

**FACTORS AFFECTING CHANGE MANAGEMENT IN
TELECOMMUNICATION INDUSTRY: A CASE STUDY OF
TELKOM KENYA**

BY

ZAKARIA MWITA RIOBA

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SPRING 2018

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

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SPRING 2018

STUDENT'S 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 in Nairobi for academic credit.

Signed: _____

Date: _____

Zakaria Mwita (ID 651433)

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

Signed: _____

Date: _____

Fred Newa

Signed: _____

Date: _____

Dean, Chandaria School of Business

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ABSTRACT

The purpose of the study was to establish the determinant of change management in the telecommunication industry with a focus on Telkom Kenya Ltd. The Research was guided by the following research questions: Does the Structure of the organization affect change management in Telkom Kenya? Does the leadership of the organization affect change management in Telkom Kenya? Does the culture of the Organization affect change management in Telkom Kenya?

The research assumed a descriptive research method in analyzing, interpreting, and presenting data. The study focused on 99 employees including the managing director, senior managers, line managers and the staff members at the Enterprise Division in Telkom Kenya Ltd. A well-planned and carefully constructed questionnaire was used for data collection. The Questionnaires were distributed to the different respondents by hand and thereafter collected after submission. Out of the 99 target population, a total of 85 questionnaires were filled and returned giving a response rate of 86% and this was sufficient for the study. Descriptive statistics which include frequencies and percentages was computed for presenting and analyzing the data. Also, the research undertook inferential statistics by the use of correlation and regression analysis to establish the relationship between the variables and this was done using the Statistical Package for Social Sciences (SPSS) version 24.

The findings established a relationship between the dependent variable (Change management) and organization structure, the result established a strong positive relationship between the variables which was significant thus an increase in organizational structure results to improved change management. An analysis of research of the relationship between the dependent variable (Change management) and organization structure showed that the significant variation in change management was explained by the variations in organization structure.

The findings established a relationship between the dependent variable (Change management) and organization leadership resulted to a strong positive relationship between the variables. Therefore, an increase in organizational leadership results to improved change management. The research analyzed relationship between the dependent variable (Change management) and organization leadership. The results showed that a significant variation in change management was explained by the variations in organization leadership.

The findings established a relationship between the dependent variable (Change management) and organization culture, established a strong positive relationship between the variables and was significant, therefore, an increase in organizational culture results to improved change management. The research analyzed relationship between the dependent variable (Change management) and organization culture. The results showed that there was a significant variation in change management that was explained by the variations in organization culture.

The study concluded that there are formal and informal evaluation processes in place at Telkom Kenya and due to the involvement, staff appreciate the differences between the firm now and before the recent change. It was also concluded that the firm has an increase in organizational leadership results into improved change management in addition; there exist mechanisms to ensure the changed state becomes the normal way of working.

The study recommends that employees should be encouraged to embrace change as thus has enabled learning opportunities to be easily available and this is effective when stakeholders are kept informed throughout the change process. It is also necessary for the institution to ensure that it has in place processes to ensure efficient consultation with the different stakeholder groups for easy change management through increased support. Finally, managers as role models need to encourage their teams to come up with suggestions for improvement. Further studies ought to be done on other telecommunication companies to be able compare the effect of structure, leadership and culture of the organization on change management in the sector as a whole. There is also a need to establish other factors affecting change management that are not covered in this study.

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DEDICATION

This project is dedicated to my parents Mr. John Mwita Rioba and Mrs. Pauline Otaigo Rioba my sisters Mary Matinde, Neema Robi, Leah Nyangi and my brothers Francis Chacha and Elisha Rioba and finally my Uncle Pius Chacha and all my friends. All this would not have been possible without your support, encouragement and sacrifice that you put in through my time in school and in life. Special thanks & dedication to Mary Matinde Mwita who has always believed in me and came through for me whenever I was in need of guidance and support. To the Enterprise Division at Telkom Kenya Ltd. Thank you all for your love, patience and support.

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ACRONYMS AND ABBREVIATIONS

| | |
|---------------|--|
| CCK: | Communications Commission of Kenya |
| ICT: | Information and Communication Technology |
| IT: | Information Technology |
| KPTC: | Kenya Posts and Telecommunications Corporation |
| POSTA: | Postal Corporation of Kenya |
| PCT: | Project Change Triangle |
| SMART: | Specific, measurable, achievable, result oriented and time bound |
| SME: | Small and Medium-sized businesses |
| SPSS: | Statistical Package for Social Science |

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Change management refers to a systematic approach and structured to attaining a sustainable change in human behavior in a firm. Change process in organizations habitually occurs due to the mindfulness of the essential for change (Jeff, 2007). The tools, techniques, principles and processes that make up Change Management are meant to helping each impacted employee move from their own personal current state to their own personal future state. Many characteristics of the individual current state and individual future state that can impede or inhibit successful change the Change Management corner of the Project Change Triangle (PCT) Model provides a systematic approach to addressing these issues (Pearce & Robinson, 2006).

Kibisu (2010) which researching on change management approach adopted by Zain Kenya concluded that for an organization to start on implementing change there must be planning, implementation within the time frames with controls and constant evaluation of the change process. Kimaita (2010) discussed creation of urgency for change, vision for change, implementation of change, change awareness creation, strategy for change for change, structure for change implementation, plans for change management, impact of changes to the organization, institutionalization of change and finally, factors affecting implementation of change.

A great number of projects of implementing change processes have still proven failure. Several studies have proved that 70 per cent of the implemented changes in an organization have met such failure (Beer & Nohria, 2002; McKinsay & Company, 2008). These results confirm the relative complexity of its realization and show an important rate of failure in what concerns the accomplishment of the implementing of change. However, the different studies relating to change implementation have also been criticized because they didn't have an appropriate approach.

According to a study by Beckhard and Harris (2007) it is also significant to control the speed of the strategic change, being late in implementing the strategic change may make the change less efficient as it might have been. The haste of strategic change can be done at once or last over time. Transformation consists of changing the culture of the

organization. To go deeper, its fundamental change within the organization which cannot be managed with the existing way of organization performance.

For strategic change to become a reality, it is necessary and important to change the way in which individuals within an organization behave. This requires more than restructuring and adoption of new systems. There are three issues that managers leading strategic change need to consider. There is need for a shift in the underlying culture of the organization, attitudes and behaviours of the employees. Many strategic change initiatives stumble because they fail to deliver this shift by addressing the cultural and political reality of organizations (Buchanan, 2009).

According to Kotter (2007) reorganization is usually feared, because it is a disturbance to the status quo, a threat to the people's vested interests in their jobs and an upset to the normal way of doing things. Therefore, strategic change is often characterized by delays and cost overruns resulting in loss in efficiency and effectiveness. Employees may be worried about the consequences that may come with change, such as how the new conditions in the organization will take away their status and power. Some are concerned about the process of change itself, such as the effort required to break old habits and learn new skills (Kotter, 2007).

Change is characterized by advancement, cultural diversity, economic trends and the environment; consequently, the need to implement change strategies to an organization will exert the necessary internal and external pressures to the leaders and subordinates (Oakland & Tanner, 2007). Therefore, it is crucial to recognize the need for change as well as implement change strategies effectively; in a proactive response to internal and external environment. Internal changes can include organizational structure, process and HR requirements. External changes involve government legislation, competitor movements and customer demand (Wood et al., 2010).

According to Carter (2008), the main guide and reference when setting goals is the expectations and how the goal was achieved. SMART (specific, measurable, achievable, result oriented and time bound) is an effective framework for achieving organization goals and objectives. The above criteria are easily visualized since the goals are measurable. In the long run, goals should be result-oriented and relevant. To ensure the fairness of goal setting in an organization, focus on objective is crucial. The SMART Framework is a good

platform to evaluate an individual performance in a project; if deadlines are not met, it means the particular objective has not been achieved (Carter, 2008). Goal setting is a crucial parameter used by most organizations to improve performance especially in change management.

Pettigrew and Whip (2001) used content as one dimension of strategy; it entails analyzing the goals of an organization and answering the question of what is being amended. Implementation is the other dimension of strategic change, this is how the change process was adopted in the organization and finally, the third dimension is context of change, which seeks to conduct an analysis of the internal and external environment before impacting change.

The success and sustainability of any organization in a competitive environment is determined by its choice of strategy in change management. A company must position itself in the minds of the consumer in order to remain competitive since most strategies are replicated by competitors. This study is an attempt to determine the change management strategies applied by telecommunication firms in Kenya, taking Telkom Kenya as a case study.

Change necessitates that organizations empower and retain their employees at the same time realistically move beyond antiquated processes and incorporate advances in IT into the everyday work set up. The design and creation of the change processes within an organization is often a role for the leaders within it. Change processes which encompass human resources, IT adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization are the mandate of leaders engaged in the management of change (Bainbridge, 1996).

Innovation in the telecommunication industry aims at developing a change adept organization that creates, anticipates and responds, effectively to change in the internal and external environments to increase profit potential. The fast-changing competitive environment and firm's competitive positions are constantly challenged by emergence of new competitors, markets, technologies and products. Flexibility and adaptability have become key management concepts to develop sustainable competitive advantage (McLeod, 2011).

Kenya continues to experience growth in the Information and Communication Technology (ICT) sector as proven by the increasing number of mobile phone subscribers and internet users. Kenya is one of the fastest growing African nation with a rapid growth in internet markets with rate of internet penetration increasing from 7.5 percent in 2006 to 28 percent in 2011 (International Telecommunication Union, 2011). Much of this growth in Kenya can be attributed to increases in internet bandwidth capacity and improved mobile internet connections, at the same time the intensified promotions on social media by the mobile operators. Some of the Internet Service Providers in Kenya include Telkom Kenya, Liquid Telecom, Access Kenya, Jamii Telecoms, UUnet, Fibernet Technologies, Comtec Integrations Systems and Wananchi Group-Zuku.

Telkom Kenya is an iconic brand and has had its presence in the market for more than 18 years. The firm was previously a part of the Kenya Posts and Telecommunications Corporation (KPTC) which was the sole provider of both postal and telecommunication services. In 1999 the split of KPTC by the Communications Commission of Kenya (CCK), resulted into the separation of Postal Corporation of Kenya (POSTA) and Telkom Kenya. Telkom Kenya has been instrumental in the growth of the telecommunication sector by being able to maintain the infrastructure over which various Internet service providers in Kenya operate. As of 2004, most internet service was provided via dial-up service through Jambonet, which is an important ISP in the country (Telkom, 2017).

Latest development has seen Telkom Kenya, now Telkom inject yellow, blue and magenta (yellow) shades in its new company identification which indicates a modern; cutting-edge, lively, vibrant and on the pass emblem. Telkom as a logo boost of connecting the humans that preserve Kenya on the flow. It does so through the providing of included telecommunications answers to people, Small and Medium-sized businesses (SMEs), authorities and big company in Kenya, drawing from a numerous region spanning from voice, statistics, cellular money in addition to network services. Powered by way of its full-size fiber optic infrastructure, it is also a primary company of wholesale, provider-to-service visitors inside the country and the place (Telkom, 2017).

Telkom is constructing on a sturdy, consumer-centric ethos that is dedicated to providing modern, accessible and refreshingly simple communications solutions that match clients' everyday conversation desires. Set up as a telecommunications operator in April 1999,

Telkom is 60 per cent owned by using Helios investment partners, with the last stake held via Kenyans through the government of Kenya (Telkom, 2017).

1.2 Statement of the Problem

According to a study by Voet (2013) to examine the effectiveness and specificity of change management in a public organization. The study assessed to what extent employee willingness to change is explained by transformational leadership and different change approaches. Moreover, the study examined to what extent these relationships were affected by the bureaucratic organizational structures that typically characterizes public organizations. The results indicated that both the planned and emergent approach to change is effective ways of bringing about change in a bureaucratic context. The study focused on the various leadership styles and the findings revealed that transformational leadership behavior of direct supervisors contributes little to planned processes of change.

Makumbe (2016) undertook a study to analyze significant writings on change management in order to establish key variables in effective change management. Whilst there are many change models that have prescribed stages involved in implementing successful change management. From the literature analyzed it was established that communication, leadership, employee engagement and employee commitment play a central role in change acceptance. Change managers have to manage the four variables to realize the benefits of change.

Change process in an organization usually happens due to the awareness of the need for change. Through change management organizations are able to move from a good performance to a great performance, turn around a crisis situation, to reduce costs, and catch up with rivals or to divest part of the organization.

Hao and Yazdanifard (2015) study sought to identify how effective leadership can facilitate change in organizations through improvement and innovation. The research intended to explain effective leadership and how it can bring positive change that helps the organization to improve and be innovative in the current business environment. The findings revealed that leadership is one of the main factors in bringing positive change to the organization; if there is no leadership in the organization they will not be able to change in the direction they desire and could experience negative change instead.

Telkom Kenya Limited has been implementing various strategic changes in order to increase efficiency and remain competitive in the telecommunication sector. The changes that have occurred at Telkom Kenya Ltd. Include downsizing, acquisition, structural changes, strategic changes and restructuring among others. The company has been managing the changes through use of consultants, change planning, communication and buy in. The company has changed its organization structure, its strategic focus, its employee size and composition and also its management orientation (Telkom Kenya Limited, 2017). It is therefore important to find out the strategic change management practices at Telkom Kenya Limited. It is on this premise that this study intends to establish the factors affecting change management in telecommunication industry: a case study of Telkom Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the factors affecting change management in telecommunication industry: a case study of Telkom Kenya.

1.4 Research Questions

Research questions address include:

- 1.4.1 Does the Structure of the organization affect change management in Telkom Kenya?
- 1.4.2 Does the leadership of the organization affect change management in Telkom Kenya?
- 1.4.3 Does the culture of the Organization affect change management in Telkom Kenya?

1.5 Importance of the Study

1.5.1 Telkom Kenya Management

The findings of this study sought to be helpful to the management of Telkom Kenya in consideration of how they could execute changes in the organization and any future changes.

1.5.2 Employees

The findings of this study benefitted the employees of Telkom Kenya as they go a long way in sensitizing them about change management; in terms of culture, leadership and structure. The study indicates the strengths and weaknesses of the organization's culture and moves on to sensitize the workers on the need to take on change in order for them to stay pertinent to the organization.

1.5.3 Other Telkom Firms

The findings of this study sought to benefit the other Telkom Kenya as they go a long way in offering an insight into the factors affecting change management; in terms of culture, leadership and structure.

1.5.4 Researchers

The findings of this research are precious to future researchers who wish to investigate further how organizational structure, culture and leadership, which are rudiments of change management in organizations. This means that the findings of this study will add to the enlargement of knowledge in organizational change management.

1.6 Scope of the Study

This study focused on factors affecting change management in telecommunication industry: a case study of Telkom Kenya. However, the findings and recommendations of the study was generalized to other telecommunication firms. This study focused on structure, leadership and culture of the organization. The sample respondents in this study was the managing director, senior managers and line manages and the staff members in Enterprise Division at Telkom Kenya. This was done in a three-month period starting January to March 2018

1.7 Definition of Terms

This study had the following definition of terms:

1.7.1 Change management refers to change as a planned or unplanned response of an organization to pressures which stem from variety of sources both inside and outside the organization (Bendor, 2004).

1.7.2 Culture of the organization refers to a system of shared assumptions, values and beliefs, which governs how people behave in organizations, it is referred to as the behaviors that contribute to unique social and psychological environment of an organization (Kerr & Slocum, 2005).

1.7.3 Leadership refers to a process whereby an individual influence a group of individuals to achieve a common goal (Northhouse, 2013).

1.7.4 Telecommunication refers to the exchange of information over significant distances by electronic means and refers to all types of voice, data and video transmission (Allena, Jimmiesona, Bordiab & Irmerc, 2007).

1.7.5 Organization Structure refers to how individual and team work within an organization are coordinated (Michelman, 2007).

1.8 Chapter Summary

This proposal was organized into five chapters. Chapter one covered the background of the problem, statement of the problem, purpose of the study, importance of the study, scope of the study, definition of terms and chapter summary. The second chapter is an overview of the literature review organized according to the research questions. Chapter three discusses the research methodology which covered the research design, population and sampling design, data collections methods, research procedures, data analysis methods and chapter summary. Chapter four presents the results and findings and finally chapter five covered summary of the study findings, conclusions, recommendations and implications to future research.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents literature on the relationship between the structure of the organization and change management, leadership of the organization and change management, culture of the organization and change management and the chapter summary.

2.2 Effect of Structure of the Organization on Change Management

2.2.1 Change Management

According to Burnes (2010) change management is a systematic and structured approach to achieving a sustainable change in human behavior within an organization. It involves moving the people in the organization from certain and behaviors which are desired by the organization. Change management is a strategic program that is meant to redirect the organization adjust and look into the future.

Davis & Holland (2010), change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost-effective manner and completed within the targeted time frame and with desired results. One of the many goals of change management is the human aspects of overcoming resistance to change, in order for organizational members to buy into change and achieve the organization's goal of effective transformation.

The need for organizational change can be initiated or prompted by various different triggers. External triggers for organizational change can include: changing domestic and global economic and trading conditions, developments in new materials, development in technology, government policies and new legislation, shifts in local changes in customers' requirements and tastes, activities and innovations or competitors, national and international politics and changes in social and cultural values.

Internal triggers for organizational change can include: triggering reallocation of responsibilities, new product and service design innovations, office relocation closer to suppliers and markets, low performance and morale triggering training programs, recognition of problems, innovations, and new ideas about how to deliver services to

customers (Burnes, 2010). Change management is therefore the process by which an organization gets to its future state, its vision. While traditional planning processes delineate the steps on the journey, change management attempts to facilitate that journey (Modahl, 2011). Therefore, creating change starts with creating a vision for change and then empowering individuals to act as change agents to attain that vision.

2.2.2 Structure of the Organization

The organization's structure gives it the form to fulfill its function in the environment (Nelson & Quick, 2011). The term *organizational structure* refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Greenberg, 2011).

Mintzberg (2009) suggests that organizations can be differentiated along three basic dimensions: (1) the key part of the organization, that is, the part of the organization that plays the major role in determining its success or failure; (2) the prime coordinating mechanism, that is, the major method the organization uses to coordinate its activities; and (3) the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process.

Lazer and Friedman (2007) clearly linked communication networks structure with performance of organization in a problem-solving context. It was revealed for complicated problems, which are networks that are more efficient at disseminating information, work better in the short while but worse in the long run. This is because unproductive networks maintain a variety of theories and ideas applicable to the problem and therefore are better at examination the problem space by supporting a more detailed search of the problem. Increased communication leads to a faster convergence to one solution by pushing out all that look inferior.

An organizational structure is an important element that an organization can use to implement strategy (Heide et.al, 2012). Schaap (2010) asserts that an organization that is usually successful alters its structure in relation to its strategy hence giving the organization an opportunity to implement the strategy effectively. Tran and Tian (2013) organization structure is used by organizations to allocate tasks, delegate power and determine decision-making procedures within the company among. Huber (2011) states that organizational structure is the formulation of strategies that states how activities are organized, allocated administered to achieve organizational goals. Williams (2015) states that an organization

is able to link organizational structure and strategy implementation by rearranging its operation and job designs to accommodate changes based on resource availability and the environment.

2.2.3 Relationship between Structure of the Organization and Change Management

In Organizations with an organic structure, communication lines are mostly flexible and fluid. Employees are asked to perform duties based on the specific needs of the organization at the time as well as their own levels of expertise; also, employee job descriptions are broader. Organic structures are mostly related to higher levels of job satisfaction on the part of employees. These structures are conducive to entrepreneurial behavior and innovativeness (Sine, Mitsuhashi, & Kirsch 2006).

Pearce and Robinson (2006) argue that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within an organizational setting, individuals, groups and functional units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation. Waribugo and Ekom (2016) researched on the impact of structure on strategy implementation among telecommunication firms in Nigeria. The study concluded that use of centralized structure will lead to slow pace of strategy implementation while use of specialization structure will enhance strategy implementation of the telecommunication firms.

The structural changes concern the configuration and parts of the organization. When the structure has to be changed, some functions or/and departments have to adapt themselves to the new structure and appropriate it. Some department or function can be giving up or transferred due to their inaccuracy or their inefficiency. Several techniques can be used by the manager leader to realize organizational change, and the following methods are the most used in the corporate world for restructuring (Robbins and Cenzo, 2005).

Many companies across the globe find that the centralization of operations leads to inefficiencies in decision making. For example, in the 1980s, the industrial equipment manufacturer Caterpillar suffered the consequences of centralizing decision making. During the time pricing decisions were made at their headquarters in Peoria Illinois making it impossible for their sales representative based in Africa to sale at a discount or give accurate prices in case of slight changes leading to major loss of customers to competitors such as the Japanese firm Komatsu. Seeking to overcome this centralization paralysis,

Caterpillar underwent several dramatic rounds of reorganization in the 1990s and 2000s (Nelson & Pasternack 2005).

Open system theory was initially developed by Ludwig (1956), a biologist, it defines the concept of a system, where all systems are characterized by an assemblage or combination of parts whose relations make them interdependent (Scott & Jaffe, 1995). Various theories, which to a large extent are seen as advocating the rational linear view of organizational change and the theoreticians, are perceived as supporting the systemic-multivariate view of organizational change (Modahi, 2011).

On the other hand, the Attribution theory advanced by Heider (1999) states that change behavior is determined by a combination of perceived internal forces and external forces. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales (Kotter, 1995), present an ideal model of what happens in organizations at different points in time or in contexts.

According to Jeff (2007) change management refers to a process tools and techniques that manage the people side of business change to realize the obligatory business results also to realize that business change successfully in the social infrastructure of the workplace. Conversely Nickols (2006) indicated it as the overall process of change and change management remain the same. Therefore, it's this fundamental resemblance of the change processes across industries, organizations, structures in different countries and continents.

Change management is the use of systematic methods to ensure that changes in an organization can be guided in the planned direction, conducted in a cost-effective manner and completed within the targeted time frame and with the desired results. This specific perspective views change management as a process. Change management is a systematic and structured systematic approach to achieving a sustained change in human behavior within an organization. This view change management from people's perspective, (Jeff, 2007). It is commonly observed among the advocates of the rational-linear view of organizational change that there is an optimum solution for organizing labour, raw materials and capital and for adopting new organizational practices (Longenecker and Fink, 2011).

2.3 Effect of Leadership of the Organization on Change Management

2.3.1 Leadership of the Organization

Leadership is a process in which leader is indulged in various activities to achieve any goal. Leadership refers to the behavior/ attitude of a leader to collect and direct the individuals towards any goal (Achitsa, 2013). Leadership is a communication process of leader and individuals. So, the effectiveness of an organization depends upon the effective leader and effective leader is that person who has an effective leadership style. Leadership is a very important factor for any organization or group. Capon (2008) states that effective leaders are designers, Steward and teachers. They are responsible for building organizations where people continually expand their capabilities to clarify the vision, understand complexity, and improve shared mental models that is, they are responsible for learning.

Leadership is vitally important at all levels within the organization. Leadership is the intellectual and moral ability to utilize and work for what is best for the company and its employees. Effective leadership and good management helps to develop teamwork, the integration of individual and group goals. Leaders have to sustain performance, sustaining current performance and growing for the future with the workers in the organization. While keeping keen eyes on performance indicators, leaders encourage risk taking, innovation and creativity, and skills for future development. The performance of all employees has to be maintained at a productive level and their morale rebuilt. The vital role of the leader in shaping performance and wading becomes fundamental to the success of an organization (Jansen, Vera & Crossan 2009).

The stewardship theory holds that the Chief Executive Officer being a strategic leader essentially wants to do a good job, to be a good steward of the corporate assets, that they have an inherent motivation, working diligently to achieve good corporate performance, with interests similar to those of the stakeholders (Brennan, 2010).

Therefore, stewardship theory says that performance dissimilarities results from whether the structural situation that the executive is situated facilitates their effective action (Donaldson & Davis, 1991). The board on the other hand contributes to the stewardship of the organization while giving unencumbered authority and responsibility to the management (Brennan, 2010).

Stewardship theory advocates for a more collaborative approach between the board and the management of the organization. Under this approach, empowering managers who act as

stewards of the firm to exercise unencumbered authority and responsibility enhances board-management ties and decision making. According to the theory, executive's responsibility may neutralize self-interest behaviors derived from CEO to being much more devoted to advance corporate performance.

2.3.2 Relationship between Leadership of the Organization and Change Management

The leadership of an organization is the ability of management to get and protect the company benefits by realizing employees' needs and company targets and bringing them together to work in a better environment to achieve the common goals (Bolden, 2010). Organizational leadership has a central and key role in the evolution and cultivation of an organization towards performance. It can help the employees of an organization and working teams in the organization to face the challenges in the environment and to work for organizational goal in a worthy way.

Most of the organizations agree that these days effective leadership is one of the key most important contributors to the overall performance and change in the organization. Intelligent leaders in an organization are those who have accumulated skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of operation and management of the organization. Effective leadership is always required to bring effective changes (Kennedy, 2000).

The role of leadership is also very important for managing and developing change in any organization by creating the suitable atmosphere within the organization to adopt change for survival. Organizational culture has also an important role in the development of changes in an organization, and it is the leadership of the organization that brings new strategies for development or management of culture. Top management can make the strategies to interconnect people working in organization and its process (Childress, 2014). The culture of an organization may include its values, norms and beliefs which may lead the organization from a conservative to innovative culture. All these may constitute unwritten rules, disciplines, and external orientation, and the leadership role may be instructive, consultative or supportive. The most important leadership role for managing and developing culture is supportive according to the author.

The role of the leader is very significant in change since it needs a well-structured way of employment of the change by managing the behavior and attitudes of people working together. It also requires a strong commitment of the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plan, and implement the appropriate strategies (Senior & Fleming, 2006). In this phase it is also decided that either organization has to go for incremental or radical changes. The vision of the leader is also very key in the planning and implementation of the strategies. The next step is to refreeze the change situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo. This is most important to understand for the leaders that how to refreeze the changes because if refreezing is incomplete or not managed properly the change will be ineffective and the pre-change behaviors will be resumed. Refreezing always encourages the possibilities of the further changes.

The qualities of leadership are very significant for organizational changes since it is important to handle the confusion, resistance, commitment and exploration of management. There are some foreseeable behaviors related to the change stages and an effective leader always distinguish these changes in efficient way and respond properly to get the teams pledge. Change leader is related to the deliberate change and usefully deals with the human emotions (Senior & Fleming, 2006).

In this age of rapid changing business trends and increased customer demands, the role of leadership is more vital. Strategic leadership is enthusiastically needed in firms, which is well able to forecast the important changes in advance and produce required obligation and highly appropriate atmosphere for worker and teams to adopt and understand these changes positively. This accomplishment by leaders is critical not only for the efficiency of the firm but also for its existence (Udegbe et. al., 2012).

Adopting a strategic business process, likewise the organizational success and sustainability also can't be accomplished without a strategic role of leaders. This helps in the business goals being achieved. From perception of thing to decide future focusing, allocation of resources to alignment, and commitment and motivating the teams to get the goals of an organization, to confirm the sustainable growth, it's a leadership whose routes are all over the place (McGuire, 2003).

Leaders' innovative approach can be helpful in the growth of innovative culture in an organization that at the later end can lead to innovations in the organization. The most important thing is the kind of innovation that has not been fitted for the organization and is the anticipated innovation format that can be demonstrated worth for that organization. For this, the visionary leadership is desirable and with the innovative approach. Vision is also required, similarly only vision is also not adequate for leadership for the growth and the sustainability of an organization (Robin & Langton 2010). It is good for leadership to have a clear vision, but how to achieve that vision.

Effective leadership and management creates vision of the future that considers the genuine long-term benefits of parties in the organization, develops a plan for moving toward that vision, conscripts the support of employees to harvest the movement and motivates employees to produce the movement (Rue & Byars, 2009). In organization it is clear that both management and leadership occur and effective manager is often one who exhibits the ability to lead staff, meaning leadership is often viewed as a management role (Capon, 2008).

2.3.2 Challenges Of Leadership In Change Management

There exist variations in opinion in commercial enterprise nowadays regarding the phenomenon of alternate management versus main change as mentioned above. Veldsman (2002) ideals that leadership is one of the most vital factors and mentioned the top alternate implementation demanding situations in order of importance, specifically employee resistance, leadership issues, making plans issues, culture, skills issues and industrial relations issues.

It is important highlight that a successful massive change needs to be implemented in step with a holistic plan. Change leaders regularly try to balance countervailing forces namely the want to pressure change via their corporation to be able to reply to ever changing environments, and searching on the significance of incorporating what they know about the human factors of alternate. On this respect, Herold and Fedor (2008) have suggested that leaders must apprehend the sure key factors in any change intervention, namely, that organizational changes can't be pondered as independent and remote events; all changes can't be priority one and leaders want to take a greater strategic view; no matter how cautiously leaders ponder a given alternate, the actual advantages will be a function of the alternate environment in which it's miles embedded; the venture related to a given change

will boom exponentially as the environment wherein the trade is to be embedded becomes greater turbulent; not all people will react the same way to trade turbulence; and senior leadership desires to take serious its role in orchestrating the numerous alternate initiatives.

To effectively lead exchange, Spiro (2011) shows the eight steps to overcome the fundamental challenges, namely decide the exchange approach (outline it especially with timelines); check readiness (improve the readiness of all parties); examine the stakeholders (recognize the inducement degrees of all stakeholders); decrease resistance (check character's very own tolerance); comfortable a small early win (plan and at ease a small early win to convince); interact the key gamers in making plans (skillfully convey together all internal and external players); Scale and sustain the change approach (sustain the initiative over time); build in on-going monitoring and motive corrections (determine whether the exchange method solved the unique assignment).

Cloud (2010) has pinpointed a few key factors in navigating alternate namely, a success alternate leaders listen extra than they communicate or act; prudent leaders do no longer view themselves as the boss with the proper to coerce subordinates or force institutional modifications without suitable dialog and making plans; successful alternate leaders are influenced to serve earlier than they aspire to lead; change leaders articulate a vision for their followers and then convince them to assist with its implementation; powerful leaders have a high degree of emotional intelligence and are extremely motivated, self-disciplined, empathic and caring individuals.

2.4 Effect of Culture of the Organization on Change Management

2.4.1 Culture of the Organization

Organizational culture is the behavior of humans within an organization and the various different meaning that people attach to those behaviors to. Culture includes the organization's vision norms, values, symbols, systems, language, assumptions, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. The corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends.

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Although an organization may have its "own unique culture", in some larger organizations there are sometimes conflicting cultures that co-exist owing to the characteristics of different management teams within the organization.

Organizational culture may affect employees' identification within an organization. Deal and Kennedy (2000) advanced the idea that organizations often have very differing cultures as well as subcultures. Deal and Kennedy (1982) defined organizational culture as "the way things get done around here".

The two main reasons according to Schein (1992) why cultures develop in organizations are due to external adaptation and internal integration. External adaptation reflects an evolutionary approach to organizational culture and suggests that cultures develop and persist because they help an organization to flourish and survive. If the culture is valuable, then it holds the potential for generating sustained competitive advantages for the specific organization. Also, internal integration is an important function since social structures are required for organizations to exist.

2.4.2 Relationship between Culture of the Organization and Change Management

Organizational culture is a concept which describes the experiences, attitudes, beliefs, and values of an organization. It has been defined as the specific collection of norms and values that are shared by people and groups within an organization. An organization's culture can be a major strength when it is consistent with the strategy and therefore can be a powerful driving force in implementation. According to Johnson and Scholes (2012), social processes can also create rigidities if an organization needs to change their strategy.

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate

behavior for various situations. Although a company may have its "own unique culture", in larger organizations there is sometimes presences of conflicting cultures that co-exist due to the characteristics of different management teams.

In the current turbulent business environment, organizational culture plays a vital role of providing the glue that binds several parts of the organization together towards attainment of the desired goal, Fakhar et. Al., (2012). This is because organizations provide the social bond that attract employees towards the organization hence a sense of belonging that appeals to the intrinsic and extrinsic drives towards the organizational goals. Organizational culture also dictates strategy implementation and integration in any organization since it affects employee commitments and a sense of ownership, Gathai et al (2012). Organization culture also provides a system of common values among teams with diverse backgrounds with a platform where employees share their beliefs, views, attitudes, feelings which are so passionate to them and in turn improves the quality of the work life and productivity Hodgets and Luthans, (2003) and Robins and Sanghi, (2007).

According to Dasanayaka and Mahakaland (2008) values and beliefs held by employees are not only an asset to the organization but also provide managers or leaders with a complete knowledge and awareness for effective leadership. This is because strong cultures are driving forces towards organizational development as it reduces stress and improves self-esteem in employees, Stewart (2010) and Balthazard and Cooke (2004). Consequently, managers should ensure that all new employees are introduced to the norms and culture of the organization and pattern of work, right during recruitment and top leaders publicly support the organization's culture for better results. This process will inculcate a sense of belonging and enables the employee to better understand the core functions and mandate of the institution hence increased efficiency and effective work coordination. Managers should also embrace strong cultures in an organization that propels positive change towards attainment of the organizational objectives, Brooks (2006).

The organizational culture is therefore a vital part of change management as it is defined as "the way we do things around here" Deal and Kennedy (1982). Culture is deeply instilled in people and for any effective change, there needs to be organizational and behavioural adjustments that need to be made to accommodate and sustain change. The best change approaches appear to use and adapt aspects of various models to suit the culture of the organization and the context of the change (Wyman, 2001).

According to Burke et. al., (2002) organizations undergoing transformations must have teams that champion the change process. This demands that all employees within the institutions who desire change especially at the top management must commit to the change process within the organization. The top management must therefore understand the vision, mission and objectives of the organization and strive to inculcate a culture that minimizes resistance and maximize the embrace towards the desired change so that the process is not abrasive in its approach.

Zammuto and O'Connor (1992) conducted a theoretical analysis of the role of organizational design and culture in the implementation of advanced manufacturing technologies. Their analysis supported the importance of flexibility-oriented values in determining the likelihood of successful change implementation. Flexibility-oriented value systems emphasize decentralization and differentiation. This research suggests that organizations that value adaptability and development embrace change more than do stability-oriented cultures.

2.4.3 Factors affecting Culture

The factors that form organizational culture and have impact on it are presented and grouped in the scientific literature differently. The examination of the various sources of scientific literature suggests that the said factors fall into three groups (Schabracq, 2007): Factors indirectly influencing organizational culture (macro-environment of an organization); Factors directly influencing organizational culture (micro-environment of an organization); Factor of leader's impact (primary and secondary mechanisms, methods of the change of the organizational culture).

Factors indirectly influencing organizational culture – macro-environment of an organization - consist of economic, socialcultural, political-legal, scientific-technological, natural environment and international events. Factors directly influencing organizational culture can be described as the micro-environment of an organization, which consists of consumers and customers, partners and other organizations (Driskill et.al, 2005). The third factor that has impact on the formation and change of organizational culture are leaders of the organization: i. e. beliefs, values and their building techniques brought by organization founders and later by its new leaders.

One of mysterious aspects of the organizational culture is that two companies, operating in the same environment, producing similar products by means of similar technologies and having similar origin of founders, function quite differently in the long term (Schein, 2004). The reasons for this are different attitudes, values and goals of the founders and leaders of the organizations. The biggest influence on the formation of organizational culture is exerted by the organization founders (Driskill et.al, 2005). The founders not only design the basic purpose of the organization and the environment in which it functions, they also select other members of the organization, and shift their work and efforts in the direction necessary for the organization. There are managers who create an organization and develop an organizational culture by using such personal characteristics as charisma (Schein, 2004). All primary mechanisms for the strengthening of organizational culture are closely interrelated and affect one another. Their division into six groups shows how leaders can shape and develop organizational culture. As researcher of organizational culture E. Schein states that there is no need to develop special training courses for the new members to understand and learn the assessed values of the organization: the values of the organization are clearly visible in the daily work (Schein, 2004). Secondary cultural expression and reinforcement mechanisms (organizational structure, systems, procedures, rituals, stories) in a young and growing organization maintain and strengthen the primary mechanisms that created organizational culture, but they do not form it. On the contrary, in mature and stable organization the secondary mechanisms become the primary ones for the formation of organizational culture (Schein, 2004).

In organizational culture change process leaders must be change agents and they must be able to change the organizational culture, to convey new values and new ways of behavior to the organization (Schabracq, 2007; Driskill, 2005). E. Schein describes in detail the important role of organization leaders/managers: the role of the leader in the organizational culture change process varies depending on the different stages of organization development. It is important to analyze what factors might help leaders to influence organizational culture change (Cameron et.al, 2006). First, managers can change organizational culture by using primary culture establishment and secondary culture expression as well as reinforcement mechanisms. However, when due to the past success organizational culture has stabilized, leaders notice that organizational culture change becomes more and more difficult, cultural change requires more resources, time, efforts and other ways to accomplish it (Driskill, 2005).

2.5 Chapter Summary

From the reviewed literature, it was established that the culture of the organization, information technology and finance directly affect change management practices in organizations. On the other hand, staff training and leadership/management style affects change management practices to a moderate extent. The study found that change management strategy resulted in new decisions, laws and regulations to enable organizations easily interact with the change in management, generate an increase in the resources needed for economic growth, easily interact with a new management structure and management of change and that competitive hiring in the firm results to new pool of innovative and creative ideas which increase organizational performance. Chapter three will discuss the methodology adopted for this study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design and research methodology employed in this study. Among the elements discussed in this section are the research design, population and sampling design, data collection methods, research procedures, data analysis methods and chapter summary.

3.2 Research Design

The study adopted a descriptive survey design. This is preferred because it is efficient in collecting large amounts of information within a short time. Kothari (2004) argues for the use of surveys in social economic fact finding because they provide a great deal of information which is accurate. Activities incorporated include; how the data will be collected, which sources will be used to collect the data and analysis procedures. The researcher's selected research design is Descriptive design. This is because the researcher seeks to get questions answered over a wide range of research question. Paton (2002) state that the intention of survey research is to gather data at a particular point in time and use it to describe the nature of existing conditions. This design was applicable since it investigates the factors affecting change management in telecommunication industry: a case study of Telkom Kenya.

3.3 Population and Sampling Design

3.3.1 Population

According to Cox (2010) a target population for a survey is the entire set of units for which the survey data are to be used to make inferences. Ngechu (2004) describes a population as a well-defined set of people, services, elements and events, group of things or households that are being investigated. The total population of this study is 99 employees located in Enterprise Division at Telkom Kenya Ltd. This population comprised of 21 managers and 78 Staff Members.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sampling frame is the source material or device from which a list of all elements within a population that can be sampled is drawn (Jwan, 2010). It is a published list in which, there

are a set of directions for identifying a population (Borg & Gall, 2007). The sampling frame was 99 employees working in Enterprise Division of Telkom Kenya according to human resource records.

3.3.2.2 Sampling Technique

This is the procedure that guides the researcher towards selecting the appropriate sample. It guides the process of grouping units to the frame, determining the sample size, allocating the sample to the classes of the frame units and finally selecting the sample (Thomas, Nelson & Silverman, 2010). A stratified random sampling was done and this was aimed at provides a true measure of the population by minimizing sampling error as well as to be able to benchmark data obtained for future studies.

3.3.2.3 Sample Size

The sample size depends on what one wants to know, the purpose of the inquiry, what is at stake, what was useful, what had credibility and what can be done with available time and resources (Paton, 2002). The sample was identified as 99, which represented all the employees working in Enterprise Division of Telkom Kenya according to the human resource records. This was a representative of the entire department because according to Mugenda and Mugenda (2003) a 100% sample provides adequate representation of a small population. The respondents were categorized into 1 Managing Director, 7 Senior Managers, 13 Line Managers and 78 Staff Members. The sample size is shown in the Table 3.1.

Table 3.1: Sample Size

| Positions | Population |
|-------------------|-------------------|
| Managing Director | 1 |
| Senior managers | 7 |
| Line managers | 13 |
| Staff Members | 78 |
| Total | 99 |

3.4 Data Collection Methods

Mugenda and Mugenda, (2008) defines data as facts and figures of known or available information. This study will use both primary and secondary data. A well-planned and carefully constructed questionnaire will be used to increase the response rate and to

facilitate the summarization and analysis of the collected data (Creswel, 2013). The questionnaire designed in this study will comprise of two sections. The first part was designed to determine fundamental issues including the demographic characteristics of the respondent, while the second part consisted of questions focusing on the three variables and the independent variable. In developing the questionnaire items, the semi structured questions that offer an understanding of new thoughts and closed-ended questions ensure respondents are controlled to explicit groups as questions are in line with the objectives of the study. To enhance quality of data to be obtained, Likert type questions was included whereby respondents indicated the extent to which the variables are practiced on a five-point Likert scale (Garner, 2010).

3.5 Research Procedures

The first step was to get permit from United State International University (USIU). The researcher will get permission from the management of the sampled respondents to undertake research in the departments then request permission from the department heads so as to undertake the study. Before administering the instruments to the sample representing the target population, a pilot test was conducted in order to improve validity of the questionnaire. This will be done on 5 respondents from Telkom. The test ensured that the questions got the intended responses. Any amendments was incorporated to the final copy and thereafter, questionnaires were administered to the respondents by the researcher. The researcher then gave the respondents utmost eight hours to fill it before collecting them after filling.

Reliability is the degree of consistency with which the instrument measures an attribute. According to Saunders and Thornhill (2012) it is concerned with whether or not the questionnaire will produce consistent findings at different times and under different conditions such as with different samples or in the case of an interviewer completed questionnaire, with different interviewers. Reliability analysis was used to assess internal consistency among the variables of study. In order to test the reliability of the instrument to be used in the study, the test- retest method was used.

The questionnaire was administered once within an interval of eight hours. The reliability of the study measures was also assessed by computing Cronbach's Alpha coefficient for all items in the questionnaire and the overall assessment given. The Cronbach's alpha coefficient ranges between 0 and 1 with higher alpha coefficient values being more reliable.

All items that returned a Cronbach's alpha coefficient of 0.7 or more were considered reliable hence fit for the study while a lower coefficient lead to checking the questions in the questionnaire to revise them and correcting the errors that will be discovered, ambiguous questions will be made clear and relevant contents revised to make them reliable. This was done by running the reliability test again until the coefficient was 0.7 or more.

The instrument's validity can be regarded as the extent to which the instrument actually reflects the abstract construct being examined (Creswell, 2013). There are various different types of validity that contribute to the overall validity of a study. The two main dimensions are construct and content validity. Bums and Grove stated that content validity is obtained from three sources: experts, literature and representatives of the relevant populations. Content validity is also being divided in two stages; judgement and development stage.

3.6 Data Analysis Methods

The questionnaires was checked for completeness and consistency of information at the end of every field data collection day and before storage. Data capturing was done using Excel software. The data from the completed questionnaires was cleaned, re-coded and entered into the computer using the Statistical Package for Social Sciences (SPSS).

Descriptive statistics which include frequencies and percentages was computed for presenting and analyzing the data. It enabled the study to describe the aggregation of raw data in numerical terms (Neuman 2000). The descriptive statistics incorporate the use of frequency distributions, percentage tables and measures of central tendency. Data will be presented in the form of frequency distribution tables and graphs that facilitate description and explanation of the study findings.

Multiple regressions was used to determine the relationship between the independent variables and dependent variable. The basic regression model was:

$$Y = 0.843 + 0.420X_1 + 0.258X_2 + 0.148X_3 + 0.458$$

Where; Y – is the dependent variable (Change management)

X₁- Structure, and X₂- Leadership, X₃- Culture, β₀ – is the constant, e is the error of prediction.

The study used version 24 of Statistical Package for Social Sciences (SPSS) as a tool to analyze both quantitative and qualitative data. This is because it is the latest version and therefore more reliable in terms accuracy. The SPSS offers extensive data handling capabilities and numerous statistical analysis routines that can analyze small and large data (Mujis, 2004).

3.7 Chapter Summary

The chapter has described the research methodology that was used to carry out the research. The study used a descriptive study and focused on the management and the staff members of Enterprise Division at Telkom Kenya. Data collection was carried out using questionnaires and analyzed through the descriptive statistics and inferential statistics using Microsoft Excel and SPSS as the analysis tools.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results established from the data analysis done. This included results relating to the demography and specific research objectives aimed at establishing the factors affecting change management at Telkom Kenya.

4.1.1 Response rate

The researcher issued a total of 99 questionnaires and a total of 85 were filled and returned giving a response rate of 86%. This was sufficient for the study as indicated in table 4.1

Table 4.1: Response Rate

| Variable | Frequency | Percentage |
|---------------------|-----------|------------|
| Filled and returned | 85 | 86 |
| Non-response | 14 | 14 |
| Total | 99 | 100 |

4.2 Reliability Test

A reliability test was done by use of Cronbalch Alpha on the variables of organization structure, organization leadership, organization culture and change management. Cronbach's alpha measure assesses the reliability or internal uniformity, of a set trial items. The desired cronbalch alpha value should be above 0.6 ($\alpha > 0.6$) For the study the value all the values were above 0.6 hence making the variables very reliable as indicated in table 4.16

Table 4.2: Reliability Statistics

| Variable | Cronbach's Alpha | N of Items |
|-------------------------|------------------|------------|
| Organization structure | 0.836 | 10 |
| Organization leadership | 0.927 | 10 |
| Organization culture | 0.917 | 10 |
| Change management | 0.905 | 8 |

4.3 Demographic Factors

4.3.1 Gender

To analyse the gender of the respondents, result established that majority of respondents accounting for 63.5% were male while only 36.5% were female as shown in figure 4.1. This implies that at Telkom gender balance is not currently considered a priority.

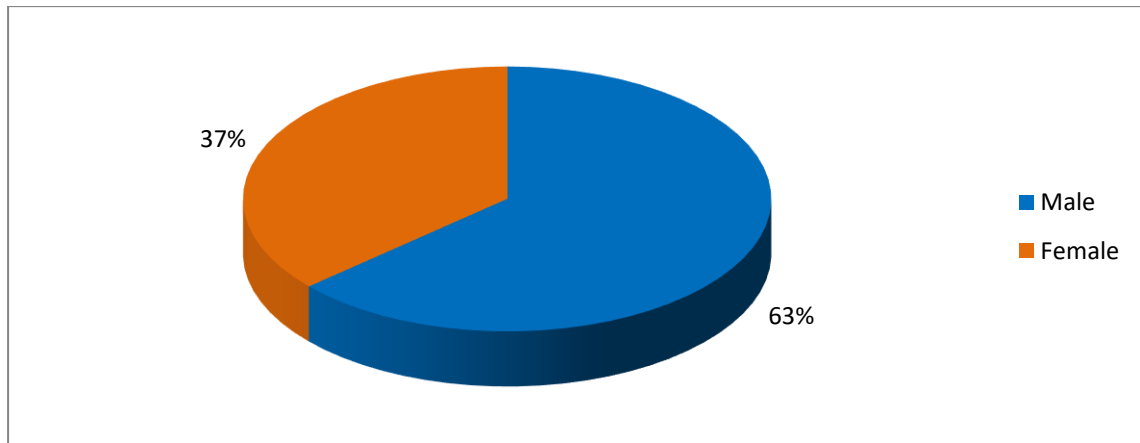


Figure 4.1: Gender

4.3.2 Age

To analyse the age of the respondents, result established that majority of respondents accounting for 31.8% were aged between 31-35 years, those aged between 26-30 accounted for 27.1%, those aged above 40 represented 23.5% of the population, while those of 36-40 were 12.9%. It was also revealed that those of the ages between 18-25 were the least with 3.5%, while 1.2 % failed to indicate their age as shown in figure 4.2. This implies that Telkom has mature employees who are able to facilitate the change management.

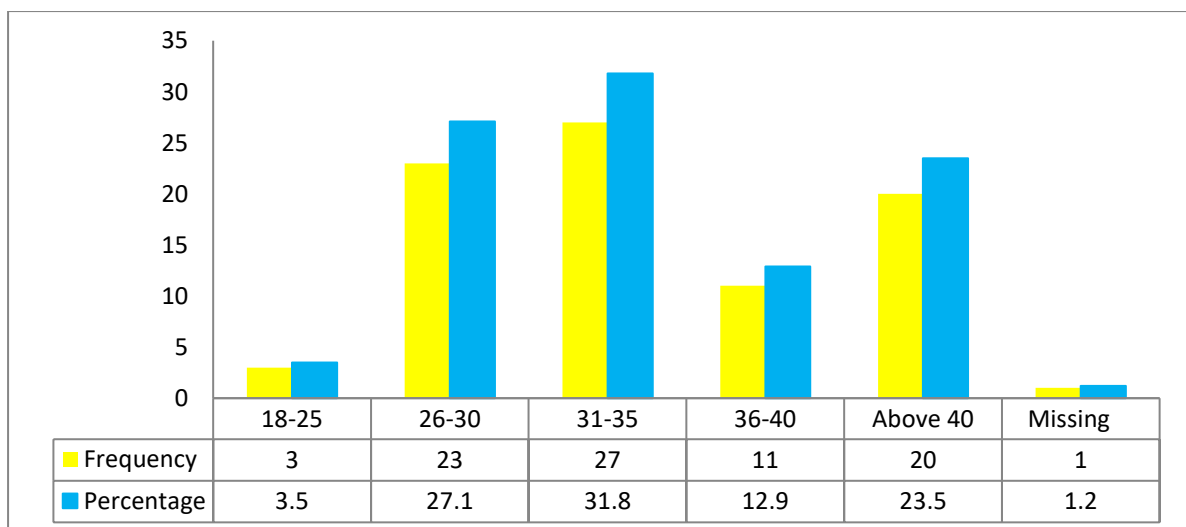


Figure 4.2: Age

4.3.3 Literacy Levels

To analyse the literacy levels the result established that majority of respondents accounting for 62% were bachelor's degree holders while 22.4% had a Master's degree and 15.3% had diplomas while secondary and certificate levels recorded no response as shown in figure 4.3. This implies that the data received was precise as the respondents were very literate to comprehend the questions asked.

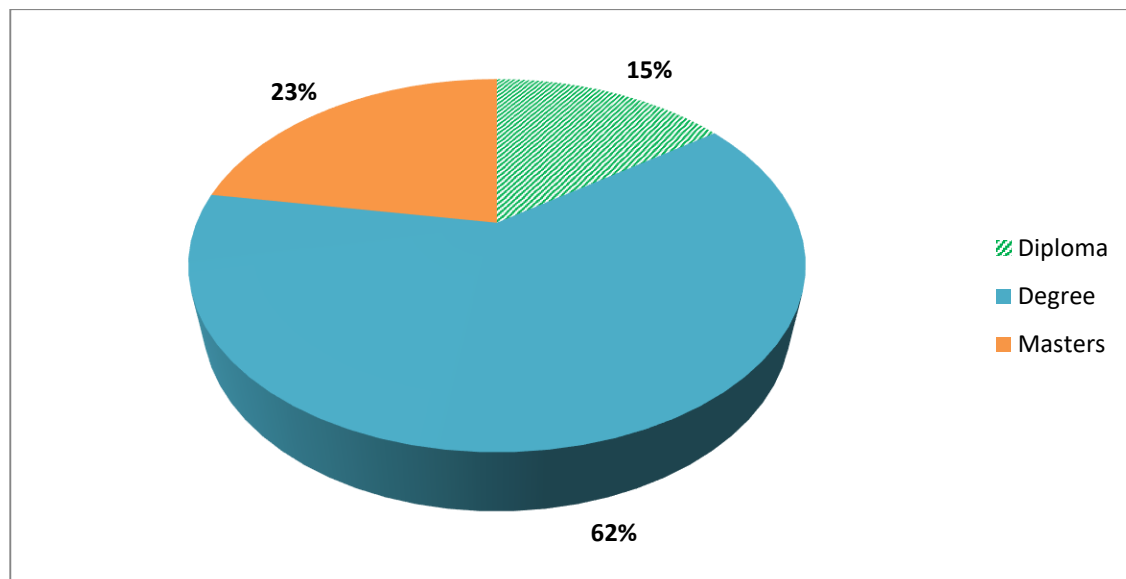


Figure 4.3: Education

4.3.4 Management Levels

To analyse the management levels the result established that majority of respondents were staff members and accounted for 57.7% while line managers were 23.5%, on the other hand, Senior managers accounted for 17.6% of the total respondents and only 1.2% of the total represented top management as shown in figure 4.4 below. This implies that the data received covered all the management levels and thus minimised bias.

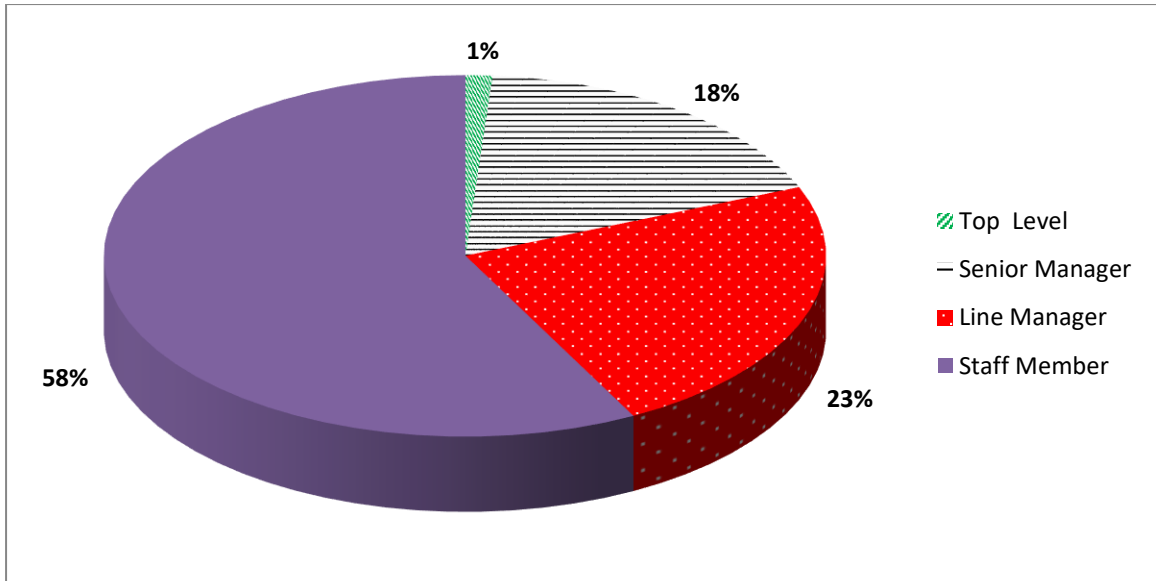


Figure 4.4: Management Level

4.3.5 Working Experience

To analyse the management levels the result established that majority of respondent had worked for 1-5 years and they accounted for 45.9%, followed by those of 6-10years representing 23.5%, in addition, 14.1% had worked in the firm for less than a year, this was followed by those who had worked for while line managers were 23.5%, on the 11-15 years who represented 9.4%, with the least percentage of 5.9 representing those who have been in the firm for 16 years and above as shown in table 4.6. This implies that the majority have been in the firm long enough to be able to experience the changes that happened at Telkom Kenya.

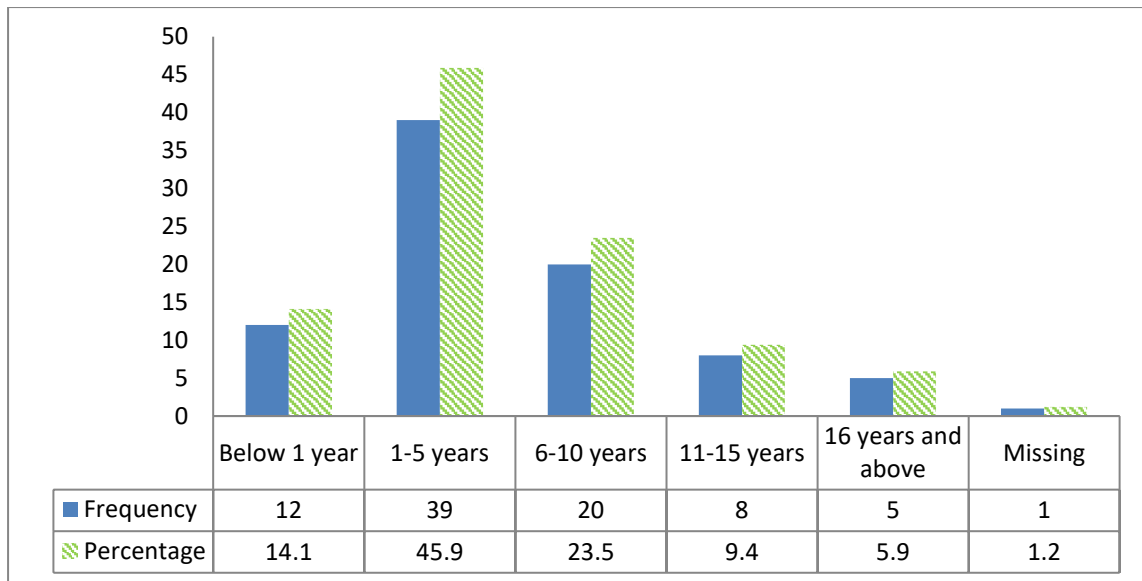


Figure 4.5: Working Experience

4.4 Effect of Structure on Change Management

The first objective sought to establish the effect of structure on change management and to achieve this objective respondent were asked to rate the answers using a scale of 1-5 by ticking the appropriate answer from the alternatives where, 1- Strongly disagree 2-Disagree 3-Moderate 4-Agree 5- strongly agree.

4.4.1 Descriptive of Effect of Structure on Change Management

The findings revealed that as employees of Telkom respondents are prepared to assume responsibility for the successful direction and execution of the change ($m=4.20$, $sd=1.044$). It was also noted that employees of Telkom appreciate the differences between the firm now and before the recent change ($m=3.91$, $sd=1.031$). In addition, the structure at Telkom has affected recent change management over the past 5 years ($m=3.89$, $sd=1.035$). It was also noted that Telkom Kenya employees know what steps will be taken to move from where the firm is now and where they want to be ($m=3.76$, $sd=1.054$).

Table 4.3: Descriptive of Effect of Structure on Change Management

| Variable | 1 | 2 | 3 | 4 | 5 | Mean | SD |
|--|-----|------|------|------|------|------|-------|
| The structure at Telkom has affected recent change management over the past 5 years | 4.7 | 4.7 | 16.5 | 44.7 | 29.4 | 3.89 | 1.035 |
| Telkom Kenya has clearly articulated why the change is occurring and what the future will look like | 0 | 12.9 | 25.9 | 40 | 21.2 | 3.69 | .951 |
| As employees of Telkom I appreciate the differences between the firm now and before the recent change. | 3.5 | 2.4 | 29.4 | 29.4 | 35.3 | 3.91 | 1.031 |
| There are processes are in place to consult with the different stakeholder groups at Telkom Kenya. | 4.7 | 20 | 30.6 | 28.2 | 16.5 | 3.32 | 1.115 |
| The structures in place at Telkom Kenya ensure stakeholders are kept informed throughout the change process. | 5.9 | 17.6 | 25.9 | 27.1 | 23.5 | 3.45 | 1.200 |
| Telkom Kenya employees know what steps will be taken to move from where the firm is now and where they want to be | 3.5 | 9.4 | 20 | 41.2 | 25.9 | 3.76 | 1.054 |
| As employees of Telkom we are prepared to assume responsibility for the successful direction and execution of the change | 2.4 | 5.9 | 14.4 | 24.7 | 52.9 | 4.20 | 1.044 |
| As employees of Telkom I supports that the learning opportunities have been made easily available | 4.7 | 20 | 24.7 | 20 | 30.6 | 3.52 | 1.250 |
| There are defined human resource principles at Telkom Kenya that have been adopted for the change. | 1.2 | 12.9 | 27.1 | 38.8 | 20 | 3.64 | .986 |
| There are formal and informal evaluation processes in place at Telkom Kenya | 0 | 8.2 | 27.1 | 49.4 | 15.3 | 3.72 | .825 |

Analysis of the findings also indicated that there are formal and informal evaluation processes in place at Telkom Kenya ($m=3.72, sd=.825$) and Telkom Kenya has clearly articulated why the change is occurring and what the future will look like ($m=3.69, sd=.951$). It was also established that there are defined human resource principles at Telkom Kenya that have been adopted for the change ($m=3.64, sd=.986$), and the employees of Telkom supports that the learning opportunities have been made easily available ($m=3.52, sd=1.250$). There was however uncertainty that the structures in place at Telkom Kenya ensure stakeholders are kept informed throughout the change process. ($m=3.45, sd=1.200$). There was also uncertainty on the firm having processes in place to consult with the different stakeholder groups at Telkom Kenya ($m=3.32, sd=1.115$).

4.4.2 Correlation between Structure on Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization structure, the result established a strong positive relationship between the variables ($r=0.685$, $p=0.01$) as indicated in table 4.4. Therefore, an increase in organizational structure results to improved change management.

Table 4.4: Correlation between Structures and Change Management

| Variables | | change management |
|--|---------------------|-------------------|
| Structure | Pearson Correlation | .685** |
| | Sig. (2-tailed) | .000 |
| | N | 85 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | |

4.4.3. Regression Analysis

The research analyzed relationship between the dependent variable (Change management) and organization structure. The results showed that the R^2 value was 0.47 hence 47% of the variation in change management was explained by the variations in organization structure as illustrated in table 4.5.

Table 4.5: Model Summary of Organization Structure

| Model Summary | | | | | | | | | |
|--------------------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .685 ^a | .470 | .464 | .52895 | .470 | 73.573 | 1 | 83 | .000 |
| a. Predictors: (Constant), structure | | | | | | | | | |

4.4.4 Anova and Coefficients of Organization Structure

An ANOVA analysis was done between change management and organization structure at 95% confidence level, the F critical was 73.573 and the P value was (0.000) therefore significant the results are illustrated below in table 4.6.

Table 4.6: Anova and Coefficients of Organization Structure

| ANOVA ^a | | | | | | |
|--|------------|-----------------------------|------------|---------------------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 20.585 | 1 | 20.585 | 73.573 | .000 ^b |
| | Residual | 23.222 | 83 | .280 | | |
| | Total | 43.807 | 84 | | | |
| a. Dependent Variable: change management | | | | | | |
| b. Predictors: (Constant), structure | | | | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.118 | .324 | | 3.448 | .001 |
| | structure | .738 | .086 | .685 | 8.577 | .000 |

The regression equation illustrated in Table 4.6 established that taking organization structure into account, change management increases by 1.118.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.118 + 0.738X_1 + 0.529$$

Where:

Y is the dependent variable (change management);

β_0 is the regression constant;

β_1 is the coefficients of organization structure;

X_1 is the organization structure,

ε is the error term.

4.5 Effect of Leadership on Change Management

The second objective sought to establish the effect of leadership on change management and to achieve this objective respondent were asked to rate the answers using a scale of 1-5 by ticking the appropriate answer from the alternatives where, 1- Strongly disagree 2- Disagree 3-Moderate 4-Agree 5- strongly agree.

4.5.1 Descriptive of Effect of Leadership on Change Management

Analysis of the results indicated that mechanisms are in place at Telkom to ensure the changed state becomes the normal way of working. (m=3.60, sd=.834). Leaders have also put in place milestones and other controls to ensure effective implementation of the change

plan at Telkom Kenya ($m=3.58$, $sd=.980$). It was also revealed that executive and managers at Telkom very often communicate the change message to junior employees ($m=3.56$, $sd=1.159$). It was also revealed that Managers at Telkom ensure that all roles and responsibilities are clear and accepted in the change management process ($m=3.54$, $sd=.907$).

Majority were however uncertain of Managers at Telkom confronting behavioral issues with people when managing change ($m=3.38$, $sd= 1.091$). there was also uncertainty of managers at Telkom being equipped to effectively manage the individuals within their team during the recent change ($m=3.36$, $sd=1.153$). It was also revealed that respondents were uncertain of leaders at Telkom working as facilitators helping others on their team to learn how to lead ($m=3.34$, $sd=1.160$). In addition, there was also lack of awareness of management regularly assess that messages are reaching the audience and being understood ($m=3.26$, $sd=1.104$). Most of respondents were also not certain of managers being able to accommodate people's positive and negative reactions to change ($m=3.25$, $sd=1.034$) or executive and managers at Telkom leading by example ($m=3.22$, $sd=1.199$) as shown in table 4.7

Table 4.7: Descriptive of Effect of Leadership on Change Management

| Variable | 1 | 2 | 3 | 4 | 5 | Mean | SD |
|--|------|------|------|------|------|------|-------|
| Leaders at Telkom work as facilitators helping others on their team to learn how to lead | 5.9 | 14.1 | 43.5 | 12.9 | 23.5 | 3.34 | 1.160 |
| Managers at Telkom have been equipped to effectively manage the individuals within their team during the recent change | 9.4 | 9.4 | 32.9 | 31.8 | 16.5 | 3.36 | 1.153 |
| Executive and managers at Telkom lead by example | 11.8 | 14.1 | 27.1 | 34.1 | 12.9 | 3.22 | 1.199 |
| Executive and managers at Telkom very often communicate the change message to junior employees | 7.1 | 7.1 | 34.1 | 25.9 | 25.9 | 3.56 | 1.159 |
| The management regularly assess that messages are reaching the audience and being understood | 9.4 | 11.8 | 32.9 | 35.3 | 10.6 | 3.26 | 1.104 |
| Mechanisms are in place at Telkom to ensure the changed state becomes the normal way of working. | 0 | 11.8 | 27.1 | 50.6 | 10.6 | 3.60 | .834 |
| Managers at Telkom ensure that all roles and responsibilities are clear and accepted in the change management process. | 0 | 11.8 | 38.8 | 32.9 | 16.5 | 3.54 | .907 |
| Leaders have put in place milestones and other controls to ensure effective implementation of the change plan at Telkom Kenya. | 0 | 17.6 | 24.7 | 40 | 17.6 | 3.58 | .980 |
| As managers we are able to accommodate people's positive and negative reactions to change. | 4.7 | 17.6 | 34.1 | 30.6 | 10.6 | 3.25 | 1.034 |
| Managers at Telkom are able to confront behavioral issues with people when managing change. | 5.9 | 15.3 | 28.2 | 36.5 | 14.1 | 3.38 | 1.091 |

4.5.2 Correlation between Leadership and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization leadership, the result established a strong positive relationship between the variables ($r=0.658$, $p=0.01$) as indicated in table 4.8. Therefore, an increase in organizational leadership results to improved change management.

Table 4.8: Correlation between Leadership and Change Management

| Variables | | change management |
|--|---------------------|-------------------|
| Leadership | Pearson Correlation | .658** |
| | Sig. (2-tailed) | .000 |
| | N | 85 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | |

4.5.3. Regression Analysis

The research analyzed relationship between the dependent variable (Change management) and organization leadership. The results showed that the R² value was 0.432 hence 43.2% of the variation in change management was explained by the variations in organization leadership as illustrated in table 4.9.

Table 4.9: Model Summary of Organization Leadership

| Model Summary | | | | | | | | | |
|---------------------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .658 ^a | .432 | .426 | .54730 | .432 | 63.250 | 1 | 83 | .000 |
| a. Predictors: (Constant), Leadership | | | | | | | | | |

4.5.4 Anova and Coefficients of Organization Leadership

An ANOVA analysis was done between change management and organization leadership at 95% confidence level, the F critical was 63.250 and the P value was (0.000) therefore significant the results are illustrated below in table 4.10.

The regression equation illustrated that taking organization leadership into account, change management increases by 1.914.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.914 + 0.570X_1 + 0.547$$

Where:

Y is the dependent variable (change management);

β_0 is the regression constant;

β_1 is the coefficients of organization leadership;

X_1 is the organization leadership

ε is the error term.

Table 4.10: Anova and Coefficients of Organization Leadership

| ANOVA ^a | | | | | | |
|--|------------|-----------------------------|------------|---------------------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 18.946 | 1 | 18.946 | 63.250 | .000 ^b |
| | Residual | 24.861 | 83 | .300 | | |
| | Total | 43.807 | 84 | | | |
| a. Dependent Variable: change management | | | | | | |
| b. Predictors: (Constant), Leadership | | | | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.914 | .251 | | 7.611 | .000 |
| | Leadership | .570 | .072 | .658 | 7.953 | .000 |

4.6 Effect of Culture on Change Management

The third objective sought to establish the effect of culture on change management and to achieve this objective respondent were asked to rate the answers using a scale of 1-5 by ticking the appropriate answer from the alternatives where, 1- Strongly disagree 2-Disagree 3-Moderate 4-Agree 5- strongly agree.

4.6.1 Descriptive of Effect of Culture on Change Management

The findings revealed that employees act as a model to facilitate the new behaviors sought for culture change (m=4.33, sd=.793). Majority also felt some positive changes has come out of the recent improvement process made at Telkom Kenya (m=4.20, sd=.842). It was also noted that employees understand the goals and purpose for the continuous improvement project done at Telkom over the last 5 years (m=3.89, sd=.887).

From the analysis done it was clear that the organization culture at Telkom encourage evaluation and reflection (m=3.76, sd=.921) and immediate supervisor encourages suggestions for improvement. (m=3.66, sd=1.323). It was also noted that Telkom Kenya is very supportive of change (m=3.59, sd=1.050). Also, at Telkom Kenya employees are

encouraged to take initiative and make decisions on their own (m=3.59, sd=1.126). Most people at Telkom also noted that they are encouraged to make suggestions for improvement. (m=3.58, sd=1.016). There was uncertainty of communication channels at Telkom being very open among Top management and low-level workers (m=3.42, sd=1.084). It was however revealed that management does not actively solicits input from employees before major decisions are made (m=2.94, sd=1.127).

Table 4.21: Descriptive of Effect of Culture on Change Management

| Variable | 1 | 2 | 3 | 4 | 5 | Mean | SD |
|---|------|------|------|------|------|------|-------|
| As an employee I act as a model to facilitate the new behaviours sought for culture change. | 0 | 4.7 | 5.9 | 41.2 | 48.2 | 4.33 | .793 |
| Organization culture at Telkom encourage evaluation and reflection | 1.2 | 8.2 | 24.7 | 44.7 | 21.2 | 3.76 | .921 |
| Communication channels at Telkom are very open among Top management and low-level workers | 3.5 | 15.3 | 36.5 | 24.7 | 20 | 3.42 | 1.084 |
| Management actively solicits input from employees before major decisions are made. | 10.6 | 24.7 | 34.1 | 21.2 | 9.4 | 2.94 | 1.127 |
| Telkom Kenya is very supportive of change. | 2.4 | 14.1 | 27.1 | 35.3 | 21.2 | 3.59 | 1.050 |
| Most people at Telkom are encouraged to make suggestions for improvement. | 1.2 | 14.1 | 31.8 | 31.8 | 21.2 | 3.58 | 1.016 |
| My immediate supervisor encourages my suggestions for improvement. | 9.4 | 11.8 | 17.6 | 25.9 | 35.3 | 3.66 | 1.323 |
| At Telkom Kenya employees are encouraged to take initiative and make decisions on their own. | 8.2 | 5.9 | 24.7 | 41.2 | 20 | 3.59 | 1.126 |
| I understand the goals and purpose for the continuous improvement project done at Telkom over the last 5 years. | 0 | 8.2 | 20 | 45.9 | 25.9 | 3.89 | .887 |
| I feel that some positive changes have come out of the recent improvement process made at Telkom Kenya. | 0 | 2.4 | 20 | 32.9 | 44.7 | 4.20 | .842 |

4.6.2 Correlation between Organization Culture and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization culture, the result established a strong

positive relationship between the variables ($r=0.742$, $p=0.01$) as indicated in table 4.12. Therefore, an increase in organizational culture results to improved change management.

Table 4.32: Correlation between Organization Culture and Change Management

| Variables | | change management |
|-----------|---------------------|-------------------|
| Culture | Pearson Correlation | .742** |
| | Sig. (2-tailed) | .000 |
| | N | 85 |

** . Correlation is significant at the 0.01 level (2-tailed).

4.6.3. Regression Analysis

The research analyzed relationship between the dependent variable (Change management) and organization culture. The results showed that the R^2 value was 0.742 hence 74.2% of the variation in change management was explained by the variations in organization culture as illustrated in table 4.13.

Table 4.4: Model Summary of Organization Culture

| Model Summary | | | | | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .742 ^a | .551 | .545 | .48702 | .551 | 101.690 | 1 | 83 | .000 |

a. Predictors: (Constant), Culture

4.6.4 Anova and Coefficients of Organization Culture

An ANOVA analysis was done between change management and organization culture at 95% confidence level, the F critical was 101.69 and the P value was (0.000) therefore significant the results are illustrated below in table 4.14.

The regression equation illustrated that taking organization culture into account, change management increases by 1.310.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.310 + 0.689X_1 + 0.487$$

Where:

Y is the dependent variable (change management);

β_0 is the regression constant;

β_1 is the coefficients of organization culture;

X_1 is the organization culture; and

ϵ is the error term.

Table 4.54: Anova and Coefficients of Organization Culture

| ANOVA ^a | | | | | | |
|--|------------|-----------------------------|------------|---------------------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 24.120 | 1 | 24.120 | 101.690 | .000 ^b |
| | Residual | 19.687 | 83 | .237 | | |
| | Total | 43.807 | 84 | | | |
| a. Dependent Variable: change management | | | | | | |
| b. Predictors: (Constant), Culture | | | | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.310 | .258 | | 5.079 | .000 |
| | Culture | .689 | .068 | .742 | 10.084 | .000 |

4.7 Multi linear Regression

4.7.1 Regression Analysis of Change Management and Core Factors

The research analyzed relationship between the dependent variable (Change management) and the independent variables (organization structure, organization leadership and organization culture). The results showed that the R^2 value was 0.612 hence 61.2% of the variation in change management was explained by the variations in organization structure, organization leadership and organization culture as illustrated in table 4.15.

Table 4.65: Regression Analysis of Change Management and Core Factors

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .782 ^a | .612 | .598 | .45803 | .612 | 42.603 | 3 | 81 | .000 |
| a. Predictors: (Constant), leadership, culture, structure | | | | | | | | | |

4.7.2 Anova and Coefficients of Change Management and Core Factors

An ANOVA analysis was done between change management and organization structure, organization leadership and organization culture at 95% confidence level, the F critical was 73.573 and the P value was (0.000) therefore significant the results are illustrated below in table 4.16

Table 4.7: Anova and Coefficients of Change Management and Core Factors

| ANOVA ^a | | | | | | |
|---|------------|-----------------------------|------------|---------------------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 26.814 | 3 | 8.938 | 42.603 | .000 ^b |
| | Residual | 16.993 | 81 | .210 | | |
| | Total | 43.807 | 84 | | | |
| a. Dependent Variable: change management | | | | | | |
| b. Predictors: (Constant), leadership, culture, structure | | | | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .843 | .287 | | 2.936 | .004 |
| | Culture | .420 | .099 | .452 | 4.245 | .000 |
| | Structure | .258 | .119 | .240 | 2.176 | .033 |
| | leadership | .148 | .093 | .170 | 1.585 | .117 |

The regression equation illustrated in Table 4.16 established that taking all factors into account (organization structure, organization leadership and organization culture) all other factors held constant change management increases by 0.843

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

$$Y = 0.843 + 0.420X_1 + 0.258X_2 + 0.148X_3 + 0.458$$

Where:

Y is the dependent variable (change management);

β_0 is the regression constant;

$\beta_1, \beta_2, \beta_3$ and β_4 are the coefficients of independent variables;

X_1 is the organization culture;

X_2 is the organization structure;

X_3 is the organization leadership; and
 ε is the error term.

4.8 Chapter Summary

This chapter has highlighted results and findings. The first section provided an analysis of demographic data of the respondents, the second section dealt organisation structure, the third section looked organisation leadership, and the fourth section covered issues on organization culture. In chapter five these results will be discussed and relevant conclusions and recommendations made with regard to change management.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section seeks to offer discussions; conclusions and recommendations based on the result findings and this was done by comparing previous literature related to the determinant of change management in the telecommunication industry with a focus on Telkom Kenya Ltd. This study will also be based on the specific objectives that is intended to establish if organizational structure, leadership and culture affect change management in the telecommunication industry.

5.2 Summary of the Study

The purpose of the study was to establish the determinant of change management in the telecommunication industry with a focus on Telkom Kenya Ltd. This study aimed at establishing if organizational structure, leadership and culture affect change management in the telecommunication industry.

The research assumed a descriptive research method in analyzing, interpreting, and presenting data. The study was focused on 99 employees including the managing director senior managers, line managers and staff including the rest of the staff members at the Enterprise Division in Telkom Kenya Ltd out of whom a total of 85 questionnaires were filled and returned giving a response rate of 86% and this was sufficient for the study and a well-planned and carefully constructed questionnaire was used for data collection. Descriptive statistics which include frequencies and percentages was computed for presenting and analyzing the data. Also the research undertook inferential statistics by the use of correlation and regression analysis to establish the relationship between the variables and this was done using the Statistical Package for Social Sciences (SPSS) version 24.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization structure, the result established a strong positive relationship between the variables ($r=0.685$, $p=0.01$) which was significant thus an increase in organizational structure results to improved change management. The research analyzed relationship between the dependent variable (Change management) and organization structure. The results showed that the R^2 value was 0.47 hence 47% of the variation in change management was explained by the variations in organization structure.

An ANOVA analysis was done between change management and organization structure at 95% confidence level, the F critical was 73.573 and the P value was (0.000) therefore significant. The regression equation illustrated that taking organization leadership into account, change management increases by 1.914.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization leadership, the result established a strong positive relationship between the variables ($r=0.658$, $p=0.01$). Therefore, an increase in organizational leadership results to improved change management. The research analyzed relationship between the dependent variable (Change management) and organization leadership. The results showed that the R^2 value was 0.432 hence 43.2% of the variation in change management was explained by the variations in organization leadership. An ANOVA analysis done between change management and organization leadership at 95% confidence level, the F critical was 63.250 and the P value was (0.000) therefore significant the results. The regression equation also illustrated that taking organization leadership into account, change management increases by 1.914.

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization culture, the result established a strong positive relationship between the variables ($r=0.742$, $p=0.01$) and was significant, therefore, an increase in organizational culture results to improved change management. The research analyzed relationship between the dependent variable (Change management) and organization culture. The results showed that the R^2 value was 0.742 hence 74.2% of the variation in change management was explained by the variations in organization. An ANOVA analysis done between change management and organization culture at 95% confidence level, the F critical was 101.69 and the P value was (0.000) therefore significant. In addition, the regression equation illustrated that taking organization culture into account, change management increases by 1.310.

5.3 Discussions

5.3.1 Structure of the Organization and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization structure, the result established a strong positive relationship between the variables, this was significant thus indicating that an

increase in organizational structure results to improved change management. According to Pearce and Robinson (2006) structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within an organizational setting, individuals, groups and functional units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation.

Others like Robbins and Cenzo (2005) also argued that the structural changes concern the configuration and parts of the organization. When the structure has to be changed, some functions or/and departments have to adapt themselves to the new structure and appropriate it. Some department or function can be giving up or transferred due to their inaccuracy or their inefficiency. Several techniques can be used by the manager leader to realize organizational change, and the following methods are the most used in the corporate world for restructuring.

The research analyzed relationship between the dependent variable (Change management) and organization structure. The results showed that the R^2 value was 0.47 hence 47% of the variation in change management was explained by the variations in organization structure. Nelson and Pasternack (2005) has established the that many companies across the globe find that the centralization of operations leads to inefficiencies in decision making. For example, in the 1980s, the industrial equipment manufacturer Caterpillar suffered the consequences of centralizing decision making. During the time pricing decisions were made at their headquarters in Peoria Illinois making it impossible for their sales representative based in Africa to sale at a discount or give accurate prices in case of slight changes leading to major loss of customers to competitors such as the Japanese firm Komatsu. Seeking to overcome this centralization paralysis, Caterpillar underwent several dramatic rounds of reorganization in the 1990s and 2000s.

An ANOVA analysis was done between change management and organization structure at 95% confidence level, the F critical was 73.573 and the P value was (0.000) therefore significant thus implies its strong relationship with change management. According to Jeff (2007) change management refers to a process tools and techniques that manage the people side of business change to realize the obligatory business results also to realize that business change successfully in the social infrastructure of the workplace. Conversely Nickols (2006) indicated it as the overall process of change and change management remain the

same. Therefore, it's this fundamental resemblance of the change processes across industries, organizations, structures in different countries and continents.

The regression equation illustrated that taking organization structure into account, change management increases thus positive. Studies have established that change management uses systematic methods to ensure that changes in an organization can be guided in the planned direction, conducted in a cost-effective manner and completed within the targeted time frame and with the desired results. This specific perspective views change management as a process. Change management is a systematic and structured systematic approach to achieving a sustained change in human behavior within an organization. This view change management from people's perspective, (Jeff, 2007). It is commonly observed among the advocates of the rational-linear view of organizational change that there is an optimum solution for organizing labour, raw materials and capital and for adopting new organizational practices (Longenecker and Fink, 2011).

5.3.2 Leadership of the Organization and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization structure, the result established a strong positive relationship between the variables ($r=0.685$, $p=0.01$), this was significant thus indicating that an increase in organizational structure results to improved change management. Similarly, Kennedy (2000) acknowledges that most of the organizations agree that these days effective leadership is one of the key most important contributors to the overall performance and change in the organization. Udegbe et. al., (2012) indicates that the vision of the leader is also very key in the planning and implementation of the strategies. In this age of rapid changing business trends and increased customer demands, the role of leadership is more vital. Strategic leadership is enthusiastically needed in firms, which is well able to forecast the important changes in advance and produce required obligation and highly appropriate atmosphere for worker and teams to adopt and understand these changes positively. This accomplishment by leaders is critical not only for the efficiency of the firm but also for its existence

The research analyzed relationship between the dependent variable (Change management) and organization structure. The results showed that the R^2 value was 0.47 hence 47% of the variation in change management was explained by the variations in organization structure. The role of leadership is also very important for managing and developing change in any

organization by creating the suitable atmosphere within the organization to adopt change for survival. Organizational culture has also an important role in the development of changes in an organization, and it is the leadership of the organization that brings new strategies for development or management of culture. Top management can make the strategies to interconnect people working in organization and its process (Childress, 2014). The culture of an organization may include its values, norms and beliefs which may lead the organization from a conservative to innovative culture. All these may constitute unwritten rules, disciplines, and external orientation, and the leadership role may be instructive, consultative or supportive. The most important leadership role for managing and developing culture is supportive according to the author

An ANOVA analysis was done between change management and organization structure at 95% confidence level, the F critical was 73.573 and the P value was (0.000) therefore significant. The role of the leader is very significant in change since it needs a well-structured way of employment of the change by managing the behavior and attitudes of people working together. It also requires a strong commitment of the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plan, and implement the appropriate strategies (Senior & Fleming, 2006). In this phase it is also decided that either organization has to go for incremental or radical changes.

The regression equation illustrated that taking organization structure into account, change management increases. The qualities of leadership are very significant for organizational changes since it is important to handle the confusion, resistance, commitment and exploration of management. There are some foreseeable behaviors related to the change stages and an effective leader always distinguish these changes in efficient way and respond properly to get the teams pledge. Change leader is related to the deliberate change and usefully deals with the human emotions (Senior & Fleming, 2006). Effective leadership and management creates vision of the future that considers the genuine long-term benefits of parties in the organization, develops a plan for moving toward that vision, conscripts the support of employees to harvest the movement and motivates employees to produce the movement (Rue & Byars, 2009).

5.3.3 Culture of the Organization and Change Management

A Pearson correlation analysis was done to establish the relationship between the dependent variable (Change management) and organization leadership, the result established a strong positive relationship between the variables. Therefore, an increase in organizational leadership results to improved change management. An organization's culture can be a major strength when it is consistent with the strategy and therefore can be a powerful driving force in implementation. According to Johnson and Scholes (2012), social processes can also create rigidities if an organization needs to change their strategy.

The research analyzed relationship between the dependent variable (Change management) and organization leadership. The results showed that the R^2 value was 0.432 hence 43.2% of the variation in change management was explained by the variations in organization leadership. Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. According to Dasanayaka and Mahakaland (2008) values and beliefs held by employees are not only an asset to the organization but also provide managers or leaders with a complete knowledge and awareness for effective leadership. This is because strong cultures are driving forces towards organizational development as it reduces stress and improves self-esteem in employees, Stewart (2010) and Balthazard and Cooke (2004). Consequently, managers should ensure that all new employees are introduced to the norms and culture of the organization and pattern of work, right during recruitment and top leaders publicly support the organization's culture for better results. Managers should also embrace strong cultures in an organization that propels positive change towards attainment of the organizational objectives (Brooks, 2006).

An ANOVA analysis done between change management and organization leadership at 95% confidence level, the F critical was 63.250 and the P value was (0.000) therefore significant the results. In the current turbulent business environment, organizational culture plays a vital role of providing the glue that binds several parts of the organization together towards attainment of the desired goal, Fakhar et. al., (2012). This is because organizations provide the social bond that attract employees towards the organization hence a sense of belonging that appeals to the intrinsic and extrinsic drives towards the organizational goals. Organizational culture also dictates strategy implementation and integration in any

organization since it affects employee commitments and a sense of ownership (Gathai & Mwinga, 2012).

The regression equation also illustrated that taking organization leadership into account, change management increases. Organization culture also provides a system of common values among teams with diverse backgrounds with a platform where employees share their beliefs, views, attitudes, feelings which are so passionate to them and in turn improves the quality of the work life and productivity Hodgets and Luthans, (2003) and Robins and Sanghi, (2007). The organizational culture is therefore a vital part of change management as it is defined as “the way we do things around here” Deal and Kennedy (1982). Culture is deeply instilled in people and for any effective change, there needs to be organizational and behavioural adjustments that need to be made to accommodate and sustain change. The best change approaches appear to use and adapt aspects of various models to suit the culture of the organization and the context of the change (Wyman, 2001).

5.4 Conclusion

5.4.1 Structure of the organization and change management

An increase in organizational structure results to improved change management. There exist formal and informal evaluation processes in place at Telkom Kenya and due to the involvement, staff appreciate the differences between the firm now and before the recent change and there is also increases awareness of steps taken to move the firm. It is also revealed that human resource principles at the firm have been able to adopt for the change and as a result the employees have been well prepared to assume responsibility for the successful direction and execution of the change

5.4.2 Leadership of the organization and change management

In the firm has an increase in organizational leadership results into improved change management in addition, there exist mechanisms to ensure the changed state becomes the normal way of working. It is also noted that managers have made a point to ensure that all roles and responsibilities are clear and accepted in the change management process. At management levels, the leaders have put in place milestones and other controls to ensure effective implementation of the change plan at Telkom Kenya.

5.4.3 Culture of the Organization and change management

An increase in organizational culture results to improved change management. In addition, employees act as a model to facilitate the new behaviours sought for culture change and the kind of culture adopted has facilitated evaluation and reflection of the change process. Majority also understand the goals and purpose for the continuous improvement project done at Telkom and as such employees believe that positive changes have come out of the recent improvement process made at Telkom Kenya

5.5 Recommendations

5.5.1 Recommendation for improvement

5.5.1.1 Structure of the Organization and Change Management

Employees should be encouraged to embrace change as thus has enabled learning opportunities to be easily available and this is effective when stakeholders are kept informed throughout the change process. It is also necessary for the institution to ensure that it has in place processes to ensure efficient consultation with the different stakeholder groups for easy change management through increased support.

5.5.1.2 Leadership of the Organization and Change Management

There is a need to offer training to the managers on how better to confront behavioral issues with people when managing change, this should include issues surrounding effective management of individuals within the various team during change. Regular analysis should also be done to ensure that there is increased awareness of management regularly assessing that messages are reaching the target audience and is well understood. There is also a need for the management to seek audience with the employees through sharing of the projects and also accommodate both positive and negative reactions to change.

5.5.1.3 Culture of the Organization and Change Management

Managers as role models need to encourage their teams to come up with suggestions for improvement. This will make Telkom Kenya is more supportive of change and encourage employees to take more initiative to make decisions on their own. The information should also flow from both top to low level while at the same time, to low level also need to be very open to suggestion from the low-level workers before major decisions are made.

5.5.2 Recommendations for Further Studies

The study recommends that further studies ought to be done on other telecommunication companies to be able compare the effect of structure, leadership and culture of the organization on change management in the sector as a whole. There is also a need to establish other factors affecting change management that are not covered in this study.

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APPENDIX I: QUESTIONNAIRE

This questionnaire seeks to assess the impact of the factors affecting change management in telecommunication industry. All the information you give was treated with confidentiality and used for academic purposes only and nothing else whatsoever.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick appropriately

1. Gender of staff

- Male
- Female

2. Age bracket of staff (to the nearest full year)

- 18-25 years
- 26-30 years
- 31-35 years
- 36-40 years
- Above 40 years

3. Highest Education Level of staff

- Secondary level
- Certificate
- Diploma
- Degree
- Masters

4. Management Level

- Top level Manager
- Senior Manager
- Line Manager
- Staff Member

5. Working experience at Telkom Kenya

- Below 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16 years and above

SECTION B. Effect of Organizational Structure on Change Management

Using a scale of 1-5 tick the appropriate answer from the table below, alternatives are as follows; 1- Strongly disagree 2-Disagree 3-Moderate 4-Agree 5- strongly agree. Please show your level of agreement to indicate the extent to which the following statements have been applying in Telkom Kenya by ticking your response corresponding to the number in the scale given above in the box against statement.

| | | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1. | The structure at Telkom has affected recent change management over the past 5 years. | | | | | |
| 2. | Telkom Kenya has clearly articulated why the change is occurring and what the future will look like. | | | | | |
| 3. | As an employee of Telkom, I appreciate the differences between the firm now and before the recent change. | | | | | |
| 4. | There are processes that are in place to consult with the different stakeholder groups at Telkom Kenya. | | | | | |
| 5. | The structures in place at Telkom Kenya ensure stakeholders are kept informed throughout the change process. | | | | | |
| 6. | Telkom Kenya employees know what steps was taken to move from where the firm is now and where they want to be. | | | | | |
| 7. | As an employee of Telkom i am prepared to assume responsibility for the successful direction and execution of the change. | | | | | |
| 8. | As an employee in Telkom i supports that the learning opportunities have been made easily available. | | | | | |
| 9. | There are defined human resource principles at Telkom Kenya that have been adopted for the change. | | | | | |
| 10 | There are formal and informal evaluation processes in place at Telkom Kenya. | | | | | |

SECTION C. Effect of Leadership of the Organization on Change Management

Using a scale of 1-5 tick the appropriate answer from the table below, alternatives are as follows; 1- Strongly disagree 2-Disagree 3-Moderate 4-Agree 5- strongly agree. Please show your level of agreement to indicate the extent to which the following statements have been applying in Telkom Kenya by ticking your response corresponding to the number in the scale given above in the box against statement.

| | | 1 | 2 | 3 | 4 | 5 |
|-----|---|----------|----------|----------|----------|----------|
| 1. | Leaders at Telkom work as facilitators helping others on their team to learn how to lead. | | | | | |
| 2. | Managers at Telkom have been equipped to effectively manage the individuals within their team during the recent change initiatives/process. | | | | | |
| 3. | Executives and managers at Telkom lead by example. | | | | | |
| 4. | Executives and managers at Telkom very often communicate the change message to junior employees. | | | | | |
| 5. | The management regularly assess that messages are reaching the audience and being understood. | | | | | |
| 6. | Mechanisms are in place at Telkom to ensure the changed state becomes the normal way of working. | | | | | |
| 7. | Managers at Telkom ensure that all roles and responsibilities are clear and accepted in the change management process. | | | | | |
| 8. | Leaders have put in place milestones and other controls to ensure effective implementation of the change plan at Telkom Kenya. | | | | | |
| 9. | Managers are able to accommodate people’s positive and negative reactions to change. | | | | | |
| 10. | Managers at Telkom are able to confront behavioral issues with people when managing change. | | | | | |

SECTION D. Effect of Culture of the Organization on Change Management

Using a scale of 1-5 tick the appropriate answer from the table below, alternatives are as follows; 1- Strongly disagree 2-Disagree 3-Moderate 4-Agree 5- strongly agree. Please show your level of agreement to indicate the extent to which the following statements have been applying in Telkom Kenya by ticking your response corresponding to the number in the scale given above in the box against statement.

| | | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | As an employee I act as a model to facilitate the new behaviours sought for culture change. | | | | | |
| 2. | Organization culture at Telkom encourage evaluation and reflection. | | | | | |
| 3. | Communication channels at Telkom are very open among Top management and low-level workers | | | | | |
| 4. | Management actively solicits input from employees before major decisions are made. | | | | | |
| 5. | Telkom Kenya is very supportive of change. | | | | | |
| 6. | Most people at Telkom are encouraged to make suggestions for improvement. | | | | | |
| 7. | My immediate supervisor encourages my suggestions for improvement. | | | | | |
| 8. | At Telkom Kenya employees are encouraged to take initiative and make decisions on their own. | | | | | |
| 9. | I understand the goals and purpose for the continuous improvement project done at Telkom over the last 5 years. | | | | | |
| 10. | I feel that some positive changes have come out of the recent improvement process made at Telkom Kenya. | | | | | |

SECTION E. Change Management

Using a scale of 1-5 tick the appropriate answer from the table below, alternatives are as follows; 1- Strongly disagree 2-Disagree 3-Moderate 4-Agree 5- strongly agree. Please show your level of agreement to indicate the extent to which the following statements have been applying in Telkom Kenya by ticking your response corresponding to the number in the scale given above in the box against statement.

| | | 1 | 2 | 3 | 4 | 5 |
|----|---|----------|----------|----------|----------|----------|
| 1. | The change process was clearly defined. | | | | | |
| 2. | The change message was well articulated to all levels of the organization. | | | | | |
| 3. | I understood my role in the change process. | | | | | |
| 4. | I have experienced change at Telkom Kenya. | | | | | |
| 5. | There is an effective procedure to monitor change process in Telkom. | | | | | |
| 6. | The change objectives of Telkom Kenya have been met. | | | | | |
| 7. | The change has had a positive impact on the image of the firm. | | | | | |
| 8. | There has been an increase in performance attributed to the recent Change done at Telkom Kenya. | | | | | |