

EFFECT OF REDUNDANCY ON STAFF MORALE IN NON-GOVERNMENTAL  
ORGANIZATIONS: A CASE OF WORLD VISION REGIONAL OFFICE

by

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APPROVAL

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REGIONAL OFFICE

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In accordance with Daystar University policies, this thesis is accepted in partial fulfilment of requirements for the Master of Business Administration degree.

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## DECLARATION

EFFECT OF REDUNDANCY ON STAFF MORALE IN NON-GOVERNMENTAL  
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I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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## LIST OF ABBREVIATIONS AND ACRONYMS

|      |   |
|------|---|
| CIPD | Championing Better Work and Working Lives |
| EARO | East Africa Regional Office               |
| EU   | European Union                            |
| HR   | Human Resource                            |
| KQ   | Kenya Airways                             |
| SATC | South Africa Tourism Commission           |
| WV   | World Vision                              |

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## ABSTRACT

This study sought to investigate the effects of redundancy on existing staff morale with specific focus on World Vision regional office. The objectives of the study were to identify existence of redundancy at World Vision, to determine the dimensions of staff morale and to examine the effects of redundancy on existing staff morale at World Vision. The study adopted descriptive research design approach. A census was conducted on the staffs of World Vision who are 41 in number. The study utilized questionnaires as its data collection instrument adopting both closed ended and Likert scale questions. The analysis was done using descriptive and inferential statistics. The descriptive statistics included means and standard deviations while inferential statistics entailed correlation analysis. Data was analysed using Statistical Package for Social Sciences (SPSS) version 23.0. Data was presented using tables and charts. Findings indicated that redundancy had taken place at World Vision within the past 1-2 years and staffs were aware of a number of their colleagues who had lost their jobs due to redundancy. The majority of the respondents would recommend World Vision to prospective employees and people at all levels in the organization were treated with respect. Similarly, many of the respondents were confident on the leadership to make the decisions necessary for the success of the organization. Most of the respondents were confident on the future of World Vision and the contribution it was working towards. In the past one year, staffs had exited from World Vision due to uncertainty caused by redundancy. The study concluded that redundancy significantly influenced staff morale. World Vision conducted redundancy mostly any time, every year, either every 2 years or 5 years. The study recommends to the leadership team of World Vision to safeguard jobs of employees during redundancy exercises through exhausting other channels. The management of World Vision and all other NGOs in Kenya should strive to raise motivation of staffs.