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**THE EFFECTS OF INDIVIDUAL RESISTANT FORCES TO THE
INTRODUCTION OF TEA PLUCKING MACHINES IN SELECTED TEA
ESTATES OF JAMES FINLAY'S KENYA IN KERICHO COUNTY**

BY

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**A PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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UNIVERSITY**

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*The effects of
individual resistant*



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DECLARATION

This research project is my original work and has not been presented for a degree in any other university or any other award.

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Date.....3/7/13.....

DEDICATION

This work is dedicated to my beloved husband and friend Weldon byegon for his moral, spiritual and financial support. To my lovely children carol and Olivia for their patience and tolerance

Thank you for standing by me.

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ABBREVIATIONS AND ACRONYMS

COTU- Central Organization of Trade Unions

COMESA_ Common Market for East and Southern Africa.

GDP- Gross Domestic Product

KTDA-Kenya Tea Development Agency

ICT-Information and Communication Technology

W.T.O-World Trade Organisation

KPAWU- Kenya Plantation and Agricultural Workers Union.

ILO- International Labour Organisation

SPSS-Statistical Package for Social Scientists

OPERATIONAL DEFINITION OF TERMS

Cross functional approach- problem solving or decision making philosophy where all parties concerned are involved.

Technological change- Change in technology to match current trend primarily for effectiveness and efficiency.

Re-engineering- The concept of re-aligning business resources for optimal performance.

Out-Sourcing- Business practice where non-core services are contracted.

Deregulation-To remove government rules and controls from some types of business activity

Globalization- The processes of making a business operate in different countries around the world.

Bottlenecks-Delay in one stage of a process that make the whole process take longer

Liberalization- Making systems and laws less restrictive.

ABSTRACT

Technological change is a constant phenomenon in contemporary organizations. How to prepare employees for technological change has increasingly become an issue for the human resource management. Such a scenario in Kenya was recently witnessed following introduction of tea plucking machines in the tea industry that faced a lot of resistance from the workforce and trade unionists. This study sought to analyse the effects of individual resistant forces to the introduction of tea plucking machines. The research was based on a study of one of the major tea industry players; James Finlay's Kenya Ltd. in Kericho county. The target population was all the tea estates in James Finlay's (K) Ltd in Kericho County. James Finlay's has a total of 13 Tea estates. There are a total of 10,262 tea pluckers in the company. A sample of five estates was considered and a sample of 20% of tea pluckers in these estates was taken for the study. A representative group according to Mugenda and Mugenda is one that is at least 10% of the population of interest. The above sample was therefore representative. Total number of 100 tea pluckers was selected using random sampling. Data was collected using structured questionnaires. The data collected was supplemented with available literature review on the subject of study. The response from cross-functional sample group was analysed using descriptive statistical techniques in form of frequency distribution tables, percentages, pie charts, paretto and computer packages. Data was checked for accuracy and consistency of entry, spot checks were formed to ensure integrity of the data. The data was subjected to standardized statistics analysis techniques presentation of results was devoted to descriptive statistics in form of tables and graphs which include pie charts and bar graphs. The above was done using statistical package for social sciences (spss) this helped the researcher to draw conclusions and make recommendations.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

An extensive body of knowledge exists in both the academic and practitioner literature relating to firm assessment and adoption of technology for future strategic purposes. Much of this research focuses on the ability of large businesses to adjust, change, and maximize new technologies. This emphasis on technology adoption has been driven by significant changes over the last 20 years which have resulted in changes in the ways we live and work. Technology has further revolutionized the ways in which many companies do business, forcing a paradigm shift for management that has resulted in new and innovative approaches to carrying out business with customers, employees and other stakeholders (Loebbecke and Wareham, 2003). The effects of technological advancements in business organizations are many folds. Technological advancements and accessibility can be a competitive edge but can also be a serious threat from the competition. Technology can be embraced by employees but can also be loathed to an extent that the desired change is sabotaged. Still technology can create job opportunities but can also deprive human resource of work opportunities. While technological advancements cannot on their own deliver the much needed services without some degree of control from the human resource, companies are faced with the challenges of achieving an optimal mix between the soft and hard components of an organization. In their quest for change management, companies realize that technical substitution requires the face and the interface of the very human resource it is seeking to replace.

As observed by Dewett and Jones (2009), technology “will only lead to competitive advantage when they (employers) leverage or exploit pre-existing, complementary human and business resources”. Success in effective and efficient deployment of machines for human resource has a chequered and somewhat inconsistent manifestation. In some incidences the mere mention of automation or mechanization has often ended up in employee – employer dispute leading to strikes, go slows or legal redress which generally lower productivity. A case in point is the introduction of Tea plucking machines in Tea plantations in Kenya by James Finlay’s Ltd which has elicited a lot of resistance from the workforce and trade unionists. Companies that have successfully replaced live labour have had to dispel the notion of machine subordination by employees. Where psycho and socio economic preparations for the stake holders are not done satisfactorily by the change agents, the results and benefits of technical substitution have been disproportionate. In order to achieve a smooth transition a very elaborate change management strategy is required. It is worth noting that where technology is going to alter the work scene both on new and better ways of doing things and terminating services of staff, the success of such depend on the extent of change management.

Technology has reduced the globe to a small village. This has ensured that distance is no longer a hindrance to business interaction and processes. Human resource can deliver their key result areas from the comfort of their homes or from their decentralized work sites; higher echelon executives can hold conferences out of space and conclude businesses, employers need not have human resource at cash tills, shoppers need not book air tickets to shop in London since e-bay can deliver this service, just to mention but a few. As business organizations go through the international experience, competition

and market processes are becoming less predictable than at any other time. The liberalization process has led to less restricted access to new markets, increased mobility of factors of production, desire to have rational workforce and in some cases fierce competition for professional human resource. With liberalization, companies have had to bench mark their human resource practices often adopting leaner structures and frequently automating it to the exclusion of non critical human resource. Borderless business operations have also led to unfair business practices like dumping of low quality products thereby bringing unethical competition and in some cases closure of some business enterprises. Increasing competition has led industries to strive to contain production costs and improve quality of their products. To achieve these, the companies have gone after the soft targets often describing it as the nuisance fixed cost.

Due to increased competition that come with liberalization and globalization and the need to continuously improve business processes, most organizations have had to re-engineer their operations through outsourcing, adopting information communication technology (ICT) and generally mechanization and automation of operations that were previously done manually or seen to be less efficient. The key objective is to stay ahead of the competition by responding to environmental changes thereby improving efficiency and cutting operations costs.

Companies are realizing that all the business restructuring should address expressed customer needs and its strategic maneuvers to stay grounded and focused on their vision and mission.

In the agricultural sector and tea production in particular, there has been stagnating or declining demand in most of the main traditional markets, and a general decline in tea

prices in the world market. This decline in demand and prices has negative implications on continuous and consistent deployment of the human resource. Tea production has been associated with a number of problems one being high cost of production; labour being the major contributing cost element. It is estimated that it costs growers \$1.2 to produce a kilogram of tea with labour and welfare constituting 60 percent of production costs. It was observed by tea exporters that Kenya must mechanize tea picking for the industry to survive spiraling production costs and diversifying into products such as green tea.

Tracking more demand worldwide, the tea plantations in the study are owned by multinational companies which engage in tea plantation farming, as defined in the ILO Plantations Conventions, No.110, 1958. The companies in agricultural undertaking regularly employ workers for cultivation and production of tea for commercial purposes.

1.1.2 James Finlay Kenya Ltd

This is a subsidiary of the Finlay's group which is a global integrated tea company focusing on the growth of tea and value addition through manufacture and sale of black, green, instant tea and decaffeinated tea. Finlay's has trading offices in Kenya, Sri Lanka, USA, UK, Bangladesh and Pakistan. Finlay's tea plantations in Kenya, Uganda, Bangladesh and Sri Lanka are regarded as being the world's best producing around 55 million kilos of tea each year (www.finlays.net). James Finlay's (K) Limited formerly called African Highlands Produce Company produces 23 million kilograms each year from its 13 estates of Tiluet, Kapsongoi, Chepkoiben, Chemase, Marinyin, Kapkoros, Kaproret, Simotwet, Chebitet, Chemasingi, Chemamul, Tenduet and Bondet. The

company manufactures instant tea and green tea at Saosa and Mara Mara Factories while other factories: Kimulot, Changana, Kitumbe, and Chomogondany manufacture black tea. The company is run by the chief executive and is assisted by seven executives in charge of; instant tea, flowers, projects, plantations, factories, finance, and tea trading respectively. Under the executive are managers in charge of estates, factories, flower farms and departments.

1.2 STATEMENT OF THE PROBLEM

Tea pluckers in James Finlay's Kenya limited Kenya, downed their tools protesting over the use of tea plucking machines that have rendered thousands jobless. On the introduction of tea plucking machines, tea pluckers in James Finlay's went on strike citing the employer's determination to replace them with machines; tea pluckers and pruners. The Kenya plantation and agricultural workers union (KPAWU) called for a nationwide boycott of tea plucking over the introduction of mechanized tea picking. These protests affected production since tea pluckers were not involved in the change process.

Available literature shows that human beings as authors of institutions and tools do not want to play subordinates to the very institutions they have created. Change agents have tried to assess how much emotional people are regarding the change issue. kreitner(2009) cited some of the reasons why employees resist change which includes, parochial self interest-changes are viewed as a threat to one's job, misunderstanding and lack of trust different assessments which includes, distrust of management's intention , and low tolerance for change. All the above reasons are individual resistant forces to change.

Given that in any business environment change is a constant factor and given that

technology will always feature in these changes, it is important to study the effects of the above individual resistant forces to the introduction of tea plucking machines at James Finlay's Kenya limited. And further recommend a change strategy to mitigate resistance to technological change in the tea industry that will form the basis for implementation of such change

1.3 OBJECTIVES OF THE STUDY

1.3.1 GENERAL OBJECTIVE

To investigate the effects of individual resistant forces on introduction of tea plucking machines in selected tea estates in James Finlay's Kenya in Kericho County.

1.3.2 SPECIFIC OBJECTIVES

- a) To find out the impact of training on the resistance to tea plucking machines
- b) To determine whether job security influenced tea pluckers' resistance to the introduction of tea plucking machines in James Finlay's Kenya
- c) To find out how the tea pluckers' perception affected the introduction of tea plucking machines in James Finlay's Kenya

1.4 RESEARCH QUESTIONS

- a) Does the level of training of tea pluckers lead to resistance of the tea plucking?

Machines in James Finlay's Kenya?

- b) Does the pluckers' job security influence resistance to the introduction of tea plucking machines?

c) Does the tea plucker's perception on the reasons to introduce tea plucking machines affect the introduction of tea plucking machines in James Finlay's Kenya?

1.5 SIGNIFICANCE OF THE STUDY

Technological change is an important aspect in the modern business processes; however, if not managed adequately, its implementation can be an onerous task in the event of dissatisfaction or dispute from the business parties concerned.

This study therefore is of key significance to:

- a) Organizations that are re-engineering their business processes by way of technological change since it sets out the importance of cross-functional approach to the processes of instituting change in an organization in order to avert industrial disputes and effectively implement change.
- b) The top management of various public and private sector would benefit from the insights of the study on factors affecting implementation of change.
- c) The study will be useful to the Tea industry management as a basis of policy formulation to guide future change programs.

1.6 THE SCOPE OF THE STUDY

The scope of this study was the major tea industry player, James Finlay's (K) Ltd based in Kericho. James Finlay's (K) Limited was selected for case study since it is one of the Tea industry players whose workforce was involved in an industrial dispute over the introduction of Tea plucking machines.

The main focus was the tea pluckers. The study focuses on the impacts of the hard components on the soft areas of an organization, the inherent resistant factors and how they affect tea pluckers' productivity

1.7 THE LIMITATIONS OF THE STUDY

The study was limited to the impacts of technology on tea pluckers' productivity, resistance to technology from tea pluckers but excludes the benefits of the technology. Due to time and financial constrains, the study was limited to five selected estates where the tea plucking machines were first introduced.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The business world is dynamic, and managers face complex and challenging bottlenecks and opportunities. They must ensure that scarce resources are used effectively, and at the same time, find ways of sustaining the long-term effectiveness and survival of the organizations for which they work; organizations must change with the times. As suggested by Collin(1990), effectiveness must include the ability to proactively recognize the right things to do in the future for instance, the right products and services to offer, the appropriate technologies to exploit, the best procedures and structures to introduce, to find, recruit and retain people with appropriate skills. Effectiveness entails the capacity to adapt to changing circumstances hence the need for change. To address these changing circumstances technology comes in handy and it is the prerogative of a particular company to identify the most appropriate and sustainable technological inventions.

Companies realize that change for the better is a desirable phenomenon. It behooves the company strategists to decipher through the change options and identify the most viable and choose which technology if any is appropriate. According to Kanter (1984), change can be regarded as the process of analyzing “the past to elicit the present actions required for the future”. It encompasses moving from a present state, through a transition state to a future desired state. The common saying is that change is now an every day part of our lives. Much as technology is supportive of the desired change, if adequate preparations are not made for change its intended benefits may be lost and the associated impacts may be negative. Change must therefore be managed like any other projects or tasks.

2.2 Change management

According to Holger (2005) change management is the process, tools and techniques to manage the people-side of change processes, to achieve the required outcomes, and to realize the change effectively within the individual change agent, the inner team, and the wider system. Change management can take many forms and include many change environments while the kind of technology being adopted determines the extent of change. This research study will restrict itself to organizational change management in the advent of capital intensive technological deployment. Organizational change management is the process of developing a planned approach to change in an organization. Typically the objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure of implementing the change. According to Hogler (2005), to be effective, change management should be multi-disciplinary, touching all aspects of the organization. However, at its core, implementing new procedures, technologies, and overcoming resistance to change are fundamentally human resource management issues.

2.3 The psychology of change

Warren et. al (1999) observed that attitudes towards change result from a complex interplay of emotions and [cognitive] processes. Because of this complexity everyone reacts to change differently. The perceptive process and subsequent valuation of individual impact of technological application to his/her job will determine the viability of change on the individual. On the positive side, change is seen as akin to opportunity, rejuvenation, progress, innovation, and growth. Similarly, change can also be seen as akin to instability, upheaval, unpredictability, threat, and disorientation. Whether

employees perceive change with fear, anxiety and demoralization, or with excitement and confidence, or somewhere in between, depend partially on the individual's psychological makeup, partially on management's actions, and partially on the specific nature of the change. Because an organization has diverse talents and employees' ambitions, a technology that is going to favour the prepared individuals will face less resistance while those who feel that the new technology will render them irrelevant will be resistant to introduction of the new technologies. It is the responsibility of the management to initiate change preparations across the board.

2.4 Management's Responsibility

According to wikipedia dictionary on change management, Management's first responsibility is to detect trends in the business environment so as to be able to identify changes and initiate programs. It is also important to estimate what impact a change will likely have on employee behaviour patterns, work processes, technological requirements, and motivation. Management must assess what employee reactions will be and craft a change program that will provide support as workers go through the process of accepting change. The program must then be implemented, disseminated throughout the organization, monitored for effectiveness, and adjusted where necessary.

In general terms, a change program should:

a) Describe the change process to all people involved and explain the reasons why the changes are occurring. The information should be complete, unbiased, reliable, transparent, and timely.

b) Be designed to effectively implement the change while being aligned with organizational objectives, business environment trends, and employee perceptions and feelings.

c) Provide support to employees as they deal with the change, and wherever possible involve the employees directly in the change process itself.

d) Be consistently monitored and reviewed for effectiveness. A successful change management project is typically also a flexible project.

2.5 Change Management Strategies

According to Bennis and Chin (1969) there are four basic change management strategies.

Empirical-Rational: People are rational and will follow their self-interest once it is revealed to them. Change is based on the communication of information and the proffering of incentives.

Normative Re-educative: People are social beings and will adhere to cultural norms and values. Change is based on redefining and reinterpreting existing norms and values, and developing commitments to new ones.

Power-Coercive: People are basically compliant and will generally do what they are told or can be made to do. Change is based on the exercise of authority and the imposition of sanctions.

Environmental-Adaptive: People oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people from the old one to the new one.

2.5.1 Factors in Selecting a Change Strategy

According to Fred Nickols website article, there is no single change strategy. A general or what is called a "grand strategy" but, for any given initiative, it requires some mix of strategies. Which of the preceding strategies to use in a mix of strategies is a decision affected by a number of factors. Some of the more important ones follow

- a) **Degree of Resistance.** Strong resistance argues for a coupling of Power-Coercive and Environmental-Adaptive strategies. Weak resistance or concurrence argues for a combination of Empirical-Rational, Normative and Re- educative strategies.
- b) **Target Population.** Large populations argue for a mix of all four strategies, something for everyone so to speak.
- c) **The Stakes.** High stakes argue for a mix of all four strategies. When the stakes are high, nothing can be left to chance.
- d) **The Time Frame.** Short time frames argue for a power-coercive strategy. Longer time frames argue for a mix of empirical-rational, normative-re-educative, and environmental-adaptive strategies.
- e) **Expertise.** Having available adequate expertise at making change argues for some mix of the strategies outlined above. Not having available expertise argues for reliance on the power-coercive strategy.
- f) **Dependency.** If the organization is dependent on its people, management's ability to command or demand is limited. Conversely, if people are dependent upon the organization, their ability to oppose or resist is limited. (Mutual dependency almost always signals a requirement for some level of negotiation.)

2.6 RESISTANCE TO CHANGE

People resist changes though the changes are irresistible the reasons explaining change resistance can be divided into individual and organizational forces

2.6.1 Individual resistance to change

Resistance to change comes as a result of various reasons, and before implementing change managers should try to understand why people are likely to object the changes.

Some of the reasons are:

- Fear of the unknown - Though the management may be having good reasons of introducing changes in the organization, they are bound to meet resistance for the obvious reasons of fear and uncertain future. Significant change presents a realistic possibility that employees can be laid off. These fears can be frightening and persist despite the assurance of management that employees' job will not be eliminated.
- Learning - new things can bring complications from employees who are used to the old system of working. Some changes are small others more important, requiring people to learn new skills, develop new technology.

Although learning can be exciting, most people report that excitement comes after the learning, and not before.

- Disruption of stable friendship - by working together, employees develop a stable friendship. When these social interactions are disrupted, the resulting dissatisfaction is quite understandable. All organizational change has the potential of destroying stable interaction and creating uncomfortable feelings of social isolation and loneliness.

- Distrust of management - employees often suspects the reasons for change is to make them work faster for the same pay. The managers experience difficulties in explaining to employees their motives, reason being their past history of worker exploitation.

2.6.2 Organizational Resistance to Change

It's argued that organizational structure can resist change. Necessary changes on the other hand can be resisted even if the survival of the organization depends on the change so desired.

Various reasons for organizational resistance to change are:

- Threats to the power structure- Changes have the potential to disrupt the organization's power structure.
It is argued that participative changes may be threatening to the managers whose influence is limited because of group decisions.
- Decentralization of decision-making may be seen as a way of removing power from the high-level employees while it may be a welcome gesture to the low-level employees in the organization.
- The inertia of organizational structure-Control systems within organizations are over determined in the sense that they have several mechanisms designed to produce stability. Normally organizational structures are designed to maintain a stable pattern of interactions among people. Therefore job assignments, the selection of new personnel, training of new employees, performance and reward systems, and many other aspects of the organizational structure are designed to maintain stable interactions, thereby resisting change.

- System relationships- Since organizations are a complex collection of interacting subsystems; it is difficult to make a change in one subsystem without that change affecting other subsystems.
- Sunk costs and vested interest- Sunk costs are investments in fixed assets, such as equipments, and buildings. And vested interests are the personal commitment of individuals.

To abandon sunk costs is difficult for an organization to recoup. Sunk costs and vested interests make it difficult to assess objectively the benefits of doing things differently.

2.7 Change Process

The change process normally takes three steps Armstrong (1995), he takes the view that change process starts with an awareness of the need for change. An analysis of this situation and the factors that have created it leads to a diagnosis of their distinctive characteristics and an indication of the direction in which needs to be taken. Possible courses of action can then be identified and evaluated and a choice made of the preferred action

The second stage is resistance this is the most difficult stage to any person with responsibilities of introducing changes. It is here that the problems of introducing change emerge and have to be managed. These problems involve: resistance to change, low stability, and high levels of stress, misdirected energy, conflict and loss of momentum. The managers have to be responsible enough to avoid chaos through showing high level of maturity in managing change in the organization.

The third stage is the implementation stage that is always a painful one for the managers to implement. As Pettigrew and Whipp (1991) said, the implementation of change is an interactive, cumulative and reformulation-in-use process. Therefore, to manage change, it is necessary to understand the types of change and why people resist change.

It is important to bear in mind that while those in need of change, need to be constant about ends; they have to be flexible about means.

2.7.1 Leading change: Lewins process

Psychologist Kurt Lewin formulated the classic explanation of how to implement a change in the face of resistance. To Lewin, all behavior in organizations is a product of two kinds of forces—those striving to maintain the status quo and those pushing for change. Implementing change thus meant either weakening the status quo forces or building up the forces for change. Lewin's process consists of these three steps

- a) **Unfreezing.** Unfreezing means reducing the forces that are striving to maintain the status quo, usually by presenting a provocative problem or event to get people to recognize the need for change and to search for new solutions
- b) **Moving.** Moving means developing new behaviours, values, and attitudes, sometimes through structural changes and sometimes through the sort of HR based organizational change and development techniques in order to alter people's behavior
- c) **Refreezing.** Lewin assumed that organizations tend to revert to their former ways of doing things unless changes are reinforced by refreezing the organization into its new equilibrium. Lewin advocated instituting new systems and procedures (such as compensation plans and appraisal processes) to support and maintain the changes.

2.7.2 A 10 step change process

In practice, accomplishing such a change involves the following process:-

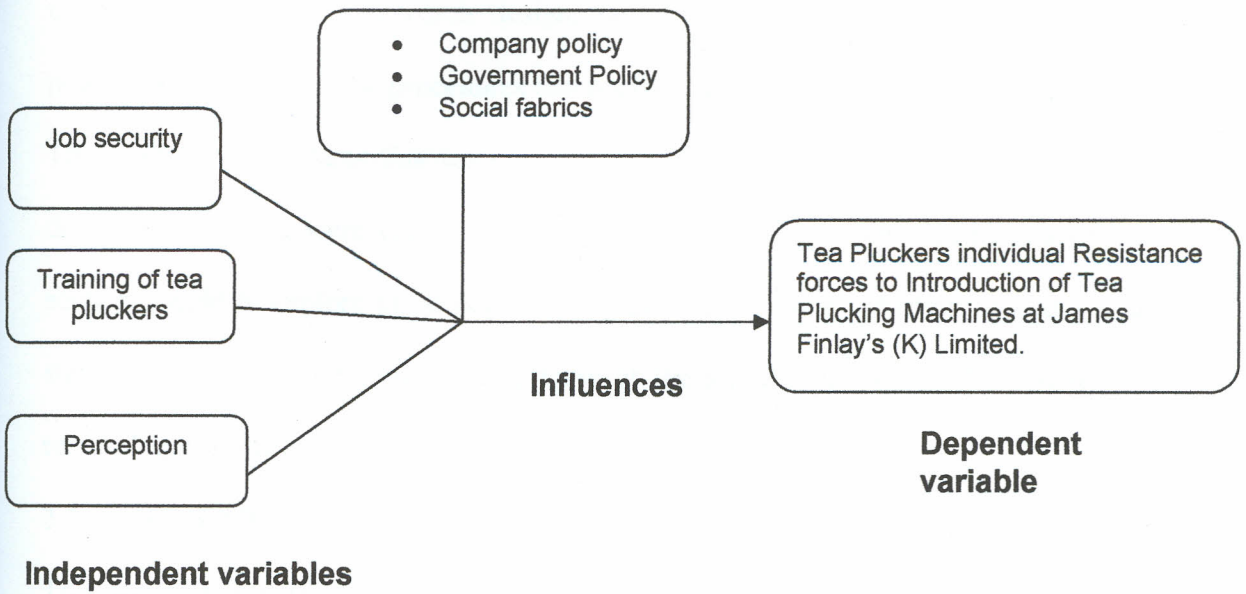
- a) Establishing a sense of urgency. Once leaders become aware of the need to change, they start by creating a sense of urgency
- b) Mobilize commitment through joint diagnosis of problems. Having established a sense of urgency, leaders then create one or more task force to diagnose the problems facing the company. Such teams can produce a shared understanding of what they can and must improve, and thereby mobilize the commitment of those who must actually implement the change
- c) Create a guiding coalition. for example, a coalition of influential people, who walk together as a team to act as missionaries and implementers
- d) Develop a shared vision. Organisational renewal requires a new leadership vision-a general statement of the Organization's intent ended direction that evokes emotional feelings in organization members.
- e) Communicate the vision. Change expert John Kotter says that the real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and directions. To do this the vision has to be communicated. The key elements in doing so include; Keeping it simple, using multiple forums, using repetition and leading by example.
- f) Help employees to make the change. It's futile to communicate a company vision and to have employees make it a reality if they haven't the wherewithal to do so.

Adequate training and guidance is needed.

- g) Generate short-term wins. Changes such as redesigning a firm's control system, or launching a new division, may take time, but the teams working on them need some intermediate reinforcement
- h) Consolidate gains and produce more changes. Such short term gains can generate the credibility to move ahead-to change all the systems, structures, and policies that do not fit well with the company's new vision. Leaders continue to produce more change by hiring and promoting new people; by identifying selected employees to champion the continuing change; and by providing additional opportunities for short-term wins by employees.
- i) Anchor the new ways of doing things in the company's culture. Organizational changes usually require a corresponding change in culture and values. Leaders should take steps to role model and communicate the new values
- j) Monitor progress and adjust the vision as required.

2.8 THE CONCEPTUAL FRAMEWORK

Fig 2.1: The conceptual framework



Source: Researcher (2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter describes the procedures that were used in the study to collect and analyze the data. It covers the research design, target population, sample design, sampling procedures, data collection procedures and instruments, and data analysis procedures.

The sampling procedures that were used in selecting the sample and the techniques of data collection that were used in the study are also stated in this chapter. Lastly, this section sought to explore the data processing procedures, data reduction procedures and statistical analyses that were used in view of the study objectives and to answer the research questions proposed earlier.

3.1 RESEARCH DESIGN

This section describes the type of research design that was used in the study. This study adopted a descriptive research design. It involved field visits and surveys to collect data on the effects of individual resistant forces to introduction of tea plucking machines in James Finlay's Kenya. Mugenda and Mugenda (2010) defines descriptive research as a process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subjects in the study. They further observed that descriptive research determines and reports things as they are, such as possible behavior, attitudes, values and characteristics when subjects are to be observed in their natural set ups without manipulation of their environment. Saunders (2009) adds that in descriptive design, it is necessary to have a clear picture of the phenomena, one wish to collect prior to the collections of the data. The researcher chose this method because the formulated

questions ensured that the data collected were relevant to the questions raised. Thus the respondents were expected to respond to questions related to the problem of the study. Frequency of responses to each question was analyzed to come up with results and conclusions.

3.2 TARGET POPULATION

The population constituted all the tea pluckers in James Finlay's estates in Kericho County. The population is made up of;

Kapkoros,tiluet, chepkoiben, chemasingi, chemamul, Tenduet, kaproret, bondet, kapsongoi, Chemase, Marinyin, Simotwet and Chebitet. The above estates have been selected for the study since they were the estates in which the tea pluckers strongly resisted the introduction of tea plucking machines.

Table 3.1 population of tea pluckers in James Finlay's Kenya

No.	ESTATE	NUMBER OF PLUCKERS
1.	Kapkoros	632
2.	Kaproret	1013
3.	Kapsongoi	1177
4.	Chamese	404
5.	Cheptabes	1048
6.	Marinyin	719
7.	Chemamul	795
8.	Simotwet	693
9.	Bondet	658
10	Chebitet	675
11.	Tenduet	691
12	Chemasingi	883
13	Tiluet	874
	TOTAL	10,262

Source; James Finlay's Kenya (2013)

3.3 SAMPLE DESIGN

The sampling design for the study was purposive; this is a deliberate non-random method of sampling which aims to select a sample of the tea estates. The estates were selected because it's in these tea estates where tea plucking machines were first introduced and were strongly opposed by the tea pluckers. The researcher used purposive sampling since this method according to Mugenda and Mugenda(2010) allows the researcher to use cases with respect to the objectives of his/ her study.

Table 3.2 Sample Design

NO	ESTATE	POP FREQUENCY
1	Kapkoros	632
2	Chemase	404
3	Marinyin	719
4	Simotwet	693
5	Chebitet	675
	Total	3123

(Source: James Finlay -k: (2013))

3.4 SAMPLE SIZE

From the sampling frame table 3.1 above, a total of 312 respondents were selected randomly in the five tea estates, using the formula $(p/n*s)$. Sample size was obtained from the sampling frame.

Table 3.3 sample size

NO	ESTATE	TOTAL POPULATION	POP FREQUENCY OF TEA PLUCKERS	SAMPLE SIZE
1	Kapkoros	632	63	20.2
2	Chemase	404	40	12.8
3	Marinyin	719	72	23.1
4	Simotwet	693	69	22.1
5	Chebitet	675	68	21.8
	Total	3123	312	100.0

Source; James Finlay's (k) ltd (2013)

3.5 Data Collection Instruments and Procedure

3.5.1 Data collection instruments

Primary data was collected using the questionnaire. A set of questions, both open-ended and closed were developed for every variable. According to Robson, (2009) questionnaire method is good for descriptive research design; because it works best with standardized questions that are confident will be interpreted the same way by all respondents. The close ended questions were accompanied by a list of all possible alternatives from which the respondents were to select the answers that best described

their situation, while the open ended allowed them freedom of response. The questionnaires were developed based on the objectives of the study, and administered to the tea pluckers.

3.5.2 Data Collection Procedure

The researcher obtained an instruction letter from the University and a research Permit from the Ministry of Local Government. After this, the researcher booked An appointment with the Chief Executive Officer of James Finlays to seek Clearance to conduct the research. The researcher employed drop and pick Method as opposed to mailed questionnaires in order to enhance high response rate. The respondents were assured of the confidentiality of their feedback.

3.5.3 Pilot Study

A pilot study was conducted at a Sotik Tea which does have close similarities with James Finlays. This aided the researcher in identifying the weaknesses emerging as a result of nature of responses obtained from the instrument used upon which appropriate adjustments were made.

3.5.4 Reliability

Reliability of the instrument was established by measuring the extent to which consistency of responses was given by the instrument. To ensure reliability, standardized questions were constructed and first pre-tested on subjects other than those sampled. The test-retest method was used whereby the same questionnaire was administered to the same subjects in span of three weeks from the first instance. A comparison was done and

where there was no consistency in response, appropriate amendments of the tool were made to enhance clarity.

3.5.5 Validity

Peer review was used to enhance the face validity of the instruments. Content expert advice was sought so as to advice on whether the instrument developed would give accurate data that could reflect true happenings in the tea estates. The items in the questionnaire, which were found not to give the desired information, were either discarded or altered in wording.

3.6 Data Analysis

The researcher first checked for completeness of the questionnaires, then organized and coded according to research questions and objectives. Analysis was then done by use of statistical package for social scientists (SPSS). Gay (1992) avers that the most common method of reporting descriptive survey research is by developing frequency distributions, calculating percentages and tabulating them in form of graphs, tables and pie charts. Excel software helped draw conclusions and make recommendations from the research findings.

CHAPTER 4

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 INTRODUCTION

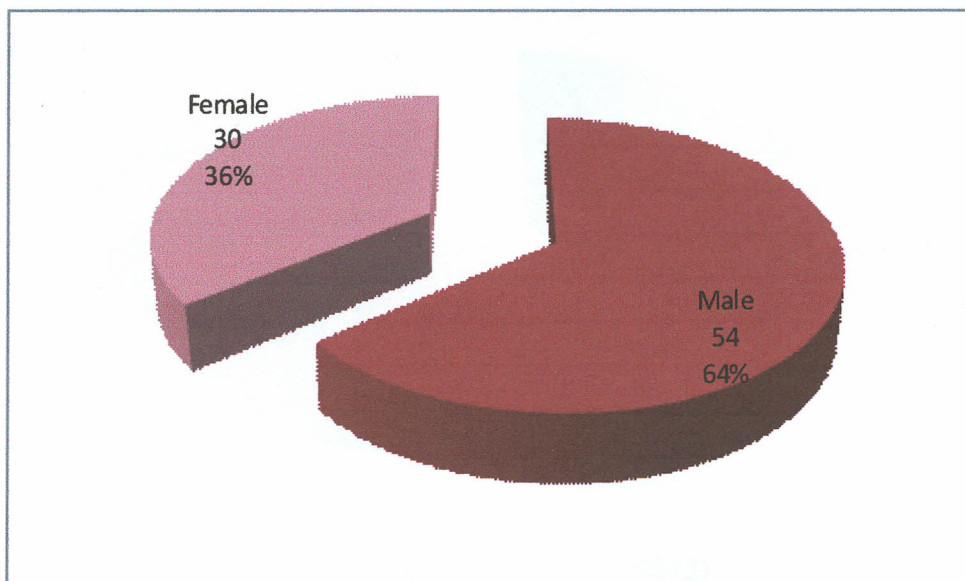
This chapter presents the data analysis, their interpretations and the main findings of the research. The first section reports the respondents' background in terms of gender, educational background and work experience. The second section concerns the respondents' perception and reactions to the introduction of tea plucking machines and how the resistant factors affected the implementation of the tea plucking machines. The third part reports suggestions given by respondents as to what the company should do in future to avert strong resistance to change. The last part of this research gives summaries and discussions of the main findings of the research

4.1 Response rate

A total of 100 candidates had been identified to form the research sample. This figure represents 20% of the total target population of about 312 tea pluckers in the identified tea estates. This figure had been done specifically with a view to getting a representative and acceptable sample size for the purpose of this research. 84 Respondents satisfactorily participated in answering the questionnaires. The remaining 16 candidates did not either hand in their completed questionnaires or gave information that was grossly contradicting and were thus discarded by the researcher.

4.2 QUANTITATIVE ANALYSIS

Fig 4.1 Respondents by gender

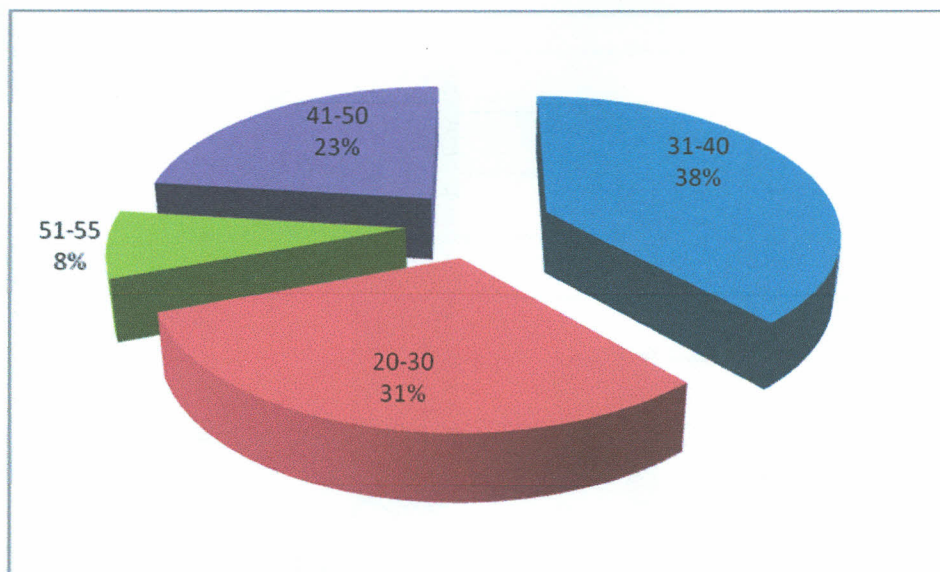


Source: Field data (2013)

From the table above, there is an indication that most of the tea pluckers are male who represent a total percentage of 64%. 36% of the respondents were women.

There are more men compared to women plucking tea in the tea estates selected for study. There is notable gender parity in the tea pluckers.

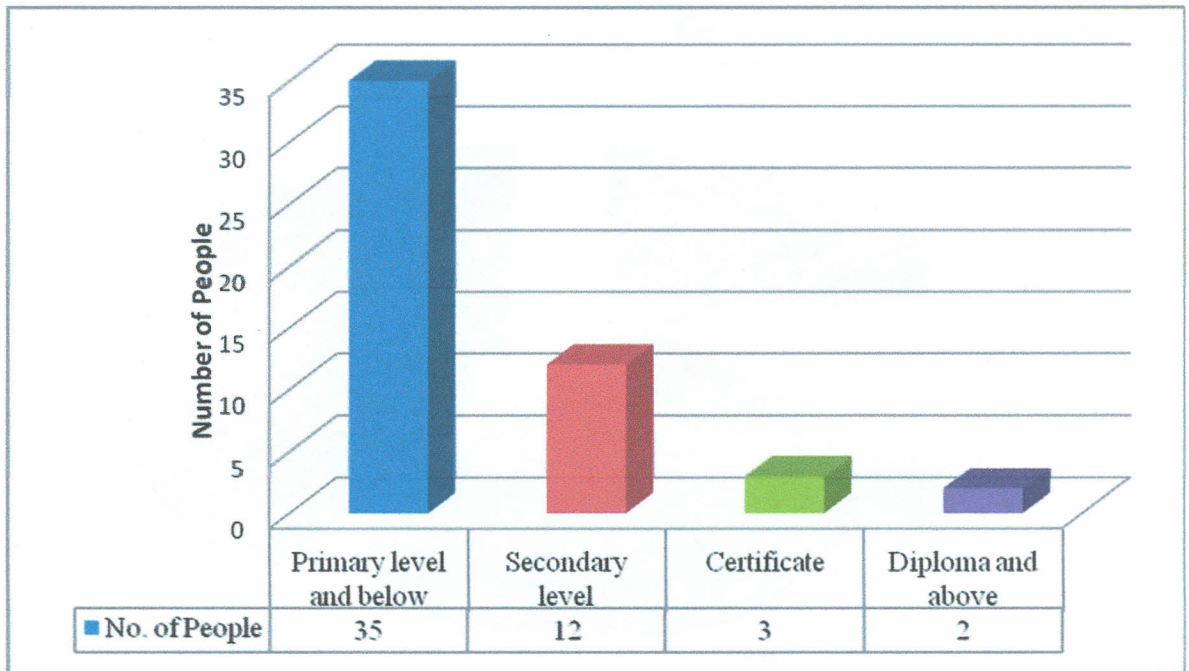
Fig 4.2 Respondents by age



Source Field data (2013)

From the pie chart above it can be deduced that majority of the tea pluckers are young people of below 40 years for they take a total percentage of about 69%. 16 and 20 respondents are in the age brackets of 20-30 and 31-40 respectively. Those in the brackets of 41—50 and 51-55 are 12 and 4 respectively representing a percentage of about 31%. Most of the tea pluckers in the selected tea estates are young and energetic people who are still productive. This could have contributed to the strong resistance to the introduction of tea plucking machines since most of them feel they are strong enough to continue plucking tea at James Finlay's Kenya limited.

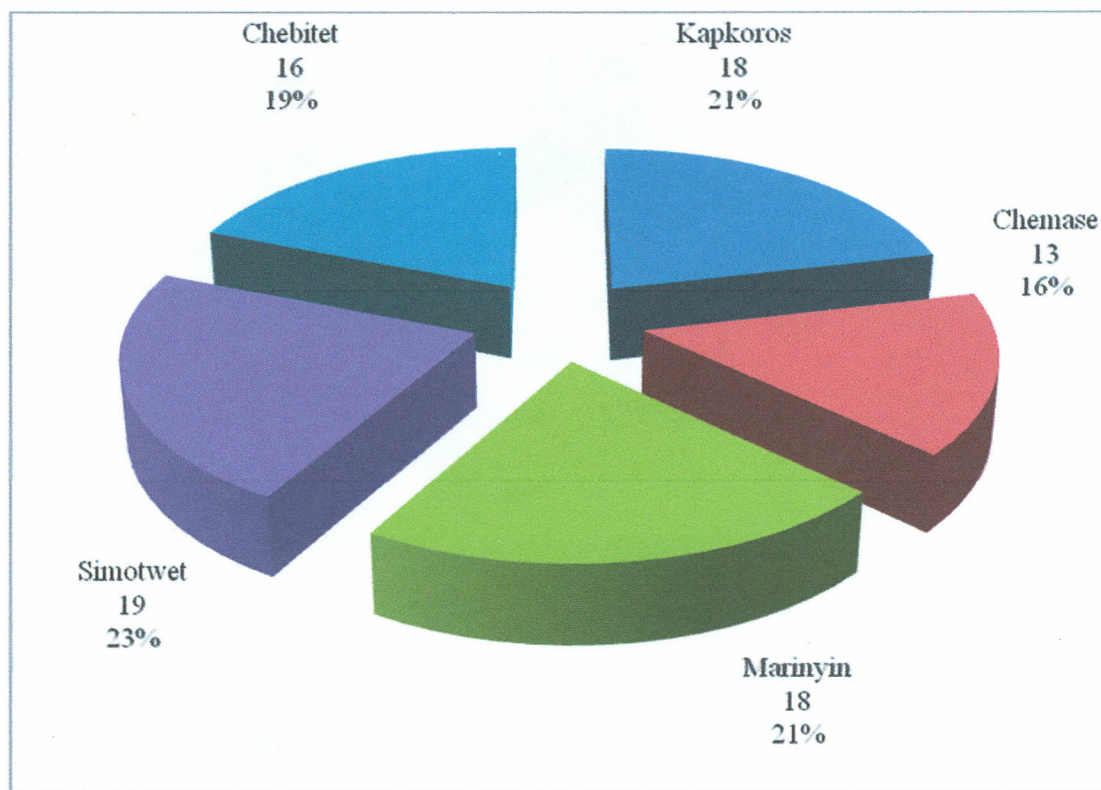
Figure 4.3 respondents by academic levels



Source: Field data (2013)

From the bar-chart above, it can be noted that majority of the respondents have limited education of primary level and below. Most of them seemingly decided to be engaged in tea plucking jobs because they had few options of employment to choose from. It can also be deduced from here the reason as to why many of them resisted tea plucking machines. Most of them with this level of education would not qualify to be trained to operate tea plucking machines. A small percentage does have secondary level of education and a negligible number do have professional qualifications. Those with secondary level and above do qualify to be trained to operate the tea plucking machines. This probably form the small percentage that supported the introduction of tea plucking machines since they would stand a chance to be trained and thus benefit from the introduction of the tea plucking machines.

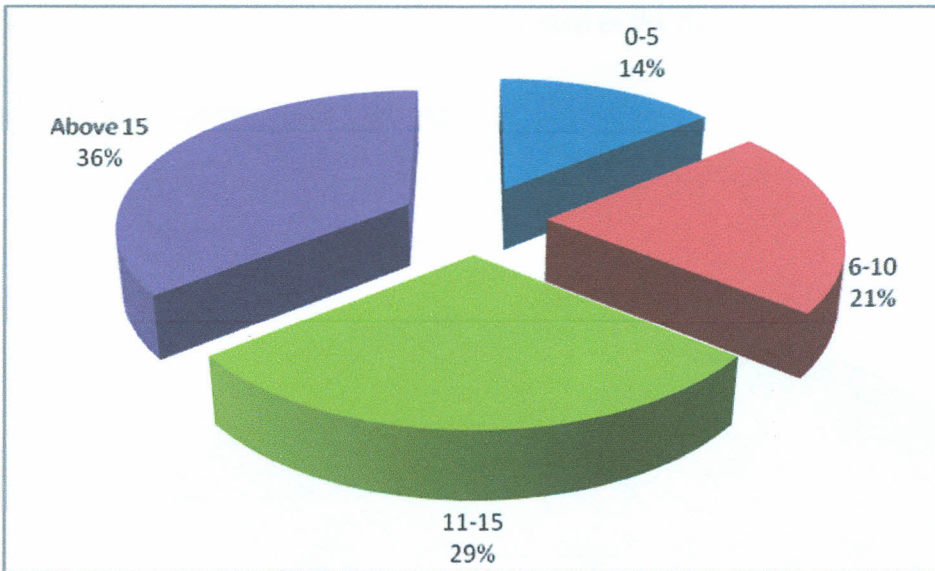
Fig 4.4 respondents per estate



Source: Field Data (2013)

In terms of respondents by estate 21% were from Kapkoros tea estate, 16% were from chemase tea estate, 21% Marinyin tea estate, 23% simotwet tea estate, whereas 19% were from Chebitet tea estate. It is in these estates that a strong resistance to change was staged.

Fig 4.5 Respondents by experience



Source: Field Data (2013)

On work experience, the results revealed that 36% of candidates in the research sample had worked in James Finlay for over 15 years .29% have been plucking tea in the company for 11-15 years, 21% have worked for 6-10 years whereas 14% have worked for 0-5 years. Most tea pluckers have worked in the estates for a long time. Plucking tea has been the major source of income for most of them. This could also have contributed to the strong resistance to the tea plucking machines that was witnessed in James Finlay's.

4.3 QUALITATIVE ANALYSIS

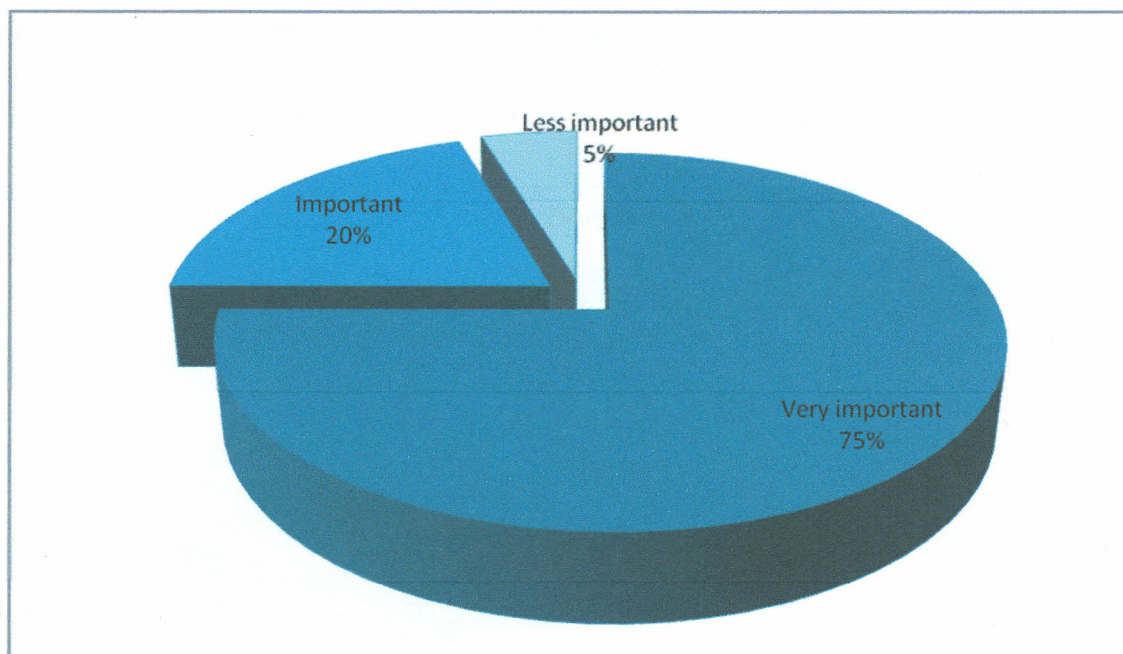
4.3.1 Training of staff

The study investigated the capacity of tea pluckers in terms of their competence in the implementation of tea plucking machines

The respondents were asked to rate the importance of the tea plucking machines. A good number appreciated its importance. Of all the respondents, 75% indicated that basic

training on operating tea plucking machines was very important, 20% rated it important whereas 5% rated it less important as indicated in the figure below.

Figure 4.6 importance of training



Source Field data (2013)

When asked whether they have undergone any form of training, 77% indicated that they had not undergone any form of training whereas 22% indicated that they had undergone some basic training on the operation of tea plucking machines. Those not trained cited age as a limiting factor since those above 40 were not prioritized for training

When asked whether they did poses the necessary skills and competences to operate the tea plucking machines, 86% said no whereas 14% said no. A small percentage is skilled and a large percentage is unskilled. From the analysis above, it's indicative that even the few trained do not all have adequate skills to operate the tea plucking machines.

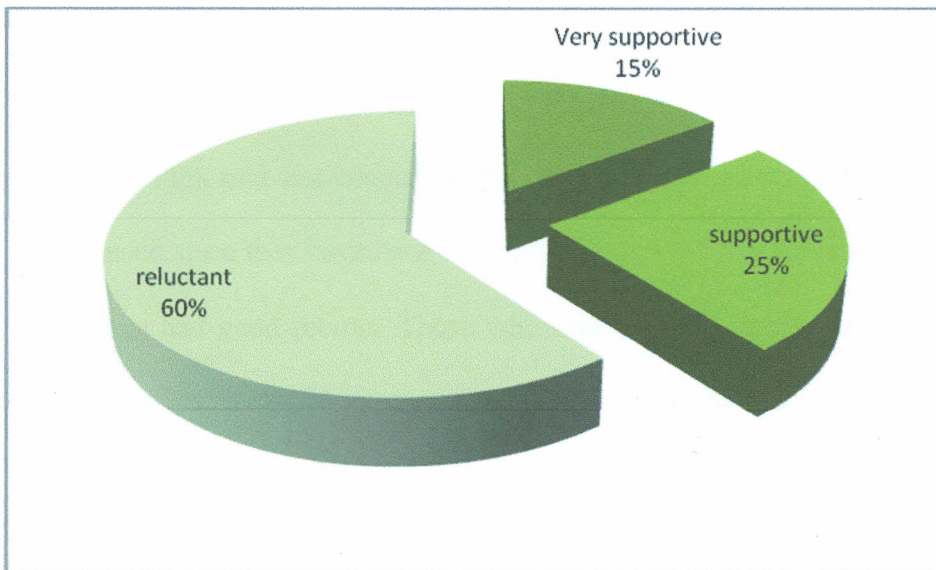
When asked whether there is a company policy in place with regards to their training, a

large percentage said yes and further indicated that it was not adequate most citing the fact that there is an age limit in those to be trained that disadvantaged most of them.

4.3.2 PERCEPTION

What was your response to the tea plucking machines?

Figure 4.7 Response to introduction of tea plucking machines



Source: Field data 2013

40% supported the introduction of tea plucking machines whereas 60% were reluctant. Those who initially supported indicated that they were initially assured that the tea plucking machines would not replace them that seemingly were the reason as to why a good percentage initially supported the introduction of the machines but later on, most of them resisted. Of The 60% who were reluctant to support the introduction of the machines most were cynical about the whole idea of the tea plucking machines. They were suspicious of the motive behind the introduction of tea plucking machines.

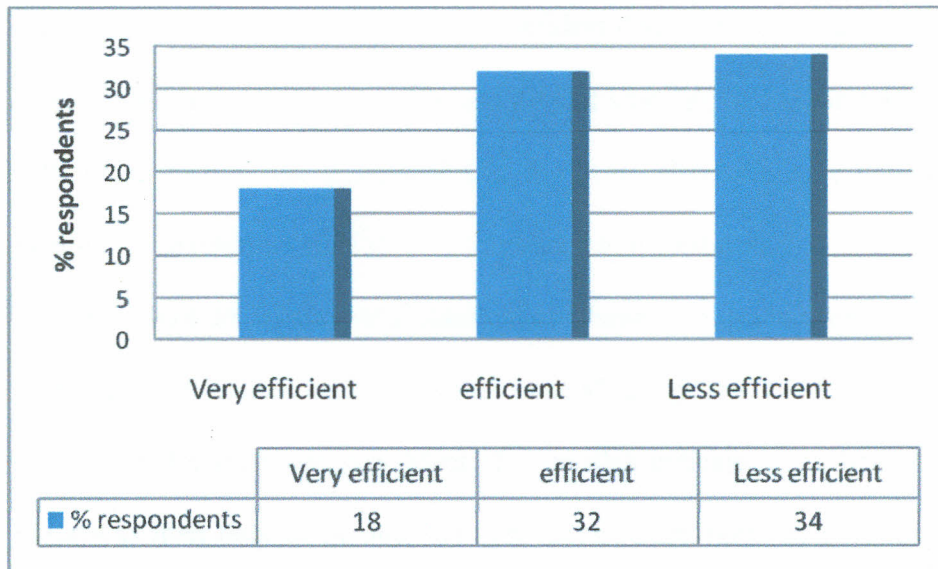
When asked what they personally think were the reasons for the introduction of the tea plucking machines, most of them gave two main reasons: to cut the cost of production and to reduce the no of tea pluckers in the estates. They actually thought that the main aim of the introduction of the tea plucking machines was to reduce the cost of production by having few machines replace the many tea pluckers in the various tea estates. They viewed it as a way of rendering them obsolete and therefore a good reason to retrench them.

When asked whether they thought the introduction of tea plucking machines were necessary, 15% said yes whereas 82% said no. Those who said no indicated that there was no need since they have been able to handpick tea for several years and the company has always had good returns. Those who said yes thought that technology was a good thing citing that it would improve the quality of tea plucked and thus higher returns to them and the company.

4.3.3 JOB SECURITY

How efficient are the tea plucking machines compared to tea pluckers?

Figure 4.8 Efficiency of tea plucking machines



Source: Field data 2013

60% of the tea pluckers indicated that the tea plucking machines were more efficient compared to tea pluckers. 40% indicated that the machines were less efficient compared to tea pluckers.

When asked the difference in quality and quantity of tea plucked by tea plucking machines and those plucked by tea pluckers manually, a good percentage indicated that the tea plucked by tea plucking machines was of good quality compared to tea plucked manually. In terms of quantity, most indicated that when tea is plucked using tea plucking machines, the number of kilos per month are less in the various estates compared to the number of kilos plucked per day by the tea pluckers. The reason most of them gave for this disparity is that the machines are set to pluck tea at a certain level, leaving out others at a lower

level that are already mature enough to be picked leading to lots of wastage compared to tea pluckers who plucked mature tea at all levels in the tea plant.

Asked if there is a possibility that the tea plucking machines will eventually replace the tea pluckers, 83% feared that the tea plucking machines would render them obsolete and thus replace them whereas 16% were confident that the tea plucking machines will not be able to replace them all, since the estates had vast farms some in terrains that would be difficult to operate the machines. The few were also optimistic that they can learn to operate the machines and still remain relevant in the estates.

Most tea Pluckers feared that plucking tea at James Finlays has for a long time been their only source of income with which they have all along used to keep their families and pay school fees for their children. Most of them also indicated that they have known James Finlays as their only home and that they had no other home to go back to and take their families to should they lose their jobs at James Finlays Kenya limited.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This research had been designed to analyse the effects of the introduction of tea plucking machines in the tea industry. The target population was James Finlay's tea pluckers. Data was collected using questionnaires. The results of the findings largely confirmed the information in research questions formulated earlier for the research.

5.1 SUMMARY OF FINDINGS

On training of staff, the study revealed that it plays an important role on the successful introduction of the tea plucking machines. 75% of tea pluckers attested to this fact. Tea pluckers had not been sufficiently trained to operate tea plucking machines. Only 22% of the pluckers had been taken through some basic training and 78% had not undergone any form of training, with the basic training offered, only 14 % were competent enough to operate the tea plucking machines. A large percentage was not in a position to operate the machines. The company policy on training does not adequately cater for all age groups

Tea pluckers did not trust the management's motive on the introduction of tea plucking machines. Most of them viewed the introduction of tea plucking machines negatively they interpreted it as a way of rendering them obsolete and eventually retrenching them. They therefore did not fully support its implementation. 42% initially supported the introduction of the machines whereas 58% were reluctant. It's also notable that most tea pluckers did not see the need of the introduction of tea plucking machines 15% said its implementation was necessary whereas 82 % said it was unnecessary. Most of them thought that handpicking tea was adequate enough. Those who saw the need appreciated

technology and at least understood the market trends.

On efficiency of tea plucking machines, 60% of the tea pluckers indicated that the tea plucking machines were more efficient compared to tea pluckers. 40% indicated that the machines were less efficient compared to tea pluckers. They further indicated that tea plucked by tea plucking machines was of good quality compared to hand plucked tea. In terms of quantity, machine plucked tea is less in number of kilograms per month compared to hand plucked tea.

A good percentage (83%) feared that the tea plucking machines would eventually replace them. Only 16% were confident that the tea plucking machines would not completely replace them. The high percentage that was uncertain of the effects of the tea plucking machines staged a strong resistance.

5.2 CONCLUSIONS

Based on the research findings, a number of conclusions have been drawn. They are presented based on the study's research questions.

On tea pluckers training, it is clear that training is a very important factor that influences the introduction of tea plucking machines. The study appreciates that at least some tea pluckers have been trained on operating tea plucking machines, however, majority of them have not undergone any form of training in relation to the tea plucking machines.

It's evident that there is a training policy that is not well articulated to the workers.

Tea pluckers perception on the reasons for the introduction of tea plucking machines greatly contributed to the strong resistance to the tea plucking machines. The management gave the reasons that the introduction of tea plucking machines was due to the global market demands. The tea pluckers however did not trust the management's

motive they had a different perception. They viewed it as a way in which the company would want to cut the cost of production by having the few machines replace the many illiterate tea pluckers in the various tea estates. They viewed it as a way of rendering them obsolete and therefore a good reason to retrench them.

Most tea pluckers did not see the need of the introduction of tea plucking machines since the same tea has for years been hand picked and the company has not been operating on a loss but rather has had good returns. The pluckers concluded that the motive behind the introduction of tea plucking machines was sinister.

On job security, most tea pluckers feared that the tea plucking machines would render them obsolete. Most feared the personal losses they would incur if they lost their jobs in the various estates. Seemingly, this is the only source of income to most tea pluckers who do not have any other form of training that enable them secure jobs elsewhere. Most of them have lived in the tea estates all their lives with their families and retrenching them would mean they will be forced to leave the estates quarters and relocate yet they do not have anywhere else to relocate to. Fear of losing their jobs was therefore one of the key factors that led to the strong resistance to the introduction of tea plucking machines.

5.3 RECOMMENDATIONS

Based on the outcome of the study, a number of recommendations can be made.

On the training of tea pluckers, it is necessary to give sufficient training to the tea pluckers so as to enable them operate the tea plucking machines. As much as is possible, training should not be selective. Tea pluckers interested in learning tea plucking machines should be given an opportunity to undergo at least basic training. It is also

recommended that in future training should be prerequisite to introduction of new machinery.

The company management should clearly explain to the tea pluckers the motives and reasons for the sudden introduction of the tea plucking machines, this should be clearly articulated so as to avoid speculations, undue conclusions and rumor mongering amongst the tea pluckers. Workers should also be psychologically prepared before a new technology is introduced, and be given a clear picture of what to expect with the coming of new technology. By so doing, resistance to technology could possibly be averted to a great extent.

On job security it can be recommended that workers be assured of their job security before machines are introduced. And if losing their jobs is inevitable, this should be communicated in advance to the workers and given time to adjust. It is also recommended that the pluckers who lose their jobs be given an exit package that would enable them start new lives outside the tea estates.

5.4 SUGGESTIONS FOR FURTHER STUDY

Further research is recommended on the following areas:

- i) A comparative study be done on another company that has recently introduced tea plucking machines.
- ii) A study on the Effects of organizational resistant forces to technological change.

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APPENDIX A

QUESTIONNAIRE FOR TEA PLUCKERS

I am a student at Kenyatta University. As part of fulfilling the requirements for the award of degree of Master of Business Administration,(Human Resource Management) It is a requirement that I conduct this research and write a research project in a chosen area of Management. My study focuses on ' THE EFFECTS OF INDIVIDUALRESISTANT FORCES TO INTRODUCTION OF TEA PLUCKING MACHINES IN SELECTED TEA ESTATES OF JAMES FINLAY'S KENYA IN KERICHO COUNTY.' Kindly respond to the questionnaire with utmost sincerity I assure you that all Information will be treated in strict confidence and will only be used for the academic Purpose outlined above. Kindly tick in the space provided the correct answer or give the required information. For others, please specify and elaborate as required.

Thank you for supporting this study.

BEATRICE C SOI

SCHOOL OF BUSINESS

KENYATTA UNIVERSITY

SECTION A

1. Name (optional).....

2. Gender: Male () Female ()

3. Estate.....

4. What is your age bracket?

20-30 ()

31-40 ()

41-50 ()

51-55 ()

5. Number of years worked in James Finlay's

A 1-5 ()

B 6-10 ()

C 11-15 ()

D 16 and above ()

6. Academic/Professional Qualifications

A) Primary level ()

B) Secondary level ()

C) Certificate ()

D) Diploma and above ()

SECTION B

TRAINING OF TEA PLUCKERS

7) How do you rate your personal training with regards to the operation of tea plucking machines?

Very important ()

Important ()

Not important ()

8 a) Have you undergone any form of training in order to prepare you to operate tea plucking machines?

Yes ()

No ()

b) If yes, from your experiences so far, do you think you possess the necessary competence for operating tea plucking machines? Yes () No ()

Briefly explain your answer

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

c) Is there a policy in place in regards to the above? Yes () No ()

Do you think it is adequate?

d) How do you rate yourself in terms of acquaintance/ competence with regards to operation of tea plucking machines?

Well versed ()

Fairly ()

Limited knowledge ()

PERCEPTION

9) What was your response to the introduction of tea plucking machines?

Very supportive ()

Supportive ()

Reluctant ()

Give reason.....
.....
.....

10 a) what reasons did the management give for the introduction of tea plucking machines?

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

b)What do you personally think were the reasons for the introduction of tea plucking machines?.....

.....
.....

11) Do you think it was necessary to introduce tea plucking machines at James Finlays Kenya limited? Yes () No ()

Give

reason.....
.....
.....

JOB SECURITY

12) How efficient are the tea plucking machines compared to tea pluckers?

Very efficient ()

Efficient ()

Less efficient ()

13) What is the difference in the quality and quantity of tea plucked by tea plucking machines and tea plucked by hand?

14) Is there a possibility that the tea plucking machines will eventually replace tea pluckers at James Finlays Kenya limited?

Yes () No ()

If yes, what are some of the reasons that make you not want to loose your job at James Finlay's Kenya limited?

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