MANAGING RESISTANCE TO CHANGE IN KENYAN SMALL AND MEDIUM ENTERPRISES: A CASE OF KENBRO INDUSTRIES LTD

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirements for the Masters of Business Administration

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2016
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original research project and has not been submitted to any other college, institution or university other than United States International University.

Signed: __________________________  Date: _______________
Lad Rahul Vasanji (ID No. 629943)

This research project has been presented for examination with our approval as the appointed supervisors.

Signed: __________________________  Date: _______________
Prof. Zachary Mosoti

Signed: __________________________  Date: _______________
Dean Chandaria School of Business
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ABSTRACT

The purpose of this Research Project was to enable research on Managing Resistance to Change in SME’s in Kenya based on a case study on Kenbro Industries Ltd. The general objective of this study was to identify ways in which mangers can reduce resistance to change in SME’s in Kenya. The study was guided by the following research objectives, to identify the types of change that occur at Kenbro Industries Ltd, to identify the factors causing employee resistance to change at Kenbro Industries Ltd and to identify the ways in which managers can reduce resistance to change at Kenbro Industries Ltd.

This Research also provides a theoretical review, empirical review and literature view discussing some of major the variables that are considered when managing resistance to change to the study. These variables have been used to develop the questionnaire for the research.

The research method used was a descriptive research for this study. With regards to this study, the sampling frame was Kenbro Industries Ltd that is listed in the Top 100 SMEs in Nairobi as at 2015. The sample population of 170 employees employed at Kenbro Industries Ltd which excluded the top level managers. The data was analyzed and presented using descriptive statistics with the help of the Statistical Package for Social Sciences (SPSS) and Microsoft Office Excel.

The first research question was aimed at determining the types of change that takes place at Kenbro industries Ltd. The study showed that it does undergo various changes such as strategic change, unplanned change and rapid change. But it was noted that the organization undergoes a lot of rapid change compared to the other types of changes so as to adjust to the environment they are operating in.

The second question aimed at determining what factors cause resistance to change within the organization during the change process. The study showed that many employees resist change because of uncertainty of the change that is going to take place. They fear the unknown and prefer doing there routine duties rather than engaging into organizational change.

The third research question was aimed to determine how managers at Kenbro Industries manage change at the organization. The study showed that the communication of organizational strategy during implementation presented a challenge to Kenbro
industries. On the other hand also showed the staff were not motivated and also were not participating in the decision making during the change process, which the managers should consider when managing resistance to change.

The study concluded that the organization requires to manage resistance to change to adjust in the turbulent business environment they are operating to help gain competitive advantage. The study agreed that Kenbro Industries Ltd undergoes rapid change, which requires change within the organization within a short period to adjust to the business environmental changes. The study also agreed that the employee’s resisted change mainly because they were uncertain about how the change would affect themselves and the organization. Finally the study revealed that communication and participation of the employees in decision making helps in managing resistance to change within the organization.

The study recommends that the top level manager of Kenbro Industries Ltd to improve the communication channels, motivate the employee’s and improve participation of employees in the decision making. This will allow the Kenbro Industries to have a shared vision and help attain the organizational goals by understanding the need of change within the organization so as to adapt and manage the changes that take place in the turbulent environment that Kenbro Industries Ltd is operating in.
ACKNOWLEDGMENTS

I wish to acknowledge Dr. Zachary Mosoti for his guidance throughout my proposal, my parents and my sister Lad Neeral VasANJI for their support.
DEDICATION

I dedicate this research to my parents and my sisters Neeral Vasani Lad and Minal Anup Mistry, who have always been a source of strength and inspiration throughout my study at USIU.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Strategic management can be described as a set of decisions and actions used to plan and implement strategies that provide a competitive fit for the organization within its environment to achieve the organization’s goals (Sage, 2009). Strategic management began long back during the Greek wars and revolved during the past few years. It became popular in the mid 1960’s and 1970’s but strategic management suffered from popularity and effectiveness over the few years till 2007 (Thomas, John, & Owen, 2013).

Strategic management and strategic planning have both been confused over time, as being the same concept (Cox, 2012). Strategic planning looks at the basic formulation of the strategy and creating a roadmap to drive companies on the way to their mission, (Cox, 2012) whereas Strategic management is the overall management of the process from; Analyzing the environment, Formulating the strategy, Implementing the strategy and Evaluation and control of the strategy (Pearce & Robinson, 2013).

Strategy implementation is a stage in the strategic management process where the execution of a strategy takes place to attain the desired goal after critically evaluating the environment during the formulation process (Balogun & Halley, 2008). Strategy implementation is one of the key stages in the strategic management process as the strategy made is put into action (Pearce & Robinson, 2013). After strategies are formulated, they have to be executed for the strategy to be put in action during the implementation stage (Pearce & Robinson, 2007).

Strategy implementation has attracted much less attraction in strategic and organizational research than strategy formulation or strategic planning (Lawrence, 2013). Alexander (2007) suggests several reasons for this as his believes that strategy implementation is less glamorous than strategy formulation, people overlook it as they belief any one can do it and are not exactly sure what it includes and where it begins and ends. Also there only a few limited number conceptual models of strategy implementation (Pardo & Fuentes, 2011).
According to Mullins (2010) nine out of ten organizations are unable to implement their strategic plan for many reasons; he statistics suggest that, 60% of organizations don’t link strategy to financial budgeting, 75% of organizations include employee incentives to their strategic plans, 86% of business manager and shareholders spend than one hour per month discussing strategy and 95% of a the employee’s don’t understand their organization’s vision (Lawrence, 2013).

Many scholars and managers blame the environment and its turbulence for the failure of strategies. Other’s main focus stays on making the perfect strategies but fail to understand that the organization needs to manage change when implementing the strategy for the strategy to work (Lawrence, 2013). There are three main elements that managers fail to consider when implementing a strategy, that is; leadership, change management and performance measurement (Sage, 2009).

The change management process is not an easy process (Lawrence, 2013). They are two sides in the change management process, some of the employee’s understand the need of change and the other employee’s do not understand the need of change and so they resist to this change (Burke & Ghada, 2014). Lewin (1958) introduced the model force-field model of change to create an understanding of the driving forces and resisting forces when change management process is taking place.

Many people in organization do not like change, and so they resist to this change, as addressed earlier, change is important to any organization to stay competitive in the turbulent environment (Darling & Taylor, 2005). Kotter and Schlesinger (2008) identify four reasons to resistance to change; parochial self-interest, misunderstanding, low tolerance and different assessments of the situation (Kotter & Schlesinger, 2008). They also created a model to describe six change approaches to deal with change resistance; education and communication, participation and involvement, facilitation and support, negotiation, co-optation and manipulation, Explicit and implicit coercion (Kotter & Schlesinger, 2008).

Leadership and culture can also influence the change process (Prokesch, 2009) it has also been discussed in the Kotter’s 8-Step model and Kurt Lewin’s Force-field model. Leadership plays a major role on the implementation. To manage a turbulent situation, (Schein, 2002) points out the importance of leadership during the change process. The leader’s task during change processes is to remind the vision and the goal with the
change. The culture has a big impact on a process of change, while the culture is always the winner over the strategy (Schein, 2002). A changed strategy will not automatically lead to a wished change if the culture has not changed in the same way. The leaders also have to pay attention to the organizational culture and provide a new basis for cohesion (Schein, 2002).

Not only large co-operation’s develop strategies and use the strategic management process, but also small and medium enterprises (SME’s) globally strategize to overcome the turbulent environment and achieve their goals. (Smollan, 2013). SMEs are important contributors to economic well-being in every county. Even though SME’s are important contributors there has been little research been undertaken in SMEs when compared to large organizations (Burke & Ghada, 2014).

In Nairobi, Kenya many Small and Medium-sized enterprises (SME’s) are also known to contribute to the countries’ economies growth and they are the future contributors of the developing economy of Kenya. However they face many challenges and opportunities (Peter & Katuse, 2014). This has led to strategy formulation and implementation of new strategies to stay competitive in the market with change taking place more often because of the turbulent environment (Lawrence, 2013). Unfortunately, the firms may have the good strategies but they are unable to execute the implementation of the strategy because they are not able to manage change and the change process (Lawrence, 2013). By managing change during strategy implementation, the SME’s in Kenya can benefit by attaining their short terms objectives so that they can make the strategy put in place work.

Kenbro Industries started its operations in 1968 as a roofing and flooring Subcontract Company, by the name of Kenya Roofing. Over the years it carried out many jobs of building roofing and flooring subcontracts. In 1988, the directors formed Kenbro Industries Ltd and began manufacturing their own roofing and flooring products namely, PVC floor tiles and Mastic Asphalt, their two major used products. Subsequently other products were added to the list of their manufactured items i.e. Adhesives for the Building Industry, Concrete Paving Blocks, Cement Interlocking Tiles, Wooden Parquets, Bitumen Primers and Paints (Kenbro, 2015).

Kenbro was listed as a Top 100 SME by KPMG Kenya and it is in the building materials industry. The organization prides itself in professionalism and long term success that allows it to provide attractive, operational, cost effective products and services (Kenbro,
2015). The attention of the firm to growth has made the business appreciate various strategies focusing on the market drifts and alterations. Hence to effectively be able to respond to the challenges of the consumer in the building materials industry, the business requires continual observing and assessment of its tactics for actual execution and alteration of the strategies to both the inner and outward environment.

1.2 Statement of the Problem
Change is very risky as evidence suggests that only 30 percent of change is successful. With such hugely unfavorable odds, it is imperative that companies get it right from the beginning to avoid their strategies to fail (Prokesch, 2009). The business environment has also become more complex and turbulent which has resulted to organizations having to adopt to these changes (Alexander, 2007). Organizations require to be quick and take measures to adjust to the changes in the business environment that they operate in to stay competitive in the industry (Cox, 2012). Organizations today are rapidly encountering change in the external environment but are not able to implement new strategies because there would be resistance to change within the organization (Burns, 2004). Ansoff suggests that], a firm’s strategy may be one of the best, but resistance to change introduces costs and delays into the change process. Many organization are not able to manage resistance to change which also lead to failure of strategy implementation.

Research has been done in the U.S., Canada and Brazil (Pardo & Fuentes, 2011) but this cannot be directly associated with SME’s in Kenya. The leadership styles and cultural beliefs in Kenya also make these previous research studies to be inconclusive.

Over the years strategy formulation has been the main focus of the strategic management. Not many scholars have been able to contribute to the implementation process on managing change (Lawrence, 2013). In developing countries such as Kenya, managers also give less attention to managing change during strategy implementation stage of the management. This has led to a management practice gap which was addressed in this study.

A study by Sterling (2006) looked at the challenges during implementation which are, resource planning, market awareness, right strategy at the right time, keeping tabs on competitors and understanding and communication. His study was a case study on the General Electricals which is not an SME and also it located in a USA which is in a developed country.
A previous study by Price and Chahal (2007) on change management took place in a developing country’s but not much has research has been done SME’s in Kenya which has led to a knowledge gap. The current study has addressed on this knowledge gap to guide managers in the Kenyan SME’s during the change management process.

Other studies on managing organizational change done locally, include Yagan’s (2007) study on the relationship between organizational change and performance in selected Kenyan state corporations, Wamuyu’s (2011) study on the relationship between organizational change and human resource practices in the Kenyan manufacturing industry, Ogot’s (2006) study on culture influence on organizational change–a survey of companies listed in the Nairobi stock exchange, and Nganga’s (2003) survey of employee perception of organizational change and strategy alignment at the Consultative Group on International Agricultural Research centres (CGIAR) and their associates. All these studies were done under different contexts making it relevant to research on Kenbro Industries Ltd practices. This current study was a study on Kenbro Industries in Nairobi which is listed as a Top 100 SME in Kenya by KPMG.

1.3 Purpose of the Study
The purpose of this study was to identify the ways in which SME managers in Kenya can reduce the effects of resistance to change.

1.4 Research Objectives
1.4.1 To identify the types of change that occur at Kenbro Industries Ltd
1.4.2 To identify the factors causing employee resistance to change at Kenbro Industries Ltd
1.4.3 To identify the ways in which managers reduce resistance to change at Kenbro Industries Ltd

1.5 Significance of the Study
1.5.1 Managers in the SME’s
This study will give managers a tool to help them reduce resistance to change and implement change effectively. Managers will understand the importance of the change management process and guide them to implement change effective and efficiently.
1.5.2 Employees Working in the SME Sectors
The employees will be able to understand the need for change in the organization. They will also understand the reasons why the change is important and what the employees are expected to do when the change occurs in an organization.

1.5.3 SME’s In Developing Countries
It will set a guide for SME’s in developing countries on how to manage change so that they can compete in against foreign organizations effectively.

1.5.4 Owners of the Business
It shall help the owners to understand the challenge they will have when implementing the right strategies and also hiring the capable managers to serve their interest efficiently and effectively with the resources provided to them.

1.5.5 Academicians
This study will help other researchers by shedding more light on this subject and assist on setting a basis for further research in the same area as well as widen the scope of strategic implementation.

1.6 Scope of the Study
This study was conducted within Kenya’s capital city of Nairobi specifically the SME’s. The target population was the staff of the Top 100 ranked SME’s that have undergone change within the last 2 years in the given region. The research was carried out during the month October 2015 and November 2015. The ability and response from the SME within the selected may be biased however through triangulation approach this was catered for.

1.7 Definition of Terms
1.7.1 Strategic Managements
Pearce and Robinson (2013) defines strategic management as the set of decisions and actions resulting in the formulation and implementation of strategies designed to achieve the objectives of the organization.

1.7.2 Strategy
Morrison (2015) defines, strategy is a unified, comprehensive, and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.
1.7.3 Strategy Implementation
According to Sage (2015) strategy implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy.

1.7.4 Resistance to Change
Lawrence (2013) defines resistance to change is the act of opposing or struggling with modifications or transformations that alter the status quo in the workplace.

1.7.5 Change Management
According to Esther and Mike (2015) change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level.

1.7.6 Organizational Change
Wenhe (2011) defines Organizational change as reviewing and modifying management structures and business processes of the organization so as to adjust to the external environment using the internal capabilities of the organization.

1.8 Chapter Summary
The objective of this research was to manage resistance to change in Kenyan SME’s and the chapter has given a background of the study, the problem statement and has also identified the main stakeholders and how the study will benefit them. In the problem statement the knowledge gap has been highlighted and has defined the terms that have been used in this research. This chapter also defines the scope of the study that was carried out. The second chapter of this study offers a review of other scholars’ work on the subject of the study. Chapter three highlights step-wise how the actual study was carried out. This involves research design, population, sampling design, data collection and analysis. Chapters four offers the results and findings while chapter five gives a summary of the findings, discussions, conclusions and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The literature review in this chapter aims at providing a critical summary on managing change. The literature review is structured in five different sections. Section 2.1 will provide the introduction to the chapter, section 2.2 presents the different types of organizational change that SME’s in Kenya can incur, section 2.3 examines the factors that cause resistance to change, section 2.4 will provide guideline on how to manage resistance to change in Kenyan SME’s. Finally section 2.5 will provide a chapter summary of what has been discussed in this chapter.

2.2 Types of Organizational Change

Many organizations have undergone substantial change and the pace of change is increasing (Paton & McCalman, 2011). Organizational change can occur on any level of the organization, it can occur on the operational level which requires simple changes to day-to-day tasks, that engages in improving performance (Lawrence, 2013). On the other hand change can also be at top level or the strategic level that impacts on the mission and vision of the company (Kotter & Cohen, 2002). As per Price and Chahal (2007) if change managers are to develop effective implementation of change strategies, they need to understand the different types of change; crisis change which is a reactive approach driven by external factors and fear of failure and the chosen change which is more a proactive approach driven by a workforce committed to the success of an organization.

However, previous scholars such as Balogun and Hailey (2008) described three main types of organization change; Developmental change - the doing more of, or better than, what currently exists, Transitional change - implementation of a new desired state requiring dismantling existing ways, Transformational change: implementing an evolutionary new state, requiring major and ongoing shifts in organizational strategy and vision. Paton and McCalman (2011) model identifies four types of organizational change by cross-referencing anticipatory and reactive change with incremental and strategic change. Four resulting types of change are tuning, adaptation, reorientation, and recreation.
2.2.1 Planned Changes

Planned changes based on situations that managers expect to undergo (Esther & Mike, 2015). Planned changes normally are implemented by managers with knowledge about the change and where the change has been thought through before it is implemented. Planned change also always tries to improve the situation and the desired goal is often described before the change starts (Poole & Van de Ven, 2014). Barbaroux (2011) describes the planned changes in their model as a Transnational Change. It is based on the assumption that organizations operate under stable conditions and can move from one stable state to another in a pre-planned manner (Bryant, 2011).

In developing a plan model, a psychologist known as Kurt Lewin noted that there are three key points to consider when implementing the planned change (Morison, 2015). The three key points he discussed were; unfreezing the present level, moving to the new level and refreezing the new level (Lewin, 1958). Ritchie (2006) describes the 3 step model as if you have a large cube of ice, but realize that what you want is a cone of ice, what do you do? First you must melt the ice to make it amenable to change (unfreeze). Then you must mold the iced water into the shape you want (change). Finally, you must solidify the new shape (refreeze).

However, as Cumming and Worley (2005) argued that the concept of planned change implies that an organization exists in different states at different times and that planned movement can occur from one state to another and Therefore, in order to understand planned change, it is not sufficient merely to understand the processes which bring about change; there must also be an appreciation of the states that an organization must pass through in order to move from an unsatisfactory present state to a more desired future state (Sirkin, Keenan, & Jackson, 2005).

Furthermore despite its popularity, Lewin’s original theory has been criticized by Todmen (2005) for being based on small scale samples, and more importantly the fact that it is based on the assumption that organizations act under constant conditions that can be taken into consideration and planned for. Despite all the critics, Lewin’s three step model sets the foundation on which writers have expanded the number of steps or phases. Huse (2008).developed a seven-phase model of planned change, while Cummings and Worley (2005) had produced an eight-phase model based on the Lewins Change Model.
Unfreezing is mainly trying to make the employees in the organizations to move out of their comfort zone so as to ensure that they can be able to adopt the new state by striving for something new (Davis, 2012). Lewin (1958) believed that by unfreezing the organization the employees will be encouraged to embrace change and if the organization is not properly unfrozen, they tend to fail because most modifications have not been tried. Schein (2002) points out that unfreezing is partly as a result from pressure from a certain environment or when there is a deterioration in performance.

Burns (2004) explains that, unfreezing is about the breaking down of the status quo. From a practical perspective organizations need to start by creating a desired environment in which the change can occur, so that people can begin to open their minds to new ideas. Senior (2002) argued that most organizations get comfortable with the state that they are in and this becomes a problem as many managers study the market so that they are competitive, unfortunately because of the changing environment there has to be change and the organization will have to unfree and get out of their comfort.

The second key stage Lewin described was the Changing stage also known as the moving stage (Esther & Mike, 2015). This stage will include changes such as the personnel, responsibilities and the expertise. Morrison (2010), suggests that businesses must then

---

**Figure 2.1: Lewin’s Change Model**

*Source: Adapted from Gyepi-Garbah & Binfor (2013:93)*
make the transition to new ways of operating. Once team members have opened up their minds in the unfreezing stage, the manager can implement the change. The change process can be a very dynamic one and if it is to be effective, it will probably take some time and involve a transition period (Morrison, 2010). Prokesh (2009) points out that the changing stages is the most important stage in the model. He also adds that at this stage there must be proper consultation and requires proper basics or else everything else becomes problematic.

This is the final step of the 3-Step model. Refreezing seeks to help in the stabilization of the group at a new quasi-stationary equilibrium so as to ensure that the new state is relatively safe from falling back. According to Schein (2002), the aim of the refreezing stage is that new state must be to some degree congruent, with the rest of the behavior, personality and environment of the learner or it will simply lead to a new round of disconfirmation.

Lewin (1958) suggested that, for the continuity of the benefits brought by change it is a good suggestion that for the organization to come up with a design to ensure there is continuity and part of their routine. He also saw successful change as a group activity, because unless group norms and routines are also transformed, changes to individual behavior will not be sustained. In organizational terms, refreezing often requires changes to organizational culture, norms, policies and practices (Cummings & Worley, 2005).

### 2.2.2 Unplanned Change

Unplanned change usually occurs because of an unexpected situation to the organization, which causes its members to respond in a highly reactive and disorganized fashion (Poole & Van de Ven, 2014). Unplanned change might occur when their sudden major changes organization, significant public relations problems occur, poor product performance quickly results in loss of customers, or other disruptive situations arise (Morison, 2015). Fred (2012) defines crisis changes similarly to unplanned change, he defines it as an occurrences that has not been anticipated by the management of the organization. Other major contrasts between planned and unplanned change are the degree the change can be choreographed, scripted or controlled. Theories of planned change focus on how processes can be managed or controlled, while theories of unplanned change mean that change is a force that not always can be managed or controlled (Poole & Van de Ven, 2014).
Price and Chahal (2007) view the unplanned change as a crisis change, and argue that crisis change management has become an important component of managing business. Today, no business is immune to crisis. It can attack an organization in the shape of natural calamity, terrorists attack; industrial accidents etc. It is closely related to public relation where company’s image and pride are at its stake.

The challenge of a crisis is an ultimate test of leader’s character (Todmen, 2005). Anticipating crisis is a matter of strategic planning and risk management, but each crisis that manifests itself, must be dealt with adeptly by leaders, who also must consolidate the lessons learnt and communicate the same to the people as organizational learning and thus drive sense for initiating change in the organization (Huse, 2008).

2.2.3 Incremental Changes
Incremental change is a method of introducing many small or gradual and often unplanned changes in organizations instead of a few large, rapid and extreme changes. They can be described as minor adjustments required to keep the organization on course of its Strategic plan (Poole & Van de Ven, 2014).

According DeWit and Mayer (2005) organizations have a life cycle that goes through changes in the culture and structure and so the organization should adapt as they evolve in the organization life cycle and so we have incremental changes within the organization. Examples of incremental change might include continuous improvement as a quality management process or implementation of new computer system to increase efficiencies.

Esther and Mike (2015) argues that that if the organization alters one objective it will ultimately lead to a change reaction resulting to an alternation in the other. Incremental change easily helps us to understand the day to day changes that the organization has since change is a continuous process.

2.2.4 Strategic Changes
As per Richard (2011) strategic change is described as altering the structure or direction of the organization. Cox (2012), adds on to strategic change as in simple form strategic change is a way of changing the objectives and vision of the company in order to obtain greater success.
Strategic changes occur, when companies have to react to new competitive situations, or when taking the initiative to reposition the competitive edge of a firm (Pearce & Robinson, 2013). The drivers of business changes are various. They include external changes uncontrollable and unpredictable to the industry, such as economic conditions, change or legislation, advancement in technology and change in the market demands (Davis, 2012). Some of the drivers call for radical changes. Sometimes a more evolutionary approach is preferable (Jukka, Timo & Markku, 2011).

Strategic changes leads to transformational change within the organization (Cummings & Worley, 2005). An example of transformational change might be changing an organization’s structure and culture from the traditional top-down, hierarchical structure to a large amount of self-directing teams (Prokesch, 2009). Another example might be Business Process Re-engineering, which tries to take apart the major parts and processes of the organization and then put them back together in a more optimal fashion. Transformational change is sometimes referred to as quantum change (Sage, 2009).

2.3 Forces Leading to Employee Resistance to Change

Resistance to change is a natural defense mechanism by employees as they wary when they are stepping into unfamiliar territory of change (Darling & Taylor, 2005). It is commonly known that for some employees the best defense is a good offense which is the resisting force. Laws of physics state that it takes a certain amount of energy to overcome inertia, and that resistance (friction) is a force that will slow down a moving object (Wenhe, 2011).

Similarly In Lewin's force field model, there are two forces driving change and forces restraining it or resisting (Lawrence, 2013). Where there is equilibrium between the two sets of forces there will be no change. In order for change to occur the driving force must exceed the restraining force (Lewin, 1958). Lewin adds that some of the common resisting factors are parochial self-interest, habit, Misunderstanding of the need for or purpose of change, Low tolerance of change, Different assessment of the situation, Economic implications, Fear of the unknown (Burke & Ghada, 2014).
Figure 2.2 Lewin's force field model
Source: Adapted from Gyepi-Garbah & Binfor (2013:93)

Kotter and Schlesinger (2008) supports Lewin's contributions and noted that before coming up with strategies to manage change, the managers must determine the level and what kind of resistance the managers are to expect. During their research, they used the resisting factors described by Lewin before they formed the six steps in reducing resistance to change.

Wenhe (2011) believes that resistance results from differences involving ideas, motives, plans, or priorities, and brought forward five common sources of resistance as follows; Lack of belief that there is a serious need for change, Different descriptions of the need for change, No agreement about goals for change, Lack of belief that the goal is attainable, No confidence in the manager of change. Arguable, they provided an elaboration of the one that Lewin had suggested.

Kubler-Ross (1973) who studied human behavior in the early 70’s, his contributions were different from the findings from the modern scholars Lewin, Kotter and Schelsinger.
Kubler-Ross argued that, for the success of organizational change is the acceptance of the change by employees within the context of his work, he argued that all humans go through 5 stages of ‘grief’ (denial, anger, bargaining, depression and acceptance) when faced with a loss or change, has been seen as relevant and has been applied to the management of organizational change. Although the 5 Stages of grief was apposed to be used for human loss and illness, it was later discovered that it could be used on employees when experiencing change within the working environment as employee’s reacted in a similar manner (Valerie & Pierre-Paul, 2013).

Scholars Hatt and Creasey (2012) used a similar approach of Kluber-Ross (1973) and formed the ADKAR model based on human behavior. They discovered during their research that people change not organizations and that the change occurs when individual change matches the stage of organizational change.

2.3.1 Uncertainty
Uncertainty during the change process is typically about the aim, process and expected outcomes of the change and suggestions for the individual employees (Huse, 2008). According to Kotter (2008) most people fear the unknown, particularly in the workplace, where staff grow accustomed to certain processes and procedures.

Employees usually to hang on to the fear, uncertainty, resentment and other emotions that big changes bring if it seems to them that management has no clue about how they feel (Wenhe, 2011). Fear is often one of the most common reasons for resisting change as the employee has fear of the unknown, of failure, loss or leaving a comfort zone. This fear is usually caused by uncertainty (McKnight, 2015).

Bryant (2011) noted that uncertainty in employee’s can be caused by; Basic predisposition to change which is derived from birth experiences, early feeding and weaning, toilet training, sibling rivalries etc, Personal sense of security which dependent on individual personality and current circumstances such as financial and marital status, Prevailing cultural beliefs, relating to a particular country or community, class, trade or even work group and Extent of trust and loyalty which results from past and present relationships with management, union and work groups.

On the other hand, Valerie and Pierre-Paul (2013) research found that moral and cultural reasons can also lead to uncertainty, which come out of the expectation that the change
may be accompanied with a new culture introduced into the organization, a fact that may bring about critical changes in its values, postulates and basic principles.

2.3.2 Mistrust in the Management
Trust in management refers to the psychological contract established between individuals and organizations based on the messages an employee receives regarding organizational expectations and employee perceptions of desired managerial actions (Fred, 2012). Morrison (2015) suggests that trust is a vital tool in management to have implementation of new strategies in the organization. In organizations where there is a lot of trust in the management, there will be lower resistance to change. Mutual mistrust between the management and the employees if the organization will lead to the company going into a downward spiral as the firm’s strategies will not be implemented as wanted, so trust is a must.

Previous research by Whitney (1994) and Tyler (1995) have found that trust in management can be established in employee behaviours and attitudes other research by Podsakoff (1990) also suggests that the effectiveness of a manager, especially during a change effort, may depend upon gaining the trust of their employees. But according to Kotter and Schlesinger (2008) people also resist change when they do not understand its implications and perceive that it might cost them much more than they will gain. Such situations often occur when trust is lacking between the person initiating the change and the employees.

Another common reason Morrison (2015) brought to the table was that people resist organizational change because they assess the situation differently from their managers. Different assessments of the situation by employees can also create mistrust in the management, this is mainly because of poor leadership skill and communication which makes the employees not to trust the management (Schmerhorn, Hunt and Osborn, 2005). Also I study by Davis (2012) found that many employees resisted change because of past experience with the management that lead to the mistrust in management.

2.3.3 Employees Self Interest
One another major reason employees resist organizational change is that they believe that they will lose something of value as a result. It could be power, position, title or they could be moved to the unknown state (Schmerhorn, Hunt and Osborn, 2005). In such
cases, people focus on their own best interests and not of those of the total organization, resistance and often results in “politics” or “political behaviour (Jansen, 2012).

According to Morrison (2015) one of the major concerns of self-interest of the employees is the Loss of Control of the environment they are working in, this is another key reason why employees resist change as familiar routines help employees develop a sense of control over their environment they are working in. When employees are asked to change the way they work and operate, it may make employees feel powerless and confused. People are more likely to understand and implement changes when they feel they have some form of control (Burke and Ghada, 2014).

On the other hand, Kotter and Schlesinger (2008) argue that an individual is persuaded by nature to build social relations with other persons to satisfy some of his needs. A change may constitute a threat to such social relations (French and Bell, 1990). The economic reasons come out of the fear that the change may negatively affect the employees' acquired rights. Emotionally, employees usually have concerns about the unknown. Morrison (2015) also found that most of the employees during change did not want to work extra hours, learn new process and also that the employees did not want extra work to be added on to them as part of the change.

2.4 Managing Resistance to Change

Change is important to the organization today as organizations need to stay competitive in the industry they are working in. Manager can be able to manage change in various ways. (Wenhe, 2011). John Kotter one of the Gurus of change talks about his 8-Step model to help in implementation of change, the 8-Step Model is a classic model which has formed the base on many change management models (Senior & Fleming, 2004).

Kotter’s 8-Step model steps are; Establish a sense of urgency, Create the guiding coalition, Develop a vision and strategy, Communicate the change vision, Empower broad-based action, Generate short-term wins, Consolidate gains to produce more change, and Anchor change in the organization's culture (Pearce & Robinson, 2010).

However the 8-Step Model was considered to have been a long process and time consuming, organization change has increased and there for Kotter and Schlesinger (2008) suggested a Six step model on reducing the effect of change which could be used by mangers as change took place(Burke & Ghada, 2014).
A most recent study related to managing change was done by, Davis (2012) in his article “A model for strategy implementation and conflict resolution in the franchise business.” His focus was on a tool to manage the conflict during the implementation with 7C’s model that looked at, communication, cooperation, consultation, collaboration, coordination, concession and competence in resolve conflict during the implementation of a strategy in franchises to manage change. Davis (2012) borrowed ideas from Kotter’s 8 step model, but the elements of his model were independent variables that leaders today must have to manage change, whereas Kotter’s model was a step by step model that guided managers and leaders on implementing the change process (Schein, 2010).

2.4.1 Communication and Educating
Communication is known as the transfer and understanding of meaning from one to another. According to Davis (2012) Communication is a critical element in managing change, with companies’ turbulent environment and introducing new strategies are more often to perform less effective peers. Kotter and Schlesinger (2008) points out that one of the most common ways today to reduce resistance to change through communication by educating people. Communication of the organization vision helps people see the need for and the logic of a change. A weak communications system in the organization is considered to be one of the obstacles on the way of the implementing the change (Kotter and Schlesinger, 2008).

Every managerial function and activity requires some form of communication, whether it is planning, directing, leading or coordinating (Graetz, 2006). Hayton (2015) suggests that poor human communication can lead to conflicts within the organization as expectations are met and during the change management process poor communication can be a barrier to change. Stewart (2009) points out that employees, customers and managers need to communicate effectively and efficiently so that they can exchange information about goal, expectation and performance.

Educating the employees through communication is imperative; it helps the employee’s understand the Mission and Vision of the organization. Paton and McCalman (2015) suggest that leaders should create a learning organization through training that can create effective communication so that they can create readiness to change.
2.4.2 Leadership

To realize effective and successful change, organizations need both management and leadership. Management is a set of processes that keep a complicated system of people and technology running smoothly (Mullins, 2010). The most important aspects of management include planning, budgeting, organizing, staffing, controlling and problem solving. Leadership on the other hand, is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision and inspires them to make it happen despite the obstacles (Schein, 2010).

Jancek (2008) views leadership as inspiring the employees of the organization to pursue the vision of the organization within the set parameters, to the extent that there is, shared effort, a shared vision and shared success. She also adds that leadership is about trust and that it empowers and inspires the employees to align with the organization vision. Change is inevitable, but it can also be uncomfortable. Because it is uncomfortable, most people tend to resist change. One of the most important responsibilities of an effective leader is to reduce people’s resistance to change in order to promote growth in the organization (Prokesch, 2009).

Moran and Brightan (2009) suggested that transformational leadership is strongly indicative of effectiveness of organizational change. Although much remains to be established about the role of leadership in the change process, organizations with weak leadership will most likely face tough challenges in their striving to implement change. As stated before, it is important with a leader that can communicate the change in a positive and effective manner with knowledge of the operational area. Jorritsma and Wilderon (2012) suggests the leaders to use the Four P’s of Transition”. The purpose-why we have to do this, The picture -What it will look and feel like when we reach our goal, The plan- Step-by-step, how we will get there. The part - What you can (and need to) do to help us move forward. They believe that the Four P’s can help reduce the resistance to change as the employees are aligned with the vision of the organization and will be able to understand the need for change.

According to Valerie and Pierre-Paul (2013) strategic failure during times of rapid organizational change, is often the result of the inability to see a fresh reality emerging: the corporate mind is committed to out-of-date assumptions that blind it to the perception...
of change. Effective leadership requires the intellectual abilities to perceive and understand information, reason with it, imagine possibilities, use intuition, make judgments, solve problems and make decisions. These abilities produce vision, mission (purpose), shared values and strategies for pursuing the vision and mission that ‘win’ people’s minds so that they can be able to accept change.

‘Spirit’, according to Gill (2011) is a person’s animating principle. The spiritual dimension of leadership concerns the desire for meaning and a sense of worth that animate people in what they seek and do. Vogt (2005) argues that employee’s at work today try seek meaning and purpose in change. When they find it, will buy into the organization strategy and make the commitment to work towards it.’. Mwangi and Stone (2000) quote Xerox PARC guru John Seely Brown as saying: ‘the job of leadership today is not just to make money: it’s to make meaning.’ Effective leadership ‘wins people’s souls’.

Gill (2011) also points out that effective leadership also requires well-developed emotional intelligence and understanding. This is the ability to understand oneself and employees of the organization, display self-control and self-confidence, and to respond to others in appropriate ways. Leaders who are emotionally intelligent use personal power rather than positional power or authority. Emotional intelligence, in addition to cognitive and spiritual intelligence, is imperative to identifying and promoting the shared values that support the pursuit of vision, mission and strategies and to empowering and inspiring people.

Schein (2010) believes that leaders should be the one who set examples to the other employees by doing rather than just directing. While the necessary skills of a leaders include both using and responding to emotion, for example through ‘body language’, they also comprise communicating in other ways through writing, speaking and listening using personal power and through physical behaviour (Gill, 2010).

2.4.3 Participation in Decision Making

It is a key role for managers and leaders to create the conditions in which individual initiative and teamwork thrive, rather than identify and prescribe in detail what individuals should do Kotter and Schlesinger (2008). As per Bernard (2011), managers should no longer identify and implement some ideal universal model the rather should establish, jointly work with those employees that are most closely affected, the structures
and practices necessary to operate effectively under the conditions which prevail at any particular point in time (Price & Chahal, 2007).

Participation of employee’s in decision aids the change management process to work efficiently as the employees are the ones who are affected by the change when the decision are made (Burke & Ghada, 2014). It also motivates the employees as they become the drivers of change because of their inputs put in the decision making (Esther and Mike, 2015).

Kotter and Schlesinger (2008) pointed out that if you want resisters to become more committed to the change, encourage their participation in its design or implementation. This method increases grassroots support for change but can cause problems if people lack the expertise to develop effective plans. Though it has been argued by Senior and Fleming (2004) that participation of employee’s in decision making can be very time consuming and most of the time these decisions are reactive rather than proactive decision which need immediate attention.

2.4.4 Negotiating and Motivation

Management can be able to reduce resistance to change by Negotiating and motivating the employees during the change management process so as to eliminate the resisters to change (Jansen, 2008). Bernard (2011) emphasis that negotiation during the change management process is important so as to reduce the resistance to change, he also adds that the organization must keep the employee’s satisfied through motivation so that they are able to retain employees who would be drivers of change in the organization. For instance, management could give a higher wage reward and incentives to the employees so that they are motivated to take the part in the change process.

Negotiation is particularly appropriate when it is clear that the employee is going to lose out as a result of a change and yet his or her power to resist is significant (Jukka, Timo, & Markku, 2011). Negotiated agreements can be an easy way to avoid major resistance, though, like some other processes; they may become expensive (Kotter & Schlesinger, 2008).

Jukka, Timo and Markku (2011) suggested that the management can improve the employees satisfaction by improving the position of the employee through promotion so as to motivate the employee during the change process, they also add that not only the
improvement of position will bring about the motivation but also the participation of the employee during decision making. Increase in Salary can also be used to motivate the employee which makes the employee feel appreciated of the efforts that they had put are being recognized by the organization. Other benefits such as higher bonuses can also be considered by the organization to motivate the employees to go through the change process knowing that they will be regarded at the end of it for the discomfort they will be facing (Burke & Ghada, 2014).

2.4.5 Rewarding

Mejia-Morelos, Grima, and Trepo (2013) suggested that leaders and managers to secure the desired results of change through compensation and reward philosophy that recognizes employees for their performance and acknowledgement of efforts put in when undergoing the change process. Rewarding change efforts demonstrates the importance of and need for change, along with leaders’ understanding that "the things that get rewarded get done."

There is a common business saying that the managers get what they reward (McKnight, 2005). Organizational employees will resist change when they do not see anything in it for them in terms of rewards. Without ‘WIIFM’ or a reward, there is no motivation to support the change over the long run. This often means that organizational reward systems must be altered to support the change that management wants to implement. The reward does not have to always be major or costly (Mejia-Morelos, Grima, & Trepo, 2013).

An effective compensation and reward system takes into account the dynamic nature of the organization’s change initiatives while allowing the firm to establish and navigate its ultimate course. Consequently, effective compensation and rewards are fluid, dynamic, and constantly changing (Jorgensen, Owen & Neus, 2009).

Compensation and Reward research suggests that an integrated reward system supports each step of the organization’s change implementation. The recipients of the change will react positively to rewards for incremental change and strategic changes, celebrations of milestone achievements, and leaders who create win-win situations related to change (McKnight, 2005). Reward programs help organizations achieve specific change goals such as improved creativity, innovative products and services, competitiveness and willing to work harder, collaboration and teamwork within the organization, employee
commitment and loyalty, long-term plans, and continual learning and application of new skills are positively adopted related to organizational goal achievement (Jorgensen, Owen and Neus, 2009).

2.5 Chapter Summary
This chapter of literature review discussed about, the type of changes that are expected in the organization in Kenyan SME’s, Identified a why employee’s resist change and ways in which managers in Kenya can reduce the resistance of this change. The next chapter will discuss the research design, methodology and procedures. The chapter will provide details on the research technique, sample size, data collection and analysis methods with a justification to the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The purpose of this study was to identify the ways in which SME managers in Kenya can reduce the effects of resistance to change. This chapter will outline and discuss the methods and procedures that were used when undertaking the study, which addressed the research questions raised in the first chapter. The chapter is organized in the following structure: the research design, population and sampling design, data collection methods, research procedures, data analysis methods and the chapter summary.

3.2 Research Design
Cooper and Schindler (2014) defines research design as a blueprint for the collection of data, measurement and analysis of that data. Fielding (2010) adds that research design is one that minimizes bias and maximizes the reliability of the data. It also yields maximum information, gives minimum experimental error, and provides different aspects of a single problem. For this study a descriptive research design was used.

According to Cooper and Schindler (2014) A descriptive study tries to answer the six W’s which are: who, what, when, where and sometimes it answers how. The researcher’s main objective is to describe the characteristics of the individual or the group (Creswell, 2013). The descriptive approach was ideal for this study as the data collected is related to the respondents and also the study as specific objectives that can be answered through the descriptive research design. The two main benefits of this research method is being able to use various forms of data as well as incorporating human experience. It gives researchers the ability to look at whatever they are studying in so many various aspects and can provide a bigger overview as opposed to other forms of research (Creswell, 2013).
3.3 Population and Sampling Design

3.3.1 Population
According to Babie and Halley (2007) a population is the entire collection of individuals or items from which data can be collected for research. According to Cooper and Schindler (2014) a population is the total collection of elements about which we wish to make some inferences. The population for this study was the employee’s employed at Kenbro Industries Ltd who are considered as bottom level and middle level staff.

Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Level</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level Staff</td>
<td>12</td>
</tr>
<tr>
<td>Middle Level Staff</td>
<td>45</td>
</tr>
<tr>
<td>Bottom Level Staff</td>
<td>125</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>192</strong></td>
</tr>
</tbody>
</table>

Source: Kenbro Industries (2015)

3.3.2 Sampling Design

3.3.2.1 Sample frame
A sampling frame according to Bryman and Bell (2003) is the listing of all the population elements from which the researcher will draw their sample. A sample is a representative of a large population so as to make a conclusion about the whole population of the study (Creswell, 2013).

For this study, the population size of the employee’s was from Kenbro Industries which was obtained from HR managers at Kenbro Industries Ltd.

3.3.2.2 Sampling Technique
Sampling techniques are the methods used in drawing samples from a population usually in such a manner that the sample will facilitate determination of some hypothesis concerning the population (Cooper & Schindler, 2014). In this study judgmental sampling which is a non-probability sampling method was used. The technique allowed the researcher to use cases that have the required information with respect to the objectives of the study (Creswell, 2010). The study was aimed to the bottom level staff and the middle
level staff at Kenbro Industries who are mainly affected by the change made by the top level managers.

3.3.2.3 Sample Size
Creswell (2010) suggested the rule of thumb when determining sample size where sample size is larger than 30 and less than 500 are appropriate for most research studies, and the minimum size of sample should be between 10% and 30% of the population which is said to be a good representation of the population. The sample size that was used in the study was 170, which includes all the 125 bottom level and 45 from the middle level staff.

<table>
<thead>
<tr>
<th>Category</th>
<th>Sample Size</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom Level Staff</td>
<td>125</td>
<td>73%</td>
</tr>
<tr>
<td>Middle Level Staff</td>
<td>45</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>170</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Kenbro Industries (2015)

3.4 Data Collection Methods
This research was conducted through questioners to collect the primary data and the researcher used the observation technique to verify the data during the data collection period. The questioner had questions that were arranged in a logical sequence. It had both open and close ended questions. Open ended questions that gave the respondents more room to think and get an insight into their feelings instead of restricting them to certain choices, which might not have taken into account all the possibilities. The close ended questions used a Likert Scale which will provide the respondents to indicate the degree to which they agree/disagree with various statements.

The first part of the questionnaire collected general information of the respondents. The second and subsequent sections were questions regarding research objective for the study which included; Types of Organizational Change; Determine the Factors that lead to Resistance to Change and Managing Resistance to Change. They were be put in a logical order and divided sections.

The researcher further more used observation to verify the data. Observation is a qualitative tool that can be used to avoid biasness of the data and triangulation (Babie and
The observation technique was undertaken to understand the working environment better and the behavior of the respondents. The observation had taken place at the head office of the organizations. An Observation checklist was computed to note items to be observed.

### 3.5 Research Procedures

The study employed quantitative data collection approach. The validity of the data was verified through observation. There was also a pilot test on the questioners to friends and work colleagues to determine whether the questions are relevant and well understood. These respondents were only used for the pilot study before the actual study is carried out. The pilot study was to help to find error’s and aid in the clarification of the questions.

The questioners were be printed and dropped to the respondents to complete at their convenient timings and were be followed on after every 2 days. The oral interviews were take place on approval of a scheduled meeting but they were not carried out and the observation was carried out during the working hours of the organization. The data was then be used for data analysis.

### 3.6 Data Analysis Methods

According to Creswell (2010) data analysis, is as the process of extracting, compiling, and modeling raw data for purposes of obtaining constructive information that can be applied to formulating conclusions, predicting outcomes or supporting decisions in business, scientific and social science settings. The research was analysed using quantitative data and descriptive statistics.

The collected data was first prepared by going through all the questioners to see if the respondents have answered all the questions, if not then they were rejected. The data then was be cleaned, coded and inputted into software for Analysis. The data was be analysed using an analysing software called Statistical Package for Social Sciences (SPSS) and also was supported by Microsoft Excel 2014 package. The data was analysed using descriptive, inferential statistical and then be represented in percentages and frequency tables for ease of understanding. Further regression analysis was used to draw inferences. The qualitative data was analysed through creation of variables, themes and patterns and establishing the relationship among the variables.
3.7 Chapter Summary

This chapter discussed the sampling frame, procedures and techniques that were used for this study which had guided the researcher on how the research data was to be collected and analyzed for in this study, so as to identify the research objectives stated in Chapter one. The next chapter presents the results and findings of the study on the research questions with regards to the data collected from the respondents. The initial section covers the background information with respect to the respondents; consequently the second third and fourth subsection presents findings with regards to the three objectives of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the results and findings of the study on the research questions with regards to the data collected from the respondents. The initial section covers the background information with respect to the respondents; consequently the second third and fourth subsection presents findings with regards to the three objectives of the study.

4.2 Demographics

4.2.1 Response Rate
Figure 4.1 shows 100% response rate. This indicated that 100% of the respondents filled in the questionnaire.

![Response Rate Chart]

**Figure 4.1: Response Rate**

4.2.2 Age Distribution of Respondents
The figure 4.2 displays age distribution of respondents. Majority of respondents 35% were aged below 25 years old. 23% aged between 26-35 years. Less than 10.6% aged 56 years and above
Figure 4.2: Age distribution of respondents

4.2.3 Gender of Respondents
Table 4.1 shows distribution of respondent’s gender. More than half 54.1% were male. The rest, female represented 45.9% of those surveyed.

Table 4.1: Gender of Respondents

<table>
<thead>
<tr>
<th>Response item</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>92</td>
<td>54.1</td>
</tr>
<tr>
<td>Female</td>
<td>78</td>
<td>45.9</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.2.4 Level of Education
Figure 4.3 reveals that majority of respondents 36% in the survey were degree holders. 33% were diploma holders, 8% had masters level, 18% were certificate holders, while 5% had post-graduate diploma.

![Level of Education](image)

**Figure 4.3: Level of Education**

4.2.5: Duration worked in the Organization
Figure 4.4 reveals that majority of employees at Kenbro Industries at 31.8% had worked in the organization between 3-6 years. 29.4% of respondents had worked at the organization between 1-3 years and finally 24.1% of the current work force working at Kenbro Industries have been working for less than 1 year as at 2015.
Figure 4.4 Duration worked in the organization

4.2.6: Size of Workforce

As seen in figure 4.5 half (50%) of companies surveyed in the survey workforce had workforce of less than 50 people. 13.5% had a workforce of 51-100 and 101-500 employees. 10.6% of companies had workforce of more than 200 employees.
Figure 4.5 Size of Workforce

4.2.7: Ownership of the Organization

As seen in figure 4.6, majority of companies surveyed 65% were fully locally owned. 17% were fully foreign owned while only partly locally and foreigner owned.

Figure 4.6 Ownership of the Organization
4.3 Types of Change that Occur in Kenya

4.3.1 Rapid Changes in the Organization

Table 4.2 illustrates respondent’s opinion on organization changes in their respective companies. 25% (N=50) disagreed that changes within their organization occur rapidly to improve current operations. 4% (N=10) strongly disagreed that rapid changes occur at the organization. On the contrary, a third i.e. 62% agree that rapid changes occur in the organization to improve operations.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>At your organization, Change often occurs on rapidly to improve the current operations</td>
<td>4</td>
<td>25</td>
<td>0</td>
<td>62</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Summated</td>
<td>4</td>
<td>25</td>
<td>0</td>
<td>62</td>
<td>9</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.3 shows a strong positive relationship between rapid change and types of changes implemented. R is (0.784) R square is (0.614) and adjusted R square is (0.606), meaning that (60.6 %) of the variance in strategy implementation can be predicted by setting of strategic direction.

<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>.784a</td>
<td>.614</td>
<td>.606</td>
<td>.562</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Rapid Changes

Table 4.4 shows that at 95 percent level of confidence, relationship between rapid change and type of organizational change, which was statistically significant. This can be noticed by p-values (0.000) which is smaller than alpha value of (0.05).
Table 4.4: Regression Analysis for Rapid Change and Type of Change Implemented.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.333</td>
<td>.298</td>
<td>1.118</td>
<td>.269</td>
</tr>
<tr>
<td>Rapid Changes</td>
<td>1.061</td>
<td>.124</td>
<td>.784</td>
<td>8.561</td>
</tr>
</tbody>
</table>

Therefore, the organization often undergoes rapid change. The study showed that the finding was statistically significant \( r=0.784; p<0.005 \).

4.3.2 Strategic Changes

Table 4.5 illustrates respondent’s opinion on organization’s strategic change in the organization. Majority of respondents sampled agreed that organizations undergoes strategic change. 42% agreed whereas only 23% disagreed.

Table 4.5: Strategic Organizational Change

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD</td>
</tr>
<tr>
<td></td>
<td>(1)</td>
</tr>
<tr>
<td>The organization makes Changes to gain competitive</td>
<td>35</td>
</tr>
<tr>
<td>The Top Management is proactive and plans the Change Management Process before implementing the required changes</td>
<td>4</td>
</tr>
<tr>
<td>The Change Implemented affects the whole organizational</td>
<td>2</td>
</tr>
<tr>
<td>Organizational change is executed mainly by the Senior</td>
<td>10</td>
</tr>
<tr>
<td>Summated</td>
<td>13</td>
</tr>
</tbody>
</table>
Table 4.6 shows a small positive relationship between Strategic change and the type of change in the organization. R is (0.113) R square is (0.013) and adjusted R square is (-0.009), meaning that (1.3%) of the variance.

**Table 4.6: Model Summary of the Relationship between Strategic Change and Type of Organizational Change**

<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>.113&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.013</td>
<td>-.009</td>
<td>.899</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Strategic change

The result of regression analysis in Table 4.7 shows that relationship between strategic change and the type of organizational change strategy is statistically significant. This can be noticed by p-values (0.056) bigger than alpha value of (0.05).

**Table 4.7: Regression Analysis for Strategic Change and Type of Organizational Change**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.611</td>
<td>.262</td>
<td>9.959</td>
</tr>
<tr>
<td></td>
<td>Strategic Change</td>
<td>.043</td>
<td>.056</td>
<td>.113</td>
</tr>
</tbody>
</table>

Therefore, despite the fact that majority agreed that the organization undergoes strategic change the study shows that this relationship was not statistically significant [p>0.005] to say that the organization undergoes strategic change.

**4.3.3 Unplanned Changes in the Organization**

As seen in table 4.8 majority of respondents 53% were agreed that the organization makes unplanned changes in the organization. 20% strongly agree while 22% disagreed.
Table 4.8: Unplanned Changes in the Organization

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change is often required at the Organization because of Change in the</td>
<td>0</td>
<td>14</td>
<td>2</td>
<td>59</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>demand of the Customers’ needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Organization makes Changes because of Change in the Governments</td>
<td>4</td>
<td>28</td>
<td>6</td>
<td>47</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>rules and regulation in the industry they are operating in</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summated</td>
<td>2</td>
<td>22</td>
<td>3</td>
<td>53</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9 shows a small positive relationship between unplanned change and the type of organizational change. R is (0.322) R square is (0.103) and adjusted R square is (0.084), meaning that (10.3 %) of the variance in competitive advantage can be predicted by the type of change.

Table 4.9: Model Summary of the Relationship between Unplanned Change and Type of Organizational Change

<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>.322a</td>
<td>.103</td>
<td>.084</td>
<td>.856</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Type of organizational change

The result of regression analysis in Table 4.10 shows that relationship between unplanned change and type of change is statistically significant. This can be noticed by p-values (0.026) smaller than alpha value of (0.05).
Table 4.10: Regression Unplanned Change and Type of Organizational Change

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>-.001</td>
<td>1.216</td>
<td>-.001</td>
<td>.999</td>
</tr>
<tr>
<td>Unplanned change</td>
<td>.767</td>
<td>.333</td>
<td>.322</td>
<td>2.304</td>
</tr>
</tbody>
</table>

The study showed that the finding was statistically significant \( r=0.322; p<0.005 \).

4.4 Factors Resulting to Resistance to Change

4.4.1 Mistrust in Management

Table 4.11 displays respondent’s opinions employees having mistrust in the management during the change management process. More than 40% of the respondents agree that they had developed mistrust in the management. 9% of respondents held a neutral view, whereas only 1% disagreed or strongly disagreed respectively.

Table 4.11: Mistrust in the Management

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD (1)</td>
</tr>
<tr>
<td>Employees do not trust the management’s capabilities to undergo change effectively</td>
<td>2</td>
</tr>
<tr>
<td>Employees assess the change situation differently to the one set by the management</td>
<td>0</td>
</tr>
<tr>
<td><strong>Summated</strong></td>
<td>1</td>
</tr>
</tbody>
</table>
4.4.2 Uncertainty

As presented in table 4.12, 20% of respondents strongly agreed that employees in organizations are uncertain on the effect of changes. Majority 53% agreed, 7% disagreed while only 19% held a neutral view or opinion on possible effect of change in the organization.

Table 4.12: Uncertainty within the Employees

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD (1)</td>
</tr>
<tr>
<td>Employees in the organization fear the effects of change on their daily routine work.</td>
<td>2 5 19 58 16</td>
</tr>
<tr>
<td>Employees in the organization are uncertain on what the change could result to.</td>
<td>0 8 17 48 27</td>
</tr>
<tr>
<td>Employees become uncertain about their job security during the implementation of change.</td>
<td>1 8 21 52 18</td>
</tr>
<tr>
<td><strong>Summated</strong></td>
<td>1 7 19 53 20</td>
</tr>
</tbody>
</table>

4.4.3 Self Interest

As seen in table 4.13, more than a half (53%) of respondents in the survey agreed and strongly agreed that employees were usually protecting their self-interest during the change implementation. Only 7% strongly disagreed that they were considered their self-interest first.
Table 4.13: Self-interest

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are usually uncomfortable with the change of duties they were assigned to.</td>
<td></td>
<td>8</td>
<td>13</td>
<td>26</td>
<td>35</td>
<td>18</td>
</tr>
<tr>
<td>Employees were more interested in maintaining culture and values that they have been following</td>
<td></td>
<td>6</td>
<td>11</td>
<td>30</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>Summated</td>
<td></td>
<td>7</td>
<td>12</td>
<td>28</td>
<td>32</td>
<td>21</td>
</tr>
</tbody>
</table>

Table 4.14: Regression Results for Factors Leading to Resistance to Change

<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>.528</td>
<td>.409</td>
<td>.426</td>
<td>2.3111</td>
</tr>
</tbody>
</table>

Predictors: (Constant), mistrust in management, uncertainty as well as self-interest

The ANOVA Table 4.15 shows that the model was significant with an F value of 15.566.

Table 4.15: ANOVA for Factors Leading to Resistance to Change

<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>Regression</td>
<td>5123.28</td>
<td>1</td>
<td>616.001</td>
<td>11.234</td>
<td>.000b</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>169</td>
<td>27.35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22312.000</td>
<td>170</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Dependent Variable: Resistance to change

Predictors: (Constant), mistrust in management, uncertainty, self-interest

The coefficient table 4.16 reveals that there was a positive significant relationship between resistance to change and mistrust of management (beta 0.518), uncertainty (beta 0.579), and finally self-interest (beta 0.503). This implies that resistance to change is as a result of mistrust in management, uncertainty as well as self-interest

Table 4.16: Coefficients for Factors Leading to Resistance to Change

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>51.234</td>
<td>44.263</td>
<td>3.21</td>
<td>.000</td>
</tr>
<tr>
<td>1</td>
<td>Mistrust</td>
<td>.518</td>
<td>.428</td>
<td>.514</td>
</tr>
<tr>
<td>1</td>
<td>Uncertainty</td>
<td>.579</td>
<td>.357</td>
<td>.521</td>
</tr>
<tr>
<td>1</td>
<td>Self-Interest</td>
<td>.503</td>
<td>.388</td>
<td>.507</td>
</tr>
</tbody>
</table>

Dependent Variable: Resistance to Change
4.5 Managing Resistance to Change

4.5.1 Communication and Educating
The table 4.17 shows that majority of respondents in the survey agreed that organizational strategy were effectively communicated to the entire workforce. 43% strongly agreed that it was effectively communicated while only less than 10% strongly disagreed.

Table 4.17: Communication and Educating

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD (1)</td>
</tr>
<tr>
<td>The organization’s strategy is effectively communicated to the entire workforce</td>
<td>12</td>
</tr>
<tr>
<td>The communication about Change is honest and trustworthy</td>
<td>14</td>
</tr>
<tr>
<td>Risk to resistance of change is well managed through proper communication and education</td>
<td>5</td>
</tr>
</tbody>
</table>

**Summated**

|                      | 10 | 17 | 9 | 21 | 43 |

4.5.2 Leadership
As seen in table 4.18, 44% of respondents in the survey agreed that organization’s management had good leadership skills during the change implementation. 10% did strongly disagreed while only 13% neither agreed nor disagreed that management clarified the need for change.
Table 4.18: Leadership

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD</td>
</tr>
<tr>
<td>The organizations management clarify the need for change in the organization</td>
<td>13</td>
</tr>
<tr>
<td>The employees understand the need of change and are ready to undergo the change to be executed</td>
<td>14</td>
</tr>
<tr>
<td>Risk to resistance of change is well managed through proper communication and education</td>
<td>2</td>
</tr>
</tbody>
</table>

**Summated**

|               | 10 | 9  | 13 | 44 | 24 |

4.5.3 Participation of the Employee’s

Data in the table 4.19 displays respondent’s opinion on their contribution to the firm’s strategies. It is evident that 2% of those surveyed disagreed that employees were motivated to generate new ideas by participating in the decision making. However, 42% were in agreement, 21.2% neither agreed nor disagreed while only 3% strongly agreed.

Table 4.19: Participating

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD</td>
</tr>
<tr>
<td>Employees are motivated to generate ideas when decision making during the change process</td>
<td>2</td>
</tr>
<tr>
<td>Ideas are generated from the bottom and considered by the senior level</td>
<td>1</td>
</tr>
</tbody>
</table>

**Summated**

|               | 2  | 32 | 21 | 42 | 3  |
4.5.4 Rewarding
As seen in table 4.20 an equal proportion of respondents in the survey either disagreed or neither agreed nor disagreed that employees were rewarded for their efforts and contributions during the change process. 5% strongly disagreed while only 12% strongly agreed that the organization were rewarding the employees on their efforts to implement the change in the organization.

Table 4.20: Rewarding

| Variable | Percentage [%] | \( |\) | \( |\) | \( |\) | \( |\) | \( |\) |
|----------|----------------|---|---|---|---|---|
|          | SD  | D  | N  | A  | SA |
| (1)      | (2) | (3) | (4) | (5) |
| Employees are rewarded for their efforts and contribution during the Change process | 5  | 11 | 36 | 36 | 12 |

4.5.5 Negotiation and Motivation
As seen in table 4.21 up to 48% of respondents surveyed show were in agreement that employees were well taken care off, motivated and were ready to undergo the change. 20% disagreed while an equal proportion 4% either strongly agreed or Strongly disagreed.
Table 4.21: Negotiation and Motivation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SD</td>
</tr>
<tr>
<td>Employee satisfaction is considered when the change process is implemented</td>
<td>4</td>
</tr>
</tbody>
</table>

**Summated**

|          | 4  | 20 | 27 | 45 | 4  |

Table 4.22: Regression Results for Factors Affecting Resistance to Change

**Model Summary**

<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>.699a</td>
<td>.549</td>
<td>.533</td>
<td>6.29082</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Communication, Management Capabilities, Culture, uncertainty to change

The ANOVA Table 4.23 shows that the model was significant with an F value of 15.566.

Table 4.23: ANOVA for Factors Affecting Resistance to Change

<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>Regression</td>
<td>616.001</td>
<td>1</td>
<td>616.001</td>
<td>15.566</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>1859.999</td>
<td>169</td>
<td>39.574</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2476.000</td>
<td>170</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent Variable: Resistance to change
Predictors: (Constant), Strategic Process, Management Capabilities, Culture, Communication

The coefficient table 4.24 reveals that there was a positive significant relationship between resistance to change and communication (beta 0.638), Management capabilities (beta 0.549), Culture (0.549) and finally uncertainty to change (beta, 0.475). This implies that resistance to change is as a result of poor communication, Management capabilities, Culture and uncertainty to change.

Table 4.24: Coefficient for Factors Affecting Resistance to Change

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>49.896</td>
<td>7.252</td>
<td>6.880</td>
<td>.000</td>
</tr>
<tr>
<td>1</td>
<td>Communication .638</td>
<td>.4125</td>
<td>.712</td>
<td>2489</td>
</tr>
<tr>
<td></td>
<td>Leadership .628</td>
<td>.280</td>
<td>.708</td>
<td>6.876</td>
</tr>
<tr>
<td></td>
<td>Participation .549</td>
<td>.317</td>
<td>.6578</td>
<td>5128</td>
</tr>
<tr>
<td></td>
<td>Rewarding .475</td>
<td>.374</td>
<td>.499</td>
<td>3.945</td>
</tr>
</tbody>
</table>

Dependent Variable: Resistance to Change
4.6 Chapter Summary

In this chapter the researcher provides the findings with respect to the information given out by the respondents. The first section provides the study findings based on the respondent’s background. This was followed by the findings on resistance to change. The section that follows presents the study findings on factors leading to resistance to change as well as the management of resistance to change. The next chapter provides the summary, discussions, conclusion and the recommendations on the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter discusses the results and findings established in chapter four. Findings from this study was compared with other findings from other researchers in different settings. This chapter provides a discussion on the findings of the project in comparison with the findings of the literature review. The summary of the study and various recommendations’ in reference of the main objectives of the project.

5.2 Summary
The purpose of this study was to identify the ways in which SME managers in Kenya can reduce the effects of resistance to change. The study was guided by the following objectives: to identify the types of change that occur at Kenbro Industries Ltd, to identify the factors causing employee resistance to change at Kenbro Industries Ltd and to identify the ways in which managers reduce resistance to change at Kenbro Industries Ltd.

The research method used was a descriptive research for this study. With regards to this study, the sampling frame was Kenbro Industries Ltd that is listed in the Top 100 SMEs in Nairobi as at 2015. The sample population was 170 employees employed at Kenbro Industries Ltd which excluded the top level managers. The data was collected at first, then it was cleaned, coded and edited for completeness and accuracy before being analyzed using Statistical Package for Social Sciences (SPSS) and Microsoft Office Excel. Furthermore the data was presented using tables and figures for easier interpretation of the data collected.

This study has established that more than half (54%) of the respondent were male and that a large proportion were less than 25 years old. The cumulative bulk of employees were aged between 26-45 years old. 10.6% of respondents in the survey were over 56 years and above. With regards to education level, this study has established that the bulk of respondents (36%) survey were degree holders. An almost similar proportion i.e. 33% were diploma holders. Those with certificates represented 17% of the sample size. Close to 8% of respondents had master’s level education. This survey has established that
majority of workers had worked for the less than 1 year in their respective industries. Further, an almost similar proportion levels had worked for about 3-6 years while only 14% had worked for more than 6 years.

More than half of respondents in the survey attested that most industries were fully locally owned while a similar proportion were either partially owned (Both local and foreign) or fully foreigner owned and that half of industries surveyed had less than 50 employees, at typical characteristic of SME in Kenya. Only 11% of respondents attested that some organizations had more than 200 employees.

The study revealed that there exists a relationship between rapid change and type of organizational change, which was statistically significant. This can be noticed by p-values (0.000) which is smaller than alpha value of (0.05). It was also established that there was a small positive relationship between unplanned change and the type of organizational change. R is (0.322) R square is (0.103) and adjusted R square is (0.084), meaning that (10.3 %) of the variance in competitive advantage can be predicted by the type of change. As well it was revealed that there exists relationship between unplanned change and type of change is statistically significant. This can be noticed by p-values (0.026) smaller than alpha value of (0.05).

The study further revealed that reveals that there was a positive significant relationship between resistance to change and mistrust of management (beta 0.518), uncertainty (beta 0.579), and finally self-interest (beta, 0.503). This implies that resistance to change is as a result of mistrust in management, uncertainty as well as self-interest.

Finally the study also revealed that there was a positive significant relationship between resistance to change and communication (beta0.638), Management capabilities (beta 0.549), Culture (0.549) and finally uncertainty to change (beta, 0.475). This implies that resistance to change is as a result of poor communication, Management capabilities, Culture and uncertainty to change.

5.3 Discussion

5.3.1 Types of Organizational Change
The study found that the organization undergoes rapid changes within the organization with an R squares of 0.614. Showing that there is a positive relationship between the type of organizational change and rapid change within the organization with the descriptive
analysis of employee perceptions highlights the type of change that happens in the organization. A large proportion of respondents (62%) in the survey were in agreement that rapid changes within the organization are made to improve operations. This finding though could be a plausible reason to existence of employee resistance within the organization. The findings agree with previous scholars such as Balogun and Hailey (2008) described three main types of organization change; developmental change, transitional change and Transformational change, of which the study shows the organization undergoes rapid change in the form of transformational change. Paton and McCalman (2011) also model identifies four types of organizational change by cross-referencing anticipatory and reactive change with incremental and strategic change. Four resulting types of change are tuning, adaptation, reorientation, and re-creation. The study also agreed with Paton and McCalman (2011) as the organization showed a positive relationship with 71% of the respondents agreeing to have experienced rapid change which is required during the reactive change process for the organization to adjust in the turbulent environment they are operating in.

Additionally, employees attested that organization also makes strategic changes for the future advancement of the organization, with 42% agreeing to it and with an R square of 0.013 which positive relationship but a weaker relationship between the type of change and strategic change. Strategic changes to match up to the future market demands might be a source of employee resistance in industries and organization. This study has further established that majority of employees neither agreed nor disagreed that the organization undertakes unplanned changes as only 53% had agreed that the organization had put in changes which were not planned by the management. A third of the respondents in this survey were in agreement with this opinion and agree to the works of Fred (2012) who defines crisis changes similarly to unplanned change, he defines it as an occurrences that has not been anticipated by the management. Other major contrasts between planned and unplanned change are the degree the change can be choreographed, scripted or controlled. Theories of planned change focus on how processes can be managed or controlled, while theories of unplanned change mean that change is a force that not always can be managed or controlled (Poole & Van de Ven, 2014). In the same line Price & Chahal (2007) view the unplanned change as a crisis change, and argue that crisis change management has become an important component of managing business.
Further, this study has established that employees surveyed were in agreement that top management of their respective industries proactively planned change management process before implementation and that changes were done senior managers. This study has further highlighted that employees were in agreement that organizational changes affect the whole structure of the organization. Most of the employees were of the opinion those customers' demands and needs contribute to organizational change. As per Ritchie (2011) strategic change is described as altering the structure or direction of the organization. Cox (2012) adds on to strategic change as in simple form strategic change is a way of changing the objectives and vision of the company in order to obtain greater success. This therefore affirms that strategic changes occur, when companies have to react to new competitive situations, or when taking the initiative to reposition the competitive edge of a firm (Pearce & Robinson, 2013). The drivers of business changes are various. They include external changes uncontrollable and unpredictable to the industry, such as economic conditions, change or legislation, advancement in technology and change in the market demands (Davis, 2012). Some of the drivers call for radical changes. Sometimes a more evolutionary approach is preferable (Jukka, Timo & Markku, 2011).

5.3.2 The Factors that Lead to Resistance to Change
This study has revealed that 53% of the employees at the organization were looking at their self-interest when undergoing change. A bit of uncertainty on that the changes would result was expressed by close to half of respondents in the survey as well as job security. In terms of comfort, employees were of the perception that changes would create an uncomfortable atmosphere though an insignificant proportion of respondents were interested in maintaining culture and values of the organization. The findings agree with as Wenhe, (2011), who believes that resistance results from differences involving ideas, motives, plans, or priorities, and brought forward five common sources of resistance as follows; Lack of belief that there is a serious need for change, Different descriptions of the need for change, No agreement about goals for change, Lack of belief that the goal is attainable, No confidence in the manager of change. Arguable they sources that he provided are an elaboration of the one that Lewin had suggested.

The findings also agree with Kubler-Ross (1973) who studied human behavior in the early 70’s, his contributions were different from the findings from the modern scholars Lewin, Kotter and Schelsinger. Kubler-Ross argued that, for the success of organizational
change is the acceptance of the change by employees within the context of his work, he argued that all humans go through 5 stages of ‘grief’ (denial, anger, bargaining, depression and acceptance) when faced with a loss or change, has been seen as relevant and has been applied to the management of organizational change. Although the 5 Stages of grief was apposed to be used for human loss and illness, it was later discovered that it could be used on employees when experiencing change within the working environment as employee’s reacted in a similar manner (Valerie & Pierre-Paul, 2013).

An overwhelming support by majority of respondents was accorded to the management in terms of capability of effecting change. Analysis show that more than half 51% were in agreement that they did not trust management capabilities to ring changes. With regards to working extra time, majority of respondents in the survey were willing to work extra hours during change process. Another common reason Morrison (2015) brought to the table was that people resist organizational change because they assess the situation differently from their managers. Similarly Schermerhorn, Hunt and Osborn (2005) researched found that, different assessments of the situation by employees can also create mistrust in the management, this is mainly because of poor leadership skill and communication which makes the employees not to trust the management, which was noted during the study.

Additionally, there was subtle agreement among employees surveyed the organization strategy was effectively communicated among staff in the organization. More employees claimed that they were willing to aid to change process efficiently. According to Morrison (2015) one of the major concerns of self-interest of the employees is the Loss of Control of the environment they are working in, this is another key reason why employees resist change as familiar routines help employees develop a sense of control over their environment they are working in. When employees are asked to change the way they work and operate, it may make employees feel powerless and confused. People are more likely to understand and implement changes when they feel they have some form of control (Burke & Ghada, 2014).

5.3.3 Managing Resistance to Change
This study explored resistance to change to a variety of factors that can be managed to management resistance to change. This study examined factors such as communication, staff motivation, and hierarchy of decision making to but not limited to employee
satisfaction. Descriptive analysis illustrate that majority of employees surveyed in the study neither agreed nor disagreed that the organization strategy was effectively communicated across the entire work force. Majority 40% were of the opinion that organization management should clarify the need for change in the organization. With regards to motivation to contribute to change 38.8% of respondents disagreed that employees were motivated to generate new ideas during decision making in effecting change.

The findings agree with Davis (2012) Communication is a critical element in managing change, with companies’ turbulent environment and introducing new strategies are more often to perform less effective peers. Kotter and Schlesinger (2008) points out that one of the most common ways today to reduce resistance to change through communication by educating people. Communication of the organization vision helps people see the need for and the logic of a change. A weak communications system in the organization is considered to be one of the obstacles on the way of the implementing the change (Kotter & Schlesinger, 2008).

Large proportion of employees (53%) sampled disagreed that organizations management rewarded their efforts during change implementation process. To manage resistance to change, employees perception were of the opinion that they understood the need for change and were ready to undergo the change to be executed. The findings align with Moran and Brightan (2009) who suggested that transformational leadership is strongly indicative of effectiveness of organizational change. Although much remains to be established about the role of leadership in the change process, organizations with weak leadership will most likely face tough challenges in their striving to implement change. As stated before, it is important with a leader that can communicate the change in a positive and effective manner with knowledge of the operational area. Jorritsma and Wilderon (2012) suggests that the leaders to use the Four P’s of Transition”. The purpose- why we have to do this. The picture -What it will look and feel like when we reach our goal. The plan- Step-by-step, how we will get there. The part - What you can (and need to) do to help us move forward. Jorritsma and Wilderon (2012) believe that the Four P’s can help reduce the resistance to change as the employees are aligned with the vision of the organization and will be able to understand the need for change.
Finally it was revealed that a strong level of agreement was attested by significant proportion of respondents that communication about change was honest and trustworthy. With regards to idea generation, 40% of respondents sampled disagreed that ideas about change emanated from the bottom level staff to the senior managers. However, it was worth noting that organization management considered employee satisfaction when change process is implemented. This indeed affirms that participation of employee’s in decision aids the change management process to work efficiently as the employees are the ones who are affected by the change when the decision are made (Burke & Ghada, 2014). It also motivates the employees as they become the drivers of change because of their inputs put in the decision making (Esther & Mike, 2015).

The findings are in agreement with Kotter ad Schlesinger (2008) who pointed out that if you want resisters to become more committed to the change, encourage their participation in its design or implementation. This method increases grassroots support for change but can cause problems if people lack the expertise to develop effective plans. Though it has been argued by Senior and Fleming (2004) that participation of employee’s in decision making can be very time consuming and most of the time these decisions are reactive rather than proactive decision which need immediate attention.

5.4 Conclusion

5.4.1 Types of Change that occur in the Kenyan SMEs
This concludes that the organization undergoes rapid change. It has further highlighted that rapid implementation of changes creates uncertainty among employees with regards to job security as well as daily routine activities. In addition rapid changes fear and demotivation within the work force as rapid decisions are made by the top level managers, this discourages participation of the employees as managers need to make rapid decisions to adjust into the turbulent environment they are operating in.

5.4.2 Factors Causing Employee Resistance to Change in the Kenyan SMEs
This concludes that effective communication is needed when implementing change management. It has further highlighted that rapid implementation of changes creates uncertainty among employees with regards to job security as well as daily routine activities. A certain level of agreement among employees staff reveal that there was a disinterest in maintain the organization culture and values during change implementation process.
5.4.3 Managing Resistance to Change in the Kenyan SMEs
The study concludes that to effectively manage resistance among employees, organization’s management need to implement a bottom up strategy when planning and implementing change management process. This underscores the importance of inclusivity during decision making.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Types of change that occur in the Kenyan SMEs
The study recommends the need for the organization managers to be at the forefront when it comes to putting in place measures to manage change in the organization. This includes ensuring that they are aware of the various types of change that are likely to face an organization. This will make the organization leaders to be well placed in the management of change in the organization.

5.5.1.2 Factors Causing Employee Resistance to Change in the Kenyan SMEs
The study has established that there are a number of factors that bring about resistance to change in the organization among Kenyan SMEs. In this regard it is important for organization leaders to involve employees in their change management process so as to reduce resistance to change. This will ease the burden that the organization is likely to face when implementing change. Also the management needs to develop trust in their employees to avoid uncertainty within the organization.

5.5.1.3 Managing Resistance to Change in the Kenyan SMEs
The study recommends the need for managers to ensure that the strategies that they have put in place to reduce resistance to change are properly aligned with the members of the organization so as to ensure that the organization succeeds in its endeavors to bring about change in the organization by creating better communication channels, keeping their employees motivated and being on the same strategic vision by allowing the employees in decision making within the organization.

5.5.2 Recommendations for Further Studies
The study that was carried out was limited to a case study of Kenbro Industries Ltd which is one of the Top 100 SME’s in Kenya as at 2015. While this study successfully examined the conceptual framework, it also presented a rich prospect for other areas to be
researched in the near future. The study recommends that Kenbro Industries Ltd should encourage participation of employees when decision making as well as creating better communication channels within the organization so that they can manage resistance to change at the organization. Further study can be done in different sectors of the SME’s.
REFERENCE


Bernard, B. (2001). *No such thing as ... a “one best way” to manage organizational change*. Management Decision, 11 - 18.


Respondent,

Dear Sir/Madam,

RESEARCH QUESTIONNAIRE

My name is Rahul Vasanji Lad and I am a graduate student at United States International University pursuing a Master of Business Administration (MBA). I am carrying out an assessment of managing resistance to change in Kenyan SME’s in Nairobi as a partial fulfillment of the Master of Business Administration degree program at United States International University-Africa (USIU-Africa).

The findings of this study will provide the management of these organizations with an understanding of managing resistance to change during the change management process. The information provided will be held in confidence and for academic purpose only. The questionnaire takes approximately 15 minutes to complete.

Yours faithfully,

Rahul V Lad
Appendix B: Questionnaire

Answer the following questions by ticking or marking the boxes using X or √ or by filling the empty boxes.

PART A: General Demographics

1. What is your gender?
   - Male  ☐  Female  ☐

2. What is your age range?
   - Less than 25 years  ☐  26-35 years  ☐  36-45 years  ☐  46-55 years  ☐  56 years and above  ☐

3. How long have you worked for your current organization?
   - Less than one year  ☐  1-3 years  ☐  3-6 years  ☐  More than 6 years  ☐

4. What is your highest education level?
   - Certificate  ☐  Diploma  ☐  Degree  ☐  Post graduate Diploma  ☐  Masters  ☐

5. What is the ownership of your organization
   - Fully local owned  ☐  Fully Foreign owned  ☐  Partly local and Foreign owned  ☐

6. What is the size of your work force?
   - Less than 50  ☐  51-100  ☐  101-150  ☐  151-200  ☐  More than 200  ☐
PART B: The Types of Organizational Change

What is your level of agreement to the following statements relating to the role of top management in strategy implementation in your organization? (5- Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Determining the Type of Change</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>At your organization, Change often occurs on rapidly to improve the current operations</td>
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<tr>
<td>The organization makes Changes to gain competitive advantages in the industry</td>
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<tr>
<td>The Organization makes Changes because of Change in the Governments rules and regulation in the industry they are operating in</td>
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<td>The Top Management is proactive and plans the Change Management Process before implementing the required changes</td>
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<td>The Change Implemented affects the whole organizational structure of the organization</td>
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<td>Organizational change is executed mainly by the Senior managers at your Organization</td>
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<tr>
<td>Change is often required at the Organization because of Change in the demand of the Customers’ needs</td>
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On your opinion, the change that occurs at your organization, is it necessary and why?
PART C: The Factors that Lead to Resistance to Change

On a scale of 1-5 where; 1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; and 5-Strongly Agree, indicate the extent that you believe that current strategy implementation process in your organization has led to the following:

<table>
<thead>
<tr>
<th>Determining the Factors Resulting to Resistance to Change</th>
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<tbody>
<tr>
<td>Employees in the organization fear the effects of change on their daily routine work.</td>
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<td>Employees in the organization are uncertain on what the change could result to.</td>
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<td>Employees are usually uncomfortable with the change of duties they were assigned to.</td>
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<td>Employees were more interested in maintaining culture and values that they have been following.</td>
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<td>Employees become uncertain about their job security during the implementation of change.</td>
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<td>Employees trust the management’s capabilities to undergo change effectively.</td>
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<td>Employees assess the change situation similar from the one set by the management.</td>
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<td>Employees feared loss of identity during the change process.</td>
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<td>Employees were ready to work extra hours during the change process.</td>
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<tr>
<td>Employees were ready to take up extra responsibilities to aid the change process effectively and efficiently.</td>
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On your Opinion, why do employees resist change in your organization?
**PART D: Managing Resistance to Change**

What is your level of agreement to the following statements relating to strategy implementation in your organization? (5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Determining the Measures used to reduce Resistance to Change</th>
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<th>2</th>
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<tbody>
<tr>
<td>The organisation’s strategy is effectively communicated to the entire workforce</td>
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<tr>
<td>The organizations management clarify the need for change in the organization</td>
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<tr>
<td>Employees are motivated to generate ideas when decision making during the change process</td>
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<td>Employees are rewarded for their efforts and contribution during the Change process</td>
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<td>The employees understand the need of change and are ready to undergo the change to be executed</td>
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<tr>
<td>The communication about Change is honest and trustworthy</td>
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<tr>
<td>Risk to resistance of change is well managed through proper communication and education</td>
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<td>Ideas are generated from the bottom and considered by the senior level</td>
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<td>Employee satisfaction is considered when the change process is implemented</td>
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</table>

On your Opinion, does the Management Manage the Change process effectively?