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EFFECTS OF CHANGE IN ORGANIZATIONAL FOCUS ON THE PERFORMANCE OF VOLUNTARY SERVICE OVERSEAS - KENYA

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ABSTRACT

Despite their crucial role in development and poverty alleviation and their frequent change of organizational focus, most non-governmental organizations have been recording poor performance in terms of completing projects on time and within the budget, donors satisfaction, beneficiaries satisfaction and achieving the set objectives. Therefore, the purpose of this study was to examine the effects of change in organizational focus on the performance of Voluntary Service Overseas-Kenya. This study utilized a descriptive research design. The target population was all the 85 staff working in finance, human resource, programmes, and fundraising and communications departments in Voluntary Service Overseas, Kenya. Both secondary and primary data were used, secondary data was obtained from the company profile of Voluntary Service Overseas-Kenya while semi-structured questionnaire were used in the collection of primary data. A semi-structured questionnaire contains both open-ended and closed ended questions. The questionnaires generated both qualitative and quantitative data. Qualitative data was analyzed by use of thematic analysis and the results were presented in a narrative form. Quantitative data was analyzed by use of inferential and descriptive statistics with the help of Statistical Package for Social Sciences (SPSS version 22). The study found that change in organizational structure has a positive and significant influence on the performance of Voluntary Service Overseas-Kenya. In addition, findings revealed that change in organizational values has a positive and significant influence on the performance of Voluntary Service Overseas-Kenya. The study also established that change in organizational goals has a positive and significant influence on the performance of Voluntary Service Overseas-Kenya. From the findings, the study therefore recommended that the top management in Voluntary Service Overseas-Kenya should ensure a clear chain of command as well as span of control to facilitate employee clarity. The management should also formulate and implement staff development programmes. In addition, the study also recommended that the management should always seek the opinion of all employees during formulation of strategic goals.

Key Words: Change, Organizational Focus, Structure, Values, Goals Performance

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INTRODUCTION

In most developing countries, governments cannot be the only institutions providing goods and services, alleviating poverty and ensuring continuous development (Wolfson & Mathieu, 2018). Due to increase in the citizens' demands to the governments in developing countries, Non-Governmental Organizations (NGOs) have taken complementary and active roles in the process of harnessing people's potential so as to ensure that there is development. In the past few decades, the interest in and support to NGOs has had a rapid growth in most developing countries (Wanza & Nkuraru, 2016). This is as a result of the persuasion that NGOs are more adaptive, quick and flexible in responding to the needs of the people as compared to the governments.

The NGOs have primarily cooperative or humanitarian objectives as compared to private organizations which predominantly focus on commercial objectives. NGOs include organizations, agencies and institutions that have been established at their own accord so as to undertake altruistic goals without having a profit motive or any control from the government structure in the country that they are established (Thompson & Strickland, 2017). Poor performance of NGOs means many people will lack the provision of services which they enjoy from these NGOs. This leads to the importance of ensuring continued good performance of NGOs. However, NGOs experience a number of common problems and dilemmas, which significantly influence their performance. These problems necessitate change in organizational focus in terms of vision statement, mission statement, organizational values and organizational goals (Théoneste & Mbabazize, 2016).

Generally, great organizations are crystal clear about where they are going, why they are going there, how they will make the journey, and the rules of the road, all which are defined organizational focus. The elements of organizational focus fall into two broad categories: setting direction (organizational and

values) and mapping the strategy (creating the strategic objectives, success measures, structure and strategy to achieve these objectives) (Khan, Afzal & Chaudhry, 2010). Institutional structure influences the profitability of the firm and also affects the productivity of the staff. It is argued that the structure in a firm determines which task is to be performed by whom in the organization. As a result the firm is able to properly arrange its duties hence leading to better attainment of objectives (Nyameh & Jaro, 2014). Organizational values guide an organization's thinking and actions and describe the core ethics or principles which the company will abide by, no matter what. On the other hand, organizational goals are strategically set objectives that outline expected results and guide the efforts of employees. According to Ekpe, Eneh and Inyang (2015) frequent change of organization focus in terms of vision, mission, goals and values impacts on the performance of an organization in different ways.

In China, Wang and Lin (2011) show that the mission statements play positive role in promoting nonprofit performance. In Pakistan, Khan, Afzal and Chaudhry (2010) indicate that goals and objectives, organizational structure and strategic goals had an effect on the overall organization performance of firms. While a clear definition of structure, goals and values are essential in achieving high performance, their frequent change can have a negative effect on performance. In Ghana, Nyameh and Jaro (2014) shows that to achieve good performance, a well-articulated and focused organizational goals must be a pointer for performance, because it defines what performance is and what it is not. Therefore, every organization should be goal-oriented and ensure frequent change of goals in order to control, plan and coordinate performance management, because it is the organizational goals that can impact on the achievement of performance management in the organization.

In Kenya, Otwori and Juma (2017) indicate that there is a significant positive effect of organizational values on employee performance at Kenya Urban Roads Authority. They argued that organizations need to develop a better understanding of organizational values concepts and try to build stronger organizational values through making frequent changes. Muthaa (2018) indicate that adjustment or change focus in terms of mandate, culture, structure, philosophy, goals, objectives and priorities had significant influence on the performance of technical training institutions. Ng'ang'a, Waiganjo and Njeru (2017) indicate that focus in terms of structure, values, objectives/goals had a significant effect on organizational performance of tourism agencies. It was therefore recommended that organizations should ensure frequent review of strategic direction by seeking the views and opinions of the staff.

Statement of the Problem

The NGOs are familiar with social sector, alleviation of poverty and development. Developments in small scale and also those that acquire a high degree in their involvement through familiarizing themselves with the target groups are the NGOs experience (Sohel & Uddin, 2013). It has been asserted that NGOs fail to achieve their target objectives of the project or even leave before task completion despite the role that they play (Sengottuvel & Aktharsha, 2016). There have been cases of NGOs terminating their contracts while others are reluctant to renew their contracts. To improve performance, NGOs constantly need to make changes in their organizational focus in response to the changing operating environment and the changing needs of the communities they serve (Richard, 2013).

In Kenya, some NGOs have demonstrated sound management practices characterized by good governance practices, quality staff, having clear visions and missions among other factors. However, a good number of NGOs have not been able to demonstrate similar characteristics and are facing

management related problems or have closed down. According to Rajab (2015), 956 NGOs in Kenya were facing closure due to financial malpractices among other reasons. In addition, Mauya (2015) indicates that more than half of all projects carried out by non-governmental organizations are not sustainable and collapse in less than one year after the exit of the donors. According to Madlock (2018), 40% of the projects implemented by NGOs were facing time and cost overrun, and more than half of all projects are not sustainable and collapse in less than one year after the exit of the donors. In an effort to improve performance, NGOs have frequently been changing their organizational focus in terms of structure, values and objectives/goals. However, despite these changes, organizational performance in VSO has not been improving.

While dozens of studies have been taken on the effects of change in organizational focus of the performance, there appears to be evident knowledge gap on change on organizational focus in terms of context of the previous studies. Ng'ang'a, Waiganjo and Njeru (2017) conducted a study on influence of strategic direction on organizational performance in tourism government agencies in Kenya. However, the study was limited to tourism government agencies and hence the findings are not generalizable to NGOs. Muthaa (2018) carried out a study on the effect of strategic direction on the performance of technical training institutions in Meru County, Kenya. Nonetheless, the organizational structures as well as the organizational focus of technical training institutions are different from those of NGOs. Therefore, there was a need to examine the effects of change in organizational focus on the performance of Voluntary Service Overseas, Kenya for the last 5 years.

The specific objectives of the study were to:

- Assess the effect of change in organizational structure on the performance of Voluntary Service Overseas-Kenya

- Determine the influence of change in organizational values on the performance of Voluntary Service Overseas-Kenya
- Evaluate the role of change in organizational goals on the performance of Voluntary Service Overseas-Kenya

LITERATURE REVIEW

This study was anchored on goal setting theory of motivation. This theory was forwarded by Edwin Locke in the year 1960. The theory holds that goal setting in an organization is usually attached to the performance of tasks in the firm. The theory indicates that better performance in a firm is as a result of setting specific goals which are also challenging. Further the research indicates that proper feedback also improves performance of the firm. The key catalyst to job motivation is the willingness of the staff to work towards attaining a certain goal. It is argued that in an organization the best motivating factors is a clear, goal which is particular and difficult to attain as compared to easy goals which are too general and vague. The theory indicates that performance in a firm is facilitated through outlining specific goals which are clear. It is further argued that misunderstanding is avoided through setting of unambiguous goals which are clear together with setting of deadline for task completion (Jumba, 2013).

Any goal should be very realistic as well as challenging. Attaining this type of a goal gives persons that feeling of being proud as well as triumph for attaining such a tough goal. Further, attaining one goal encourages one to work hard towards attaining the next goal. More challenging goals are accompanied with great rewards and higher passion of goal achievement. The theory further indicates that presence of feedback of results gives the direction to the firm staff and also directs their behavior hence better performance as compared to lack of feedback. The theory holds that feedback is a way of attaining reputation, making clarifications as

well as controlling goal difficulties. Feedbacks makes the organization staff to get more involved in their work hence improving the level of job satisfaction (Adeniji et al., 2018).

However, several researchers have criticized the goal setting theory. For instance, Titov and Umarova (2017) argues that in some instances the firm goals conflict the goals of the managerial. They argue that conflict of goals leads to negative performance. Furthermore if goals are more complex and difficult then they trigger riskier behavior. It is also argued that lack of relevant skills and competences by the firm staff leads to failure in goal setting hence undermining performance. These researchers critique that there is no solid evidence that job-satisfaction is improved through goal setting.

This study used Goal Setting Theory of Motivation in evaluating the effect of change in organizational focus (organizational goals, organizational values and organizational structure) on the performance of VSO Kenya. Every change in organizational values and organizational structure has to have some specific goals and objectives that need to be achieved. It is indicated in the theory that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. Therefore the theory explains how VSO-Kenya can come up with specific and challenging goals hence achieving better performance.

Empirical Literature Review

Setiawan et al (2016) investigated on the direct effect of change in organizational structure on the performance of employees of Ternama University in Indonesia. The research adopted descriptive survey design. It was found that productivity of employees at Ternama University is influenced by organizational structure. Employees increase their motivation and productivity when there is low bureaucracies, but change organizational structure to increase complexity and bureaucracies negatively influence

performance. Quangyen and Yezhuang (2013) evaluated the effect of change in organizational structure of performance of firms located in Hanoi, Vietnam and the results revealed change in organizational structure has a positive and significant effect on performance firm in Hanoi, Vietnam. Danzfuss (2012) researched on the impact of change in organizational structure on the performance of work teams throughout the team virtualization continuum. The results revealed that there is no statistically significant relationship between the change in organizational structure and the performance of virtual teams and further noticed a higher variance in the performance scores of virtual teams which indicates that the performances of virtual teams are more inconsistent than that of face-to-face teams.

Aniagyei (2011) examined the relationship between the change in institutional structure and project performance AGA Ltd-Obuasi, Ghana. Inductive case study design was used in the research. It was found that change in institutional structure is quite mechanistic and is determined by the firms operations, the adopted strategy in the firm, the need for urgent response to the complex external factors. It was further found that firms main performance index which includes quality, time and cost is influenced by change in institutional performance. In addition, Wanza and Nkuraru (2016) researched on change in organizational structure and the performance of university employees' Kenya. The study adopted a case study research design and found that change in organizational structure has a positive influence on performance of university employees. This implies that change in organizational structure in this case was meant to improve processes and chain of command and hence the positive influence.

Titov and Umarova (2017) researched on real and propagated values and organizational success in Estonia. Cross-sectional survey design was used. The

research targeted on 5 medium sized organizations in Estonia. The study findings revealed that most of the organizations have worded their values in their institutional strategies presented on their web pages and they have tried all the possible means to implement the values. Findings further showed that, organizations have expressed their values however, staff will not adapt. In relation to the content value, it was found that it is essential to use the values as success achievement tool. In other terms, firms needs to the values to comply with the management paradigm hence supporting firm success.

Okafor (2008) researched on shared values and institutional productivity in firms in Nigeria. Through descriptive survey design, it was found that firm productivity is influenced through shared values. It research revealed that it is essential for the firm management to insist on the essence of the value systems of various firms to the organization staff, so that they can realize the essence of the values and appreciate them. The adoption of positive values in an organization improves staff productivity and performance, which in turn influence the general performance of the organization.

Nyaribo and Juma (2015) researched on institutional values and staff productivity in the roads authority in Kenya. Through case-study research design, the research targeted on 134 organization staff working with the urban roads authority. It was found that organizations with institutional values that are frequently communicated in the firm and are adopted in the work behaviors perform better when compared to those firms that have not adopted institutional values. If organizational values are not communicated to the staff in an organization, they cannot have any positive influence on performance. Further, Muthaa (2018) examined the effects of the organizational values on academic performance of Technical Training Institutions (TTIs) in Meru County, Kenya. Through descriptive survey design, performance of TTIs was significantly influenced by

strategic values. It was further found that the strategic value model was improved by government policy which acted as the moderating variable. In learning institutions, organizational values such as professionalism and excellence and quality considerably influence academic performance of students.

Weldon (2018) researched on change in institutional goals and group performance in USA. Through cross-sectional survey design the population of interest was 19 groups of nurse surveyor working in the state department of health. It was found that goals achievement would take 9 months for proximal goals and 7 months for distal goals. This reveals that through forward goal setting the team members set shorter period for distal goals and set easy goals as compared to members with proximal goals. The research therefore concluded that advising team members to structure proximal goals after setting their distal goals can withdraw the impact of limits on goal level but produce undesirable results. Goal setting is one of the most important activities in an organization. Goals are always set whenever an organization is implementing new strategies or even new projects.

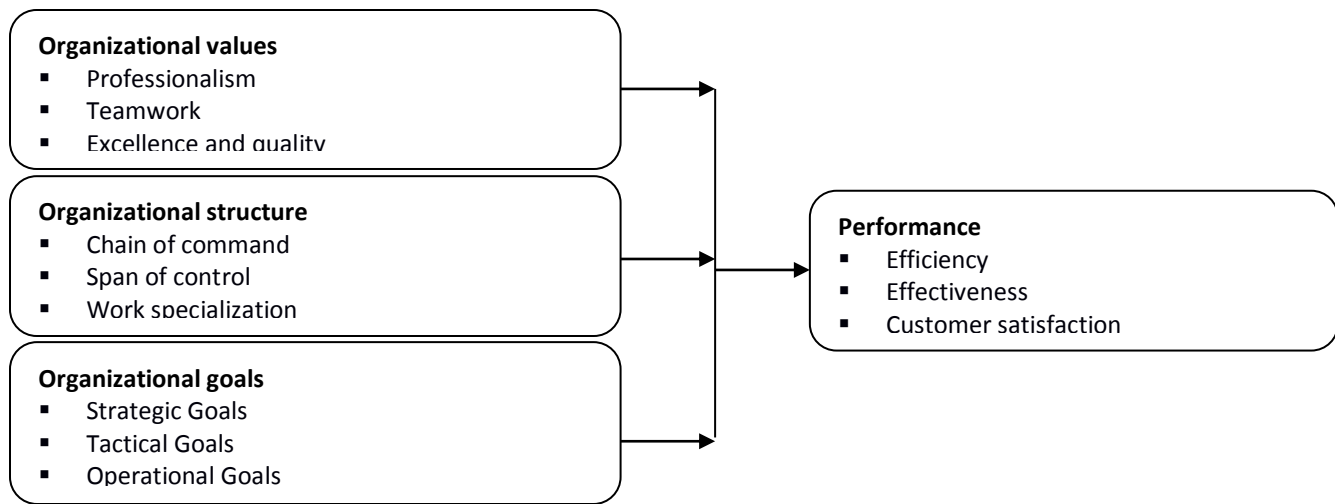
Further, Ahmed and Shafiq (2014) researched on the influence of institutional goals and firm Performance of Telecom Sector in Pakistan. Through descriptive survey design the research focused on three telecom companies operating in Pakistan. The study found that institutional goals have a significant impact on employee performance. Findings reveal that most of the telecom companies in Pakistan have well-structured objectives indicating the expected results. Clearly stated goals in an organization, guide employees in an organization on what should be done at any single point and the expected results in all activities.

Nwobilor (2018) examined on goal setting SME self-help groups in Nigeria. The study adopted

experimental design to examine the influence of various behavioral mechanisms of goal setting as well as support groups together with incentives on low-income businesses owned by female entrepreneurs. It was found that goal setting process plays a key role in personal outcome. Further the research indicated that incentives for attaining the set goals motivated individual to perform better. In addition the findings showed that support groups play a key role in individual outcomes.

Chilla, Kibet and Douglas (2014) researched on institutional goals on service delivery in the hospitality Industry. The study targeted on the he hospitality sector in Kakamega County. Descriptive survey design was adopted by the study. The research indicated that institutional goals should be a performance indicator incase an organization wishes to attain good performance. This is because through well-articulated goals then performance is well defined. The research concluded that every institution should be goal oriented since it helps organizations to control performance, plan and also coordinate profitability. This is because it is the institutional goal that can influence the attainment of performance management in a firm.

Mauya (2015) examined the importance of organizational goals on the performance of the tourism sector in Kenya. Through descriptive survey design, it was found that institutional goals enhance the performance of the tourism sector. The research found that the tourism sector has adopted proper institutional goals which are capable of enhancing the performance of the sector. However, it was found that there was a challenge of implementing the goals. It was also revealed that organizational goals increase the performance in key state corporations in Kenya. While the formulation of goals is normally found to be an easy task, goals implementation normally faces challenges.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

This study utilized a descriptive research design because it presents an opportunity to use both quantitative and qualitative data in studying the problem. The study was carried out in VSO Kenya. VSO Kenya was located in Kilimani, Nairobi County. The target population of this study was all the 85 staff working in finance, human resource, programmes, and fundraising and communications departments in VSO, Kenya. Since the target population was small, the study employed a census study and hence the whole population was involved. A semi-structured questionnaire was used in the collection of primary data. A pilot study was conducted in World Vision International in Nairobi, an NGO with similar characteristics as VSO Kenya which was not part of the study sample. From the pilot test results, change in organizational structure had a Cronbach’s alpha of 0.798, change in organizational values had a Cronbach’s alpha of 0.862, change in organizational goals had a Cronbach alpha of 0.965, and performance of VSO had a Cronbach’s alpha of 0.880. Therefore, the questionnaire was reliable and no amendments were required. In this study, the researcher relied on experts in the field of strategic management experts such as the supervisors to enhance the validity of the research instrument.

Qualitative data, which was obtained from open ended questions, was analyzed by use of thematic analysis and the results were presented in a narrative form. Inferential and descriptive statistics were used to analyze quantitative data with the help of Statistical Package for Social Sciences (SPSS version 22). Descriptive statistics included frequency distribution, mean (measure of dispersion), standard deviation (measure of dispersion) and percentages. Inferential statistics in this study included Pearson correlation analysis and multivariate regression analysis.

The regression model was as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Whereby; Y = Performance; β_0 = Constant; $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of determination; X_1 = Change in organizational structure; X_2 = Change in organizational values; X_3 = Change in organizational goals; ε = Error term

FINDINGS AND DISCUSSIONS

The sample size of this study was 85 and it comprised of staff working in finance, human resource, programmes, and fundraising and communications departments in VSO, Kenya. The researcher distributed 85 questionnaires to the respondents during data collection process and 76 were fully filled

and returned to the researcher thus making a response rate of 89.4%. Kothari (2012) argues that a response rate which is more than 50% is considered adequate while excellent response rate is usually above 70%. This implied that the response rate in this research is good for making conclusions as well as recommendations.

Organizational Structure

The participants were asked to indicate their level of agreement with various statements relating to change in organizational structure and the performance of Voluntary Service Overseas-Kenya and the findings presented in Table 1. From the study findings, the respondents agree that the organization expects its employees to behave morally and ethically. This was shown by a mean of 4.276 (std. dv = 0.918). Further, the participants agree that the organization values team work. This is shown by a mean of 4.079 (std. dv = 0.796). As indicated by a mean of 4.066 (std. dv = 0.806) the respondents also agree that leaders in organization contribute in ensuring teamwork. The study findings are consistent with a study by Aniagyei (2011) that revealed that organization performance is influenced by team work in the organization employees.

With a mean of 4.013 (std. dv = 0.986) the respondents agree that the organization constantly

changes its internal framework of standards and processes with an aim of achieving excellence and quality. In addition, the participants also agree that professionalism of employees in our organization is highly monitored. This is supported by a mean of 4.000 (std. dv = 0.693). As shown by a mean of 3.974 (std. dv = 0.730) the participants agree that the organization ensure frequent review of its strategies for total quality management. Further, the participants agree that VSO gives priority to experts when it comes to recruitment and selection. This is indicated by a mean of 3.961 (std. dv = 0.871). With a mean of 3.697 (std. dv = 0.895) the respondents agree that the organization has implemented frameworks for measuring excellence. However, as shown by a mean of 2.237 (std. dv = 1.042) the participants disagree with the statement indicating that the organization constantly changes its internal framework processes with an aim of achieving excellence and quality. Further, with a mean of 1.553 (std. dv = 0.755) the participants disagree with the statement indicating that the organization conducts team building activities frequently. The study findings are further consistent with a study by Srećko (2013) that revealed that change of organizational structure when it is necessary can influence the performance of an organization positively but frequent change can lead to confusion and low productivity of employees.

Table 1: Change in Organizational Structure and the Performance of VSO

	Mean	Std. Dev.
Professionalism of employees in our organization is highly monitored	4.000	0.693
Our organization gives priority to experts when it comes to recruitment and selection	3.961	0.871
Our organization expects its employees to behave morally and ethically	4.276	0.918
Our organization values team work	4.079	0.796
Leaders in organization contribute in ensuring teamwork	4.066	0.806
In our organization conducts team building activities frequently	1.553	0.755
Our organization constantly changes its internal framework processes with an aim of achieving excellence and quality	2.237	1.042
Our organization constantly changes its internal framework of standards and processes with an aim of achieving excellence and quality	4.013	0.986
Our organization has implemented frameworks for measuring excellence	3.697	0.895
Our organization ensure frequent review of its strategies for total quality management	3.974	0.730

Organizational Values

The respondents were requested to show how they agree with various variables relating to change in organizational values and the performance of VSO-Kenya and the findings presented in Table 2. The participants agree that in VSO communication effectively flow down the chain of command. This is shown by mean of 4.224 (std. dv = 0.150). In addition, the participants also agree that employees are well informed on the role of their subordinates. This was supported by a mean of 4.053 (std. dv = 0.253). From the results, the participants also agreed that employees were allocated tasks depending on their competency skills. This is supported by a mean of 3.987 (std. dv = 0.101). In addition, the participants agree that organizational expectations allow those in authority to effectively manage their departments. This is shown by a mean of 3.934 (std. dv = 0.236). In addition, the participants also agreed that the organization received new clients that had been referred by other customers. This was supported by a mean of 3.908 (std. dv = 0.098). Further the respondents agreed that change in span of control clearly indicated the approach that was used to interact with organizational employees. This was shown by mean of 3.829 (std. dv = 0.088). The study findings were consistent with a study by Nyaribo and Juma (2015) in which organizations with institutional values that are frequently communicated in the firm and are adopted in the work behaviours perform better when compared to those firms that have not adopted institutional values.

The respondents agreed that the organization respond to customers' needs. This is shown by a mean of 3.776 (std. dv = 0.218). In addition, as indicated in Table 2, the participants agree that in VSO, the power to make critical decision diminishes from the senior staff to subordinate staff. This is shown by a mean of 3.750 (std. dv = 0.245). Further, the participants also agree that the power to make critical decision is placed in the hands of a few organizational staff. This is supported by a mean of 3.711 (std. dv = 0.081). Further the respondents agree that change in chain of command lead to improvement in accountability among the staff. This is shown by a mean of 3.711 (std. dv = 0.459).

Further, the participants agreed that the organization has a functional Customer Care Department. This is shown by a mean of 3.697 (std. dv = 0.020). In addition, the participants also agree that the specialization of work in the organization enable staff to be promoted to senior ladder. This is supported by a mean of 3.632 (std. dv = 0.384). Further the respondents agree that customers always provide satisfactory remarks for the services. This is shown by a mean of 3.618 (std. dv = 0.211). However, the participants disagree with the statement indicating that staff in the organization have adequate skills to handle their roles efficiently and effectively. This is shown by a mean of 2.184 (std. dv = 0.303). The study findings are consistent with a study by Nyaribo and Juma (2015) in which employee productivity is improved through consistent staff motivation, training and development.

Table 2: Change in Organizational Values and the Performance of VSO

	Mean	Std. Dev.
In our organization communication effectively flow down the chain of command	4.224	0.150
In our organization, the power to make critical decision diminishes from the senior staff to subordinate staff.	3.750	0.245
The power to make critical decision is placed in the hands of a few organizational staff	3.711	0.081
Change in chain of command lead to improvement in accountability among the staff	3.711	0.459
Change in span of control clearly indicate the approach that is used to interact with organizational employees	3.829	0.088

Organizational expectations allow those in authority to effectively manage their departments	3.934	0.236
Staff in our organization have adequate skills to handle their roles efficiently and effectively	2.184	0.303
Employees are well informed on the role of their subordinates	4.053	0.253
Employees are allocated tasks depending on their competency skills	3.987	0.101
Specialization of work in our organization enable staff to be promoted to senior ladder	3.632	0.384
Our organization has a functional Customer Care Department	3.697	0.020
Customers always provide satisfactory remarks for the services	3.618	0.211
Our organization receives new clients that have been referred by other customers	3.908	0.098
Our organization respond to customers' needs	3.776	0.218

Organizational Goals

The respondents were requested to indicate their level of agreement on various statements relating to the role of change in organizational goals on the performance of VSO-Kenya and the findings presented in Table 3, showed that the respondents agreed that the organization fulfilled its mission by utilizing the available resources. This is indicated by a mean of 3.987 (std. dv = 0.205). The respondents also agreed that change of the strategic goals in the organization is done by the top management. This was indicated by a mean of 3.987 (std. dv = 0.101). Further the participants agreed that organization had set the right plans that enabled it to accomplish its goals. This was shown by a mean of 3.947 (std. dv = 0.118). The participants agreed that VSO expanded the capacity of each staff to perform in leadership role. This was supported by a mean of 3.947 (std. dv = 0.118). In addition, the participants agreed that employees in the organization are determined to achieve the set organizational goals. This was supported by a mean of 3.868 (std. dv = 0.215). Further, as shown by a mean of 3.868 (std. dv = 0.215) the participants agreed that the organization improved business values through capacity building. The study findings were further consistent with a study by Nwobilor (2018) in which capacity building through staff training and development influences employee effectiveness.

The participants agreed that change in strategic goals is done in line with the intended accomplishment of

the organization strategy. This is supported by a mean of 3.855 (std. dv = 0.262). Further, as shown by a mean of 3.855 (std. dv = 0.324). The participants also agree that the organization has very competent staff. In addition, the respondents agree that the organization has adopted smart technological process to improve on its performance. This is shown by a mean of 3.829 (std. dv = 0.226). As shown by a mean of 3.790 (std. dv = 0.330), the respondents agree that there is efficiency in daily operations due to flexible operation goals in the organization. The study findings are consistent with a study by Ikotun, Ogbechi and Oyende (2016) in which adoption of relevant technology leads to effectiveness and efficiency in operations.

From the study findings indicated in Table 3, the participants agreed that the organization uses the list possible inputs to produce the highest possible outcomes. This is supported by a mean of 3.671 (std. dv = 0.290). However, with a mean of 2.224 (std. dv = 0.150) the participants disagree with the statement indicating that the organization employees receive regular training on the use of the latest technology to facilitate realization of organizational goals. In addition, the participants disagree with the statement indicating that the organization offers incentives to its employees to facilitate realization of the strategic goals. This was shown by a mean of 2.145 (std. dv = 0.324). Further as shown by a mean of 2.066 (std. dv = 0.389), participants disagreed with the statement indicating that all employees were always involved in

formulation of strategic goals. The study findings were consistent with a study by Nwobilor (2018) in

which incentives for attaining the set goals motivates individual to perform better.

Table 3: Organizational Goals and the Performance of VSO

	Mean	Std. Dev.
Change of the strategic goals in our organization is done by the top management	3.987	0.101
Change in strategic goals is done in line with the intended accomplishment of the organization strategy.	3.855	0.262
All employees are always involved in formulation of strategic goals	2.066	0.389
Our organization has set the right plans that enable it to accomplish its goals	3.947	0.118
Our organization uses the list possible inputs to produce the highest possible outcomes.	3.671	0.290
Our organization has very competent staff	3.855	0.324
Our organization fulfil its mission by utilizing the available resources	3.987	0.205
Our organization offers incentives to its employees to facilitate realization of the strategic goals	2.145	0.324
There is efficiency in daily operations due to flexible operation goals in our organization	3.790	0.330
Staff in our organization are determined to achieve the set organizational goals.	3.868	0.215
Our organization expands the capacity of each staff to perform in leadership role.	3.947	0.118
Our organization improves business values through capacity building	3.868	0.215
Our organization has adopted smart technological process to improve on its performance.	3.829	0.226
Our employees receive regular training on the use of the latest technology to facilitate realization of organizational goals	2.224	0.150

Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis were used to assess the relationships between the independent variables (change in organizational structure, change in organizational values and change in organizational goals) and the dependent variable (the performance of VSO-Kenya).

Correlation Analysis

This research adopted Pearson correlation analysis to determine how the dependent variable (performance of VSO-Kenya) relates with the independent variables (change in organizational structure, change in organizational values and change in organizational goals). As illustrated in Table 4, change in organizational goals has a positive and significant

association with performance of VSO-Kenya ($r=0.925$, p value =0.000). The results are in agreement with the findings by Ahmed and Shafiq (2014) in which institutional goals have a significant impact on employee performance.

Further, the findings showed that change in organizational structure has a positive and significant influence on performance of VSO-Kenya ($r=0.850$, p value=0.000). The results are in agreement with the findings by Hao, Kasper and Muehlbacher (2012) in which organization performance is influenced by change in firm structure. The results further revealed that change in organizational values has a positive and significant influence on performance of VSO-Kenya ($r=0.773$, p value=0.000).

Table 4: Correlations Coefficients

		Performance of VSO, Kenya	Change in Organizational Values	Change in Organizational Structure	Change in Organizational Goals
Performance of VSO, Kenya	Pearson Correlation Sig. (2-tailed)	1			
Change in Organizational Values	Pearson Correlation Sig. (2-tailed)	.773	1		
Change in Organizational Structure	Pearson Correlation Sig. (2-tailed)	.850	.204	1	
Change in Organizational Goals	Pearson Correlation Sig. (2-tailed)	.929	.198	.210	1
		.000	.079	.069	

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

Regression Analysis

This research used multivariate regression analysis to determine the association between the independent variables (change in organizational structure, change in organizational values and change in organizational goals) and the dependent variable (performance of VSO-Kenya). The multivariate regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where; Y = performance of Voluntary Service Overseas-Kenya, β_0 = Constant Term; β_1 - β_3 = regression coefficients;

X_1 = Change in organizational structure; X_2 = Change in organizational values; X_3 = Change in organizational goals and ϵ = error term.

The research used R-squared to show the variation in dependent variable (performance of VSO-Kenya) that could be explained by change in organizational structure, change in organizational values and change in organizational goals). As indicated in Table 5, the R squared was 0.752 and this implied that 75.2% of the dependent variable (performance of VSO-Kenya) could be explained by independent variables (change in organizational structure, change in organizational values and change in organizational goals).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.749	.28506

a. Predictors: (Constant), Change in Organizational Goals, Change in Organizational Values, Change in Organizational Structure

The research used analysis of variance to determine if the model was good fit for the data. As depicted in Table 6, the F calculated was 96.328 which was higher than the F critical value 2.7318. Besides, the p value was 0.000 which was less than the significant level of 0.05. This implied that the model was a good fit for

the data hence can be used to show the impact of independent variables (change in organizational structure, change in organizational values and change in organizational goals) on the dependent variable (performance of VSO-Kenya).

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.592	3	13.197	96.328	.000 ^b
	Residual	9.851	72	.137		
	Total	49.443	75			

a. Dependent Variable: Performance of VSO, Kenya

b. Predictors: (Constant), Change in Organizational Goals, Change in Organizational Values, Change in Organizational Structure

The regression equation was;

$$Y = 0.991 + 0.242X_1 + 0.265X_2 + 0.344X_3$$

As indicated in Table 7, the results revealed that change in organizational goals has a positive and significant influence on performance of VSO-Kenya ($\beta_1=0.344$, p value= 0.000). The p-value (0.000) was less than the significant level 0.05 hence making the relationship significant. This implied that change in organizational goals lead to an improvement in performance of Voluntary Service Overseas-Kenya. These findings concur with the findings of Ahmed and Shafiq (2014) who found that institutional goals have a significant impact on employee performance

In addition, the findings further revealed that change in organizational structure positively and significantly influence performance of VSO-Kenya. ($\beta_2= 0.265$, p value= 0.001). The p-value (0.001) was less than the significant level 0.05 hence making the relationship

significant. This implies that change in organizational structure lead to an improvement in performance of VSO-Kenya. The findings are in line with those of Hao, Kasper and Muehlbacher (2012) that organization performance is influenced by change in firm structure.

Furthermore, the findings revealed that change in organizational values has positive and significant influence on performance of VSO-Kenya. ($\beta_3=0.242$, p value=0.001). The p-value (0.001) was less than the significant level 0.05 hence making the relationship significant. This implies that change in organizational values improves the performance of VSO-Kenya. These findings concur with the findings of Gorenak and Košir (2012) who found that strict adherence to organizational values (professionalism, teamwork and excellence and quality) influences performance of firms positively.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.991	0.311		3.186	0.002
Change in Organizational Values	0.242	0.086	0.239	2.814	0.001
Change in Organizational Structure	0.265	0.079	0.254	3.354	0.001
Change in Organizational Goals	0.344	0.073	0.338	4.712	0.000

a Dependent Variable: Performance of VSO, Kenya

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that change in organizational structure has a positive and significant influence on the performance of VSO-Kenya. Findings reveal that

chain of command, span of control and work specialization influences the performance of VSO-Kenya. This indicated that improvement in

organizational structure leads to improvement in performance of VSO-Kenya.

The study also concluded that change in organizational values has a positive and significant influence on the performance of VSO-Kenya. Findings established that professionalism, teamwork and excellence and quality influence performance of VSO-Kenya. This indicates that improvement in organizational values leads to improvement in performance of VSO-Kenya.

Further, this study concluded that change in organizational goals has a positive and significant influence on the performance of VSO-Kenya. Findings established that strategic goals, tactical goals and operational goals influence performance of VSO-Kenya. This indicates that improvement in organizational goals leads to improvement in performance of VSO-Kenya.

Based on the study findings, the discussion presented and conclusion made, the study made the following recommendations.

- The study found that organizational structure has a positive impact on organization performance. This study therefore recommends that the top management in VSO-Kenya should ensure a clear chain of command as well as span of control to facilitate employee clarity.
- The study also found that the organization does not conduct team building activities frequently. This study therefore recommends that the top management in VSO-Kenya should formulate and implement staff development programmes and ensure the programmes are frequently conducted.
- The study found that organizational values influence organization performance. This study therefore recommends that the top management in VSO-Kenya should encourage professionalism and teamwork among all the organization employees.

- Findings revealed that employees in VSO-Kenya lack adequate skills to handle their roles. This study therefore recommends that the top management should formulate strategies to enrich their employees with skills needed to perform their duties. This can be done through workshops and on-job training.
- The study found that not all employees in VSO are involved in formulation of strategic goals. This study therefore recommends that the top management in the organization should always seek the opinion of all employees during formulation of strategic goals.
- The study found that the organization does not regularly offers incentives to its employees to facilitate realization of the strategic goals. This study therefore recommends that the top management in VSO should ensure their employees are always motivated through offering incentives hence facilitating realization of organizational goals.

Recommendation for Further Studies

The main purpose of the study was to examine the effects of change in organizational focus on the performance of VSO- Kenya. However, this study was limited to VSO -Kenya and the findings cannot be generalized to other non-governmental organizations. Therefore, the study recommended that:

- Further studies should be conducted on the influence of organizational focus on the performance of other non-governmental organizations in Kenya.
- In addition, the study found that 75.2% of performance of VSO-Kenya could be explained by change in organizational focus (change in organizational structure, change in organizational values and change in organizational goals). As such, further studies should be conducted to assess other factors that influence performance of VSO-Kenya.

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