CHANGE MANAGEMENT COMMUNICATIONS: A CASE OF PS KENYA’S ORION PROJECT

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA).

UNITED STATES INTERNATIONAL UNIVERSITY

FALL 2017
DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa for academic credit.

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This research proposal has been presented for examination with my approval as the designated supervisor.

Signed: ___________________ Date: ___________________

Dr. Juliana Namada

Signed: ___________________ Date: ___________________

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ABSTRACT

The purpose of this study was to analyse the effect of change management communications teams in influencing staff motivation in a change process using PS Kenya’s ORION project. The study analysed whether a change management communications team can positively influence motivate staff to participate in a change process. The research questions interrogated how change management communications affects motivation, how the composition of the change management communications team affects motivation by staff in a change process and the challenges that affect change management teams during a change process.

In the research methodology, we employed a descriptive study methodology because it attempts to describe or define a subject, in this case, the change management teams’ effect on motivation in a change process. The population studied was PS Kenya staff which was undergoing an ERP change management process and the sample frame consisted mostly of staff from support departments because they are constantly engaging with the ERP. A total of 86 staff was sampled for the study using questionnaires. Data analysis was carried out using both traditional and non-traditional statistical methods using SPSS software.

From the study, the role of communication in change management was found to be very crucial in creating a positive attitude about the change among employees in an organization. The use of various ways of communication such as use of branding, events, special sessions, emails, milestone celebrations and other media of communication breaks monotony and helps to keep people engaged. Secondly, the study found that instituting change management communication team influences the extent to which employees are kept alert and updated on the progress of the change. In addition, the study found that having a team in charge of communication provides a link and way of communication and platform for sharing feedback between the employees and the change steering committees. Lastly, the study found that the process of changing in an organization is bound to be affected by challenges such as resources, expertise, heavy tasks, and low employee productivity among others. However, the severity of these challenges of the change process depends on the extent to which the senior management team is supportive, involved and how it addresses the concerns emanating from the change process.

The study concluded that change management communication influences the motivation of the staff about a change process. The role of communication in change management is very
crucial in creating a positive attitude about the change and different channels of communication such as branding, events, special sessions, emails, milestone celebrations helped to keep the employees engaged and involved in the change process. The study also concluded that constitution of a change management communication team and even the composition of the team influences the degree to which staff members get motivated by the change process. Finally, the study also concluded that the process of managing a change in an organization is faces challenges and that the senior management of the organization plays a very crucial role in addressing the challenges through support, keeping staff updated on the progress, being involved in the change process and also solving problems and addressing any concerns arising from the change process.

The study recommends that organizations undergoing change institute change management communication medium to link the change and the people so as to change their attitudes and increase their adaptation to the change. The study also recommends that change management communication teams be highly representative of everyone in the organization so that the staff from each category is linked with the change process. In addition, a recommendation is made to put in mechanisms that balance between tasks from change process and the normal organizational duties. With regards to further areas of research, as this study focused on one organization, it is recommended that similar studies be done in other organizations in both public and private sectors’ and working under different contexts and environments to reveal more on the effect of change management communication.
ACKNOWLEDGEMENT

I wish to acknowledge God who has given me the strength and wisdom to produce this thesis. To the management and staff of PS Kenya who allowed me to delve into their world and study their new environment as they transitioned into a new ERP system Orion, indeed you are all stars! My lecturer Dr Namada who with wisdom and patience has walked with me in this journey as I put together this thesis. To my siblings: Patricia, Lillian and Dr Rose Mutiso who have been down this road before me and have provided both technical and moral guidance.
DEDICATION

This thesis is dedicated to my daughters Aliana and Kayla: in a world where as a woman you will be told, you cannot do it, I hope that this will be proof that you can do all things if you put in the hard work and trust in God.

To my husband Philip, for being a steadfast supporter of my pursuit for higher learning; your encouragement, advice and admiration has been unwavering.

To my mother Janet Mutiso, who showed all of her children that education can be pursued no matter the age and commitments that come with being a working woman and mother.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of Study

Communications is noted as a key pillar of a change program. Kirkpatrick (2001) notes that managers are expected to have three keys to effectively implement change: empathy, communications and participation (which is the ability to get involvement from those concerned with or affected by the change). The way people make sense of the change program affects employee motivation to participate in a change process. The quality of communication has an impact on the success of a change program because poor information exchange exacerbates uncertainty, increases alienation and produces a segmented attitude to work (Hargie and Tourish, 2000:7). Change managers therefore need to encourage open communication that alleviates all misunderstandings about the change process and rallies employees towards embracing the change.

Understanding the change has important implications for the effectiveness of change programs (Weick, 1995; Homan, 2010) and employee motivation which is influenced by the employee’s perspective of the change process since any workplace change impacts their lives directly or indirectly. Therefore it is important that employees are able to understand the change process, analyse its effectiveness, locate their place in it and act by influencing those factors that are affecting them (Fullan 1997). Rogiest et al (2015) in their study found that quality change communication is the only process variable that directly impacts affective commitment to change.

An effective participative program must be based on the philosophy that the input of employees can contribute to the effectiveness of an organization, as well as achieve the quality of work, life and personal satisfaction for the employees; key ingredients to spurring motivation in a change process. Because businesses are composed of individuals with individual mental processes, there needs to be more organizational communications strategies that address employee participation (Cutcher, 2009; Palmer and Danford, 2008; Shin et al, 2012). Kotter (1995) presents an 8-step model of managing change which allows organizations to transform quickly, continuously and with powerful results. The underlying rallying call imply invoking strategies that include using communication to motivate staff to participate in the process. These strategies include creating urgency about the need for change, creating a coalition to manage the change
process and continuously communicating the vision, removing obstacles and celebrating short-term wins during the duration of the change project.

Organizational change communication is essential in creating this participative process when it’s ongoing. Consistent communication that strives for clarity, the reduction of ambiguity in one’s work, and an understanding of the expectations of management (Lewis, 2006; Duck, 1998). A successful change communication process means that employees are willing and ready to participate in the change process. The modality of communication is highlighted in reports to influence change programs, for instance, Bull and Brown (2012) emphasize the need to provide timely and relevant information and communication via a range of mediums and the need to ensure there was opportunity to participate in meaningful feedback. But employee participation is enhanced more when diverse views are incorporated in a change process. Therefore, to communicate organizational change in an effective manner, radical new perspectives and experiences need inclusion into the organizational construct to change status quo operations (Soonsawad, 2010).

Communication means more than ‘telling’, it means ‘creating understanding’ (Kirkpatrick, 2001) signalling the role of communication in creating meaning in a change process. In his study, McCabe (2010) says that continuing and frequent communication regarding organizational change could be valuable in lessening employee mistrust and uncertainty about organizational change. Change communication is vital because employees who report higher levels of communication satisfaction tend to be more satisfied with their employment situation (Goris, 2007) and thus more willing to participate in the change. Change management communication can effectively create a community rallied towards achieving a particular goal, which is one of the ingredients of the goal-setting theory, one of the models used in motivating staff during change management processes.

Caldwell et al. (2004) suggest that when a change is handled well by the management, it not only increases organizational effectiveness, but it also leads to desirable satisfaction-related personal reactions, such as organizational commitment. Communications can help manage a change process well by ensuring that all staff are well informed on the different phases of the change process. While support for the change is critical, Parsells (2013) adds that there is also a need for communication during the implementation phase where much uncertainty and ambiguity can occur. Here also can a case be made for communication which acts as the channel providing clarification on various issues arising. In addition, to
address the sense-making aspects of the change, Parsells (2013) argues that there is need for management to assist in strengthening intragroup communication that will allow for, and encourage, interactive dialogue; and, advocate for information in areas that need to be addressed.

Human beings do not necessarily resist change automatically; however, many people do resist being changed, that is, having changes imposed on them (Lorenzi and Riley, 1999). These different aspects of humanity need to be adequately addressed using more of interpersonal strategies so as to increase engagement and inclusion in a change process. These strategies can be implemented through communication. Organizational change normally involves some threat, real or perceived, of personal loss for those involved (Lorenzi and Riley, 1999) which is why Greenberg et al., (Greenberg, 1990; Tyler & Ies, 1990; singer, 1993) in their study find that when explanation is provided for a decision, it increases perceptions of justice and leads to more favourable reactions toward the organization.

The degree of employee participation in a change process also affects their motivation to participate in the change process. It’s been found that employees often respond negatively to change due to increased work pressure and stress often associated with the change process (Self & Schraeder, 2009; Jones et al., 2008) together creating a perceived threat on their future prospects in the firm and inculcating distrust in management and their motives for the change. Therefore, inclusion and participation of employees into decision-making processes also indicates both the organization’s and management’s trust in their employees (Erturk, 2008, p467) thereby increasing employee motivation. Osei-Bonsu (2014) in his study recommended inclusion and participation of employees into decision-making processes through adequate representation on change management committees.

Implementing an information systems (IS) change projects faces numerous human challenges that are associated with motivation. Parsells (2013) notes in his study that while participants were receptive to the change process involving a new IS, they all reported experiencing uncertainty and frustration in their work with the new software system mostly because it requires leaving one’s comfort zone and doing things in an entirely different way. These challenges can impact motivation which is why Jamia (2007) warns that people who have low psychological ownership in a system and who vigorously resist its implementation can bring a “technically best” system to its knees. Employee motivation
in such a change process can be enhanced when managers articulate the employee’s role in the project. As Gardner (1998) noted, the success of a project is perhaps 80 percent dependent on the development of the social and political interaction skills of the developer and 20 percent or less on the implementation of the hardware and software technology!

PS Kenya, the organization under study was implementing the new information enterprise resource planner (ERP) known as ORION. This ERP integrates business operations in an organization by collating financial management, supply chain management, human resource management and customer relationship management under one information system. Although being a non-profit organization, PS Kenya markets health products as subsidized rates as part of its income generating activities and these business transactions require a central system which relevant staff can interact with. In addition to business transactions, ORION has a human resource component which will allow all work related payments such as travel advances and transport to be conducted and transacted through this system. The ERP also incorporates a customer relationship portal so that PS Kenya can interact with its customers to address their needs and provide feedback faster.

This change was necessitated by the need to reduce on the high costs of the previous ERP system and also to work with an updated software that has more functions including: providing back-end data crunching so approvals can be made by a click of a button instead of keying in codes as was with the previous system. This new ERP also has a mobile application that allows staff to make transactions on the go and budget analysis without the number crunching required with excel sheets. The project was initiated in July 2016 and was fully installed and ready to run in January 2017. Taking cognizance of the big degree of change being proposed, senior management installed a change management communications team under the name ‘Star Safari’ to be the official communications arm of the ORION project.

The replacement of a company’s information system has a tremendous impact on the people in the organization, the company, its suppliers and even its customers (Palaniswamy, 2002). When you put an ERP system into a corporation, you may change every job in that corporation because you are changing the information flow (Campbell, 2000). ERPs, being a significant change in an organization offered a practical tool to measure how change can be successfully effected and achieved in a firm. In the case of the ORION Project, which aimed to completely change how information between the key value chain departments -
the change is huge. It meant adapting to a new way of handling processes within a short period of time. While some staff agreed that Orion provided more opportunities than the current ERP system, the task of transferring all organization information to this new system and learning a new way of handling processes, made the motivation to participate fully in the change disheartening.

1.2 Statement of the Problem

Overall, communication has the potential to help increase change acceptance if this communication is relayed in the correct modality but it is either not given a central role in a change process or it is used poorly during a change process. Nordin (2014) argues that, having an effective change communication strategy could create an organizational culture and workforce more willing to undertake the taxing task of implementing change. Lorenzi and Riley (1999) add that creating change needs to start with creating a vision for change and then empowering individual change agents to attain that vision, which is in line with Kotter’s suggestion of a powerful change team to constantly communicate the change to staff. Senge’s (1990) concept of learning organizations focuses on disciplines such as team learning and shared vision, which all have communication and motivation allusions as a way of ensuring an organization remains adaptive to turbulent business environments.

It has been noted that communication strategies during organizational change are an important element to the success of a change initiative, yet such strategies are not given primacy in the research literature (Burnes, 2009). Harkness’ (2010) research on the effectiveness of internal communication in helping employees deal with change finds that case studies can prove the effectiveness of internal communications. Elvin’s (2005) study on internal communications and change finds a distinction between the informative function of communication and communication as a means to create a community. Goodman and Truss’ (2008) study looked at a variety of communications strategies used by two organizations in a change program and their effect on employees and found that both the process and the content of the communication strategy are significant. Vielhaber (2009) researched the relative importance of selected communications variables in predicting attitudes toward work-related change and found that the use of both informal and formal communications channels were significant predictors of attitudes toward change and that information about specific change was very important to employees.
PS Kenya was implementing a new ERP system known as ORION. The challenge change managers had was getting participation from staff in the process. The studies mentioned argue the significance of change management communication strategies but there is little research on the role of a change management communication team in a change program. This study aimed to add to the knowledge on the role of internal communications in a change process. Through this study, we focused on the change management communications committee and dissected their role and effectiveness in a change process by looking at the different tactics they used to keep staff motivated and engaged in the ORION change process.

1.3 The Purpose of the Study

The purpose of this study was to analyse the effect of the change management communications committee in influencing staff motivation in the change process using PS Kenya’s ORION project.

1.4 Research Questions

1.4.1 How does change management communications affect motivation by staff in a change process?

1.4.2 How does the composition of the change management communications team affect motivation by staff in a change process?

1.4.3 What challenges affect change management teams during a change process?

1.5 Significance of the Study

1.5.1 Academicians and Researchers

The theoretical framework for this research is borrowed from the goal setting theory whose purpose is to predict, explain, and manipulate performance on organizational tasks. This is based on the fact that change management consists of a set number of activities which are regarded as specific, measurable and achievable in a short amount of time. By studying the change management communication team, we can add on to knowledge by expounding on how this committee can influence performance in a change process. This study can also add knowledge to McGregor’s X and Y theory which proposes that such ideas as participative decision making, responsible and challenging jobs and good group relations can promote an employee’s job motivation. Therefore studying how this change
management communications team promotes the Y theory during the change process can also add to the validity of the theory.

Watzlawick’s theories on change define two change processes: *First-order change* which is a variation in the way processes and procedures have been done in a given system, leaving the system itself relatively unchanged like creating new reports and *Second-order change* which occurs when the system itself is changed. This type of change usually occurs as the result of a strategic change or a major crisis such as a threat against system survival. PS Kenya’s ORION project falls under second-order change and this study can build on this theory in terms of providing modalities for communicating second-order change.

For the change management process at PS Kenya, Kotter’s 8-Step Model of Change is being used to implement the new ERP. While the study only focused on one aspect of the model: the change management team; academicians can draw more learnings on the effect of these change agents and what communications strategies can best be employed through them for a successful change management process. In addition to this, little research has been done on change management communications in the non-profit sector thereby opening the door to more research on how communications and motivations affect change processes.

### 1.5.2 Government Policy Makers

In this new digital age, working with information systems will be the norm rather than the exception and as new IT systems are developed, it will require a company’s workforce to be ready to adapt to change within short notice. Kenya was declared a middle income economy in 2014, 16 years ahead of its anticipated time. This big leap has been associated to some extent to the growth of IT infrastructure, notably also a sector in the social pillar of the country’s Vision 2030 strategic plan. As the flagship project of Konza Technology City takes shape and an influx of well-known IT firms such as Microsoft set up shop in Kenya, the government will need to continuously revise the policy associated with the change.

While adoption of IT is on the rise in Kenyan workplaces, empowering the workforce to adapt as quickly might be a challenge, especially when perceptions of job loss and other issues lower the motivation to adapt. It is important to the government while seeking to develop policy on implementation of new technology to refer to cases such as this study. It is worthy of note that this study focuses on non-profit organizations making it a unique
source of information on change management communications strategies and their effect on motivation during IT-related change processes. The findings of this study will help influence policy not only on IT-related processes but also for changes that target an overhaul on the culture and operations of an organization. But most importantly, this study can make a case for cementing a more central role of change management communications in change processes because of its close ties to motivation and participation for a more seamless change process in a firm.

1.5.3 ORION Management

This study is important because implementing a new information system is very expensive both in terms of financial and organizational costs and changing an organizations information system also impacts external partners of a non-profit organization including our donors who are wary about spending with no tangible results. This study will advise the management on learnings about the role of communications in change management and employee participation and advice on the use of a similar change communications committee in future change programs. Should the input of the change management communications committee reap positive results, then it will justify the efforts and resources expended in the process to the donors and PS Kenya Board especially since it will not have been a waste to include this team. The study also enables management to leverage on the lessons learnt to modify aspects of future IT programs so as to ensure maximum positive impact during the change process. Management can use this case to advise their peers in other NGOs within their networks on how to leverage on such a committee to reap positive and successful change processes implemented in their organizations.

1.6 Scope of the Study

1.6.1 Time

The process of collecting data begun after the official launch of the Orion ERP in April 2017. This was to ensure that we can gauge perceptions of the system during its implementation. Analysis of data followed thereafter between May 2017 and findings presented in June 2017.
1.6.2 Geographical Coverage

The study involved collecting views on the Orion Project from PS Kenya staff located in four regions in Kenya: Nairobi and Environs, Rift Valley, Mountain, Coast and Lakeside regions. The population of the study constituted PS Kenya staff comprising a population size of 250 people.

1.7 Definition of Terms

1.7.1 Change

The term ‘change’ is used to refer to a system of discrete episodic changes that happen in one or more organizational domains like people, structure, and technology (Romanelli & Tushman, 1994).

1.7.2 Management

To manage is to forecast and to plan, to organize, to command, to co-ordinate and to control (Fayol, 1916).

1.7.3 Communications

Communication is the process or act of transmitting a message from a sender to a receiver, through a channel and with the interference of noise. (DeVito, 1986).

1.7.4 Change Management

“Managing change’ has two meanings, both ‘the making of changes in a planned and managed or systematic fashion’ and ‘the response to changes over which the organization exercises little or no control’ (Nickols, 2004).

1.7.5 Change Management Communications

There is no agreed definition of change management communications although most scholars allude to the fact that communications is one of the strategies applied in a change management process to ensure that there is shared meaning on the change process across the office and also to address issues related to resistance and lack of motivation to participate in a change process.

1.7.6 Staff

Under US common-law rules, anyone who performs services for you is your employee if you can control what will be done and how it will be done (IRS, 2016).
1.7.7 Motivation
Motivation is defined as the processes that account for an individual’s intensity, direction and persistent effort toward attaining a goal (Robbins & Judge 2010).

1.7.8 PS Kenya

1.7.9 Enterprise Resource Planning (ERP):
An ERP (enterprise resource planner) is a software that facilitates, if well implemented, the integration of all the functional information flows across the organization into a single package with a common database. Therefore, it allows easy and immediate access to information regarding inventory, product or customer data, and prior history information (Shehab et al., 2004).

1.7.10 ORION
ORION™ Enterprise is a dynamic enterprise resource planning solution that allows organizations to smoothly integrate disparate teams, functions, processes and systems.

1.8 Chapter Summary
In summary, the purpose of this study was to analyse the effect of change management communications in a change process using PS Kenya’s ORION project. The study indicated whether a change management communications committee can effectively influence motivation by staff to take part in the change process as PS Kenya transitions to a new ERP. The research questions interrogated the degree to which the work of a change management communications team can motivate staff to get involved in a change process. It also analysed how the composition of the change management communications team affects motivation by staff to take part in a change process and lastly, the challenges that often affect the change management teams. The population sampled was PS Kenya staff in five locations in Kenya and data was collected in April 2017.

The proceeding chapters interrogated literature and discussed the research design and methodology. In addition, chapter four discusses the findings of the data collected while chapter five provided conclusion of the study and recommendations to take going forward.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Change Management Communications and Motivation

Although there is a general recognition of the need to manage change successfully in modern organizations, questions regarding the substance of change and how the processes can be managed still remain largely unanswered (Dawson, 1994). Communication is touted as a key ingredient in understanding employee perceptions of change. The quality of communications can impact a change program positively or negatively. However, leaders frequently lack in capacity to effectively communicate organizational change and this inability to communicate well causes approximately 70% of change initiatives fail to achieve desired results (Burnes & Jackson, 2011). D’Ortenzio (2014) notes that serious repercussions may occur if proper measures are not taken to introduce the change, explain the reasons for the change and manage the change effectively.

The quality of communication has an impact on the success of a change program because poor information exchange exacerbates uncertainty, increases alienation and produces a segmented attitude to work that is inimical to the spirit of innovation (Hargie and Tourish, 2000:7). Because businesses are composed of individuals, an escalating need exists to develop organizational change communication strategies emphasizing employee participation (Cutcher, 2009; Palmer & Dunford, 2008; Shin, Taylor, & Seo, 2012). Brown and Eisenhardt (1997) and Orlikowski (1996) all argue that intense and open communication between people within and between teams is an essential requirement for continuous improvement.

Change related communication focuses on building employees’ understanding of the need for the change initiative According to Francis (1989), organizational communication has two common goals: the first should be to inform the employees about their tasks, the policy and other issues of the organization while the second goal is to create a community within the organization. This continuing communication could be valuable in lessening employee mistrust about organizational change by establishing whether the need for change is recognized in good time (McCabe 2010). The right communication can impact the quality of collective learning as well as enabling change managers to create a shared sense of direction, establish priorities, reduce disorder and uncertainty, and facilitate learning (Hayes, 2010). These fundamental roles of communication need to be implemented by a team who will constantly communicate the change and clarify issues raised by employees.
In practice, it’s been found that employees often respond negatively to change due to increased work pressure and stress often associated with the change process (Self & Schraeder, 2009; Jones et al., 2008). Because organizational change directly affects the way individual employees work in the future, communicating this change is vital and communication with these employees should be an important and integrative part of the change efforts and strategies. A change management communications team is therefore required to celebrate small wins, recognize and normalize the internal feelings experienced by the employees involved with the change (Bridges, 2009). These activities when implemented by an instituted change management communications team; can help initiate the change as a ritual to mark the beginning of a “new normal”, communicate success along with empathy which build on personal employee efficacy, and has the potential of forming a strong achievement oriented group identity (Parsells, 2013).

Communication can also address uncertainty by reducing the ambiguity in one’s work during the change process and elaborate the expectations of management (Lewis, 2006; Duck, 1998). Central to pacifying employee resistance to change is establishing discursive discourse within the organizational construct (Jones, Watson, Honman, Bordia, Gallois, & Callan, 2008) where concerns can be freely discussed without fear of being victimized and staff can begin to make sense of the change. This alludes to the creation of a safe space where communication is open and participation is encouraged.

Bonito et al. (2008) found that communication processes affect group members’ decisions about whether or not to participate and share their information and keeping silent can lead to reduced quality in decision making. The modality of how change is communicated can also affect how it’s perceived by employees. Though organizational leaders have attempted to communicate change, such communication paradigms are typically top-down and one-way conduits in which organizational leaders dominate change narratives (Bisel & Barge, 2011) and ultimately leave employees feeling like they have no role to play in a change process. Kirkpatrick (2001) notes that change management communications must be a two-way process - telling and selling the plan, as well as listening to reactions and suggestions or creating understanding. Scholars advocate for ongoing and consistent communication that strives for clarity which can be done by this change communications committee. If the demands for change are to be mastered, and the changes implemented to be sustainable, all members of the organization need to be receptive to, and have the necessary skills and motivation, to take part in the change process (Senior, 1997).
2.2.1 Networks of Effective Change Communications

Kirkpatrick (2010) mentions that effective change communication consists of four networks: directionality, role, content and channel and these networks affect how communication is received and perceived. As mentioned earlier, management of change is often experienced as a top-down process that often results in increased cases of resistance to change. An effective change process also needs to have a steady upward stream of communication in order to motivate participation in the change program because issues from employees can be clarified by the change managers. However, Beer (2001) identifies that there can also be cases of poor quality upward communication that blocks change and learning because some employees will also filter their message in order to elevate their position and relevance in a change process. Brown and Eisenhardt (1997), Orlikowski (1996) and Tjosvold (1998) all argue that intense and open communication between people within and between teams is an essential requirement for continuous improvement.

The nature of what is communicated can be affected by the roles that employees occupy in a firm because it determines if the employee shall be a participant or isolated from the change process. Communications plans need to take into account therefore, the people who are in isolated roles since they are more likely to feel neglected or excluded than those are in a position to participate in the change (Kirkpatrick, 2010). Change communications also needs to look into the role of gatekeepers in a change process because they control the flow of information and are in a position to screen information they transmit to others. This role of identifying potential threats to change communication can be given to a change communications team who will identify different employee roles and how to integrate them in the change process.

Allen et al. (2007) argue that one reason why many organizations encounter difficulties in reducing employee uncertainty during change is because change managers often focus on providing employees with information regarding strategic issues whereas employees need information that will offer job security during a change process. MacDonald (1995) adds that managers should integrate what is routinely available to organizational members with external information in order to facilitate organizational learning. Content of the message is important because it can be perceived as good news or bad news and how senders of information expect a message to be received can also influence content.

Information and meaning can be communicated in many different ways. O’Reily and Pondy (1979) suggest that written communications may be effective when the sender and receiver
have different vocabularies or problem orientations and that oral communications may be most effective when there is a need to exchange views, seek feedback and provide an immediate opportunity for clarification. Clampitt et al. (2000) note that it may be more efficient to send an email to all employees outlining a major change, but it may not be the most effective way to create employee buy-in. They go on to argue that face-to-face communication is a more persuasive channel because it provides dynamic and effective way of dealing with people’s concerns. A change communications team can provide guidance on the relevant communications channels to employ during change to management.

It has often been observed that communication creates the conditions for commitment, and hence should be seen as one of its important antecedents (Foy, 1994; Katz and Kahn, 1978; Meyer and Allen, 1997; Postmes et al., 2001) and when sent using the correct modality:

... employees were strongly committed if they obtained adequate information to perform their task, and this information was presented to them via formal bureaucratic channels rather than informal channels. Interpersonal communication with peers, and direct superiors predicted commitment less than communication with more senior management did, and communication with a socio-emotional content was less predictive of commitment than formal communication was (Postmes et al., 2001, p. 231).

In practice however, although most employees have been given limited opportunities to be involved in the development of organizational change practices, it has not necessarily hindered them from observing and thereby formulating their own views regarding change and change management in their work environment.

Change management communication drives the message about why the change is needed, advising employees of the change vision and understanding of and commitment to the ongoing change implementation (Kotter and Cohen, 2002) thereby reducing the rumours that individuals perceive of the change due to lack of clear information. Nyhan (2000) suggests that key attributes of employee participation, such as open communication, expressing new ideas, shared vision and common direction, as well as mutual respect, are key elements in fostering trust and managing organizational change, all of which can be implemented through a change management communications team.

During changes, an employee may seek information from multiple sources, such as his/her manager, colleagues, or even contacts outside the organization and the media (Hargie &
Tourish, 2000). Greenberg et al (Greenberg, 1990; Tyler & ies, 1990; singer, 1993) found evidence to show that when explanation is provided for a decision, it increases perceptions of justice and leads to more favourable reactions toward the organization. Therefore scholars advocate for ongoing and consistent communication that strives for clarity, the reduction of ambiguity in one’s work, and an understanding of the expectations of management (Lewis, 2006; Duck, 1998). Jabri, Adrian and Boje (2008) note that frequent communication can be crucial toward developing intra-organizational reciprocity and creating an environment conducive for change.

Many academics and practitioners agree that IT-enabled change is different from more general change processes, and that the change must be managed to be successful (Benjamin and Levinson 1993; Macredie and Sandom 1999; Yetton et al 1994). Organizational change can produce ambiguity, but employee resistance to change can lessen when managers are available to listen to his or her concerns (Gilley, Gilley, & McMillan, 2009) due to the fact that the complexity of the process combined with human emotions can complicate the change process (Bisel, Messersmith, & Keyton, 2010). To communicate organizational change in an effective manner, radical new perspectives and experiences need inclusion into the organizational construct to change status quo operations (Soonsawad, 2010).

Nordin (2014) argues that, developing an effective change communication strategy could create an organizational culture and workforce more willing to undertake the substantive task of developing and implementing operational change. Nordin adds that though organizational change poses significant challenges, understanding the multidimensional processes of effective organizational change communication could lead to more successful change strategies and techniques to mitigate resistance to organizational change. In addition, recognition of the anxiety brought on by uncertainty and ambiguity is helpful in minimizing frustration and allowing for continued motivation of employees to pursue problem solving (Parsells, 2013). Effective communication entails an understanding of the nuances of organizational operations as well as the organizational culture (Summers, Humphrey, & Ferris, 2012). While all these studies allude to the importance of communication strategies during organizational change, they are not highlighted thereby presenting an opportunity to research each communication strategy suggested, such as the role of a change management communications committee.
2.2 The Composition of a Change Management Communications Team

When the final decision has been made and a timetable for the change process established, a thorough, planned communication approach is necessary (Kirkpatrick 2010). Sink and Morris (1995) state that actions of understanding and managing culture; sharing information; maintaining motivational support for the change; and managing internal and external politics to gain support and remove obstacles or barriers are all leadership actions. However, for a successful change, an organization needs to disperse involvement and leadership throughout the organization (Dotlich and Noel, 1998) taking into account the need to delegate some functions in change management to particular committees for higher impact, thus the need for a change management communications team.

Heracleous (2002) notes that common prescriptions for effectively managing change include encouraging participation from as many employees as possible, addressing their concerns in the change program and ensuring that leaders act as role models for the changes. Parsons (2013) found that dialogue with co-workers for help in problem-solving and confirmation of beliefs aligns with a shared interpretation and understanding through interaction with others, which is helpful in motivating staff to embrace a change process. Osei-Bonsu (2014) argues that in addition to just communicating the change process to employees, they should also take into serious account representation of employees in various change management committees to enhance participation in the entire process because it accounts for respondents’ uncertainty. This is done when they encourage diverse entities within the operational milieu to participate in the change process (Werkman, 2009).

Kotter (1995) in his model of change management says that firms need to form a powerful coalition of individuals who have been given a detailed job description to undertake during the change process. This team should consist of leaders and potential leaders in the organization which when put together has enough power to lead the change. Kotter adds that it must be a team of influential people whose power comes from a variety of sources, including job title, information, expertise, reputation, political importance and so on. If this committee consists of a fair mix of different personnel, it ensures that multiple, diverse perspectives are integrated into the change process. Consequently, if communication is vital in a change process, then this coalition; whose role it is to ensure that staff are constantly engaged in the change process could provide some insights on how to make the change process stick and eventually be ingrained in corporate culture.
An effective participative program must be based on a philosophy that the input of employees can contribute to the effectiveness of an organization, as well as achieve the quality of work, life and personal satisfaction for the employees (Kirkpatrick, 2001). Kotnour et al (1999) adds that horizontal involvement across functions helps ensure the change process is conducted from a holistic perspective and not an individual sub-organization perspective and this integration of different job cadres can be effected by a change team who have complementary skills, are committed to the common change goals and hold themselves accountable for achieving them. Dubrin (1998). This alludes to the fact that this change management team needs to a certain composition that makes it influential enough to motivate participation in the change.

There is little mention of change management communications teams and their role in literature although some studies discuss developing cross functional management teams (CFTs). These teams are made up of employees from different departments in an organization who come together to work on a particular project. McComb et al. (2008) when studying CFTs suggest that their popularity stems from their contribution towards improved organizational performance, and the production of novel outputs brought about by combining expertise from a range of sources. Since the creation of CFTs involves bringing together personnel from different disciplines, they can be employed as a means of overcoming organizational silos, where the division of labour and tasks dominate, and it is apparent that departments are working at cross-purposes (Athanasaw 2003). Additional benefits of CFTs include increasing skills of the workforce, the development of a common language and shared mental models, an enhanced understanding of how the organization functions as a whole and how individual employees fit within the organization.
The change management communications committee as highlighted by Kotter mirror the work of the CFTs since they can increase an employee's feeling of worth and ability to work interdependently (Harman et al. 2002). In a study of CFTs in the public sector, Athanasaw (2003) identified the composition of the team as influencing success by noting that the more representative a team is of the organisation as a whole (i.e. including members of all relevant functions or departments, from different levels in the organisational hierarchy), the greater the likelihood of successful outcomes. Niall et al. (2013) in their study found that certain team characteristics were found to have a positive impact: years of professional work experience, frequency of team participation, the type of team training (collaboration; performance management) and situational entry to team assignments (volunteered, assigned and requested). For CFTs to succeed it is important that the teams are focused on shared organisational goals and shared incentives. Overcoming resistance to change can be executed leadership support, adequate resources to support the change and a structural-cultural support mechanism provided by the change management team.

**Figure 2.2: Cross-functional team success in public sector change management (Niall P., Wendy P. & Michael L. (2013))**

Successful cross-functional teams not only require leadership support but also leaders with the skills and drive to achieve staff engagement, gain the support of corporate directors to release these staff from their duties and take advice from the team and ensure the structural processes were in place to support the team work (Whelan- Berry and Somerville, 2010). Previous research identified the need for cultural (or functional) sensitivity in cross-functional integration projects (Randel and Jaussi 2003) and this issue can be well addressed by a representative change management team. Working within the premise of a cross functional team, a change management communications team can effectively address the phenomenon of organizational silence.
Morrison and Milliken (2000) say that most organizations find themselves in the paradox of organization silence, a situation where most employees know the truth about certain issues but are afraid to voice it to their superiors. Hayes (2010) says that organizational silence has very concerning implications in a change process. First, it can compromise decision making and elicit undesirable reactions from employees, second it deprives decision makers of the opportunity to consider alternative perspectives and conflicting viewpoints; thirdly, blocking negative feedback can inhibit organizational learning because it affects the ability of managers to detect and correct the causes of poor performance and lastly, employees may feel undervalued and this may affect their commitment to the change process. Nakata and Im (2010) highlight the need for strong social cohesion group identity as a means of promoting “de-individualization” and a move towards interdependent actions thereby eliminating organizational silence so the composition of a change communications team needs to be representative enough to break the walls of organizational silence. There are many reasons for the failure of organisational change efforts, such as the organisational culture, the timing of the change effort, and the role of change-agents (Bennebroek Gravenhorst et al., 1999). Nordin (2014) adds that though organizational change poses significant challenges, understanding the multidimensional processes of effective organizational change communication could lead to more successful change strategies and techniques to mitigate resistance to organizational change. Change models identify the need to ‘cascade the change throughout the organization’ (Kotter, 1996, 1999). This means that the change vision moves to the group and individual levels of the organization, and becomes more specifically understood across different locations, teams and departments. This cascading process needs a trusted team made up of different individuals to implement.

A key aspect of the group level process is determining how the change initiative will work in that specific department, team, or location of the organization. However, the enactment of the change vision, ultimately happens at the individual employee level in situations that experience successful change (Whelan-Berry et al, 1978). Individual employees must actually change their values, attitudes and behaviours in order for organizational change to be successful (Cameron and Quinn, 1999). Prochaska et al., (1992), provides a model of individual change that identifies four stages in the individual change process - pre-contemplation, contemplation, preparation, action or actually changing, and maintenance. Of concern to change managers is how individuals actually change behaviour in a change process since this is what is necessary for a successful change process.
In close proximity to this is Senge’s (1995) notion of team learning which encompasses aligning and developing the capacity of a team to achieve the goals that its members truly want. Senge says that to achieve team learning, teams must probe and explore complex issues, drawing on the talents, knowledge, and experiences of one another and they must work in concert, coordinating their efforts and communicating openly and closely. Most individuals in an organization are partial to the group that influences them therefore the composition of a change management communications team can directly impact this thought process. Organizational change models need to maintain the momentum, meaning the change initiative receives attention and resources, and does not fail due to the urgency of daily operations or lack of attention. Change efforts are often under-resourced, and thus the implementation may be delayed or blocked, which could result in failure of the change initiative.

Both group level and individual level change models identify the need for sustaining a change that is, continuing the new behaviour. Of the five common communications strategies employed by managers, Clampitt et al. (2000) recommend the strategy of underscoring and exploring. Here management concentrates on communicating the core issues of the change, but give others the creative freedom they need to explore the implications of these issues. This delegation of this vital role of allowing issues to be explored can be properly managed by a change management communications team. Managers are concerned with not only developing a few core messages but also with listening for potential misunderstandings and unrecognized obstacles and therefore require a trusted middle man to break down these conversations between employees and management. This allows change managers to shape the change agenda based on the feedback given however, the quality of information flowing between the two parties largely depends on a trusted middle man, the change communications team in order to be effective. However this team needs to be representative to allow for open communications during change. Such groups as change communications teams provide a coordinating and linking mechanism to diffuse the change throughout the organization.

Many studies have focused on factors affecting team composition such as team members’ age, gender, tenure and their connection to team performance, organizational success and corporate turnaround (Abebe, 2010; Hambrick and Mason, 1984; Zorn and Thompson, 2002) but the findings remain contradictory. Lessem and Baruch (2000, p. 75) state that while it is relatively easy to focus on basic team characteristics “the way people come together as a combination, has rarely been explored.”
2.2 The Challenges Affecting Change Management Teams

Change is a process that is made up of many moving parts. Nordin (2014) notes that literature about organizational change is comprised of three main categories: implementing organizational change, communication strategies for catalysing organizational change, and employee interpretation of organizational change. Organizational change normally involves some threat, real or perceived, of personal loss for those involved (Lorenzi and Riley, 1999) and can even produce ambiguity, but employee resistance to change can lessen when managers are available to listen to employee concerns (Gilley, Gilley, & McMillan, 2009). When it comes to challenges facing change management teams, scores of studies address employee resistance although I would argue that it is not the only factor making change processes difficult. Below are some of the main challenges affecting change.

2.3.1 Change Management Leadership

A factor that is constantly mentioned in change models is the influence of leadership in a change process. Organizational change is seen as a critical skill set for twenty first century leaders and managers (Knowles, 1999; Beer and Nohria, 2000) due to the increasing turbulent environment that businesses find themselves in. Prior research cements leadership as a change driver when leaders actively support the change vision or, in other words, ‘walk the talk’ of the change initiative throughout the change implementation process (Schein, 1999; Hesselbein, 2002; Cameron and Green, 2004). Therefore a leader needs to be involved if he wants the rest of the team involved in a change process and therefore needs to have a better understanding of the entire change paradigm and its possible outcomes (Woodman and Pasmore, 2004).

Sink and Morris's (1995) actions of understanding and managing culture; sharing information; maintaining motivational support for the change; and managing internal and external politics to gain support and remove obstacles or barriers are all leadership actions. Leaders assist in sustaining momentum and institutionalizing the change initiative in numerous ways, such as paying attention to the progress of the change initiative and removing obstacles encountered, developing appropriate structures and establishing necessary monitoring mechanisms (Trice and Beyer, 1991), and communicating the relation. Without this engagement, change processes can fail. For employees to successfully adopt the change, leaders should be able to persuade employees to personally contribute to the process and actively managing employees’ dysfunctional emotions and resistance to the change initiative (Recardo, 1995).
Jamia (2007) says that effective leadership can sharply reduce the behavioural resistance to change - including to new technologies - to achieve a more rapid and productive introduction of technology. Change is often seen as an expensive process and change managers are under pressure to measure the effectiveness of a change process. A manager is expected to have three keys to effectively implement change: empathy, communications skills and participation - which is the ability of a manager to get involvement from those concerned with or affected by the change (Kirkpatrick, 2001). French and Holden (2012) note that while communication strategies are vital in a change process, what works well in one organization will not work as effectively in another. In addition, organizations lacking congruence between the real world and the perception of their position in it are argued to experience more unsuccessful change efforts compared to organizations with a more congruent view (Rieley & Clarkson, 2001).

2.3.2 Group Readiness to Change

According to the work of Armenakis et al. (1993), readiness is defined as the ‘cognitive precursor to the behaviour of either resistance to, or support for, a change effort.’ Readiness has to do with an employees’ cognitive mindset during the implementation of a change process and comprises beliefs, attitudes and intentions of change target members regarding the need for and capability of implementing organizational change (Armenakis & Fredenberger, 1997). Readiness to change happens at individual and group levels. At an individual’s level, this readiness is important because organizational change cannot be effectively implemented without change recipients’ willingness to change themselves and support the suggested organizational change program. However, this change will only occur if employees are ready for it. In other words, describing an individual as ready to change means that he/she exhibits a proactive and positive attitude that can be translated into willingness to support and confidence in succeeding in such an initiative.

Group readiness to change is another factor that change managers have to contend with. Group readiness is based on collective perceptions and beliefs that: (1) change is needed, (2) the organization has the ability to cope with change effectively, (3) the group will benefit from change outcomes and (4) the group has the capacity to cope with change requirements (Whelan-Berry and Sommerville, 2010). Readiness reflects the perceptions that employees have about the change the process. It comprises beliefs, attitudes and intentions of change target members regarding the need for and capability of implementing organizational change (Armenakis & Fredenberger, 1997). Group readiness will be influenced by a number of factors amongst them good leadership and clear communication.
2.3.3 The Hard Factors of Change Programs

In their article in the Harvard Business Review, Sirkin et al, (2005) in their 225-company study revealed a consistent correlation between the outcomes of change programs and four hard factors: project duration, particularly the time between project reviews; performance integrity, or the capabilities of project teams; the commitment of both senior executives and the staff whom the change will affect the most; and the additional effort that employees must make to cope with the change. These variables are commonly known as the DICE factors. The ways in which an organization combines the DICE factors can set up a change project for success or failure. On one end, a short project led by a skilled, motivated, and cohesive team, championed by top management and implemented in a department that is receptive to the change and has to put in very little additional effort, is bound to succeed (Sirkin et al, 2005) and vice versa. Sirkin (2005) notes that most business initiatives will occupy the middle ground where the likelihood of success or failure is difficult to assess and stress the need for change managers to study these DICE factors carefully so they can determine if their programs will succeed or fail.

For most companies, the issue of time is paramount to the success of a change program which is why change managers will agonize about the time it will take to implement change programs assuming that the longer an initiative carries on, the more likely it is to fail: the early drive will wear out, windows of opportunity will close, objectives will be forgotten, key supporters will leave or lose their enthusiasm, and problems will accumulate (Sirkin et al, 2005). However, Sirkin’s study reveals that contrary to popular perception, the time between reviews is what determines a project’s success or failure. In fact, a long project reviewed frequently is more likely to succeed than a short project that is not reviewed often therefore, the remedy is to schedule milestones and assess their impact. Reviewing of milestones is also very deliberate: it involves the senior-management sponsors and the project team evaluating the performance on all the dimensions that have a bearing on success and failure (Sirkin et al, 2005). Sirkin adds that this review meeting will also determine if achieving the milestone has had the desired effect on the company; discuss the problems the team faced in reaching the milestone; and determine how that accomplishment will affect the next phase of the project.

Performance integrity interrogates the capabilities of change management teams and how their combined skills and expertise can lead a successful change project. For change projects, the ideal scenario is to have a perfect team to seamlessly execute the project.
however not every team is endowed and senior managers are unwilling to allow star performers to join change efforts because regular work can suffer (Sirkin et.al, 2005). Therefore, executives choose a hybrid alternative where star performers are involved in a change process but still keeping a cap on their regular job description. This will mean convincing teams to go the extra mile, like working extra hours to maintain the balance between the change project and their regular jobs (Sirkin et.al, 2005). The challenge is how to maintain this delicate balance between the project and regular work.

Another challengers that teams face is to ensure that they are cohesive and well led. Managers need to choose the team leader and, most important, work out the team’s composition. Aside from working with colleagues and HR (human resources) to solicit names for this special team, they have to ensure that they not only choose supporters of the change initiative but also those who may resist the change (Sirkin et.al, 2005). The managers also have to think about what level of effort that these employees will put into the project—whether they will work full time within the project or part time. Change managers also need to be deliberate about the team leaders they select to lead the process. While it seems that a well-liked manager can easily lead a project, they may not necessarily be good at leading a change process (Sirkin et.al, 2005). Sirkin prescribes the qualities of a good team leader as one who has problem-solving skills, is results oriented, methodical in his approach but tolerates ambiguity and willing to accept responsibility for decisions.

Commitment revolves around developing initiatives to reduce resistance to change by increasing motivation to engage in a change process. Two main groups need to be motivated to commit to the change: the most influential executives (both with and without titles) and the people most affected by the change. For those affected by the change we are looking at their enthusiasm levels especially since they must deal with the new systems, processes, or ways of working (Sirkin et.al, 2005). Top leadership need to show commitment to the project if they want to get the rest of the organization to also commit and Sirkin et.al (2005) provide a rule of thumb: “when you feel that you are talking up a change initiative at least three times more than you need to, your managers will feel that you are backing the transformation.”

The issue of additional effort that staff have to apply with a change process is often ignored by change managers. An employee has anything between 40-50 hour weeks in non-profits, therefore if line managers and staff have to deal with changes to their work or to the systems
they use on top of their everyday work, they will resist. According to Sirkin (2005), the project should not add on more than 10% of a staffer’s normal workload, beyond this, the project could run into trouble. Also to consider is whether to incentivise the project by paying overtime or remove some of the regular work of employees who will play key roles in the transformation project.

2.3.4 Barriers to Change Management

According to Recklies (2001), other barriers that change managers have to contend with have to do with perception, emotions, culture, environment and cognitive elements. Most perception problems occur during analysis of the situation where people create their own stereotypes about the change. Recklies (2001) says that some will chose what they expect to see and this makes it difficult to objectively analyse the root cause of the problem. In addition, teams could apply a narrow scope of the problem by approaching them through one lens that focuses on only particular aspects of the change (Recklies, 2001). Communication while being lauded as an important tool for change can be a double-edged sword. Information overload can overwhelm and therefore managers need to be able to filter their communications so that only what is relevant is passed on to staff.

Change is not easily accepted because of its uncertainty. For organizations that have to change their systems completely, they can be very averse to the risk of change since they fear to make mistakes or fail therefore processing complex information also tests individuals’ abilities to solve problems (Recklies, 2001). Reverting to the ideas of the comfort zone, most organizations will want to stick to tried-and-tested ways of doing things as opposed to trying new ideas and in addition, people find it much easier to come up with reasons for rejecting an idea than with reasons for supporting and idea (Recklies, 2001). Finally, in many projects, people are not able to lean back and think about a problem because they feel under pressure to deliver results quickly and this could affect the quality of the change that is implemented (Recklies, 2001).

Schein (2004) argues the importance of communication in order to succeed with change, as organizations that lack fundamental communication patterns tend to fail with change as a result of not fully understanding the organizational culture and its capabilities. The essence of understanding organizational culture and keeping a realistic picture of the qualities the organization possesses is, consequently criteria of success. With regards to culture, Recklies (2001) notes that particular issues may have the character of a taboo in an
organization and are particularly difficult to analyse and change. Change projects are more focus than imagination-oriented since most organizations promote targeted thinking that often times has little room for creative ideas and humor. Recklies (2001) says that it is generally accepted in business life that critical reasoning, objective analysis, logic, figures and facts are good things while intuition and fun are seen as sub-optimal but in our personal life, however we are used to base many important decisions on our intuition and our feelings – for instance choice of friends and partners. On one hand, overcoming tradition is a challenge when employees do not see a link between tradition and the existing problem the change process is trying to tackle while on the other hand, traditions can be the basis for personal commitment in change processes.

Here, the term environmental means in the environment of the change team rather than in the external environment of the organization. Because of the notion of leaving comfort zones, some people perceive change as a threat for their personal status therefore there will always be some people who try to stop or ignore the process (Recklies, 2001). There is another barrier to change when some managers, although having good ideas to implement have the problem of being unable to listen to their employees and thus cannot use their creativity well. With regards to cognitive barriers, these barriers can affect all phases of a change process. Managers need to ensure that they use language and terminology that is appropriate for the receivers of the message to support creativity and motivation. There are also several change strategies but they can be applied wrongly when managing wrongly - too rigid or not rigid enough. Poor communication can also result in cognitive barriers. Organizations lacking congruence between the real world and the perception of their position in it are argued to experience more unsuccessful change efforts compared to organizations with a more congruent view (Rieley & Clarkson, 2001).
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology for carrying out the study or the procedures used to carry out the study. It defines the research design and justifies its suitability for carrying out the research as well as analyse the population being studied and how a representative sample will be obtained from it by explaining how each sample was arrived at. The chapter also covers the data collection methods implemented, research procedures as well as data analysis methods used and a summary the objectives of this chapter.

3.2 Research Design

The research design constitutes the blueprint for the collection, measurement, and analysis of data (De Vaus, 2001) meaning it provides the general plan of how you will go about answering your research questions. Trochim and Land (1982) define quantitative research design as the glue that holds the research project together because it is used to structure the research, to show how all of the major parts of the research project - the samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research questions.

This research is a descriptive study. Burns and Grove (2003), argue that descriptive research “is designed to provide a picture of a situation as it naturally happens”. The purpose of a descriptive research is to gain an accurate profile of events, persons or situations (Saunders et al, 2012) and the emphasis is placed on defining the design, revealing its merits and providing justification for its selection (Kaol, 2006). The change management communications team is the independent variable and motivation forms the dependent variable. The study fell under a descriptive study because it attempted to describe a subject – change management communications - through the lens of the change management communications team. By describing the change management team and the role they played during a change program, it was expected that the research findings will describe the team and how their activities affect motivation by staff to engage in a change process. By describing who the change management communications team consists of, what they do and how they go about their activities, we can hopefully infer from the data whether or not they are an influential team in ensuring a successful change process.
Borg and Gall (1989) argue that descriptive studies focus on "what is," and that survey methods are frequently used to collect descriptive data. Studies of this type might for example describe the current state of multimedia usage in schools. My study looks at ‘what is’ the role of change management communications team in influencing motivation by observing whether two variables - change management communications team and motivation - interact with each other and not why they interact with each other. As aptly put by Cooper and Schindler (2014), ‘a descriptive study does not explain why an event has occurred or why the variables interact the way they do.’ Cooper and Schindler (2014) add that organizations that maintain databases of their stakeholders have significant data to conduct descriptive studies. Because we were studying an organization that we had proximity to, the database of significant information pertaining to staff was readily and easily accessible to enable the research to be conducted. Our study also wished to appeal to decision and policy makers in non-profit organizations to influence planning processes of future change programs. Cooper and Schindler (2014) note that descriptive studies addresses this because they have a broad appeal to the administrator and policy analyst in non-profit organizations for planning, monitoring and evaluating.

3.3 Population and Sampling Design

3.3.1 Population

A population is the total collection of elements about which we wish to make some inferences (Cooper and Schindler, 2014). Population also refers to the entire group of people, events, or things of interest that the researcher wishes to investigate and forms the basis from which the sample for the study is drawn (Kaol, 2006). The population under study was a total of 250 PS Kenya staff comprising the senior team, middle level managers and other staff. Some staff were directly involved in the change management process while others were beneficiaries of the new system that was introduced. The senior team were the strategists behind the purchase and implementation of this new ERP system and wanted to see this system meet the organization’s needs. They were also responsible for selecting the change management communications team and tasking them with the role of improving motivation by staff to engage with the change process. Managers and Staff were beneficiaries of the new ERP system with managers having an overall supervisory role. The beneficiaries of the Orion system were staff within Finance, Supply Chain, Risk and Compliance, Commercial, Human Resources and Programs Departments and they were daily engaging with the new ERP system.
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

The sample frame is the listing of all population elements from which the sample will be drawn (Cooper and Schindler, 2014). The population of PS Kenya consists of program and support staff. Support staff are derived from Finance, Risk and Compliance, Human Resources, Research and Metrics, Information Technology (IT) and Supply Chain departments. Program staff are found in the health and research areas such as Malaria, Child Health, Health Service Delivery, HIV/AIDS, Reproductive Health and Non-Communicable Diseases Departments. For all these departments, one or more staff in one way or another interacted with the Orion system. The study’s sample frame therefore consisted of staff from each of these departments with a heavier focus on staff samples from the support departments who were doing most of the heavy lifting with Orion. We also selected staff from the regional offices to participate in the study.

3.3.2.2 Sampling Technique

The basic idea of sampling is that by selecting some elements in a population, we may draw some conclusions about the entire population (Cooper and Schindler, 2014). Regarding who was to be selected in a sample, one could either use non-probability or probability sampling methods. Cooper and Schindler (2014) describe non-probability sampling as arbitrary and subjective because the choice is done with a pattern or scheme in mind, for example, only talking with women because each member does not have an equal chance of being selected. Probability sampling is based on the concept of a random selection – a controlled procedure that assures that each population element is given a known non-zero chance of selection (Cooper and Schindler, 2014). Probability samples allow for making of generalized findings which is demanded when carrying out a descriptive study (Cooper and Schindler, 2014). The study therefore was based on probability sampling.

The probability sampling method we used to obtain a sample for the study is simple random sampling. Due to its random nature, simple random sampling is the least biased which makes it very scientific since each element in the population has an equal chance of being selected. This was necessary for this study because every staff would interact with Orion and therefore needed an equal chance of being selected for the study. A lottery selection was used to sample staff for the study.
3.3.2.3 Sample Size

Cooper and Sandler (2014) argue that in probability sampling, how large a sample should be is a function of variation in the population parameters under study and the estimating precision required by the researcher. With regards to this study, there are few variations in the population since we sampled users of the Orion ERP system. To ensure precision of the estimate, we calculated the sample size using a confidence level of 95 percent which indicates that we needed a sample size of 86 respondents from PS Kenya to conduct this study. The sample consisted of the following staff below:

<table>
<thead>
<tr>
<th>Staff Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-Suite</td>
<td>2</td>
</tr>
<tr>
<td>Managers</td>
<td>15</td>
</tr>
<tr>
<td>Head Office Staff</td>
<td>54</td>
</tr>
<tr>
<td>Region Staff</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>86</td>
</tr>
</tbody>
</table>

*Table 1: Frequency Distribution of Staff to be interviewed*

3.4 Data Collection Methods

For descriptive studies one can use surveys/questionnaires, observations or interviews to collect data. The study used self-completed questionnaires for managers and staff. A questionnaire is a general term to include all methods of data collection in which each person is asked to respond to the same set of questions in a predetermined order (Saunders et al, 2012). Self-completed questionnaires are also known as surveys and are completed by the respondent. With a questionnaire responses can be analysed with quantitative methods by assigning numerical values to Likert-type scales, results are generally easier (than qualitative techniques) to analyse because all respondents are asked the same set of questions and Pre-test/Post-test can be compared and analysed (University of Minnesota, 2016). The questionnaires comprised of both closed and open ended questions, multiple responses, ranked and rated responses based on the Likert Scale. We assessed validity of the questionnaire based on measurement, content, prediction and construct validity assessments.

Measurement validity refers to the ability of your questionnaire to measure what you intend to measure, content validity looks at the extent to which the questions provide adequate coverage of the investigation, prediction validity is concerned with the ability of questions
to make accurate predictions and finally, construct validity looks at the extent to which questions actually measures the presence of the construct you intended them to measure (Saunders et al, 2012). Reliability refers to consistency: whether or not a questionnaire will produce consistent findings at different times and under different conditions, such as with samples (Saunders et al, 2012). Mitchell (1996) outlines three common ways of assessing reliability, they are test re-test, internal consistency using Cronbach’s alpha and alternative form. I shall use the Cronbachs alpha to measure validity.

3.5 Research Procedures

The research process involves developing a questionnaire for staff. Because respondents are colleagues in the organization the researcher works for, we had both soft and hard copy questionnaires where the soft copy questionnaire was emailed to respondents in regional offices while hard copies were handed directly to respondents within the head office. However, a hard copy questionnaire was also be sent to the regional office in the case where the internet posed a problem.

Prior to sending out the main questionnaire, we carried out a pilot test. A pilot test is conducted to detect any weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample (Cooper and Schindler, 2014). We used a sample of 10 subjects to protect the pilot from losing a supply of respondents and sensitizing them to the purpose of the study since we were working with a small population. We ensured that ethical issues regarding confidentiality and anonymity were fulfilled during this data collection process. In addition, we worked with data officers to collate the information derived from the questionnaires and enter the data into an excel sheet.

3.6 Data Analysis Methods

Data analysis usually involves reducing accumulated data into a manageable size, developing summaries, looking for patterns and applying statistical techniques (Cooper and Schindler, 2014). Scaled responses on questionnaires often require the analyst to derive various functions and explore relationships among variables; and determine if the results are consistent with the researcher’s hypothesis (Copper and Schindler, 2014). The analysis process begun with editing raw data, which involved detecting and correcting errors and omissions. The next process in data analysis was coding which according to Cooper and Schindler (2014) involves assigning numbers or other symbols to answers so that the responses can be grouped into a limited number of categories.
Content analysis, which measures semantic content or the ‘what’ aspect of the message was used for open ended questions (Cooper and Schindler, 2014). Consequently, data entry was ensured using keyboarding into a computer program, SPSS. Statistically, we used measures of central tendency such as the mean, median and mode to ascertain average responses. Measures of variability or dispersion such as standard deviation described how scores cluster or scatter in a distribution (Cooper and Schindler, 2014). To compliment traditional statistics and measure correlations, we interrogated data using Exploratory Data Analysis (EDA) which provides tools to search for clues and patterns in data. EDA uses visual displays such as frequency tables, bar graphs, pie charts and histograms to provide a complete and accurate impression of distributions and variable relationships.

Analysis for each of the research questions will be done using regression analysis. Gallo, in the Harvard Business Review (November, 2015) states that regression is a way of mathematically sorting out which variables have an impact on an outcome. Gallo adds that a regression analysis contains the dependent and independent variable and then calculates how the independent variables have an effect on the dependent variable. In this study we are studying if change communications has an effect on motivation.

3.7 Chapter Summary

This chapter highlights the research methodology that was used to obtain data for the study. The chapter covers research design, population and sampling design, data collection methods, research procedures, data analysis methods and chapter summary. The study was a descriptive study because it attempted to describe or define a subject, often by creating a profile of a group of problems, people or events. The population studied was PS Kenya staff currently undergoing an ERP change management process. Regarding the sampling design, the sample frame consisted of a higher percentage of staff from support departments and sampling method used was simple random sampling. A total of 86 staff was sampled for the study and the data collection instrument was questionnaires and interview guides. A pilot study was conducted prior to the main study and data analysis was carried out using both traditional and non-traditional statistical methods using SPSS software.
CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This is a continuation of chapter three which explained how the research activities would take place. This chapter implements section on data analysis and presentations discussed in chapter three. The chapter presents findings on the general information and the objectives of the study. The data has been analysed through both descriptive and inferential statistics.

4.1.1 Response rate

The total number of questionnaires administered were 86 as per the sample size. However, out of the total questionnaires distributed 10 were not responded to by the respondents but most of them (76) were filled. This was a response rate of 88.4% of the total questionnaires distributed as shown in table 4.1. According to Mugenda and Mugenda (2003) a response rate of more than 70% is excellent for analysis. Thus this response rate was highly considered to be a representative sample of the staff at PS Kenya.

Table 4.1 Response rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>76</td>
<td>88.4</td>
</tr>
<tr>
<td>Unfilled</td>
<td>10</td>
<td>11.6</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General information

This section presents information on the demographic details of the respondents who took in this study. The respondents included the managers and staff working for PS Kenya which encompasses program staff who implements the change and the users and beneficiaries of the change process.

4.2.1 Gender of the respondents

The gender aspect has gained prominence recently in Kenya and the world in general. Issues on gender equity and gender representation have been emphasised and even recognised in the Kenyan constitution. In this study, majority of the staff sampled (54%) were males while 46% were females. Although the sample did not achieve 100% equal
proportion, it was a good mix since both sexes had an opportunity to share their views in
the study. This implies that the responses on the implementation of the Orion project in this
study are from both men and female staff members and could be looked at as highly gender
sensitive and thus views of both sexes were expressed and captured.

![Gender of the respondents](image)

**Figure 4.1 Gender of the respondents**

**4.2.2 Department of the respondent**

The representation of departments was key since it enabled the study to have an opportunity
to get information from across the entire organization since change affected the whole
organization. From the results shown in figure 4.2, it is evident that most of the departments
were represented despite the fact that, most of the staff were from Finance, Program,
Commercial and Supply chain. It is worthy to note that of all the departments in the
organization, the above four departments interact the most with the ERP and therefore it
was important to get a larger percentage of responses from them. However, views about
the project implementation were obtained from staff members in different departments
doing different types of tasks which was ideal since different departments interacted with
the project differently.
4.2.3 Location of work station

The location from which the data was collected from may also be used to indicate the intensity of diversity of the sample. A well diverse sample is good since it takes every one's opinion and views on board. Also the way change affects the main office may be different from the way in which it affects the other staff members at other locations. In this study majority were from the Head office (79%) and the rest were spread across the other offices in different locations implying that the information used in this study was sourced from staff in all the locations in Kenya. The fact that a higher percentage of views was sourced from the head office implies that those in the main office interact more with the system than those in the regional offices. Thus the information and views were not only from the headquarters but also from across the country.
4.2.4 Age group of the respondents

The age of a staff may be used to approximate the degree of experience and also the perception of that staff on different issues. A youth may have a different perception compared to an old person. In this study, majority (68%) of the staff members were aged between 25-34 years, followed by 29% aged between 35-44 years. This implies that majority of the staff in the sample were youthful although there were older people in the sample as well.

![Figure 4.4 Age group of the respondents](image)

4.2.5 Usage of Orion system

The study collected information from the staff members on their usage of the Orion system. The results shown in table 4.1 indicate that majority (52.6%) of them used Orion every day, followed by 21.1% who used it more frequently among others. There was no one who had not used Orion in the sample implying that everyone had felt the implications of the change.

<table>
<thead>
<tr>
<th>Frequency of use</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 daily</td>
<td>40</td>
<td>52.6</td>
</tr>
<tr>
<td>4</td>
<td>16</td>
<td>21.1</td>
</tr>
<tr>
<td>3</td>
<td>11</td>
<td>14.5</td>
</tr>
<tr>
<td>2</td>
<td>9</td>
<td>11.8</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

*Table 4.2 Usage of Orion system*
4.3 Change management communication

The first objective of the study was to establish how change management communications affected motivation by staff in a change process. This section discusses the findings on the change management communication and its effects on staff motivation.

4.3.1 Descriptive statistics on change management communication

The data in this section was collected on a five-point likert scale. According to the scale, 1=Very poor, 2=Poor, 3=Fair, 4=Good and 5=Excellent. The data was analysed through percentages, mean and standard deviation. The standard deviation was used to approximate the extent of consensus on a particular issue where large values indicate lack of consensus and small values imply convergence of views and consensus and most likely the common view of the majority. The results are shown in table 4.3.

Table 4.3 Role of Communication in change management

<table>
<thead>
<tr>
<th>Role of communication</th>
<th>Very poor</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating of Orion change process compared to previous change management process</td>
<td>0%</td>
<td>2.7%</td>
<td>31.1%</td>
<td>43.2%</td>
<td>23%</td>
<td>3.8</td>
<td>0.80</td>
</tr>
<tr>
<td>How do you rate the effect of Orion Communications in increasing your confidence to</td>
<td>0%</td>
<td>1.3%</td>
<td>22.7%</td>
<td>49.3%</td>
<td>26.7%</td>
<td>4.0</td>
<td>0.74</td>
</tr>
<tr>
<td>transition to Orion?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How would you rate the effect of the Star Safari branding of the offices increase</td>
<td>0%</td>
<td>19.2%</td>
<td>52.1%</td>
<td>26.7%</td>
<td>4.1</td>
<td>0.74</td>
<td></td>
</tr>
<tr>
<td>your confidence to transition to Orion?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How would you rate the effects of the Star Safari events in increasing your</td>
<td>0%</td>
<td>4.1%</td>
<td>19.2%</td>
<td>49.3%</td>
<td>27.4%</td>
<td>4.0</td>
<td>0.80</td>
</tr>
<tr>
<td>confidence to transition to Orion?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extent to which the following activities proved to be a big challenge to transitioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to Orion:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Business Solution Mapping</td>
<td>1%</td>
<td>18%</td>
<td>56%</td>
<td>22%</td>
<td>3%</td>
<td>3.0</td>
<td>0.76</td>
</tr>
<tr>
<td>b. Training</td>
<td>0%</td>
<td>12%</td>
<td>45%</td>
<td>40%</td>
<td>3%</td>
<td>3.3</td>
<td>0.73</td>
</tr>
<tr>
<td>c. Customizations of PS Kenya activities into Orion</td>
<td>3%</td>
<td>10%</td>
<td>56%</td>
<td>32%</td>
<td>0%</td>
<td>3.1</td>
<td>0.71</td>
</tr>
<tr>
<td>d. Technical assistance from Orion Consultants</td>
<td>1%</td>
<td>8%</td>
<td>42%</td>
<td>46%</td>
<td>3%</td>
<td>3.4</td>
<td>0.74</td>
</tr>
<tr>
<td>e. Working long hours</td>
<td>1%</td>
<td>9%</td>
<td>57%</td>
<td>30%</td>
<td>3%</td>
<td>3.2</td>
<td>0.72</td>
</tr>
<tr>
<td>From the challenges you experienced, how effective were the Star Safari Communications</td>
<td>0%</td>
<td>2.7%</td>
<td>24%</td>
<td>60%</td>
<td>13.3%</td>
<td>3.8</td>
<td>0.68</td>
</tr>
<tr>
<td>sufficient in addressing some or all of these concerns?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How effective was the Orion Email Communications in keeping you engaged and excited</td>
<td>0%</td>
<td>0%</td>
<td>23%</td>
<td>56.8%</td>
<td>20.3%</td>
<td>3.9</td>
<td>0.66</td>
</tr>
<tr>
<td>about Orion?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
According to table 4.3, most of the staff (43.2%) rated the change process well and 23% rated the change process excellently implying the overall change process rating good to majority of the staff members. The rating on the Orion communication in increasing the confidence among the staff to change was also well rated (Good = 49.3% and excellent = 26.7%). The rating on how the branding of the Star Safari in offices had increased the confidence of the staff members in Orion was high with 52.1% approving it was good and 28.8% rating it excellently. Similarly, the rating of the Star Safari events on the confidence of the staff in Orion was equally high with 49.3% rating it good and 27.4% rating it excellent. From the results, the corresponding values of mean were generally high and values of standard deviation were less than 1.0 indicating that results were consistent with the opinions of the majority. From the results, it can be seen clearly that the communication used to build confidence of the staff on Orion worked well. The use of Star Safari branding and events had a lot of effect in changing the attitude of the staff about the change and transition to Orion.

The study captured some of the challenges which affected staff when going through the change process. Table 4.3 shows that the most common challenges were getting technical assistance from Orion consultants, training and customization of PS Kenya activities into Orion. The staff also indicated that working long hours and mapping of business solutions
also affected their efforts to transition to Orion. The mean values of the challenges stated above were between 3.0 and 4.0 implying that the challenges were moderate. The standard deviation of the challenges were less than 1.0 implying that there was consensus among the staff members on the challenges stated.

The results further shows that 73.3% of the staff felt that Star Safari communication was effective in addressing some of the challenges experienced during transition. Further the effectiveness of the Orion email communications in keeping the staff engaged and excited was also highly rated by majority of the staff (56.8%). From the results also, majority of the staff (81.4%) highly rated the use of themed events such as game nights, region theme talks among others in keeping the staff excited and engaged about Orion. The mean and standard deviation values were all close to 4.0 and less than 1.0 respectively implying that, the results represented the feelings of the majority in the sample.

The use of milestone celebrations was effective in keeping the staff engaged on the progress according to more than 54.7% of the staff members sampled. Another method of communication used were the special sessions during the regional meetings which according to majority of the staff (50.7%) kept them aware and alive to change process. This shows that use of milestone celebrations and use of special sessions to actively engage and excite the staff about Orion was effective. The mean value was 4.11 indicating that the use of milestone celebrations was good while the value of standard deviation was 0.67 implying that the rating was agreed upon across the staff members.

In general, majority of the staff (73.9%) stated that Star Safari met their expectations in keeping them informed about the Orion Change process. The staff also held that the level of motivation if the Star Safari had not been formed would have been low (mean =3.4). Further, majority of the staff (71%) held that they would recommend Star Safari to their colleagues in other organizations undergoing a change process implying some high degree of confidence and satisfaction among the Staff members about Star Safari. The overall rating of the Star Safari change team was good according to 64% and excellent according to 13.3% of the staff members indicating that its performance was satisfactory to most of the staff members. The mean value of the overall rating was 3.88 while the standard deviation was 0.68. This shows that the rating according to the staff members was good and was agreed upon across the staff members.
4.3.2 Regression analysis on the effect of communication in change management on the motivation of the employees about a change process

To establish the effect of communication in change management on the motivation of the employees about the change process, the study used simple linear regression. The results are indicated in table 4.4.

*Table 4.4 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>.650a</td>
<td>.422</td>
<td>.414</td>
<td>.46557</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Change management communication

Table 4.4 shows the model summary of the simple regression. The R value of the model was 0.650 and the R square was 0.422. The results imply that communication on change management and the motivation of the staff about the change process had a strong positive correlation. The R square shows that communication in change management explained 42.2% of the motivation of the staff on change process. The remaining 57.8% is explained by other factors not in the model.

*Table 4.5 ANOVA*

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>11.723</td>
<td>54.081</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>74</td>
<td>.217</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>75</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation

b. Predictors: (Constant), Change management communication

The ANOVA results show the significance of the relationship between the independent variable(s) and the dependent variable. In this study, the results from the table are given as F (1, 74) =54.081, p<0.001 implying that communication in change management had a significant influence on the extent to which staff were motivated by the change process in the organization. To understand further the actual effect of the independent variable on the dependent variable table 4. 6 shows the coefficient of the regression test.
Table 4.6 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unstandardized Coefficients</td>
<td>Beta</td>
<td>Std. Error</td>
<td>B</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.838</td>
<td>.396</td>
<td>2.114</td>
</tr>
<tr>
<td></td>
<td>Change management communication</td>
<td>.741</td>
<td>.101</td>
<td>.650</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation

Table 4.6 shows the coefficients of the independent variable in the model. Coefficients represent the amount of change in the dependent variable following a change in the independent variable. From the table the resulting regression equation was given as:

\[ M = 0.838 + 0.741 \text{CMC} \]

Where \( M \) = motivation of the staff in the change process and \( \text{CMC} \) = change management communication.

The results mean that when other factors are held constant the motivation is at 0.838. However, increasing the change management communication by one unit increases the motivation of the staff in change process by 0.741 units. This shows that change management communication has a direct effect on the level of motivation among the staff on change process.

4.4 Composition of Change Management Teams

The second objective of the study was to determine how composition of the change management communications team affected motivation by staff in a change process.

4.4.1 Descriptive statistics on composition of Change Management Teams

This section discusses the composition of the change management team in PS Kenya that managed the transition to Orion.
Table 4.7 Composition of change management team

<table>
<thead>
<tr>
<th>Composition of the change management team</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you agree that the change management team was mediating on behalf of the interests of staff in the change process?</td>
<td>4%</td>
<td>11%</td>
<td>36%</td>
<td>41%</td>
<td>9%</td>
<td>3.41</td>
<td>0.94</td>
</tr>
<tr>
<td>Do you agree that Star Safari provided a vital link between staff and the steering committee on Orion?</td>
<td>0%</td>
<td>11%</td>
<td>19%</td>
<td>53%</td>
<td>17%</td>
<td>3.67</td>
<td>0.85</td>
</tr>
<tr>
<td>Do you agree that Star Safari adequately communicated on the Orion process throughout the transition?</td>
<td>0%</td>
<td>16%</td>
<td>26%</td>
<td>50%</td>
<td>8%</td>
<td>3.77</td>
<td>0.86</td>
</tr>
<tr>
<td>Do you agree that Star Safari adequately shared feedback from Steering Committee on the Orion process?</td>
<td>1%</td>
<td>11%</td>
<td>41%</td>
<td>41%</td>
<td>7%</td>
<td>3.50</td>
<td>0.86</td>
</tr>
<tr>
<td>Do you agree that Star Safari was effective in breaking silos within the organization so that everyone engaged with Orion?</td>
<td>0%</td>
<td>12%</td>
<td>33%</td>
<td>43%</td>
<td>12%</td>
<td>3.41</td>
<td>0.82</td>
</tr>
<tr>
<td>Did the make-up of the Star Safari change management team make you feel that they were up to the task of communicating the Orion Change process?</td>
<td>0%</td>
<td>8%</td>
<td>39%</td>
<td>40%</td>
<td>13%</td>
<td>3.55</td>
<td>0.86</td>
</tr>
</tbody>
</table>

Rating on how the following factors influenced the ability of the Star Safari Change Management’s teams’ capability to communicate about the Orion Change:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Age</td>
<td>11%</td>
<td>11%</td>
<td>50%</td>
<td>21%</td>
<td>8%</td>
<td>3.05</td>
<td>1.03</td>
</tr>
<tr>
<td>b. Gender</td>
<td>10%</td>
<td>12%</td>
<td>47%</td>
<td>22%</td>
<td>9%</td>
<td>3.07</td>
<td>1.06</td>
</tr>
<tr>
<td>c. Team Cohesion and performance</td>
<td>1%</td>
<td>8%</td>
<td>47%</td>
<td>26%</td>
<td>17%</td>
<td>3.49</td>
<td>0.92</td>
</tr>
<tr>
<td>d. Expertise in Marketing and Communications</td>
<td>2%</td>
<td>8%</td>
<td>46%</td>
<td>33%</td>
<td>12%</td>
<td>3.46</td>
<td>0.86</td>
</tr>
<tr>
<td>e. Job Grade</td>
<td>8%</td>
<td>16%</td>
<td>45%</td>
<td>27%</td>
<td>5%</td>
<td>3.04</td>
<td>0.96</td>
</tr>
</tbody>
</table>

In your opinion, do you agree that the composition of the Star Safari change management team mattered when implementing Orion? | 1%                | 5%      | 13%     | 63%   | 17%            | 3.89 | 0.80    |

In your opinion, would you agree that the composition of the change management team needed to be restructured? | 3%                | 11%     | 24%     | 57%   | 5%             | 3.51 | 0.86    |

Do you agree that including representation from other cadres of staff would have changed the outcome of the Orion change communication process? | 4%                | 6%      | 24%     | 49%   | 18%            | 3.71 | 0.97    |

According to results shown in table 4.7, majority of the staff (41%) who participated in this study felt that the team mediated on behalf of the interests of the staff in the change process. A substantial proportion however, held that they could tell whether the team acted on behalf of the staff members or on their own behalf. Also majority of the staff members (53%) indicated that Star Safari provided a vital link between staff and the steering committee on Orion. The results further shows according to 50% of the staff members, Star Safari adequately communicated on the Orion process throughout the transition while 41% felt...
that Star Safari shared feedback adequately from the steering committee on the process. From a summative point of view, there is belief that Star Safari adequately provided good link between the staff and the committee through accurate communication and feedback. This is further confirmed by the mean value of 3.50 and a standard value of 0.86.

The results show that Star Safari broke silos within the organization and allowed everyone to effectively get engaged with the Orion process as indicated by 43% of the staff. Also approximately 40% of the staff indicated that constitution of the Star Safari change management team made them feel they were ready for the task of communicating the Orion change process to them. The mean value was 3.55 implying that it was agreed by the staff and the standard deviation showed some consensus.

The staff members were asked to give their views on whether the team chosen to manage change process to Orion was representative of organization age distribution, gender, team cohesion, job grade and expertise. The result shows that 50% of the staff members felt it was representative of age distribution of the staff. Approximately 47% of the staff sampled indicated that the change management team was representative of gender within the organization and team cohesion and performance. The results further shows that the team represented well the expertise in marketing and communication (46%) and also job group (45%). This shows that the team selected to manage change was a representative of the organizational demographic characteristics. Having studied the representativeness of the change management team, the study reviewed the composition of the team with respect to communication and motivation of the staff.

Lastly, majority of the staff (63%) agreed that composition of the Star Safari Change management team was crucial in implementation of Orion project. However, majority of the staff (57%) indicated that the change management team needed restructuring. Others (49%) felt that the outcome of the Orion communication process would have changed if other cadres of the staff were included in team. The results shows that constitution of the team was key to the success of the process but the process could have been more successful if other cadres of staff were included in the team.
4.4.2 Regression analysis on the effect of composition of the change management process on the motivation by the staff on change process.

A simple linear regression test was undertaken to determine the influence of the composition of the change management process on the motivation by the staff on change process.

**Table 4.8 Model Summary**

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>.726a</td>
<td>.527</td>
<td>.520</td>
<td>.42141</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), Composition*

Table 4.8 shows an R value of 0.726 and an R square of 0.527. This implies that composition of the change management team and motivation of the staff by the change process had a strong positive correlation (r=0.726). The R square shows that composition of the change management team accounted for 52.7% of the variation of the motivation of the staff. The remaining percentage of 47.3% was accounted for by other factors which were not included in the model.

**Table 4.9 ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>14.621</td>
<td>82.333</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>74</td>
<td>.178</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>75</td>
<td>27.763</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*a. Dependent Variable: Motivation  
b. Predictors: (Constant), Composition*

The ANOVA table shows F statistics given by F (1, 74) = 82.333, p<0.001. The results show that composition of the change management team had a significant influence on the extent of motivation of the staff by the change process. Table 4.9 shows the actual values of the effect of the composition of change management team on the degree of motivation.
Table 4. 10 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unstandardized Coefficients</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.934</td>
<td>.311</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Composition</td>
<td>.776</td>
<td>.085</td>
<td>.726</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation

The resulting simple linear equation from the results shown in table 4.10 is given as shown:

\[ M = 0.934 + 0.776CCMT \]

Where \( M \) = Motivation of the staff by the change process and \( CCMT \) = Composition of the Change Management Team.

From the results, it can be seen that when other factors are held constant, the staff would be motivated to a certain level (0.934 units). An increase in the composition of the change management team by one unit would increase the motivation of the staff by the change process by 0.776 units. This shows that composition of the change management team influenced the extent by which the staff members were motivated by the change process.

4.5 Challenges affecting change management teams

The third objective of the study was to determine the challenges which affected the change management team while implementing the Orion project.

4.5.1 Descriptive statistics on the challenges affecting change management teams

The researcher collected information on the challenges which affected the change management team while managing the change process to Orion.

Table 4. 11 Challenges affecting change management teams

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on the duration of the Orion transition, do you agree that the length of time given to complete the 6 milestones of the project was satisfactory?</td>
<td>16%</td>
<td>38%</td>
<td>26%</td>
<td>13%</td>
<td>7%</td>
<td>2.57</td>
<td>1.11</td>
</tr>
<tr>
<td>Challenges</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly Agree</td>
<td>Mean</td>
<td>Std. Dev</td>
</tr>
<tr>
<td>------------</td>
<td>------------------</td>
<td>---------</td>
<td>--------</td>
<td>-------</td>
<td>---------------</td>
<td>------</td>
<td>---------</td>
</tr>
<tr>
<td>Do you agree or disagree that the additional tasks that came with Orion adversely affected your daily job?</td>
<td>5%</td>
<td>31%</td>
<td>28%</td>
<td>24%</td>
<td>12%</td>
<td>3.07</td>
<td>1.12</td>
</tr>
<tr>
<td>Thinking about the ways in which management tried to ease the burden of balancing Orion with your daily tasks, do you agree that the two priorities were effectively balanced to enable you to do your job effectively?</td>
<td>7%</td>
<td>20%</td>
<td>37%</td>
<td>31%</td>
<td>5%</td>
<td>3.08</td>
<td>1.00</td>
</tr>
<tr>
<td>Do you agree that the Star Safari’s Communications helped to maintain commitment with Orion despite the challenges that arose during implementation of Orion?</td>
<td>0%</td>
<td>11%</td>
<td>42%</td>
<td>38%</td>
<td>9%</td>
<td>3.46</td>
<td>0.81</td>
</tr>
<tr>
<td>Do you agree that Senior Leadership helped overcome the challenges of the Orion process through providing support to the different teams involved in Orion?</td>
<td>1%</td>
<td>12%</td>
<td>42%</td>
<td>31%</td>
<td>14%</td>
<td>3.43</td>
<td>0.92</td>
</tr>
<tr>
<td>Do you agree that Senior Leadership helped to keep the momentum of implementing the change despite the many challenges faced during Orion implementation?</td>
<td>1%</td>
<td>14%</td>
<td>38%</td>
<td>34%</td>
<td>14%</td>
<td>3.45</td>
<td>0.94</td>
</tr>
<tr>
<td>Do you agree that Senior Leadership remained factual and truthful when communicating updates on Orion?</td>
<td>1%</td>
<td>16%</td>
<td>41%</td>
<td>31%</td>
<td>11%</td>
<td>3.34</td>
<td>0.93</td>
</tr>
<tr>
<td>Do you agree that Senior Leadership adequately addressed concerns that were raised about Orion?</td>
<td>0%</td>
<td>20%</td>
<td>39%</td>
<td>32%</td>
<td>9%</td>
<td>3.31</td>
<td>0.90</td>
</tr>
<tr>
<td>Do you agree that Senior Leadership were actively engaged and involved with Orion during the implementation process?</td>
<td>0%</td>
<td>13%</td>
<td>45%</td>
<td>28%</td>
<td>13%</td>
<td>3.41</td>
<td>0.89</td>
</tr>
</tbody>
</table>

**Rating of the Orion change by the staff members**

1. Learning how to use Orion will be an uphill task
   - 17% | 17% | 39% | 23% | 4% | 2.80 | 1.11 |
2. Nothing can replace our current ERP system
   - 10% | 28% | 43% | 16% | 3% | 2.74 | 0.94 |
3. Orion will make my work life difficult
   - 11% | 32% | 36% | 19% | 3% | 2.71 | 0.99 |
4. Orion will lead to job loss
   - 25% | 24% | 32% | 16% | 3% | 2.47 | 1.12 |
5. I will be unable to quickly grasp how to use Orion
   - 24% | 31% | 23% | 19% | 3% | 2.45 | 1.14 |
6. The communication about the change process will not be open
   - 24% | 26% | 32% | 18% | 0% | 2.44 | 1.05 |

**Rating of the star safari team's professionalism in implementing their role in the following areas:**

1. Responsiveness
   - 0% | 3% | 23% | 55% | 19% | 3.91 | 0.72 |
2. Politeness
   - 0% | 1% | 20% | 61% | 18% | 3.95 | 0.66 |
3. Knowledge on Communicating Orion to Staff
   - 0% | 4% | 24% | 49% | 23% | 3.91 | 0.80 |
4. Efficiency in solving problems
   - 0% | 8% | 22% | 58% | 12% | 3.74 | 0.78 |
5. Manner of Handling Follow-up Questions from Staff
   - 0% | 7% | 24% | 60% | 10% | 3.72 | 0.73 |
6. Keeping Staff Engaged with Orion
   - 0% | 8% | 20% | 54% | 18% | 3.81 | 0.82 |
According to table 4.11, most of the respondents (38%) felt that the length of time given to complete the 6 milestones of the Orion project was not enough and satisfactory. Also the additional tasks which emerged during the change process adversely affected 36% of the staff members’ daily jobs. Most of the staff (36%) felt that the management balanced the additional tasks emerging out of Orion project and the staff daily jobs effectively. However, a substantial number of the staff (27%) felt the additional tasks destabilised their daily working patterns and there was no balance on the tasks assigned. However, the Star Safari communications helped to maintain commitment with Orion despite the challenges which emerged during the implementation of the Orion project.

Relatively, a large proportion of the staff agreed that the senior leadership helped to overcome some of the challenges that emerged during the implementation of the Orion project by providing support (45%), keeping momentum of the project (48%) and providing accurate, truthful and factual information and updates (42%) on the progress of change process. Further, approximately 41% of the staff held that senior leadership adequately addressed concerns that were raised about Orion therefore minimising issues which could affect its success. Lastly, the most of the staff (45%) could not tell whether senior leadership actively participated and got involved with Orion during implementation process. However, 41% of the staff felt that senior leadership was actively engaged and involved in the implementation of Orion in the organization. The results imply that role of the senior leadership was key in ensuring that the Orion project was well implemented.

From the views of the employees working at PS Kenya, most of them (34%) felt that learning how to use Orion was not going to be an uphill task to the staff members. In addition, the results showed that most (43%) of the staff were not sure whether ERP system was replaceable although 38% felt it was replaceable probably by Orion. When asked whether Orion would make their work life difficult, 43% said it would not while 21% said it would. On job loss, 49% of the staff felt it would not lead to job loss although 19% felt it would. Majority of the staff (55%) also indicated that they would grasp how to use Orion quickly. Also a relatively larger proportion (50%) agreed that communication about the change process was going to be open. This shows that most of the staff members had a positive attitude about Orion despite the resistance to change nature of people.

The employees who participated in this study had also an opportunity to rate the professionalism of the Star Safari team. From the results, majority (74%) felt the team was
responsive, 79% rated its politeness highly, 72% rated highly the team’s knowledge on communication of Orion to staff members. On efficiency, 70% rated highly the team’s level of efficiency in solving problems and manner of handling follow up questions from the employees. Lastly, approximately 72% of the employees felt the team did well in keeping the staff engaged with Orion during the change process. Thus generally, the ratings of the staff members on the professionalism of Star Safari were high and satisfactory.

4.6 Chapter Summary

This chapter has presented results on the general demographic information of the study respondents and the analysis and result of the data collected on objectives of the study. The respondents were the employees working at PS Kenya across different departments and at different positions and all of them shared information about their experiences with the Orion change process. The study found that communication used during change transition to Orion system was very crucial in keeping the employees involved, interested and motivated by the change process. The composition of the change management communication team also helped substantially in linking the employees with the change steering committee and sharing feedback. The process of transition to Orion faced challenges such as limited time, added tasks which interfered with productivity of the employees among other challenges. Chapter five provides the summary, discussion of the study, conclusion and recommendations of the study.
CHAPTER FIVE
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the last chapter of the study and brings to an end the entire work of the study. The chapter further interrogates the results discussed in chapter four with a view of drawing conclusive grounds for the study and recommendations. The chapter has been arranged into sections which include summary of the study section, discussion of the findings, conclusions and lastly recommendations of the study.

5.2 Summary of the findings

This study sought to establish the effect of change management communication on the motivation of the staff about the change process. This motivation is brought about by the confidence and attitude the staff has on the new change. A positive attitude and motivation of the staff members goes a long way in improving the individual productivity of the employees.

From the study, the role of communication in change management was found to be very crucial in creating a positive attitude about the change among employees in an organization. The use of various ways of communication such as use of branding, events, special sessions, emails, milestone celebrations and other media of communication breaks monotony and helps to keep people engaged.

Secondly, the study found that instituting change management communication team influences the extent to which employees are kept alert and updated on the progress of the change. In addition, the study found that having a team in change of communication provides a link and way of communication and platform for sharing feedback between the employees and the change steering committees.

Lastly the process of changing in an organization is bound to be affected by challenges such as resources, expertise, heavy tasks, and low employee productivity among others. However, the severity of these challenges on the change process is highly depended on the extent to which the senior management team is supportive, involved and how it addresses the concerns emanating from the change process.
5.3 Discussion of the findings

5.3.1 Effect of change management communications on motivation by staff in a change process

The first objective of the study was to determine the effect of communication in change management on the motivation of the staff by the change process. This could be looked at the extent to which communication during the change process motivated the employees towards engaging with the change process. Orlikowski (1996) and Tjosvold (1998) argued that intense and open communication between people within and between teams was an essential requirement for continuous improvement.

From the findings, the overall rating of the change process was good according to majority of the employees working at PS Kenya. The overall role of communication was very crucial in building the confidence of the staff members. This agrees with the views of Burnes and Jackson, (2011) who touted communication as a key ingredient in understanding employee perceptions of change. In this study, the use of branding and Star Safari events to communicate to the employees about the change process successfully bolstered the confidence of the employees on the change process implying the two methods of communication were effective in influencing the attitude of the employees and motivation towards the change process. This resonates well with Francis (1989) who argued that change related communication focuses on building employees’ understanding of the need for the change initiative. Further, the use of Star Safari was effective in addressing some of the challenges experienced during the transition to Orion. This shows that through communication, the team managed to solve several challenges affecting the transition to Orion and the entire change process.

Nyhan (2000) suggested that that key attributes of employee participation, such as open communication, expressing new ideas, shared vision and common direction, as well as mutual respect, were key elements in fostering trust and managing organizational change, all of which could be implemented through a change management communications team. In this study, PS Kenya used a variety of communication media to connect the employees with the change steering committee. Firstly, the use of Orion email communication and themed events such as game nights, region theme talks among others were successful in motivating the staff to accept the change to Orion through creating excitement and confidence among the employees about the project. The use of milestone celebrations to communicate with the employees helped to keep them engaged to the change process.
Special sessions held during the time for the change process were also found to have kept the employees aware, excited and motivated about the transition to Orion.

The use of Star Safari met the expectations of most of the staff members in keeping them well informed and updated on the change progress. This up to date information was important in determining the level of motivation among the staff members. Had the Star Safari change management team not been formed, it would have been low indicating that the role of the team was essentially critical in motivating the staff. Also, the usefulness of the team was further affirmed by the high number of PS Kenya employees who expressed their willingness to recommend Star Safari to other organizations which were about to undertake major changes. In general, the study shows that use of the team and her communication abilities were good and satisfactory to the employees at PS Kenya which could increase commitment of the staff to the project. The results agree with the views of Nordin (2014) that developing an effective change communication strategy could create an organizational culture and workforce more willing to undertake the substantive task of developing and implementing operational change.

A regression test on the effect of change management communication on the motivation of the staff by the change process found that communication had a significant influence on the degree of motivation of the staff. Any improvement made on the communication had a direct influence on the motivation level of the employees which could lead to high rate of acceptance of the change and commitment. McCabe (2010) argued that continuing and frequent communication regarding organizational change could be valuable in lessening employee mistrust and uncertainty about organizational change.

5.3.2 Effect of composition of the change management communications team on motivation by staff

The second objective of the study was to determine the influence of the composition of the change management communications team on the motivation of the staff.

The study found that the team constituted was highly representative of the age distribution of the employees, the gender and team cohesion. It also had good representation of the experts in marketing and communication as well as job positions and staff cadres. This implies that the change management communication team was highly representative of the employees of the organization based on several aspects. Numerous studies have focused on factors affecting team composition such as team members’ age, gender, tenure and their
connection to team performance, organizational success and corporate turnaround but the findings have been mixed and contradictory (Abebe, 2010; Hambrick and Mason, 1984; Zorn and Thompson, 2002). Therefore it is not a guarantee that a highly representative team made the best team or produces the best results. However, the team should consist of leaders and potential leaders in the organization which when put together have enough power to lead the change (Kotter, 1995).

On the composition of the team, there was a feeling that the team mediated adequately the interests of other employees in the change management committee although a sizeable proportion of the staff indicated that they could tell whether that is what happened. The results shows that the composition of the communication team brought about various advantages such as providing a linkage between the staff and the steering committee, provided adequate updates and communication about the change process and shared feedback satisfactorily with the committee. Dubrin (1998) argued that change management team needs to be of a certain composition that makes it influential enough to motivate participation in the change.

Through the use of Star Safari, the team broke silos within the organization and enabled everyone to effectively get involved and engaged with the Orion process. The whole idea of putting up the communication team also sends strong signals to the employees that the organization and the management were ready for the task of communicating the Orion change process to the rest of the employees at PS Kenya. This was a new approach to communication which seemed to have worked successfully. Soonsawad (2010) had a similar view that that to communicate organizational change in an effective manner, radical new perspectives and experiences needed inclusion into the organizational construct to change status quo operations.

The study found that composition and constitution of the change management communication team was crucial in implementation of the Orion project. Although the team achieved much success; the staff at PS Kenya felt it could have done better if had been restructured to adequately include other cadres of staff. Athanasaw (2003) had suggested that composition of the team influenced success by noting that the more representative a team is of the organisation as a whole (i.e. including members of all relevant functions or departments, from different levels in the organisational hierarchy), the greater the likelihood of successful outcomes.
The results from the simple linear regression showed that the composition of the change management communication team had a significant influence on the motivation of the staff members about the change process. Parsells (2013) stated that there was need for management to assist in strengthening intragroup communication that will allow for, and encourage, interactive dialogue; and, advocate for information in areas that need to be addressed. This would be achieved by having a highly representative communication team.

5.3.3 Challenges affecting change management teams

The third objective of the study was to establish the challenges which affected the transition process to Orion at PS Kenya. According to the study results, the time allocated to accomplish the milestones of the Orion project was inadequate and posed a major challenge towards the success of the project. The same reasons had been pointed out by Bennebroek Gravenhorst et al., (1999) who stated organisational culture, the timing of the change effort, and the role of change-agents as some of the failures of organisational change efforts.

In addition, during the implementation of the Orion project, new tasks and roles emerged which affected the daily working pattern of the employees. This affected the normal employee productivity. Also the lack of the management to balance the normal work from the tasks emanating from the Orion process by the management had some serious effect on the productivity of the employees.

Other challenges affected the performance of the change management team to transition to Orion project such as getting technical assistance, training, customization of PS Kenya activities into Orion, long working hours and mapping of business solutions among others. These were however, addressed using the good communication Star Safari change management team.

The role of the senior leadership in overcoming some of the challenges emanating from Orion change process was crucial. The study found that senior leadership provided support and kept momentum of the change process. The senior leadership also provided accurate, truthful and factual updates about the change process and addressed concerns about the same. The results rhyme with the views of Heracleous (2002) that effectively managing change includes encouraging participation from as many employees as possible, addressing their concerns in the change program and ensuring that leaders act as role models for the changes. Also the senior leadership involvement in the change process helped a great deal in managing the entire change process.
5.4 Conclusion

5.4.1 Effect of change management communications on motivation by staff in a change process

The study concludes that change management communication influences the motivation of the staff about a change process. The role of communication in change management is very crucial in creating a positive attitude about the change. The use of various ways of communication such as use of branding, events, special sessions, emails, milestone celebrations among others helped to keep the employees engaged and involved in the change process.

5.4.2 Effect of composition of the change management communications team on motivation by staff

The study concludes that constitution of a change management communication team and even the composition of the team influences the degree to which staff members get motivated by the change process. The level of representativeness of the team based on staff demographics such as age, gender, expertise and team diversity is important point of consideration in constituting the team. The composition of the team provides a link between the staff and the change steering committee, communication and feedback.

5.4.3 Challenges affecting change management teams

The process of managing a change in an organization is subject to face challenges. The study notes that change management process may face among others challenges such as limitations of time, additional workloads, low productivity of the staff due to heavy workload and lack of technical skills among others. The senior management of the organization plays a very crucial role in addressing the challenges through support, keeping the rest updated on the progress, being involved in the change process and also solving problems and addressing any concerns arising from the change process.

5.5 Recommendations

5.5.1 Recommendations on practice

5.5.1.1 Change management communication

The study found that the change management communication played an integral role in influencing the attitude and motivation of the staff to adopt a change. If the change management communication had not been put in place the level of motivation among the staff members would be low which might reduce productivity of the employees in an
organization after a major change. It is recommend that organization undergoing change institute change management communication medium to link the change and the people so as to change the attitude and quicken the adaptability of the change.

5.5.1.2 Effect of composition of the change management communications team on motivation by staff

The study found that the change management communication was skewed in representing the employees at lower cadres and that the team could have been more effective if it was restructured to accommodate more staff members at other cadres. The study recommends that change management communication teams to be highly representative of everyone in the organization so that the staff from each category is linked with the change process.

5.5.1.3 Challenges affecting change management teams

The study found that introduction of new changes in organizations heavily affected the normal work of the staff members leading to reduced productivity of the overall organization output especially where the management could not balance between the tasks from the change process and the normal organizational duties. The study recommends that organization put in place mechanism to balance between tasks from change process and the normal organizational duties.

5.5.2 Recommendations on further areas of research

The study collected data on change management from only one organization PS Kenya. The organization is unique in its own way thus the study is limited in generalization. It is recommended that similar studies be done in other organizations in both public and private sectors’ and working under different contexts and environments to reveal more on the effect of change management communication.
REFERENCES


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**OTHER SOURCES**

APPENDICES

Appendix 1: Questionnaire for Employees

THE ORION PROJECT

INSTRUCTIONS
Please answer all questions truthfully and to the best of your knowledge. Some questions require you place a tick in the box provided or fill in your response in the space provided.

SECTION A: GENERAL INFORMATION

Tick your answer
1. What is your gender?
   - Female
   - Male

2. What department in PS Kenya do you work in?
   - Finance
   - Risk and Compliance
   - Supply Chain
   - Commercial
   - Programs
   - Research and Metrics
   - Executive Office
   - Other (please specify)

3. What is the location of your work station?
   - Head Office
   - Greater Nairobi
   - Rift Valley
   - Mountain
   - Coast
   - Lakeside

4. What is your age group?
   - 18 to 24
   - 25 to 34
   - 35 to 44
   - 45 to 54
   - Over 54

5. In the past 7 days, how frequently did you use Orion?
   - (Daily)
   - 4
   - 3
   - 2
   - 1 (not at all)
SECTION B: CHANGE MANAGEMENT COMMUNICATION

From the table below, tick the box that best characterises how you feel about the following statements:

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate the Orion change process in comparison to a previous change management process</td>
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<tr>
<td>Rate the effect of Orion Communications</td>
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<tr>
<td>Rate the effect of the Star Safari branding of the offices</td>
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<tr>
<td>Rate the effects of the Star Safari events</td>
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<td>How were these activities a challenge:</td>
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<tr>
<td>a. Business Solution Mapping</td>
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<td>b. Training</td>
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<td>c. Customization process</td>
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<tr>
<td>d. Technical assistance from Orion Consultants</td>
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<tr>
<td>e. Working long hours</td>
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<tr>
<td>The effectiveness of Star Safari Communications in addressing the challenges</td>
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<tr>
<td>The effectiveness of Orion Email Communications?</td>
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<td>The effectiveness of Themed Events?</td>
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<td>The effectiveness of milestone celebrations?</td>
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<td>The effectiveness of regional meeting sessions?</td>
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<td>Did Star Safari meet your expectations?</td>
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<tr>
<td>Would you still be motivated if Star Safari was not formed?</td>
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<tr>
<td>Would you recommend Star Safari to other organizations undergoing a change process?</td>
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<tr>
<td>Overall, rate the performance of Star Safari Change Team?</td>
<td></td>
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</tbody>
</table>
### SECTION C: COMPOSITION OF CHANGE MANAGEMENT TEAMS

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>1</th>
<th>2</th>
<th>3</th>
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</tr>
</thead>
<tbody>
<tr>
<td>The change management team was mediating on behalf staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Star Safari provided a vital link between staff and management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Star Safari adequately communicated on the Orion process</td>
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<td></td>
<td>Strongly agree</td>
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<tr>
<td>Star Safari adequately shared feedback from management</td>
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<td>Strongly agree</td>
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<tr>
<td>Star Safari was effective in breaking silos within the organization</td>
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<td></td>
<td>Strongly agree</td>
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<tr>
<td>The composition of Star Safari team was adequate for the task</td>
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<td></td>
<td></td>
<td>Strongly agree</td>
</tr>
<tr>
<td>The composition of the Star Safari was representative</td>
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<td>Strongly agree</td>
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<tr>
<td>Did these factors affect Star Safari Change Management’s teams' capability to communicate about the Orion Change:</td>
<td></td>
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<td></td>
<td></td>
<td>Strongly agree</td>
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<tr>
<td>a. Age</td>
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<td>Strongly agree</td>
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<tr>
<td>b. Gender</td>
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<td>Strongly agree</td>
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<tr>
<td>c. Team Cohesion and performance</td>
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<td>Strongly agree</td>
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<tr>
<td>d. Expertise in Marketing and Communications</td>
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<td>Strongly agree</td>
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<tr>
<td>e. Job Grade</td>
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<td>Strongly agree</td>
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<tr>
<td>The composition of the Star Safari change management team mattered when implementing Orion</td>
<td></td>
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<td>Strongly agree</td>
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<tr>
<td>The composition of the change management team needed to be restructured</td>
<td></td>
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<td>Strongly agree</td>
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<tr>
<td>Including representation from other cadres of staff would have changed the outcome of the Orion change communication process</td>
<td></td>
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<td>Strongly agree</td>
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</table>
### SECTION D: CHALLENGES AFFECTING CHANGE MANAGEMENT TEAMS

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>1 Strongly disagree</th>
<th>2</th>
<th>3</th>
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<th>5 Strongly agree</th>
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<tbody>
<tr>
<td>1  The time given to complete the 6 milestones was satisfactory</td>
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<td>2  Taking the additional tasks adversely affected your daily job</td>
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<td>3  The normal and added tasks were effectively balanced</td>
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<td>4  Star Safari helped keep commitment despite the challenges</td>
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<td>5  Senior Leadership provided support to teams involved in Orion</td>
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<td>6  Senior Leadership helped keep the momentum of effecting the change</td>
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<td>7  Senior Leadership remained factual and truthful when communicating on Orion</td>
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<td>8  Senior Leadership adequately addressed concerns about Orion</td>
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<td>9  Senior Leadership were actively engaged and involved with Orion</td>
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<td>10 Rate your analysis of the change so far:</td>
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<tr>
<td>1. Using Orion will be an uphill task</td>
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<td>2. The current ERP system can’t be replaced</td>
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<td>3. Orion will make my work-life difficult</td>
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<td>4. Orion will lead to job loss</td>
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<td>5. I will not grasp how to use Orion</td>
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<td>6. The Orion Communication will not be open</td>
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<td>11 Rate star safari team’s effectiveness:</td>
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<td>1. Responsiveness</td>
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<td>2. Politeness</td>
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<td>3. Knowledge on communicating</td>
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<td>4. Efficiency in solving problems</td>
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<td>5. Manner of handling follow-up questions from staff</td>
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<td>6. Keeping staff engaged with Orion</td>
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<td>QUESTION</td>
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<td>(very low)</td>
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<td>1 The celebration and review of each milestone was helpful in keeping staff motivated</td>
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<tr>
<td>2 Rate the effect of Orion trainings in increasing your confidence to transition to Orion</td>
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<tr>
<td>3 Rate the efforts of IT support in increasing your confidence to transition to Orion</td>
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<td>4 Rate how the backing you got from Senior Leadership motivated you to stay engaged</td>
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<td>5 Do you agree that the messages about the need to have the Orion system helped you get ready to engage in the Orion change process</td>
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<td>6 Do you agree that the messages that the Orion system will benefit you as a staff more than Lawson helped you get ready to engage in the Orion change process</td>
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<tr>
<td>7 Do you agree that the messages about PS Kenya having the ability to successfully transition to Orion motivated you to be involved in the transition</td>
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<td>8 Do you agree that in light of the activities that took place during the transition that as a staff you could cope with the change management program needed to transition to Orion</td>
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<tr>
<td>9 Do you agree that activities carried out by Star Safari helped to keep you motivated to stay engaged with Orion</td>
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<tr>
<td>10 Do you agree that Senior Leadership involvement in the Orion process motivated you to engage with Orion even more?</td>
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</table>