INVESTIGATING CAUSES OF RESISTANCE TO CHANGE IN KENYAN PUBLIC SECTOR: A CASE OF POSTAL CORPORATION OF KENYA

IRENE NJERI MWANGI
D53/CTY/PT/20883/2010

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

MAY 2013
Declaration

Student’s declaration

I declare that this research project is my original work and has not been presented in any other university or institution of higher learning for examination or academic purposes.

Signed: .................................................. Date: 4/6/13

Irene Njeri Mwangi

This research project has been submitted with my approval as the University supervisor.

Signed: .................................................. Date: June 6, 2013

Chrispine Maende

Signed: .................................................. Date: 6/6/13

Muathe SMA (PhD)

Chairman Business Administration Department
This research project is dedicated to Calvin njenga my son, Peter Mwangi my father and Amina Mwangi my mother thank you for the sacrifice, support and vision.

Lastly to Solomon and Moses my brothers and Lydia my sister thank you for your encouragement during the period of my study.
Acknowledgement

Many people have contributed greatly in one way or the other during the preparation of this research project. I wish to extend my sincere thanks to my Supervisor Mr Chrispine Maende for his guidance and time taken in reviewing my work and his contribution towards the realization of this research project. I wish to acknowledge the fellowship of my former classmates who left a deep mark in my academic and social life. I would like to mention specifically Irene, Winston, and Charles. Equally deserving special mention and acknowledgement is Harrison Kaguongo for emotional and financial support towards the success of this project. My sincere gratitude and appreciation goes to all the above mentioned people.
Resistance is an inevitable response to any major change. Individuals naturally rush to defend the status quo if they feel their security or status is threatened. Resistance has been defined differently by different scholars. Most organisations are facing aggression and frustration in employees as the emotional factors that caused undesirable behaviours and resistance to change. The study investigated the effects of leadership, employee attitude, organisation culture and communication in organisation on resistance in change. The study adopted a descriptive survey design. Data was collected from 57 employees in top level, middle level and low level management working in Postal Corporation of Kenya. Since the population of the study is small, the study was conducted through a census approach. The study collected both primary data and secondary data. Primary data was collected using questionnaires while secondary data was collected from companies’ annual reports, manuals and newsletters. After data collection analysis was done using descriptive statistics. The study findings were presented using tables and graphs for further analysis and to facilitate comparison. Further in the descriptive analysis, the study used multivariate regression model to determine the relative importance of each of the four variables with respect to resistance to change in public sector. The study found that leadership through management involvement, documentation, employee motivation, employees’ involvement, consistency and control influence resistance to change at Postal Corporation of Kenya. The study further deduced that organisation culture influence resistance to change at Postal Corporation of Kenya. The study also concludes that communication in organisation influence change resistance at Postal Corporation of Kenya to a very great extent. There is a clear vision that governs change in the organization and change management is communicated effectively within the department. The study finally concludes that organisation culture had the greatest effect on the resistance to change at PCK, followed by leadership while level of communication had the least effect to the resistance to change at PCK. The study recommends that managers should be self motivated towards attending their responsibilities in order to realize the intended results of strategic change decisions within the organization. The study also recommends that the organization culture should ensure that coordination of activities are streamlined to enhance success in strategy implementation by ensuring that employee across the organization understand their roles to ensure that they stay focused on the key targets given the everyday pressures. Formal education should be emphasized that would broaden the employees level of knowledge and skills and enable them cope with the change without resistance. Further, there should be a mutual relationship among the workers which enables communication and hence reduced resistance.
TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>Dedication</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>List of Figures</td>
<td>ix</td>
</tr>
<tr>
<td>List Of Tables</td>
<td>x</td>
</tr>
<tr>
<td>Operational Definition of Terms</td>
<td>xi</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>xii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.1.1 Resistance to Change</td>
<td>1</td>
</tr>
<tr>
<td>1.1.2 Causes of Resistance to Change</td>
<td>2</td>
</tr>
<tr>
<td>1.1.3 Kenyan Public Sector</td>
<td>3</td>
</tr>
<tr>
<td>1.2 Statement of the Problem</td>
<td>6</td>
</tr>
<tr>
<td>1.3 Objectives of the Study</td>
<td>8</td>
</tr>
<tr>
<td>1.3.1 General Objectives</td>
<td>8</td>
</tr>
<tr>
<td>1.3.2 Specific Objectives</td>
<td>8</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>8</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>9</td>
</tr>
<tr>
<td>1.6 Scope and Limitations of the Study</td>
<td>9</td>
</tr>
<tr>
<td>1.7 Assumptions of the Study</td>
<td>10</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td>11</td>
</tr>
<tr>
<td>LITERATURE REVIEW</td>
<td>11</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>11</td>
</tr>
<tr>
<td>2.2 Theoretical Review</td>
<td>11</td>
</tr>
<tr>
<td>2.2.1 ADKAR Model of Change Management</td>
<td>11</td>
</tr>
<tr>
<td>2.2.2 PCT (Project Change Triangle) Model</td>
<td>13</td>
</tr>
<tr>
<td>2.2.3 Kotter’s Model on Change Process</td>
<td>13</td>
</tr>
<tr>
<td>2.2.4 Theory of Change Management</td>
<td>17</td>
</tr>
<tr>
<td>2.3 Empirical Review</td>
<td>18</td>
</tr>
</tbody>
</table>
List of Figures

Figure 2.1: Conceptual Framework .............................................................................. 28

Figure 4.1: Response Rate ...................................................................................... 34

Figure 4.2: Age of the respondents ........................................................................ 35

Figure 4.3: Gender of the respondents .................................................................. 35

Figure 4.4: Extent that leadership influence resistance to change at Postal Corporation of Kenya .............................................................................................................. 37

Figure 4.5: Extent that organisation culture influence resistance to change at Postal Corporation of Kenya .............................................................................................................. 39

Figure 4.6: Extent that communication in organisation influence change resistance at Postal Corporation of Kenya .............................................................................................................. 41
List Of Tables

Table 4.1: Period the respondents had worked in the company ........................................ 36

Table 4.2: Extent that facets of leadership influence resistance to change at Postal Corporation of Kenya .......................................................... 38

Table 4.3: Level of agreement with statements about organizational culture and change management at Postal Corporation of Kenya ........................................ 39

Table 4.4: Extent that various characteristics of the management team contribute to challenges in change management implementation at Postal Corporation of Kenya .......................................................... 40

Table 4.5: Extent of agreement with statements about the effects of communication on resistance to change at Postal Corporation of Kenya ........................................ 42

Table 4.6: Model Summary ......................................................................................... 43

Table 4.7: Summary of One-Way ANOVA results ...................................................... 43

Table 4.8: Regression coefficients of the relationship between resistance to change at PCK and the three predictive variables .................................................... 44
<table>
<thead>
<tr>
<th><strong>Operational Definition of Terms</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change</strong></td>
<td>Refers to any planned or unplanned transition from one scenario to another</td>
</tr>
<tr>
<td><strong>Resistance</strong></td>
<td>It is an inevitable response to any major change</td>
</tr>
<tr>
<td><strong>Resistance to change</strong></td>
<td>Refers to the pressure exerted by individual opposed to a change in mode of operation in an organisation.</td>
</tr>
<tr>
<td><strong>Public sector</strong></td>
<td>Refers, is a part of the government sector that deals with the production, ownership, sale, provision, delivery and allocation of goods and services by and for the government or its citizens, whether national, state, or local.</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>CCK</td>
<td>Communications Commission of Kenya</td>
</tr>
<tr>
<td>DELs</td>
<td>Direct Exchange Lines</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Community</td>
</tr>
<tr>
<td>EAP&amp;TC</td>
<td>East African Posts and Telecommunications Corporation</td>
</tr>
<tr>
<td>IBRD</td>
<td>International Bank for Reconstruction and Development</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>KP&amp;TC</td>
<td>Kenya Post and Telecommunication Corporation</td>
</tr>
<tr>
<td>PCT</td>
<td>Project Change Triangle</td>
</tr>
<tr>
<td>STD</td>
<td>Subscriber Trunk Dialing</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
</tbody>
</table>
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Most organizations have been undergoing rapid changes during the last decade; this has resulted as pressures on organizations are greater today than ever. Increasing global competition, oppressive macroeconomic conditions, greater economic integration, advances in ICT and informed customers mean businesses must deliver higher levels of quality and service at competitive prices. These pressures necessitate changing how organizations operate by injecting more commercial outlooks, redefining roles, eliminating unproductive work habits or integrating new technologies to support business, (Kotter, 1996). However, as Armstrong (2006) notes, people will always resist change because it is seen as a threat to familiar patterns of behaviour as well as to status and financial rewards.

1.1.1 Resistance to Change

Resistance is an inevitable response to any major change. Individuals naturally rush to defend the status quo if they feel their security or status is threatened. Resistance has been defined differently by different scholars. The first known published reference to research on resistance to change in organizations was a 1948 study conducted by Lester Coach and John R. P. French entitled, "Overcoming Resistance to Change." Their research, which generated a large body of work on the importance of employee involvement in decision making, was conducted at the Hardwood Manufacturing Company, a pajama factory located in Virginia. This study focused on the main questions (1) why do people resist change so strongly? And (2) what can be done to overcome this resistance? (Dent & Goldberg, 1999) They acknowledged aggression and frustration in employees as the emotional factors that caused undesirable behaviors and resistance to change.
There is convincing empirical evidence that change management practices is on the agenda not only in industrialized Western nations such as USA and Canada, UK and continental Europe, Australia and New Zealand (Pollitt, 1990), but also in many industrialized and even developing countries in Asia and Africa (Pina and Torres, 2003). It is a global phenomenon (Kirkpatrick et al., 2005). The old ways of doing business will be challenged, and the main change element issues that have and continue affecting Kenya are political changes, economic changes (Structural adjustment programmes,) change in employment structure of companies (eg downsizing, retrenchment, etc) These have highly affected the performance of many corporate organizations in terms of growth, profitability, productivity, efficiency and effectiveness. Change is any planned or unplanned transition from one scenario to another. Strategic change is long term in nature, affects the entire organization and aims at achieving effectiveness. Organizational change management is very important globally and it is influenced and affected by different internal and external factors, positively or negatively.

Resistance to these changes in the business organizations is experienced either through the systems of the organizations or by the employees. Since 1990, the Kenyan business environment has been undergoing a number of changes that have affected the manner in which corporate organizations operate. Kenyan public sector also has experienced this challenge. Therefore this paper aims at establishing the determinants of resistance to change in Postal Corporation of Kenya.

1.1.2 Causes of Resistance to Change

This resistance can be triggered by each of these areas, either from negative reactions to the direction (content) of the change, how the change is being handled (process), or from intrapersonal dynamics that occur naturally in all people. According to Ansoff and McDonnell (1990) resistance is a multifaceted phenomenon which introduces delays,
additional cost and instabilities into the process and introduces unforeseen implementation inefficiencies slowing down the process and making it more expensive than originally anticipated. Resistance is either systematic or behavioral.

According to Armstrong (2006), people will always resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards. There is convincing empirical evidence that change management practices is on the agenda not only in industrialized Western nations such as USA and Canada, UK and continental Europe, Australia and New Zealand (Pollitt, 1990), but also in many industrialized and even developing countries in Asia and Africa (Pina and Torres, 2003). It is a global phenomenon (Kirkpatrick et al., 2005).

1.1.3 Kenyan Public Sector

Kenyan public sector is a government sector that offers services to all the citizens either directly (through the public sector) or by financing private provision of services. The term is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of income. Even where public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to regulation going beyond that applying to most economic sectors.

A public service in Kenya the characteristics of a public good (being non-rivalrous and non-excludable), but most are merit goods, that is, services which may (according to prevailing social norms) be under-provided by the market. Therefore, the public sector in Kenya provides those services that cannot be left in the hands of individual entrepreneurs. In most cases public services are services, i.e. they do not involve manufacturing of goods. They may be provided by local or national monopolies, especially in sectors which are natural

1.1.3.1 Postal Corporation of Kenya

Postal Corporation of Kenya was established in 1999 after the break of Post and Telecommunications of Kenya. Post and Telecommunications in Kenya initially was provided by East African Posts and Telecommunications Corporation (EAP&TC) until 1977 when the East African Community (EAC) collapsed. Kenya Post and Telecommunication Corporation was established in 1977 after the EAC collapse. KP&TC was a wholly government-owned enterprise but is run on a commercial basis.

The subsequent history of Kenya's network was one of gradual but sustained expansion. By 1980, there were 73,932 direct exchange lines (DELs) in use in the public telephone network; just over 84% were connected to automatic switching equipment and 75% had direct long-distance dialing (STD or subscriber trunk dialing) capability. There were 1,228 telex lines in use and 50 leased data transmission circuits in use. The network of 1980 represented a solid foundation for future expansion even though it had significant shortcomings: 33% of long-distance call attempts failed due to congestion, and at any given time 15% of exchange lines were not in working order (KP&TC Annual Reports; Tyler and Jonscher, 1982).

In the 1980s, growth of Kenya's network occurred on a larger scale. KP&TC undertook three telecommunications development programs: the First Program ran from 1979 to 1983; the Second Program began in 1984 and was completed in 1988; and World Bank funding for the Third Program was negotiated in 1985-86, with disbursements beginning in 1987 and completion achieved in 1992.
The First Program called for the addition of 58,800 exchange lines of capacity, a 60% increase over the system capacity available at the end of 1979. It also called for the provision of public telephones in two hundred previously unserved locations, urban and rural. External funding was provided by the World Bank (International Bank for Reconstruction and Development, or IBRD) and bilateral development assistance programs, notably those of Japan and the Netherlands. Although the ambitious targets were by no means fully met, substantial growth was achieved (e.g. the number of working DELs raised from 69,996 at the end of 1979 to 95,000 at the end of 1983). The Second Program stressed the expansion of service in Kenya's rural areas, with the emphasis on "District Focus"—installation of new digital switches in nine locations to ensure that all forty-one "District Headquarters" locations in Kenya had automatic telephone service. This goal was achieved in 1988. The Third Program largely continued the approach established by the first two but included two significant innovations: extensive replacement of small manual exchanges in rural areas with digital switching equipment and the introduction of optical fiber transmission for the links (known as "junctions") connecting nearby exchanges.

In 1999, the corporation was broken up into three entities: Telkom Kenya providing telecommunications services, Postal Corporation of Kenya to offer postal services and Communications Commission of Kenya (CCK), a separate national regulatory authority.

1.1.3.1 Causes of Resistance in Postal Corporation of Kenya

The liberalization process in the Telecommunication industry in Kenya introduced duopoly in mobile communications, and entry into the market by a number of other players using wireless technology innovations. This lead to Postal Corporation of Kenya to readjust its self to match the market demands. It had to change its core business, a move that has faced a lot
of resistance from the workers as many of them have since then been laid off to pave way for others who have the needed skills and expertise.

Further, we the current technological wave, Postal Corporation of Kenya has to readjust itself to embrace technology which has called for organizations to restructure adopting different ways of doing thing. This has been met with a lot of resistance from the employee protesting the moves. The corporation therefore seeks to have in its workforce people with relevant skills and expertise. Further, training and development is inevitable for PCK.

The Corporation is now being re-positioned to provide new products based on new info-communication technologies with a view to remaining relevant in an increasingly competitive market environment. The Corporation is now undergoing major restructuring changes which include reduction of staff while injecting new professionalism and private sector management practices. It intends to undertake a major expansion and modernization programme aimed at raising its customer base. This move by the corporation has faced a lot of resistance from the employees who on their part fear to lose their jobs.

1.2 Statement of the Problem

Change in organisation is inevitable. However, the changes in organisations are faced with a lot of criticism and resistances. Resistance to change is a complex issue facing management in the dynamic and ever evolving organizations of today. A recent survey by McKinsey executives (2009) from around the world noted that only a third of organizations surveyed succeeded in doing so. This was an indication of existing challenges to the process of change as two thirds majority failed to achieve the change successfully.

Among the inexhaustible list of challenges that organizations face in organizational restructuring is, managing institutional and individual power relationships, setting the
parameters of managerial discretion and employee empowerment and responding to new imperatives regarding performance measurement and evaluation in public services. The odds of success can be greatly improved by taking into account counterintuitive insights about how employees interpret the change and choose to act. In spite of the attention that the management of change has received, organizations continue to have problems in managing organizational change and the search for generalized laws of change still pervades the discipline (Wilson, 1992). Emery, (1992) and Tichy, (1983) found failure of the management and workers to be the major impediment to the use of change management practices in Australian banking industry.

The public sector in Kenya is the biggest single employer in Kenya. Changes have been frequently and constantly been proposed and implemented to better service delivery to the public. Post and telecommunications in Kenya has gone through myriad of changes since its inception in Kenya. There have been changes in management’s scope and mandate, downsizing as well as re-positioning to provide new products based on new info-communication technologies. These changes more often than not face opposition from the employees in the fear of losing familiar patterns of behaviour as well as to status and financial rewards.

Employee morale and satisfaction is thus influenced when the workers are involved in a tussle with the organisation. This influence their work performance and hence organisations’ performance. This phenomenon has adversely affected service delivery in the public sector and has to a large extent tainted the reputation of the organisation. This study therefore seeks to investigate root cause of resistance to change in the Kenyan public sector. The study will therefore critically examine the factors that cause resistance to change in the Postal Corporation of Kenya.
1.3 Objectives of the Study

1.3.1 General Objectives

This study investigated the causes of resistance to change in Kenyan Public Sector.

1.3.2 Specific Objectives

The study was guided by the following specific objectives.

i. To investigate the effect of leadership on resistance to change at Postal Corporation of Kenya.

ii. To establish the effect of organisation culture on resistance to change at Postal Corporation of Kenya.

iii. To determine the extent to which communication influences resistance to change at Postal Corporation of Kenya.

1.4 Research Questions

The study aimed at answering the following research questions.

i. What are the effects of leadership on resistance to change at Postal Corporation of Kenya?

ii. How does organisation culture influence resistance to change at Postal Corporation of Kenya?

iii. To what extent does communication influences resistance to change at Postal Corporation of Kenya?
1.5 Significance of the Study

This study would inform management in public sector to understand causes of resistance to change. This research would provide recommendation in areas where the companies need to improve to reduce resistance to change. The study findings and recommendation would also equip the managers with information that would be used as a reference to handle change in their institution.

This study would be an important contribution to policy makers like the postal corporation top management and the government, as they will get an insight that would help them in the formulation of guidelines to the public sectors and private sector on change management. The study results therefore the study results and recommendation will be important to organisations and government agencies alike as they will assist in formulation of positive national policies and guideline to aid organisation to manage change and to reduce resistance to change.

Academically, the study will contribute positively as an augment to the existing knowledge on factors influencing resistance to change, and therefore form part of academic reference material. The study therefore will expand academicians’ knowledge on resistance to change and also identify areas of further study.

1.6 Scope and Limitations of the Study

The study was limited to determining causes of resistance to change in Kenyan public sector. Further, the study aimed at collecting data from 86 employees in low level management, 37 in middle level management and 13 in top level management in Postal Corporation of Kenya.
However, due to confidentiality of data collected, some respondents were not willing to give information. The researcher therefore obtained an introduction letter from the University assuring the respondents that the information collected would be used for academic purposes only. Further, the researcher assured the respondents that information collected would be treated with confidentiality and anonymity of respondents would also be assured.

1.7 Assumptions of the Study

The researcher made the assumption that the respondents would be cooperative enough to give the required information of the study and that they would dedicate some of their time to respond to the questionnaire. This was despite the fact that most of them usually had tight schedules that leaves no time for the respondents to answer to the research instruments. The researcher also assumed that cited respondents would be conversant with the information sought by this study and thus would give relevant information as sought by the study. The researcher assumed that she would get the resources intended to facilitate data collection, and that the information collected would be a representation of the whole sector for inference. Finally, the researcher assumed that the information collected from the respondents would be accurate and reliable for generalization to entire public sector.
2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical orientation, empirical review and the conceptual framework.

2.2 Theoretical Review

This part reviews theories that are relevant to the study.

2.2.1 ADKAR Model of Change Management

The ADKAR model was first published by Prosci in 1998 after research with more than 300 companies undergoing major change projects. In 2006, Prosci released the first complete text on the ADKAR model in Jeff (2006). This model is intended to be a coaching tool to help employees through the change process. The first step in managing any type of organizational change understands how to manage change with a single individual. Prosci's model of individual change is called ADKAR - an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement. In essence, to make a change successfully an individual needs awareness of the need for change, desire to participate and support the change, knowledge on how to change, ability to implement required skills and behaviors and reinforcement to sustain the change.

ADKAR describes successful change at the individual level. When an organization undertakes an initiative, that change only happens when the employees who have to do their jobs differently have the Awareness, Desire, Knowledge, Ability and Reinforcement to make the change happen (Westwood and Linstead, 2001).
ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal. For example, Awareness of the business reasons for change is a goal of early communications related to a business change (Tichy, 1983). Desire to engage and participate in the change is the goal of sponsorship and resistance management. Knowledge about how to change is the goal of training and coaching. By identifying the required outcomes or goals of change management, ADKAR becomes a useful framework for change management teams in the planning and execution of their work. The goals or outcomes defined by ADKAR are sequential and cumulative. An individual must obtain each element in sequence in order for a change to be implemented and sustained.

The power of the ADKAR model is that it creates focus on the first element that is the root cause of failure. When approaching change using this model, one can immediately identify where the process is breaking down and which elements are being overlooked. This avoids generic conversations about the change that rarely produce actionable steps. This results-oriented approach helps focus energy on the area that will produce the highest probability for success (Rosabeth, 1999).

ADKAR help organizations plan effectively for a new change or diagnose why a current change is failing. In some cases, corrective action can be taken and the change successfully implemented.
2.2.2 PCT (Project Change Triangle) Model

The change management is based on Prosci PCT Model (Project Change Triangle) - the application of the tools, processes, techniques and principles for managing the "people" side of the project or initiative to achieve a desired outcome (Jeff, 2006). While the Project Management corner is focused on the tasks related to designing and developing a solution, the Change Management corner's focus is how to encourage employees to embrace and adopt that solution. Many times, this corner is what is missing when a project is implemented and meets technical requirements, but does not deliver the ultimate value to the organization (Collins, 2001).

The tools, processes, techniques and principles that make up Change Management are aimed at helping each impacted employee move from their own personal current state to their own personal future state. It is individuals changing how they do work that ultimately results in a project or initiative delivering value to the organization. There are many characteristics of the individual current state and individual future state that can impede or inhibit successful change the Change Management corner of the PCT Model provides a systematic approach to addressing these issues (Pearce and Robinson, 2003).

2.2.3 Kotter’s Model on Change Process

Kotter (1995) developed a list of factors that he believes lead to successful changes, and those that lead to failure. He has devised an 8 step method where the first four steps focus on defreezing the organization, the next three steps make the change happen, and the last step refreezes the organization with a new culture. When people need to make big changes significantly and effectively, he says that this goes best if the 8 steps happen in order. "The most general lesson to be learned from the more successful cases is that the change process
goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces satisfactory results" and "making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains". Kotter summarizes the eight phases as follows.

Establishing a sense of urgency involves talking of change. This typically begins with some people noticing vulnerability in the organization. The threat of losing ground in some way sparks these people into action, and they in turn try to communicate that sense of urgency to others. Kotter (1995) notes that over half the companies he has observed have never been able to create enough urgency to prompt action. "Without motivation, people won't help and the effort goes nowhere. Executives underestimate how hard it can be to drive people out of their comfort zones". In the more successful cases, the leadership group facilitates a frank discussion of potentially unpleasant facts: about the new competition, flat earnings, decreasing market share, or other relevant indicators. It is helpful to use outsiders who can share the "big picture" from a different perspective and help broaden the awareness of organization members (Rosabeth, 1999). Kotter (1995) suggests urgency is enough when 75% of leadership is honestly convinced that business as usual is no longer an acceptable plan.

Form a powerful guiding coalition: Change efforts often start with just one or two people, and should grow continually to include more and more who believe the changes are necessary. The need in this phase is to gather a large enough initial core of believers. This initial group should be pretty powerful in terms of the roles they hold in the organization, the reputations they have, the skills they bring and the relationships they have. Regardless of size of the organization, the "guiding coalition" for change needs to have 3-5 people leading the effort. This group, in turn, helps bring others on board with the new ideas. The building of this
communication of the vision is needed, and then multiply that effort by a factor of ten.

Empower others to act on the vision: This entails several different actions. Allow organization members to make changes in their areas of involvement. Allocate budget money to the new initiative. Carve out time on meeting agendas to talk about the vision. Change the way your work is organized to put people where the effort needs to be. Free up key people from existing responsibilities so they can concentrate on the new effort. In short, remove any obstacles there may be to getting on with the change (Paton and McCalman, 2000).

Successful transformation rests on "a picture of the future that is relatively easy to communicate and appeals to customers, stakeholders, and employees. A vision helps clarify the direction in which an organization needs to move". The vision functions in many different ways: it helps spark motivation, it helps keep all the projects and changes aligned, it provides a filter to evaluate how the organization is doing, and it provides a rationale for the changes the organization will have to weather. "A useful rule of thumb: if you can’t communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, one is not yet done with this phase of the transformation process".

Communicate the vision: Kotter (1995) suggests the leadership should estimate how much communication of the vision is needed, and then multiply that effort by a factor of ten.

Plan for and create short-term wins: Since real transformation takes time, the loss of momentum and the onset of disappointment are real factors. Most people won’t go on a long march for change unless they begin to see compelling evidence that their efforts are bearing fruit. In successful transformation, leaders actively plan and achieve some short term gains
which people will be able to see and celebrate. This provides proof to organization members
that their efforts are working, and adds to the motivation to keep the effort going. "When it
becomes clear to people that major change will take a long time, urgency levels can drop.
Commitments to produce short-term wins help keep the urgency level up and force detailed
analytical thinking that can clarify or revise visions".

Consolidate improvements and sustain the momentum for change: As Kotter warns, "Do not
declare victory too soon". Until changes sink deeply into the enterprise culture – a process
that can take five to ten years -- new approaches are fragile and subject to regression. Again,
a premature declaration of victory kills momentum, allowing the powerful forces of tradition
to regain ground. Leaders of successful efforts use the feeling of victory as the motivation to
delve more deeply into their organization: to explore changes in the basic culture, to expose
the systems relationships of the organization which need tuning, to move people committed
to the new ways into key roles. Leaders of change must go into the process believing that
their efforts will take years.

Institutionalize the new approaches: In the final analysis, change sticks when it becomes "the
way we do things around here", when it seeps into the bloodstream of the corporate body.
"Until new behaviours are rooted in social norms and shared values, they are subject to
degradations as soon as the pressure for change is removed". Two factors are particularly
important for doing this. First, a conscious attempt to show people how the new approaches,
behaviours, and attitudes have helped improve the enterprise. People have to be helped to
make the connections between the effort and the outcome. The second is to ensure that the
next generation of enterprise leaders believe in and embody the new ways.
2.2.4 Theory of Change Management

The practitioners, who to the large consulting firm model of organizational change, are seen as advocating the rational-linear view of organisational change, while the theoreticians are perceived as supporting the systemic-multivariate view of organisational change (Modahl, 2000). It is commonly observed among the advocates of the rational-linear view of organisational change that there is an optimum solution for organizing labour, raw materials and capital and for adopting new organisational practices. Within this view, the focus has been primarily on the contingencies necessary for the success and effectiveness of implementing organisational change. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales (Kotter, 1995), present an ideal model of what happens in organisations at different points in time or in different contexts.

Although a contingency approach to organisational change has encouraged practitioners to consider aspects of their environment, technology and size as a basis for deciding on the appropriate paths of change, it delineates deterministic assumptions about the nature of change in organisations, presents inadequate appreciation of the role of strategic choice, beliefs and power and neglects the fact that organisations are collections of diverse interests (Dawson, 1996).

According to Burnes (1998) there are three schools of thought that form the central planks on which change management theory stands; first there is the individual perspective school, which assumes that individual behavior results from his interaction with the environment. Human actions are conditioned by expected consequences and behavior is rewarded to be repeated and vice versa. Psychologists argue that behavior is influenced by external stimuli. Second there is the group dynamics school, which argues that individuals' behavior is a
function of group environment. Individuals behave in a way that conforms to group pressure, norms, roles and values.

Change focus in such a case should be on influencing group norms, roles, and values to bring about successful strategic change. And third there is the open systems school whose focus is on the entire organization. It sees the organization as being composed of different sub systems, which are the goals and values sub systems, the technical subsystem, the psychological sub system and the managerial subsystem. A change in one part of the system has an impact on other parts of the system. Change can therefore be achieved by changing the sub systems but one then needs to understand the interrelationship of the subsystems.

The Attribution Theory advanced by Heider, (1999) states that “behavior is determined by a combination of perceived internal forces and external forces” (Mullins, 1999). This means that if the employees feel that the upcoming changes are likely to upset their current state in terms of loss of money, job security, disruption of their social patterns or the fear that they may not be able to cope with the new changes, then they are likely to resist and to be negative about it. However, if they believe that the change is for their own benefit, then, they are likely to go along with it.

2.3 Empirical Review

2.3.1 Leadership

Change Management is a planned approach to change within an organization (John, 2004). John added that the objective of change management is to maximize the benefits for the organization and lower the potential risk associated with any changes. These changes are either reactive, which is caused by external source, or proactive, which is a goal oriented change. A huge aspect of integrating any new technologies is human-based.
There are psychological aspects of any change, such as resistance, that many people go through. Any effective change management touches on all these aspects within an organization. The key process of change management begins by measuring attitudinal changes as the process of change implementation begins which is not just recording how people feel about the changes anticipated (Meredith et al, 2002).

Implementing a change will bring a difference to the way people work within the organization, processes will change and there may be job cuts and rationalization of responsibilities within departments. All this will definitely evoke resistance from the employees and this has to be managed effectively before, during and after the implementation.

Dan (2008) commenting on the role of leadership said that the top management has to lead the way in propagating the reasons for the implementation and the organizational benefits that can be expected by implementing a new change. A strong change management team needs to be involved to approve, implement and track the changes in the organization, which includes the impact and detailed structure (i.e. documentation) associated with the life cycle of the change project. Changes are implemented thorough benchmarking from the practices and business processes of the world class organizations and excellent enterprises (Ellen, 2005).

### 2.3.2 Organisation Culture

One major challenge that may be faced by an organization anticipating change is cultural war. According to Thomson & Tavis (2010), the term frequently implies a conflict between those values considered traditional or conservative and those considered progressive or liberal. Thomsom and Tavis add that culture war is traced back to 1960s and has taken
various forms since then. For an organization anticipating change, a conflict between the conservative group and the liberal group may slow down the process of change or lead to failure of arriving at a common consensus among the stakeholders involved in the change process.

Organizational culture is a concept which describes the attitudes, experiences, beliefs and values of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Cultural differences have a huge impact on human behaviour and hold potential for misunderstandings in business contacts, which might become barriers to change in an organization (Wiener, 1998).

A company’s culture can be a major strength when it is consistent with the strategy and thus can be a powerful driving force in implementation. However, a culture can also prevent a company from meeting competitive threats or adapting to changing economic and social environments that a new strategy is designed to overcome. According to Johnson and Scholes (2002), social processes can also create rigidities if an organization needs to change their strategy.

Managing the strategy-culture relationship therefore requires sensitivity to the interaction between changes necessary to implement strategy and compatibility or fit between those change and the organizational culture (Pearce and Robinson, 2003). Pearce and Robinson (2003) argue that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational setting, individuals, groups and units are the mechanisms of organizational action, and the
effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action-leadership and culture.

According to Meyer and Stensaker (2006) organizations need to develop capacity for change, by allocation and development of change and operational capabilities that sustain long term performance. They argue that making change happen without destroying well-functioning aspects in an organization and harming subsequent changes requires both capabilities to change in the short and long term, and capabilities to maintain daily operations.

New changes in organizations have consequences with new organizational roles and jobs descriptions for the employees. (Lewis R, 2006) It may cause some changes in organizational chart due to adoption to the new processes and job definitions. Dan A (2008) observed that managers must get used to take managerial reports from the system and spend their time for analyzing information. Dan added that most change management programs fail because organizations fail to have change management programs. Indeed implementing a change in addition to a technical change management needs a people side of change management program. This Change Management will have its own scenario, activities and responsibilities.

According to Paul C (2005), the goal of the change management program for employees is to make the people ready for change and conduct them to move to the new environment and map them to the new way of running the organization. We have to know that change management tasks are not the same even in one project. That means if you have selected Purchasing, Human Resource Management, or an Enterprise Resource Planning system, you have to do Change Management tasks regarding to specific
module. It means because employees in different departments do different tasks, thus we need to do related Change Management activities too.

Consistency in managing the people side of change across an organization is an important aspect of managing employees in organizations anticipating change. Don Edward B, & Christopher C, (1996) observed that consistency increases ability to engage and up-skill managers and more opportunities to build expertise in the selected methodology. Edward & Christopher further add that this comes as great relief to project managers who are familiar with the benefits of applying a common language and methodology in their profession and have been unimpressed by the ad hoc nature of managing the people side of change. Many organizations are still at level one of change management maturity, using change management inconsistently and reactively—more often, only when there is resistance or other major threats to the success of the change.

2.3.3 Communication

Discussing the language of organization, Chia and King (2001) note that the nature of language and the significance and potential of linguistic analysis is often misunderstood. At an everyday level, they warn us we have a tendency to think of language in representationalist terms. Thus they note that orthodox forms of (managerialist) organization studies tend to view language as a medium of representation and linguistic analysis as a tool, which may be employed to improve the effectiveness of organizations (Westwood and Linstead, 2001). Viewed in these terms, as a medium of representation, language is to be regarded as problematic insofar as the use and mis-use of language causes blockages in organizational communication, which in turn limit organizational effectiveness and the achievement of planned change.
Westwood and Linstead (2001) argue that this account of organizations and their communication problems is naïve because it views language as an explanatory, organizational resource, but refuses to analyse the nature of the language-organization relationship. Thus Westwood and Linstead suggest that representationalist analyses tend to put the cart before the horse: they assume that language is a simple medium whose content, patterns and practices may be made to serve management yet they refuse to consider both the ontological status and the epistemological role of language. This is an issue taken up by Chia and King (2001).

Disputing the representationalist account of language, Chia and King are keen to pursue the language-organization relationship, which is either ignored or assumed away by orthodox accounts of language and management. Thus they argue that language is not simply a means of accessing reality nor is linguistic analysis to be regarded as a means of overcoming functional problems in organizational communication. Indeed they warn us that we misunderstand the nature of language when we assume that language simply represents and corresponds with a world, which is real and external to us. Instead Chia and King argue that organization is language and vice versa (Westwood and Linstead, 2001). Accordingly, they suggest that language is “our organizational method for constructing our relatively stabilized organizational world to the exclusion of other possible worlds (Chia and King, 2001).

As distinct from representational accounts of language, which suggest that language mirrors or distorts reality, therefore, Chia and King’s account of the language of organization argues that language constitutes reality. Indeed, Chia and King argue that the language of organization has a tendency to constitute our understanding of reality in terms of stability. However, they also suggest that sensitivity to the language of organizing has the potential to
reveal the many realities of organization, which might otherwise be occluded (Chia and King, 1998).

Butcher and Atkinson (2001) have argued that the rhetoric of top-down change is limited and self-defeating because it offers an impoverished and isolationist system rendering of the processes of change; a world where one group of people visit change upon other subordinate groupings who have change done to them. Countering this top-down rendering of change they argue that bottom-up approaches to change convey twin benefits in that they reveal the processes of politicking and change, which are disguised or occluded by to-down accounts and offer managers the insights they will require to use the political activity of subordinates to better effect (Butcher and Atkinson, 2001). For Butcher and Atkinson, therefore bottom-up models of change are both credible and practical insofar as they offer managerial actors a new and more reliable means of delivering change.

Yet this focus on delivering change and making change stick promotes an anti-dynamic appreciation of change because it encourages practitioners and academics to view organizational change as an outcome or event. In this regard Butcher and Atkinson's model of the reality of change simply fails to reflect or capture the many realities (Collins, 2001) and experiences of organization as process; organization as flux and movement (Chia and King, 1998) because it defines change in terms of stability. Indeed, for Butcher and Atkinson the “effectiveness” of change is defined in a profoundly anti-dynamic sense as an ending, which returns stability to the organization as an institution.

Butcher and Atkinson argue that a significant paradox has emerged in the analysis of change. On one hand, they note, actors and commentators have become more aware of the ways in which language acts to situate the meaning and possibilities of/for change. Yet on the other
hand they note that the mainstream understanding of change is dominated by a vocabulary “embedded in assumptions associated with a top-down, managerialist approach to change, which relies on a rational, hierarchical paradigm of organization. This language of change situates the meaning and possibilities for organizational change within a context that remains stable to change (Butcher and Atkinson, 2001).

To overcome the limitations of this top-down approach the authors argue that there is a need to develop change management practices, which can promote an appreciation of the tactics and processes of change. Thus Butcher and Atkinson suggest that there is a need to develop an alternative language of change from the bottom-up. However, they warn us that it will not be easy to construct an acceptable, bottom-up vocabulary of change. Indeed, they warn us that there are serious disincentives to the production of a bottom-up vocabulary of change.

Reflecting on the language of change and the problems associated with attempts to proffer bottom-up accounts of change to managers, Butcher and Atkinson warn us that language is to be understood as something used by and for power. Indeed Butcher and Atkinson suggest that managers (and many commentators) are comfortable with top-down accounts of change, and may prove initially to be hostile to a bottom-up appreciation of change precisely because top-down models of change tend to depict change management as an exercise in strategic leadership and the altruistic pursuit of some higher objective.

Contrasting this top-down understanding of change with bottom-up accounts of change, Butcher and Atkinson (2001) argue that bottom-up accounts of change are distinctive insofar as they emphasize the power of individuals in creating organisational change and place political processes at the heart of change”. However, they observe that this focus on local actors tends to reduce the credibility, legitimacy and functional appeal of bottom-up accounts
of change in the face of top-down rhetoric. Thus Butcher and Atkinson note that in comparison to top-down models of change, bottom-up accounts might appear to lack direction and application because these highlight the local, political and often subversive nature of the actual processes of change.

Yet despite this, Butcher and Atkinson argue that bottom-up models of change have very real and practical advantages to offer management practitioners. Indeed, Butcher and Atkinson (2001) argue that bottom-up approaches to change have practical appeal and relevance insofar as they have a capacity to reveal both the banality of the top-down agenda and its tendency to offer forms of rhetoric, which obscure “the reality of organisational life”. In contrast to top-down accounts of change therefore, Butcher and Atkinson (2001) argue that bottom-up approaches recognize the managerial rhetoric of change and can cut through this rhetoric because they possess a “down-to-earth realism”, which is rooted in an understanding of the nature of political action. Thus Butcher and Atkinson suggest that bottom-up approaches to change should be marketed to commentators and practitioners as a managerial medium, which offers access to the living and breathing reality of organizational reality.

Yet in seeking this improved access to the political reality of organizational life Butcher and Atkinson seem to muddle opposing perspectives on language and change. Indeed, we will argue that their Spooneristic tendency to “mix up” analytical accounts of language and organization has important consequences for their attempt to reshape the management of language and the management of change more generally.

Change Management is a planned approach to change within an organization (John P 2004). John added that the objective of change management is to maximize the benefits for the organization and lower the potential risk associated with any changes. These changes are
either reactive, which is caused by external source, or proactive, which is a goal oriented change. A huge aspect of integrating any new technologies is human-based.

There are psychological aspects of any change, such as resistance, that many people go through. Any effective change management touches on all these aspects within an organization. The key process of change management begins by measuring attitudinal changes as the process of change implementation begins which is not just recording how people feel about the changes anticipated (Martin Stevens 2003).

Implementing a change will bring a difference to the way people work within the organization, processes will change and there may be job cuts and rationalization of responsibilities within departments. All this will definitely evoke resistance from the employees and this has to be managed effectively before, during and after the implementation.

Dennis L, (2003) commenting on the role of leadership said that the top management has to lead the way in propagating the reasons for the implementation and the organizational benefits that can be expected by implementing a new change. A strong change management team needs to be involved to approve, implement and track the changes in the organization, which includes the impact and detailed structure (i.e. documentation) associated with the life cycle of the change project. Changes are implemented thorough benchmarking from the practices and business processes of the world class organizations and excellent enterprises. (Ellen J, 2005)

2.4 Conceptual Framework

Conceptual Framework is defined as the result of when a researcher conceptualizes the relation between variables in the study and show the relationship graphically or
diagrammatically (Donald, 2006). A conceptual definition therefore is an element of the scientific research process, in which a specific concept is defined as a measurable occurrence or in measurable terms; it basically gives one the meaning of the concept.

**Figure 2.1: Conceptual Framework**

- **Leadership**
  - Mgt. involvement
  - Employee motivation
  - Control
  - Documentation
  - Consistency

- **Organization Culture**
  - Employee perception
  - Experience
  - Beliefs
  - Value of an organization

- **Communication**
  - Language
  - Mode of communication
  - Communication channel
  - Credibility of information

- **Organisation structure**
  - Organic
  - Mechanistic

- **Resistance to change**
  - Employee attitude
  - Work quality
  - Technological advancement
  - Project completion time
  - Unrest

- Independent variables
- Moderating variable
- Dependent variable

Source: Author (2012)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures and techniques that were used in the collection, processing and analysis of data. To meet this objective, it thus looked at research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

According to Noum (2007), research design is the scheme, outline or plan that is used to generate answers to research problems. The study adopted a descriptive survey design. The method was chosen since it is more precise and accurate since it involves description of events in a carefully planned way (Babbie, 2004). Furthermore, Berg and Gall (1996) note that descriptive research produced statistical information about aspects of a study that interest policy makers. Descriptive research design was used not only for the purpose of description but also for the determination of relationships between variables at the time of study.

3.3 Target Population

Cooper and Schindler, (2003) defines a population as the group that the research focuses on. Target population in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated. Data was collected from employees in top level, middle level and low level management working in Postal Corporations of Kenya. This is as presented on the Table 3.1 below.

<table>
<thead>
<tr>
<th>Table 3.1: Study Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sections</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Top Level Management</td>
</tr>
<tr>
<td>Middle Level Management</td>
</tr>
<tr>
<td>Low Level Management</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

3.4 Sample Design and Procedure

Sampling involves selecting a given number of subjects from a defined population represent the population (Cooper & Schindler, 2003). Further, Naoum (2007) defines a sample size as a finite part of a statistical population whose properties are studied to gain information about the whole. The major criterion used when deciding on the sample size is the extent to which the sample’s size is representative of the population. Since the population of the study was small, the study was conducted through a census approach targeting 136 employees in top level, middle level and low level management in Postal Corporation of Kenya. According to (Dennis, 1989) when the sample is small it is important to take the whole population to determine the needs of an organization.

3.5 Data Collection

3.5.1 Type and Sources of Data

The study collected both primary data and secondary data. Primary data was collected using questionnaires. For the secondary data, the data was collected from companies’ annual reports, manuals and newsletters.

3.5.2 Data Collection Instrument

In collection of primary data a semi-structured questionnaire was used. The researcher ensured that the questionnaire was kept short and structured with mostly multiple-choice
selections in a likert scale to ensure uniformity in response and to encourage participation. The questionnaires were preferred in this study because respondents of the study were literate and quite able to answer questions asked adequately. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study. The questionnaire was carefully designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected for the study.

3.5.3 Pre-testing

Pre-testing or pilot study was carried out to ensure that the questions are relevant, clearly understandable and made sense before the research tools were finally administered to participants. The pre-testing aimed at determining the reliability of the research tools including the wording, structure and sequence of the questions. The pilot study involved 5 respondents from other companies. The respondents were conveniently selected since statistical conditions are not necessary in the pilot study (Cooper and Schindler, 2003). Pilot study was aimed at refining the questionnaire so that respondents in the major study had no problem in answering the questions. This helped to improve the content validity and reliability of the data that was collected. However, results obtained in the pilot study were not included in the final data analysis.

3.5.4 Data Collection Procedure

Self-administered questionnaire was used in this study to collect quantitative data. The researcher assured the respondents that information collected was for research purpose only and the responses from the respondents would be treated anonymously. The researcher obtained an introductory letter from the University to collect data from the company then
personally deliver the questionnaires to the respondents and have them filled in and then collect later: the drop and pick later method.

3.6 Data Analysis and Presentation

After data collection, completed questionnaires were edited for completeness and consistency. Data clean up, analysis and explanation then followed the editing. In data clean up editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis was done. The data was then analyzed using descriptive statistics. The descriptive statistical tools (SPSS V.21.0 and Ms Excel) helped the researcher to describe the data. The Likert scale was used to analyze the mean score and standard deviation. The study findings were presented using tables and graphs for further analysis and to facilitate comparison. This generated quantitative reports through tabulations, percentages, and measure of central tendency.

Further in the analysis, the study used multivariate regression model to determine the relative importance of each of the four variables with respect to resistance to change in public sector. Regression was able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. Regression method was thus used due to its ability to test the nature of influence of independent variables on a dependent variable. This is what a correlation analysis cannot provide as compared to a regression analysis. Having considered that, linear regression analysis was used as the approach to analyse the data. The regression model was as follows:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \]

Where:

\[ Y = \text{Resistance to change} \]
\[ \beta_0 = \text{Constant Term} \]

\[ \beta_1, \beta_2 \text{ and } \beta_3 = \text{Beta coefficients} \]

\[ X_1 = \text{Leadership} \]

\[ X_2 = \text{Organisation Culture} \]

\[ X_3 = \text{Communication} \]

\[ \varepsilon = \text{Error term} \]

### 3.7 Limitations of the Study

The researcher had a hard time in getting respondents to respond to the questions as the respondents were busy. To overcome this setback, the researcher made prior arrangements with employees to agree on a time when they could be met to fill the questionnaires. Further, the researcher faced time constraint as the proposal and project writing was handled within 9 weeks.

### 3.8 Ethical Issues

The study collected sensitive information and therefore, the researcher held an ethical obligation to hold this information with utmost correctness. The respondents were assured of confidentiality of information given to make them at ease to respond to the questionnaire.
CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the causes of resistance to change in Kenyan public sector: a case of Postal Corporation of Kenya. The chapter also provides the major findings and results of the study.

4.1.1 Response Rate

The study targeted a sample size of 57 respondents from which 45 filled in and returned the questionnaires making a response rate of 78.9%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

Figure 4.1: Response Rate
4.2 Demographic Information

The study sought to establish the background information of the respondents and the business including respondents' gender, age and duration of work in the company.

![Bar Chart: Age of the respondents](chart)

**Figure 4.2: Age of the respondents**

On the age of the respondents, the study found that the majority of the respondents were between 40-50 years (26.8%), 23.2% were aged between 36-40 years, 19.6% were aged between 30-35 years, 14.3% were aged between 21-25 years, 10.7% were aged between 26-30 years while 5.4% of the respondents were aged above 50 years. This shows that majority of the employees at PCK are middle aged.

![Pie Chart: Gender of the respondents](chart)

**Figure 4.3: Gender of the respondents**
The findings in figure 4.1 show the gender of the respondents. From the findings, the study established that the majority of respondents were male as shown by 66.1% while females were 33.9% of the respondents. This shows that there are more male than females in the company.

Table 4.1: Period the respondents had worked in the company

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below One Years</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>4-6 Years</td>
<td>23</td>
<td>52</td>
</tr>
<tr>
<td>1-2 Years</td>
<td>6</td>
<td>12.5</td>
</tr>
<tr>
<td>2-4 Years</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>10-15 Years</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Above 15 Years</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

According to the findings, 52% of the respondents had worked in the company for 4-6 years, 20% of the respondents had worked in the company for 2-4 years, 12.5% of the respondents had worked in the company for 1-2 years, 5% of the respondents had worked in the company for 6-10 years and below 1 year and 2.5% of the respondents had worked in the company for 10-15 years.
4.3 Causes of Resistance to Change

4.3.1 Leadership

Figure 4.4: Extent that leadership influence resistance to change at Postal Corporation of Kenya

The respondents were requested to indicate the extent that leadership influence resistance to change at Postal Corporation of Kenya. Majority of the respondents (69.6%) indicated that leadership influence resistance to change at Postal Corporation of Kenya to a very great extent, 28.6% said it influences to a great extent while 1.8% indicated that leadership influence resistance to change at Postal Corporation of Kenya to a moderate extent. This is
Table 4.2: Extent that facets of leadership influence resistance to change at Postal Corporation of Kenya

<table>
<thead>
<tr>
<th>facet</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Involvement</td>
<td>4.1714</td>
<td>.65663</td>
</tr>
<tr>
<td>Employee motivation</td>
<td>4.0893</td>
<td>.79262</td>
</tr>
<tr>
<td>Employees involvement</td>
<td>4.0107</td>
<td>.96816</td>
</tr>
<tr>
<td>Control</td>
<td>3.7857</td>
<td>.88860</td>
</tr>
<tr>
<td>Documentation</td>
<td>4.1250</td>
<td>.97351</td>
</tr>
<tr>
<td>Consistency</td>
<td>3.8750</td>
<td>.64842</td>
</tr>
</tbody>
</table>

On the extent that various facets of leadership influence resistance to change at PCK, majority of the respondents indicated that the facets of leadership influence resistance to change at PCK to a great extent include management involvement as shown by a mean score of 4.1714, documentation as shown by a mean score of 4.1250, employee motivation as shown by a mean score of 4.0893, employees involvement as shown by a mean score of 4.0107, consistency as shown by a mean score of 3.8750 and control as shown by a mean score of 3.7857.
4.3.2 Organisation Culture

![Pie Chart](image)

**Figure 4.5: Extent that organisation culture influence resistance to change at Postal Corporation of Kenya**

On the extent that organisation culture influence resistance to change at Postal Corporation of Kenya, majority of the respondents (83.9%) indicated that organisation culture influence resistance to change at Postal Corporation of Kenya to a very great extent, 12.5% said to a great extent while 3.6% of the respondents felt that organisation culture influence resistance to change at Postal Corporation of Kenya to a moderate extent.

**Table 4.3: Level of agreement with statements about organizational culture and change management at Postal Corporation of Kenya**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution's culture is consistent with the change management strategy</td>
<td>3.5536</td>
<td>.60059</td>
</tr>
<tr>
<td>The institution's culture is a powerful driving force in implementation of change management</td>
<td>3.9821</td>
<td>1.10357</td>
</tr>
<tr>
<td>The institution's structure provides overall framework for strategy implementation</td>
<td>3.8393</td>
<td>1.23254</td>
</tr>
</tbody>
</table>
The study also required the respondent to indicate their level of agreement with statements about organizational culture and change management at Postal Corporation of Kenya. From the study findings, majority of the respondents agreed that the institution's culture is a powerful driving force in implementation of change management as shown by a mean score of 3.9821, the institution's structure provides overall framework for strategy implementation as shown by a mean score of 3.8393 and that the institution's culture is consistent with the change management strategy as shown by a mean score of 3.5536.

Table 4.4: Extent that various characteristics of the management team contribute to challenges in change management implementation at Postal Corporation of Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial abilities</td>
<td>4.1143</td>
<td>.49412</td>
</tr>
<tr>
<td>Education background</td>
<td>3.5357</td>
<td>.83043</td>
</tr>
<tr>
<td>Previous track record</td>
<td>3.6429</td>
<td>.51974</td>
</tr>
<tr>
<td>Experience</td>
<td>4.2250</td>
<td>.55800</td>
</tr>
<tr>
<td>Personality</td>
<td>3.8013</td>
<td>.52964</td>
</tr>
<tr>
<td>Temperament</td>
<td>3.9643</td>
<td>.85204</td>
</tr>
<tr>
<td>Values of an organization</td>
<td>4.1393</td>
<td>.83724</td>
</tr>
</tbody>
</table>

The respondents indicated that the characteristics of the management team contribute to challenges in change management implementation at Postal Corporation of Kenya to a great extent include experience as illustrated by a mean score of 4.2250, values of an organization as illustrated by a mean score of 4.1393, managerial abilities as illustrated by a mean score of 4.1143, temperament as illustrated by a mean score of 3.9643, personality as illustrated by a
mean score of 3.8013, previous track record as illustrated by a mean score of 3.6429 and education background as illustrated by a mean score of 3.5357.

4.3.3 Communication

![Bar Chart]

**Figure 4. 6: Extent that communication in organisation influence change resistance at Postal Corporation of Kenya**

From the findings as shown by figure 4.9 above, 66.1% of the respondents indicated that communication in organisation influence change resistance at Postal Corporation of Kenya to a very great extent, 21.4% said to a great extent, 7.1% said to a moderate extent while 5.4% of the respondents felt that communication in organisation influence change resistance at Postal Corporation of Kenya to a little extent.
<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management is communicated effectively within the department</td>
<td>3.6786</td>
<td>.54296</td>
</tr>
<tr>
<td>There is mutual relationship among the workers which enables communication and hence reduced resistance</td>
<td>3.0714</td>
<td>.59870</td>
</tr>
<tr>
<td>Some failure in internal communication have sometimes led to failure of implementation of change management in the institution</td>
<td>3.8179</td>
<td>.63220</td>
</tr>
<tr>
<td>There is a clear vision that governs change in the organization</td>
<td>3.6893</td>
<td>.59625</td>
</tr>
<tr>
<td>Leadership influences the change management practices in the organization</td>
<td>4.0122</td>
<td>.64360</td>
</tr>
<tr>
<td>There is adequate training to enable employees cope with the change without resistance</td>
<td>3.3036</td>
<td>.82945</td>
</tr>
</tbody>
</table>

On the agreement with statements about the effects of communication on resistance to change at Postal Corporation of Kenya, the respondents were in agreement with the fact that leadership influences the change management practices in the organization as shown by a mean score of 4.0122, some failure in internal communication have sometimes led to failure of implementation of change management in the institution as shown by a mean score of 3.8179, there is a clear vision that governs change in the organization as shown by a mean score of 3.6893 and change management is communicated effectively within the department as shown by a mean score of 3.6786. They were however neutral on the fact that there is
adequate training to enable employees cope with the change without resistance as shown by a mean score of 3.3036 and there is mutual relationship among the workers which enables communication and hence reduced resistance as shown by a mean score of 3.0714.

4.4 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.8895</td>
<td>0.7912</td>
<td>0.7364</td>
<td>0.7296</td>
</tr>
</tbody>
</table>

R-Squared is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R² also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 73.6% of the changes in the resistance to change at PCK could be attributed to the combined effect of the predictor variables.

Table 4.7: Summary of One-Way ANOVA results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>12.223</td>
<td>2</td>
<td>3.112</td>
<td>3.671</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>92.876</td>
<td>43</td>
<td>.641</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>115.099</td>
<td>45</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The probability value of 0.001 indicates that the regression relationship was highly significant in predicting how leadership, organisation culture and communication influenced resistance to change at PCK. The F critical at 5% level of significance was 3.671 since F calculated is greater than the F critical (value = 2.830), this shows that the overall model was significant.

Table 4.8: Regression coefficients of the relationship between resistance to change at PCK and the three predictive variables

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.492</td>
<td>0.298</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.617</td>
<td>0.178</td>
</tr>
<tr>
<td>Organisation Culture</td>
<td>0.702</td>
<td>0.171</td>
</tr>
<tr>
<td>Communication</td>
<td>0.596</td>
<td>0.563</td>
</tr>
</tbody>
</table>

As per the SPSS generated table above, the equation \( Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \) becomes:

\[ Y = 1.492 + 0.617X_1 + 0.702X_2 + 0.596X_3 \]

The regression equation above has established that taking all factors into account (leadership, organisation culture and communication) constant at zero resistance to change at PCK will be 1.492. The findings presented also show that taking all other independent variables at zero, a
unit increase in the leadership would lead to a 0.617 increase in the scores of resistance to change at PCK and a unit increase in the scores of organisation culture would lead to a 0.702 increase in the scores of resistance to change at PCK. Further, the findings shows that a unit increases in the scores of communication would lead to a 0.596 increase in the scores of co-resistance to change at PCK.

At 5% level of significance and 95% level of confidence, leadership had a 0.032 level of significance; organisation culture showed a 0.027 level of significance, while communication had a 0.038 level of significance hence the most significant factor is organisation culture.

Overall, organisation culture had the greatest effect on the resistance to change at PCK, followed by leadership while level of communication had the least effect to the resistance to change at PCK. All the variables were significant (p<0.05).
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary of Findings

This study revealed that leadership influence resistance to change at Postal Corporation of Kenya to a very great extent. The study deduced that the facets of leadership influence resistance to change at PCK to a great extent include management involvement, documentation, employee motivation, employees involvement, consistency and control.

On organisation culture, the study established that organisation culture influence resistance to change at Postal Corporation of Kenya to a very great extent. The study also found that the institution's culture is a powerful driving force in implementation of change management, the institution's structure provides overall framework for strategy implementation and that the institution's culture is consistent with the change management strategy. The study indicated that the characteristics of the management team contribute to challenges in change management implementation at Postal Corporation of Kenya to a great extent include experience, values of an organization, managerial abilities, temperament, personality, previous track record and education background.

Regarding communication, the study further established that communication in organisation
influence change resistance at Postal Corporation of Kenya to a very great extent. The study found that leadership influences the change management practices in the organization, some failure in internal communication have sometimes led to failure of implementation of change management in the institution, there is a clear vision that governs change in the organization and change management is communicated effectively within the department. However, there is inadequate training to enable employees cope with the change without resistance and there is no mutual relationship among the workers which enables communication and hence reduced resistance.

From the regression analysis, the study found that 73.6% of the changes in the resistance to change at PCK could be attributed to the combined effect of the predictor variables. The findings also show that taking all other independent variables at zero, a unit increase in the leadership would lead to a 0.617 increase in the scores of resistance to change at PCK and a unit increase in the scores of organisation culture would lead to a 0.702 increase in the scores of resistance to change at PCK. Further, the findings shows that a unit increases in the scores of communication would lead to a 0.596 increase in the scores of co resistance to change at PCK. Overall, organisation culture had the greatest effect on the resistance to change at PCK, followed by leadership while level of communication had the least effect to the resistance to change at PCK. All the variables were significant (p<0.05).

5.3 Conclusion

From the findings, the study concludes that leadership through management involvement, documentation, employee motivation, employees’ involvement, consistency and control influence resistance to change at Postal Corporation of Kenya. The managers experience, values of an organization, managerial abilities, temperament, personality, previous track
record and education background influence resistance to change at Postal Corporation of Kenya.

The study further deduced that organisation culture influence resistance to change at Postal Corporation of Kenya. This is because the institution's culture is a powerful driving force in implementation of change management and is consistent with the change management strategy. The institution's structure provides overall framework for strategy implementation and that the institution's culture

The study also concludes that communication in organisation influence change resistance at Postal Corporation of Kenya to a very great extent. There is a clear vision that governs change in the organization and change management is communicated effectively within the department. The study finally concludes that organisation culture had the greatest effect on the resistance to change at PCK, followed by leadership while level of communication had the least effect to the resistance to change at PCK.

5.4 Recommendations

From the study findings and conclusions, the study recommends that managers should be self motivated towards attending their responsibilities in order to realize the intended results of strategic change decisions within the organization. This could be realized through managers acting as role models, providing support for employees, allowing employee participation in making job-related decisions, creating, encouraging creativeness and sharing organizational goals. Further, decision making, symbolic leadership, understanding of the change and how to implement change strategies need also to be enhanced to ensure success. At this point, it would also be important to address change management in a structured manner in order to handle resistance to change during strategy implementation.
The study also recommends that the organization culture should ensure that coordination of activities are streamlined to enhance success in strategy implementation by ensuring that employee across the organization understand their roles to ensure that they stay focused on the key targets given the everyday pressures.

The study finally recommends that since communication affects the resistance to change at PCK, formal education should be emphasized that would broaden the employees level of knowledge and skills and enable them cope with the change without resistance. Further, there should be a mutual relationship among the workers which enables communication and hence reduced resistance. The study thus recommends that communication should be enhanced within the organization to improve flow of information from one level to the other to ensure success in strategy implementation.

5.5 Suggestion for Further Studies

The study has investigated causes of resistance to change in Kenyan public sector: a case of Postal Corporation of Kenya. The Kenyan public sector however are is of various other organizations which differ in their way of management styles and have different settings all together. This warrants the need for another study which would ensure generalization of the study findings for all the organizations in Kenyan public sector and hence pave way for new policies. Further studies should be done to establish the causes of resistance to change in profit based organizations.
REFERENCES


Pollitt, C. (1990), Managerialism and the Public Services – the Anglo-Saxon Experience, Basil Blackwell, Oxford


Appendix I: Letter of Introduction
Irene Njeri Mwangi
P O Box
NAIROBI

Dear Respondent

REQUEST FOR RESEARCH DATA

I the aforementioned, currently pursuing a Master of business administration of Kenyatta University and as part of my course work; I need to conduct a research based on my area of study. My study is aimed at determining causes of resistance to change in Kenyan Public Sector taking a case of Postal Corporation of Kenya.

You have been identified as one of the people that could be of assistance with the research and I thus request your participation in the research. Essentially, you would be required to complete a questionnaire. Your response will only be seen by the researcher and the study supervisor and will be treated with absolute confidentiality. On completion of the research, a paper will be compiled for submission to the study supervisor but the identity of all participants will be anonymous.

Should you require further information or assistance in completing the questionnaire, please do not hesitate to contact me. Please fill in all parts as sincerely as possible by putting a tick on one of the options given, where applicable. For those that require your opinion, please use the space provided.

Thank you in advance.

Irene Njeri Mwangi
Appendix II: Questionnaire

Section A: Demographic Information

1. Please indicate the category in which your age falls?
   - Below 20 years [ ]
   - 21-25 years [ ]
   - 26-30 yrs [ ]
   - 30-35 yrs [ ]
   - 36-40 years [ ]
   - 40-50 years [ ]
   - Above 50 years [ ]

2. What is your gender?
   - Male [ ]
   - Female [ ]

3. How long have you worked with in your organization?
   - Below One Yr [ ]
   - 1-2 yrs [ ]
   - 2-4 yrs [ ]
   - 4-6 yrs [ ]
   - 6-10 Yrs [ ]
   - 10-15 Yrs [ ]
   - Above 15 yrs [ ]

Section B: Causes of Resistance to Change

Leadership

4. To what extent do you think leadership influence resistance to change in your organisation?
   - To a very great extent [ ]
   - To a great extent [ ]
   - To a moderate extent [ ]
   - To a low extent [ ]
   - To a very low extent [ ]

5. To what extent do the following facets of leadership influence resistances to change in your organisation? Please indicate your opinion on a scale of 1 to 5, where
1 = Not at all; 2 = Low extent; 3 = Moderate extent; 4 = Great extent and 5 = Very great extent

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Documentation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Organisation Culture**

6. To what extent does organisation culture influence resistance to change in your organisation?

- Not at all [ ]
- Low extent [ ]
- Moderate extent [ ]
- Great extent [ ]
- Very great extent [ ]

7. Managing the strategy-culture relationship requires sensitivity to the interaction between changes and compatibility of change and the organizational culture. In light of this statement, rate your level of agreement to the following statements about organizational culture and change management in your organisation. Use a scale of 1 to 5 where 5 is strongly agree and 1 is strongly disagree.
### Statement

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution's culture is consistent with the change management strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The institution's culture is a powerful driving force in implementation of change management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The institution's structure provides overall framework for strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others, (Specify...........................................................................)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. To what extent do the following characteristics of the management team contribute to challenges in change management implementation in your organisation?

### Statement

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial abilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education background</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous track record</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temperament</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Values of an organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others, (Specify..................)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Communication

9. To what extent does communication in organisation influence change resistance in your organisation?
10. To what extent do you agree with the following statements about the effects of communication on resistance to change in your organisation? Use a scale of 1 to 5 where 5 = to a very great extent, 4 = to a great extent, 3 = moderate extent, 2 = little extent and 1 = no extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management is communicated effectively within the department</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is mutual relationship among the workers which enables communication and hence reduced resistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some failure in internal communication have sometimes led to failure of implementation of change management in the institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a clear vision that governs change in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership influences the change management practices in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is adequate training to enable employees cope with the change without resistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others, (Specify..................................................................................)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. In your opinion, how would you describe the internal communication in enhancing change in the institution in relation to management of change?
Very stable
Very disorderly
Irregular/discontinuous

Thank You for Participating.