Adaptive Organizational Change among Ugandan International Non-government Organizations ( $\beta = .135, p = .029 < 0.05$ ). This result indicates that keeping other factors in the model constant, a unit increase in the level of employee empowerment increases Adaptive Organizational Change among Ugandan International Non-government Organizations by 0.135 units and vice versa.

The study result on the overall show that the influence of the different employee buy in dimensions is highest with employee enablement ( $t = 5.025$ ) followed by employee empowerment ( $t = 2.211$ ) and insignificantly lowest with employee engagement ( $t = 1.489$ ). This result is indicative of the need for the management of International Non-government Organizations to always prioritize employee enablement followed by employee empowerment in the respective order to better Adaptive Organizational Change among Uganda.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents discussion, conclusions and recommendations based on the findings that were conducted to establish the relationship between employee buy in and adaptive organizational change within non-government organizations.

#### 5.2 Discussion.

The general results of the research revealed that employee enablement, employee engagement and employee empowerment as the joint employee buy in dimensions have an influence on adaptive organizational change within non-governmental organizations in Uganda. The null hypothesis that employee buy in has no influence on Adaptive Organizational Change among Ugandan International Non-government Organizations was rejected. There was thus sufficient evidence to prove that employee buy in has a significant influence on Adaptive Organizational Change among Ugandan International Non-government Organizations at 5% level of significance. Whereas the results were in agreement with a substantial number of studies highlighted in the literature review, some were not in agreement with these findings.

##### 5.2.1 Employee enablement and adaptive organizational change.

The first objective was to determine the influence of employee enablement on adaptive organizational change in International non-governmental organizations in Uganda. The findings revealed a moderate positive relationship between employee enablement and adaptive organizational change enablement in relations to adaptive organizational change. These findings concur with the study conducted by Ramchandani and Singh (2021) in

which employee enablement, alongside employee engagement and empowerment were identified as the key drivers for employee Centric Organizations with impact on employees, customers and the organizations. It is also in concurrence with the study conducted by Permana (2021) that focused on manufacturing industries in Indonesia. Whereas it revealed that the key driver for enablement as a predictor was infrastructure for data sharing, this study revealed that employee enablement was positively and significantly related with employee excellence. The findings, as supported by other studies such as Markos & Sridevi (2019) suggest that cultivating a supportive work environment, provision of job related training and development, as well as provision of adequate work equipment will significantly improve adaptive organizational change in non-governmental organizations in Uganda. These results also partly agree with Singh (2019) whose study was undertaken to understand the impact of employee engagement and enablement on individual and workplace outcomes, in the Australian agricultural industry. Singh(2019). Like in this study found that workplace factors promoting employee engagement were well documented in the literature but less so with employee enablement. His findings also revealed that sociodemographic factors such as age, gender, job tenure and job location along with their impact on employee engagement and enablement were under exploited.

### **5.2.2 Employee engagement and adaptive organizational change.**

The second objective of this study was to assess the influence of employee engagement on adaptive organizational change. The findings indicated a low positive correlation/relationship between employee engagement and adaptive organizational change within international non-government organizations of Uganda. These findings are in agreement with Bhana & Suknunan (2021) authored a paper at Durban University of

Technology, South Africa., which established that internal employee engagement demonstrates a significant difference across job level categories. The study also found that there was more employee disengagement than engagement at the institution, leading to employee stress, increased employee turnover and minimal employee productivity. These findings are however, in disagreement with the study results conducted by Popli & Rizvi (2016) across the service sector the Delhi National Capital Region (DNCR), India. The research results from the study revealed a significant relationship between leadership styles and employee engagement and additionally highlighted the importance and significant roles of employee engagement and the role of leadership styles play in developing a culture of engagement. These results are in line with Beijer & Gruen (2016), who asserted that engagement of employees during organizational change processes enables managers to have a deeper insight of how individuals perceive the changing work environment on an emotional level. They are however not entirely in agreement with the study conducted by Osborne and Hammoud (2017) which revealed reward and recognition, empowering employees and building bond between employees and managers as the prominent themes. The results also revealed that well as the item of building workplace relations highly contribute to adaptive organizational change, reward and recognition plus alignment of employees' views with those of management may not necessarily increase adaptive organizational change. These results totally disagree with Kariuki (2015) who conducted a study with the aim to establish the role of job design on employee engagement, targeting employees at different levels at the Presbyterian University of East Africa. The regressed variables and study finding showed that skill variety, task identity, job design and job feedback significantly and positively influenced employee engagement at the university.



### **5.2.3 Employee empowerment and adaptive organizational change**

The third objective was to examine the influence of employee empowerment on adaptive organizational change. The findings indicated a moderate positive correlation/relationship between employee empowerment and adaptive organizational change with the international non-government organizations of Uganda. These results indicate that keeping other factors in the model constant, increasing the level of employee empowerment increases Adaptive Organizational Change among Ugandan International Non-government Organizations and vice versa. These findings concur with the study conducted by Fernandez & Moldogaziev (2018) to conceptualise employee empowerment as a multifaceted approach composed of several practices aimed at sharing information, resources, rewards and authority with lower level employees and whose purpose was to speculate the effect of these different empowerment practices on job satisfaction in the U.S federal bureaucracy. The empirical analysis results of this study indicated that empowerment practices aimed at promoting self-determination have positive and sizable effects of job satisfaction.

The findings also revealed that freedom for employees to self select what to do, participation in decision making processes and freedom to express views just averagely contribute to employee empowerment. These findings are not in agreement with Kariuki & Murimu (2015) that was conducted on employees of Tata Chemicals, Magadi Limited found in Kenya to examine the link between four dimensions of empowerment (autonomy, decision making, information sharing and training) and organizational performance using age gender and tenure as control variables. The results of their regression analysis on employee empowerment and performance revealed that training and information sharing

had moderate contributions towards employee empowerment while autonomy and decision-making had no significant contributions to organizational performance. These findings also seem to disagree with Kumar & Kumar (2017) who established that employee empowerment is a kind of motivational strategy that gives employees a sense of satisfaction towards their job and organization. The reason could be that Kumar & Kumar (2017) study was conducted on employees working with a private electronic company yet this study was conducted on a nongovernmental organization.

#### **5.3.4 The combined influence of employee buy in and adaptive organizational change.**

The last objective was to establish the combined influence of employee buy in on adaptive organizational change. There was sufficient evidence to suggest that employee buy in has a significant influence on Adaptive Organizational Change among Ugandan International Non-government Organizations. The result also revealed that employee enablement, employee engagement and employee empowerment as environment work dimensions are explained by 33.9% of the variation in Adaptive Organizational Change among Ugandan International Non-government Organizations. The remaining 66.1% of the variation in Adaptive Organizational Change among Ugandan International Non-government Organizations is explained by other factors not considered in this study. This could be the reason Armenakis, Bernerth, Pitts and Walker (2018) identified five other important precursors that determine the degree of buy-in by organizational change recipients.

The results also revealed that employee empowerment has a statistically significant positive influence on Adaptive Organizational Change among Ugandan International Non-government Organizations which indicates that keeping other factors in the model constant,

a unit increase in the level of employee empowerment increases Adaptive Organizational Change among Ugandan International Non-government Organizations by 0.135 units and vice versa. The study result on the overall show that the influence of the different employee buy in dimensions is highest with employee enablement, followed by employee empowerment) and insignificantly lowest with employee engagement. This result is indicative of the need for the management of International Non-government Organizations to always prioritize employee enablement followed by employee empowerment in the respective order to better Adaptive Organizational Change among Uganda.

These findings greatly differ from those of James IV (2016), whose findings identified other strategies that managers should employ to gain employee buy in during change initiatives. James IV (2016) instead identified constructive communication, leadership behaviour, performance management, employee management and employee motivation. There also exists wide differences between these findings and those that were conducted by Summer, Williams, Mahomed and Myers (2019). In their study conducted to investigate health perception and experience adopting health innovations in South Africa, Summer, Williams, Mahomed and Myers (2019) had other results. The constraints to innovations that the participants to this study described were employees' lack of understanding of potential benefits, staff personalities, high workload, frequent policy changes and suboptimal communications. This finding slightly contradicts Azizo (2019) who conducted a study to find how organizations can effectively communicate with employees during a rebrand in order to obtain employee buy in. The research on branding that was conducted on both employees and customers employing online surveys for the quantitative level

design with interviews used for qualitative level design, the researchers found that employees want to feel that it connects them on a personal level (Azizo, 2019)

### **5.3 Summary of Main Findings**

The findings revealed that on the overall the influence of the different employee buy in dimensions is highest with employee enablement, followed by employee empowerment) and insignificantly lowest with employee engagement.

### **5.4 Conclusion**

The study result on the overall show that the influence of the different employee buy in dimensions is highest with employee enablement followed by employee empowerment and insignificantly lowest with employee engagement. These results are indicative of the need for the management of International Non-government Organizations to always prioritize employee enablement followed by employee empowerment and then employee engagement in the respective order if they are to realise an effective Adaptive Organizational Change among Uganda.

### **5.5 Recommendations**

After establishing that employee enablement had the highest positive and significant relationship with adaptive organizational change, it is critical for change managers and senior leadership teams for Nongovernmental organizations to pay special attention the constructs of employee enablement. These include to ensure that they cultivate a conducive work environment, provide job related training and development, as well as provide adequate work equipment and supplies if they are to realise effective adaptive organizational change.

## **5.6 Areas of Further Research.**

Since this study was conducted on participants drawn from non-governmental organizations, it would be ideal further study to be conducted on organizations based in other sector, both in for profit and not for profit. These could include academic, manufacturing, transport, health among others to concretize or dispute the findings.

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## APPENDICES

### Appendix I: Staff questionnaire

Please fill the questionnaire by ticking (√) your appropriate response or by giving short answers to the open-ended questions below.

#### SECTION (A): Demographic Information

- (a) What is your gender? Male ( ): Female ( ): Others ( )
- (b) What is your job title? Manger ( ): Coordinator ( ): Officer ( )
- (c) For how long have you worked with Save the Children?  
Below 1 yr. ( ) 1 – 2 yrs. ( ) 2 -5 yrs. ( ) Above 5 yrs. ( )
- (d) What is your region of operation?  
Central ( ) Northern ( ) Eastern ( ) Western ( ) West Nile ( )
- (e) In what thematic area do you work?  
Health and Nutrition ( ) Education ( ) Child Poverty & Livelihood ( )  
Child Protection and CRG ( ).
- (f) What type of adaptive changes have you experienced at Save the Children?  
Implementation of new practices ( ) Change in employee description ( ) Change to organizational structure ( ) Geographical relocation ( ) others ( ). Please specify.....

#### SECTION (B): Employee Enablement and adaptive organizational change in my region

- (g) Employees of Non-Government organizations hold different opinions on the extent to which they are enabled to effect adaptive organizational change initiatives. The table below provides statements related to employee enablement on adaptive Organizational Change. Please share your opinion on your level of agreement by ticking (√) the appropriate scale (1 to 5), 1 being strongly disagree and 5 being strongly agree.

**1. =Strongly Disagree, 2. = Disagree, 3= Undecided (Neutral), 4 = Agree, 5 = Strongly Agree.**

Statement	1 (SD)	2(D)	3(N)	4(A)	5(SA)
B (1) Management in my region cultivates a supportive work environment for employees during adaptive organizational change.					
B (2) The job related training and development provided by the organization enables employees to carry out essential tasks effectively.					
B (3) The employees in my region are provided with adequate work equipment					

and supplies to accomplish adaptive change initiatives.					
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**SECTION (C): Employee engagement and adaptive organizational change in my region**

- (h) Employee engagement is the combination of emotional response towards their jobs and their employers with their resulting behaviour at work. We have provided a list of statements related to the dimensions of Employee engagement that we feel need to be fostered in an organization to drive performance during adaptive organizational change. Please rate on a scale of 1 – 5; 1 being no influence and 5 being significant influence, by ticking appropriately your level of agreement to the statements using the provided scale below.

**1 = Strongly Disagree, 2 = Disagree 3 = Undecided (Neutral), 4 = Agree, 5 = Strongly Agree.**

Statements	1(SD)	2 (D)	3(N)	4(A)	5(SA)
C (1) The workplace relationship and respect amongst employees during adaptive organizational change improves employee engagement during adaptive change in my region.					
C (2) The recognition and rewards offered at my organization via transmitters like salary, esteem, job security are adequate to engage employees during adaptive organizational change.					
C (3) Employees' views during adaptive organizational change initiative in my region are usually aligned with the direction taken by the organization					

**SECTION (D): Employee empowerment and adaptive organizational change in my region**

- (i) Employee empowerment refers to the delegation of powers and responsibility to make decisions from higher levels of the organization to lower levels of the organization hierarchy. We have provided a list of a number of sources of employee empowerment during adaptive organizational change. Please rate your opinion on a scale of 1 to 5; 1 being no influence and 5 being significantly influential, by ticking your level of agreement to the statements using the provided table below.

**1= Strongly Disagree, 2 = Disagree, 3= Undecided (Neutral) 4 = Agree, 5 = Strongly Agree**

	1(SD)	2(D)	3(N)	4(A)	5(SA)
D (1) Employee in my region are given the freedom to self-select what and how they want to do and evaluate during adaptive organizational change, instead of receiving task criteria from managers.					
D(2) The level of employee participation in decision making builds employee empowerment during adaptive organizational change in my region					
D (3) In my region, employee have the freedom to express their views during adaptive organizational change.					

#### **SECTION (E) Adaptive Organizational change.**

- (j) Organizational Adaptive change refers to small and gradual adjustments that organizations and managers make to adapt to daily, weekly and monthly business challenges. They are often associated with fine – tuning of existing processes, products, company culture but do not fundamentally change the organization as a whole. We have provided a list of statements that we think reflect an effective adaptive organizational change. Please rate your opinion on a scale of 1 to 5; 1 being no influence and 5 being significantly influential, by ticking your level of agreement to the statements using the provided table below.

**1= Strongly Disagree, 2 = Disagree, 3= Undecided (Neutral) 4 = Agree, 5 = Strongly Agree**

	1(SD)	2(D)	3(N)	4(A)	5(SA)
E (1). Adaptive organizational change results into performance improvement for employees.					
E (2) Improved compliance to organizational processes by employees signifies an effective adaptive organizational change.					

E (3) Enhanced employee satisfaction is an indication of an effective adaptive organizational change.					
E (4) An effective adaptive organizational change leads to minimal teething problems.					

Thank you for participating in this survey

## Appendix II: AUTHORIZATION LETTER



### COLLECTION OF DATA FROM STAFF

TO: Dragana Strinic  
Country Director

THROUGH: Lawrence M Tiyo  
Director Program Operations

FROM: Moses Robert Mutalya  
Safety & Security Coordinator

DATE: APRIL 8, 2022

**SUBJECT: COLLECTION OF DATA FROM STAFF**

I am conducting a research on **Employee buy in on adaptive organizational change within international non-government organizations; a case of save the children – Uganda**. This is an empirical research project that will be submitted as Partial Fulfillment of the Requirement for the Award of Masters of Business Administration Degree in the Business School of Africa Nazarene University.

This is to kindly seek your permission to collect data from our staff for purposes of achieving my academic carrier. The findings of this research may also inform management planning and decision-making.

**Save the Children Country Office**  
Plot 8406, Dadiri Close  
(off Tank Hill Road), Muyenga  
P. O. Box 12018  
Kampala, Uganda.

**Tel:** +256 (0) 393 260063/+256 (0) 392 261892  
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### Appendix III: Map of Save the Children Regions in Uganda

