

**EMPLOYEE ADAPTATION TO STRATEGIC
ORGANIZATIONAL CHANGE AT THE BUSINESS
MARKET DEPARTMENT OF TELKOM KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI**

2016

DECLARATION

This is my original work and has not been submitted for examination in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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ACKNOWLEDGEMENT

I would like to thank the Almighty God for seeing me through this. I am also very grateful for the role played by my supervisor Dr. John Yabs and moderator, Prof. Z.B. Awino. It is through their skilled guidance that I was able to put this research together. I would also like to appreciate the lecturers who imparted me with invaluable knowledge during my coursework which was useful in preparing for this research project. I thank the employees of Telkom Kenya for taking time to fill and return the questionnaires that were used in data collection.

DEDICATION

This study is dedicated to my parents for making sure my siblings and I had access to quality education.

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ABBREVIATIONS AND ACRONYMS

CA:	Communications Authority of Kenya
CCK:	Communications Commission of Kenya
CDMA:	Code Division Multiple Access
DSL:	Digital Subscriber Line
EASSy:	Eastern Africa Submarine Cable Systems
GoK:	Government of Kenya
GSM:	Global System for Mobile Communications
IFC:	International Finance Corporation
IP:	Internet Protocol
KPTC:	Kenya Posts & Telecommunications Corporation
LION II:	Lower Indian Ocean Network, Route 2
MBPS:	Megabits Per Second
MSAN:	Multi Services Access Nodes
MVNO:	Mobile Virtual Network Operator
PMI:	Project Management Institute
PwC:	PricewaterhouseCoopers
SEACOM:	Sea Sub-Marine Communications Limited
TEAMS:	The East African Marine System
TKL:	Telkom Kenya Limited
VSAT:	Very Small Aperture Terminal

ABSTRACT

Employee adaptation to strategic change is a critical component when coming up with strategic change implementation strategies. Many change programs fail due to the fact that the affected people do not fully adapt to the new dispensations that emerge as a result of planned strategic organizational changes. The study sought to determine the extent to which employees have adapted to strategic organizational change within the Business Market department of Telkom Kenya. This study was based on a theoretical framework that identifies three key constructs used to study the level of employee adaptation to strategic change. The constructs include communication of timely and useful change-related information, meaning-making resources, that is, psychological resources that help individuals cope with ambiguous situations during strategic organizational change, and individual willingness to change. The motivation for the proposed study was founded on the need to determine the extent to which employees adapt to organizational strategic change, based on the appreciation of the fact that the people component is pivotal in implementing successful change programs, a research area that is not widely explored, yet very critical. The context of study was within the very dynamic telecommunications sector in Kenya with a specific focus on Telkom Kenya, an organization that is undergoing continuous strategic change that has touched on acquisition, restructuring, modification to business processes, and modernization of network infrastructure through the adoption of new technologies. Literature relevant to the study was reviewed as a build-up to the actual collection and analysis of information. The study adopted a descriptive research design for exploration, and to gather and summarize information, present and interpret data. From the findings of the study, it was established that the employees of Telkom Kenya had, to a great extent, adapted to the strategic organizational change. It was also concluded that adaptation was made possible due to the enabling existence of organization-based resources, that is, change-related information communicated using channels of communication internal to the organization, and personal resources, which helps those affected by challenging and ambiguous situations like change processes. From the findings, the study also concluded that a small but significant portion of the target population (about 14%) had not adapted well to the changes. It can be concluded that this lot exists because some of the respondents found some of the new roles difficult to adapt to. This could also be attributed to what some respondents indicated as change information provided not adequately answering their questions about the changes. The study recommended that Telkom Kenya improves the effectiveness in communicating information related to planned strategic organizational changes to ensure that the affected persons get to understand and appreciate the need to implement changes in structure, network or business processes, and match their new roles to their key competencies for increased adaptivity to change. This study also recommended that further studies be conducted on the factors that influence willingness to accept and embrace planned strategic organizational changes.

CHAPTER ONE

INTRODUCTION

1.1 Background

Beyond technology, processes and strategy, people perform the central role in ensuring the desired outcome of strategic change in a sustainable way (PwC, 2013). Employee adaptation to strategic change is therefore a critical component when coming up with strategic change implementation strategies. This study will be based on a theoretical framework developed by (Heuvel, 2013). The framework identified three key constructs that can be used to study the level of employee adaptation to strategic change. The constructs include communication of timely and useful change-related information, meaning-making resources (psychological resources that help individuals cope with ambiguous situations during strategic organizational change), and individual willingness to change.

The Theory of Resource Conservation (Hobfoll, 2001) sets a good theoretical framework for explaining what it takes for individuals to accept, and ultimately adapt to strategic organizational change. The focus in investigating processes and drivers of resourceful and adaptive employees (Woodman & Dewett, 2004) is anchored on this theoretical framework. Organizations are made up of people that work together to run organizational processes or systems through which products and services are put on offer (Robertson, Roberts, & Porras, 1993). People can align their work in a way that it becomes enjoyable and meaningful, and makes their performance to get better. This is particularly important when implementing a change program, and employees are expected to respond positively

both psychologically and in behavior, and this usually has a bearing on how other employees adapt (Greenhalgh, Robert, Macfarlane, Bate, & Kyriakidou, 2004).

The motivation for the proposed study was founded on the need to determine the extent to which employees adapt to organizational strategic change, based on the appreciation of the fact that the people component is pivotal in implementing successful change programs, a research area that is not widely explored, yet very critical. The aim of this research is to explore the factors that affect or influence employee adaptation to strategic organizational change, with the findings aimed to assist management improve policies on change management, and contribute to the current literature in the field of strategic management of the change-recipients during periods of strategic organizational changes.

The study was conducted within the very dynamic telecommunications sector in Kenya with a specific focus on Telkom Kenya - an organization that is undergoing continuous strategic change that has touched on acquisition, restructuring, modification to business processes, and modernization of network infrastructure through the adoption of new technologies. These changes have increasingly put pressure on Telkom Kenya to develop adaptive capacity to foster sustainable ability to rapidly respond to strategic change which is fundamental for survival and building a thriving organization. One of the key change elements at Telkom Kenya Limited (TKL) which has necessitated restructuring and reassignment of roles is strategic investments aimed at modernization of the network, replacing the old legacy infrastructure with IP network.

1.1.1 Strategic Organizational Change

Van de Ven & Poole (1995) define strategic change as deliberate shift in the strategy of a firm regarding its resource deployment, scope, synergy and competitive advantage. Strategic change touches on the shift in quality, formulation and state over a period of time as an organization strives to align with the changing external environment. One of the classifications of organizational change is either continuous or episodic. While continuous change evolves incrementally through improvement with continuous learning, episodic change is deliberate, infrequent, formal, and slower to complete (Weick & Quinn, 1999). A similar view is held by Burke (2002) but he refers to the two types of change as revolutionary and evolutionary respectively. Revolutionary change involves a significant shift that affects an organization as a whole, whereas evolutionary change entails improvement, incremental steps to fix a problem or a change in one component of an organization.

Deloitte, in a survey on change management methods and tools applied in the Russian Federation, observed that change management implies closely interacting with the affected people, as this assists them to adjust their perception of the change, and to develop a positive attitude. This in turn increases the willingness of the employees to acquire new skills and expertise. They further found out that effectiveness of business transformation projects directly depends on the ability of the project team to give a comprehensible description of change and explain to managers and leaders what needs to be changed in the current business practice in order to reach the target state (Deloitte & Touche, 2013).

Organizational change affects individuals through increased uncertainty, disruption of relationships, and challenging their competence. Of the three, uncertainty is the most commonly reported during organizational change (Ashford, 1988). Uncertainty can be segmented further to refer to uncertainty about the specific behaviours that will lead to desired outcomes, and the uncertainty about one's ability to exhibit the required behaviours (Brett, 1984). If not resolved, it breeds anxiety as a result of insecurity about possible job loss, degenerated career prospects, and loss of social status (Cartwright & Cooper, 1994).

Disruption of relationships occurs through personnel changes, work redesign, and relocation (Haunschild, Moreland, & Murrell, 1994) – leading to losses of attachments, turf, structure, meaning and control experienced among employees (Bridges, 1988), and reduction in opportunities available to employees for coping through social support (Fugate, Kinicki, & Scheck, 2002). Organizational change also challenges the individual's competence as new skills are required to perform new tasks, for example, increased rate of adoption of new technology at the workplace (Hesketh & Neal, 1999).

1.1.2 Employee Adaptation to Strategic Organizational Change

Adaptation to change at work consists of the individual's effort to manage internal and external demands that arise from changing and uncertain work situations. It occurs in response to some kind of event or change in role, task or environment (Farrell, 2004). The response involves comparison of the individual and his or her environment. It also focuses on the individual's, rather than the organization's, efforts to improve one's functioning in relation to the change. The objective of the employee, therefore, is to

manage internal demands like fear of losing a job or external like increase in workload or change in the organization's expectations on their productivity. Building of organizational capabilities and resources continuously always results in greater ability to adapt to changing environments (Pettus, 2001).

Conventionally, employees are seen as 'resisting elements' whenever a change program is implemented (Dent & Goldberg, 1999). Beyond this traditional perspective, recent studies have incorporated elements like resistance to change and how to overcome it, and willingness to accept and embrace change (Oreg, Vakola, & Armenakis, 2011). In as much as these studies assist in analyzing reactions based on attitudes, behavior change is equally important (Shoss, Witt, & Vera, 2011). Adaptive capacity is dependent on the well-being of the employee which directly affects resistance to or acceptance of change.

Reduced job satisfaction or resolve to resign are associated to an initial reaction of resistance to change (Wanberg & Banas, 2000). Adaptation to change revolves around change resources which are viewed as the key ingredients in facilitating change of attitudes, that is, adaptation to change as a result of willingness to align personal behavior to the change process (Griffin, Neal, & Parker, 2007). Adaptivity to change is also viewed as a crucial requisite for employability (Fugate, Kinicki, & Ashforth, 2004).

1.1.3 Telecommunications Industry in Kenya

Kenya's telecommunications industry has many telecom operators licensed by the Communications Authority of Kenya (CA) to provide voice and data services, as well as other additional services like mobile money transfer, web hosting, managed data centers, et cetera. The Government of Kenya (GoK) recognizes the importance of developing a

robust telecommunications sector as seen from the numerous efforts they have put in ensuring affordable telecom services are available to as many households and businesses as possible. This broad mandate is given to the CA (formerly CCK), an independent regulator, created by Kenya Information and Communications Act of 1998.

The licensing and regulation of operators is one of the key obligations of the CA. It is done under a unified licensing framework. Kenya's telecoms industry has four players in the Cellular Mobile Services segment, namely: Safaricom Limited (Safaricom), Airtel Networks Limited (Airtel), Telkom Kenya Limited (TKL) – Orange, and Finserve Africa Limited (Equitel) which is a Mobile Virtual Network Operator (MVNO). By end of March, 2015, the market share for mobile subscriptions stood at 67.1, 20.2, 10.8, and 1.9 percent for the four players respectively (CA, 2015). The total cellular mobile subscriptions topped 34.7 million.

The Mobile Money Transfer segment has six players, that is, Safaricom, Airtel, Orange, Equitel, Mobikash, and Tangaza, with a total of 26.7 million subscribers by the end of the quarter under review(CA, 2015). Fixed Telephone Service segment has three players, namely: Telkom Kenya, Safaricom, and Wananchi Group, with a combined subscription of 202,905 lines (CA, 2015). The Data/Internet market segment has continued to expand year after year. Subscribers access the services over a variety of media, including: mobile, terrestrial wireless, satellite, fixed DSL, and fibre optic subscriptions. These subscriptions put the total figure of people with access to Internet in Kenya at 71.7 per 100 inhabitants (CA, 2015).

Market share for mobile data/Internet segment in the period under review was 65, 18.5, 13, and 3.6 percent for Safaricom, Airtel, Telkom Kenya, and Finserve Africa respectively. The fixed data/Internet segment has more players, namely: Wananchi Telecom, Liquid Telecom, Telkom Kenya, Access Kenya, Safaricom, Jamii Telecommunications, iWay Africa, Mobile Telephony Networks, Internet Solutions, Call Key Networks, and others. The market shares were 46.8, 15.3, 10.1, 9.6, 6.9, 6.3, 2.7, 0.9, 0.6, 0.5, and 0.3 percent respectively (CA, 2015). International bandwidth, during the period under review, stood at 1.6 million Mbps. The players in this category are SEACOM, TEAMS, Telkom Kenya (EASSy), LION II, and a host of VSAT service providers like Intelsat, Avanti, GSat, et cetera (CA, 2015).

1.1.4 Telkom Kenya Limited

Telkom Kenya was established as an operator under the Company's Act (Cap 486) of the Laws of Kenya. Its formation was as a result of reforms in the telecommunications sector which culminated in the enactment of the Kenya Information and Communications Act, 1998. The act created a legal framework for the split of KPTC, and the formation of Telkom Kenya Limited, Communications Communication of Kenya, and the Postal Corporation of Kenya (Public Investment Committee, 2014). The change in TKL's fortunes prompted the government to look for a suitable investor with technical expertise and sufficient capital to invest in modernization of infrastructure to allow TKL compete effectively with the then growing mobile operators.

The then mobile operators put a lot of pressure on TKL in terms of competition, pushing it to the verge of bankruptcy. It is at this point that TKL had to give up its shareholding

in Safaricom so as to restructure the balance sheet in order to attract investors. TKL was finally privatized through a competitive bidding process ran by IFC, which France Telecom won. France Telecom paid USD 390 million for a 51 percent stake in TKL(International Finance Corporation, 2009). France Telecom (Orange) then launched a wide range of voice and data products for residential and business clients. Further balance sheet restructuring, and failure of the GoK to provide part of the shareholder loan requested by TKL, has led to further dilution of government shareholding in TKL to 30 percent with France Telecom retaining 70 percent.TKL has three main business units, that is, Mass Market, Wholesale (Carrier Services), and Business Market.

1.2 Research Problem

Most change programs do not realize their desired objectives (Beer & Nohria, 2000). Failure to adapt in line with new dispensations (Stanley, Meyer, & Topolnytsky, 2005) has been identified as one of the main reasons change programs fail to realize the intended objectives. The ability of employees to embrace and adopt the new order touching on areas like sales strategies, business processes and new technologies is key when implementing change programs (McKinsey, 2002). It is, therefore, increasingly becoming extremely important that concepts that assist in getting employees to embrace strategic change and adopt new dispensations are explored when implementing strategic change projects. This study will be organized around the organization-based and individual psychological resources that are critical in fostering adaptation to strategic organizational change.

The context of this study will be the telecommunications industry in Kenya which has gone through tremendous evolution since its liberalization. The study will focus on Telkom Kenya, which has on several occasions made strategic changes to position the company as a preferred provider of integrated telecommunication solutions. Muteti (2013) observed that Telkom Kenya has gone through a number of change programs prompted by the dynamic nature of the telecommunications industry in Kenya. The changes identified were downsizing, acquisition, structural changes, strategic changes and restructuring among others. All these changes have an impact on employees, therefore making adaptation to strategic organizational change an interesting area of focus.

Most studies have focused on areas like survival and profitability of organizations (Rajagopalan & Spreitzer, 1997). This perspective has, however, been expanded to include areas like how employees respond to planned organizational change (Oreg, Vakola, & Armenakis, 2011). This shift would be best explained by the now widely held view that change needs to be embraced and executed by the affected parties (Bovey & Hede, 2001). Adaptation has been identified as an important factor in successful adjustment to organizational change (Ashford, 1988). Locally, a number of studies focusing on various aspects, including strategic change in the telecommunications sector in Kenya, and Telkom Kenya in particular have been done. Matilda (2013) studied trends in outsourcing strategies adopted by telecommunication vendor companies in Kenya; Kamau (2012) studied the factors influencing implementation of strategic change in telecommunication industry; Muteti (2013) studied management of strategic change at the Telkom Kenya Limited; Lusweti (2010) researched on employee retention

management practices in the telecommunication industry. However, there has been no study focusing on employee adaptation to strategic change. This is the gap the current research proposal aims to address, that is, investigating the extent to which employees have adapted to strategic organizational change at Telkom Kenya.

The proposed research sought to determine the extent to which Telkom Kenya's employees have adapted to strategic change arising from change in organizational structure, corporate strategy, network technology, and change in business processes. This research sought to answer the question – what is the extent of employee adaptation to strategic organizational change at the Business Market department of Telkom Kenya?

1.3 Research Objective

The objective of the study was to determine the extent to which employees have adapted to strategic organizational change within the Business Market department of Telkom Kenya.

1.4 Value of the Study

The findings of this research would act as a guide to the management of Telkom Kenya in terms of policy making through understanding the level of adaptation to change exhibited by the affected employees so as to assist in coming up with better policies to manage the employee component of the change process for sustainable positive impact on business operations. The findings can also be applied across the telecommunications and other industries in Kenya since change management practices are applicable across the board.

The findings may also be useful to researchers, and contribute to the theoretical knowledge on the characteristics of employee adaptation to strategic organizational change and can be applied across various sectors of the economy, effectively increasing the body of knowledge in this field. This study can further be used as a basis for scholars to conduct further studies on the same subject. The study also hopes to provide a reference point for further studies in the field of strategic management.

The outcome of the research may also be useful in practice when implementing strategic change management programs, especially to change program managers, organizations' management and employees in order to lead to positive outcomes that take the role of the adaptation of the change-recipients to planned strategic organizational change into consideration.

1.5 Chapter Summary

This chapter was organized into the background which highlights the concepts, underlying theory, motivation and context of the study. The concepts of strategic organizational change and employee adaptation to strategic organizational change are discussed in detail. The telecommunications industry in Kenya and Telkom Kenya, which will be the context of the proposed study are also discussed in this chapter. The chapter is concluded by highlighting the research problem, objective and value of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

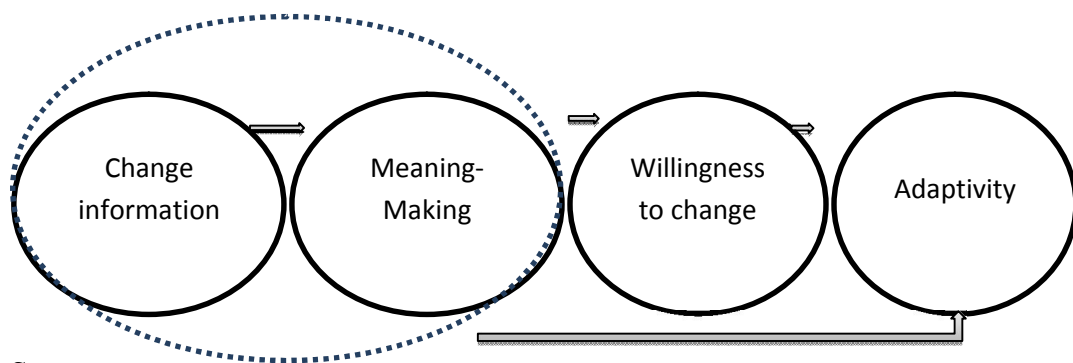
In this chapter, available literature and findings from previous studies touching on strategic organizational change and adaptation to change is reviewed. Previous studies, books, organizational data and reports from industries related to the research are examined in this chapter (Cooper & Schindler, 2003)

2.2 Theoretical Foundation

The process of adaptation to change can be studied using the construct of individual ‘resources’ based on the Theory of Resource Conservation (Hobfoll, 2001). These resources include individual characteristics, prevailing conditions, and intrinsic energy. Accordingly, individuals are naturally inclined to acquire, accumulate and preserve the resources (Hobfoll, 2001).

Information and psychological (meaning-making) resources are crucial when going through changes in organizations. Information about change as a resource refers to sufficient communication of information relevant to the change through internal communication channels, whereas meaning-making is psychologically intuitive actions that would be undertaken by individuals to create meaning. Both information and meaning-making resources are proposed to encourage individuals to embrace change (Van den Heuvel, Demerouti, Schreurs, Bakker, & Schaufeli, 2009).

Process resources, that is, relaying of correct and accurate information, and the opportunity to be a part of the design and/or implementation of change have been found to be crucial for successful change (Saksvik, et al., 2007). Meaning-making, on the other hand, has been found to have a positive correlation with adjusting to changes in life (Park, 2010). The model illustrated below can be used to investigate how change resources contribute to adaptation to organizational change (Heuvel, 2013). It shows the relationship between information and psychological resources, and individual willingness to accept change which in turn leads to adaptation to change.



Source:

Heuvel, M. V. (2013) Adaptation to Change: The Role of Meaning-making and other Psychological Resources.

Figure 1: Change Resources Adaptation Model

2.3 Planned Strategic Organizational Change

The very first model of planned change, the action research model, was coined by Lewin (1947). The proposition of this model is that to effectively solve problems within organizations, the process should be based on a systemic and rational examination of the issues at hand. The organization, its people, and change agents are involved in this process. The problem is identified and experts consulted. Action to address the problem is then taken, and if found not to be satisfactory, the process is repeated until the desired outcome is reached. The second model is Lewin's three-step model which involves unfreezing an established order and doing away with unwanted practices based on the external forces of change. A new pattern of behavior is then introduced before refreezing is done to reinforce the new order within the organization (Lewin, 1947).

The third model was suggested by Bullock & Batten (1985). The model consists of four phases, that is, exploration, planning, action, and integration. Exploration involves creation of awareness of change and consideration of possible solutions to problems of existing order. The planning phase involves setting of change goals and action plans. The action phase involves change implementation, change management planning, and feedback processes. The final phase involves consolidating change, stabilizing, and reinforcing new behaviour.

Kotter (1996) argues that there is an eight step process to be followed for successful change, and that each of the steps is important to achieve the desired outcome. The steps include introducing a feeling of urgency, formation of a highly influential guiding team, formulation of a clear vision, giving people power to implement the vision, identifying

and taking advantage of quick wins, building on the improvements to create further change, and finally entrenching a new order. Ten change implementation commandments were suggested by Kanter, Stein, & Jick (1992). They include: organizational analysis to establish the need for change, seclusion from old order, introduction of urgency, support for a powerful leader, securing political backing, formulating an execution plan, putting supporting structures in place, creation of a communication strategy, enrolling people and being open, and entrenching and reinforcing change.

2.4 Employee Attitudes to Strategic Organizational Change

Most studies on organizational change feature resistance or willingness to change as attitudinal constructs (Metselaar, 1997). He defines preparedness to change as beliefs, intentions and attitudes towards the need for implementation of a successful change program. Implementation of successful change initiatives in organizations largely depends on the beliefs, perceptions, and attitudes of employees. It is therefore important that the majority of employees perceive that their company is keen on developing supportive mechanisms to change, otherwise it will be a stressful experience (McHugh, 1993).

Excitement and happiness or anger and fear are the typical emotions that accompany the process of organizational change. Depending on individual employee perceptions and readiness, the reactions could be positive intentions to support the change or negative intentions to resist the change. A high degree of readiness for successful change needs to

be created within the organization. The assessment and measurement of readiness is therefore a critical step before the change initiatives are introduced.

Positive organizational identification, that is, the extent to which employees associate themselves with the organization is another important factor that may help in realizing the desired success in implementing change. Available literature indicates that when there is a strong bond between organizations, their leaders and employees, motivation exists on the side of those affected by the change to support it (Ashforth & Mael, 1989). Under these circumstances, individuals tend to maintain a positive self-image which results from existence of motivation to gain acceptance. Identity can be anchored on a personal level or individual self, interpersonal or relational.

2.5 Empirical Studies and Research Gaps

Heuvel (2013) found that information about change has the potential to ignite personal reflections about impending change and how it impacts individuals, further increasing their adaptivity. Heuvel (2013) also found a strong correlation of how information regarding change is communicated and the related psychological impact. In another research, Heuvel et al. (2009) established that being able to make meaning and connect daily occurrences to what individuals value has a positive impact on performance and embracing change.

Change information has also been found to have a positive correlation with adjusting well regarding personal well-being, being satisfied at work, good client relations and resolve to support change (Wanberg & Banas, 2000), and low objection (Oreg, 2006). This positive correlation further cements the belief that well informed employees tend to lend

support to the organization they work for. The study the relationship between being open to change, satisfaction at work, irritability at work and contemplation of quitting. Viewing change in a positive way leads to better adaptation and job engagement (Heuvel et al., 2009). The validation of the employee adaptation research model enables the current research to be conducted within the same construct and the outcome would then be deemed valid.

Muteti (2013) established that the strategic change management process being implemented by Telkom Kenya Limited faced various challenges like resistance to change, limited resource allocation and poor change management policies. The study recommended further research on more effective strategic management practices in order to attain the desired strategic change implementation best practices. The proposed study on employee adaptation to change would be key to plug the research gap on the employee perspectives of strategic change implementation.

2.6 Chapter Summary

The chapter is organized into introduction which highlights contents of the chapter, theoretical foundation which explains the theory upon which the concepts of the proposed study are based, planned strategic organizational change highlights the various models adopted in planning and implementing change programs, employee attitudes to strategic organizational change highlights employee reactions and attitudes towards change. The chapter is concluded by highlighting the similar empirical studies, their findings and the research gaps that the proposed research sought to address.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology employed in carrying out the research. Guidelines on collection of data, measuring and analyzing are presented here. The specific focus will be how the research is designed, selection of target population, collection and analysis of data.

3.2 Research Design

The research employed a descriptive design. This type of study accurately portrays attributes of the elements of population under study (Polit & Hungler, 2004). Variables are described as opposed to testing a hypothesized correlation between variables. This results in high accuracy and clear depiction of the research subjects (Mouton & Marais, 1996).

The application of descriptive design is usually in exploratory and preliminary research work where a summary of gathered information is required and presented in a way that gives clarity on issues that are not obvious. They also determine and report things as they are, therefore establishing the prevailing situation of the population under review (Mugenda & Mugenda, 2003).

3.3 Population of the Study

The target population was Telkom Kenya's employees working at Business Market department and Business Solutions section of the Information Technology & Networks

department dedicated to supporting Business Market’s technical projects. The company had a total of about 1500 employees spread across Nairobi, Eastern & Central, North Rift, Central Rift, South Rift, Coast and Western regions of Kenya. Business Market had a total of 60 permanent employees, with majority based at the head office. Business Solutions section had a total of 9 staff.

The population distribution was as tabulated below.

Table 3.1: Target Population

Section	Population
Business Sales	41
Business Sales Support	19
Business Solutions	9
Total	69

Census method was proposed for this research due to the relatively small target population, which was also heterogeneous in nature. When employing this method, all the members of the target population were be required to participate in the study.

3.4 Data Collection

This research employed the use of primary data for analysis. Questionnaires for collecting data were administered to each member of the sample population. They had open-ended and close-ended questions. Some questions allowed for streamlined responses that assisted in uniform analysis for consistency, and others gave respondents

the opportunity to give more information that may not have been captured by closed-ended questions.

Data was collected on four study variables. Change-related information was measured on a scale created by Wanberg & Banas (2000); meaning-making was measured on a scale created by Heuvel et al. (2009). Willingness to accept change was measured by a scale created by Metselaar (1997), and adaptivity to change was measured by Griffin et al.'s (2007) scale.

3.5 Data Analysis

This research applied quantitative and qualitative techniques to analyze data. The questionnaire yielded quantitative data that was processed using the Statistical Package for Social Sciences (SPSS) v20. Before manipulation, data was checked to ensure consistency. The data was then coded to enable ease of entry and analysis. The resulting data was presented in frequency distribution tables, percentages and mean.

The resulting qualitative data the open ended questions was analyzed using content analysis where converging themes were grouped together to allow for easy analysis.

3.6Chapter Summary

This chapter presents the methodology employed in collecting and analyzing data. Descriptive design that was used is highlighted. The questionnaire as the preferred method of data collection and presentation is discussed. The chapter is concluded by proposing the quantitative and qualitative analysis techniques that were used.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers analysis of data, presentation of results and discussion.

4.2 Response Rate

The study targeted 69 Telkom Kenya employees working at the Business Market department. Out of the total 69 questionnaires distributed, 60 were dully filled and returned. This represents a response rate of 87% which is higher than the 50% statistical significance according to Mugenda and Mugenda (2003).

Table 4.1: Total Response Rate

Responses	Percentage
Responses	87
Non-responses	13
Total	100

4.3 Respondents' Demography

This section presents the demography of the respondents.

4.3.1 Gender

The gender of respondents was investigated by sought by the study. The resulting information was tabulated in table 4.2.

Table 4.2: Gender Response Rate

Responses	Percentage
Male	57
Female	43
Total	100

The study involved both male and female employees working in the Business Market department. The response rates were 57% for the male and 43% for female respondents respectively.

4.3.2 Age of the Respondents

The resulting information regarding the age of the respondents was tabulated in table 4.3 below.

Table 4.3: Respondents' Age

Age Bracket	Frequency	Percentage
25-29	15	25.0
30-34	13	21.7
35-39	14	23.3
40-44	16	26.7
> 44	2	3.3
Total	60	100.0

As shown in table 4.3 above, 25% of the respondents fell in the age bracket of 25-29 years; 21.7% were in the 30-34 years bracket; 23.3% were in the 35-39 years bracket; 26.7% were in the 40-44 years bracket; and above 44 years accounted for 3.3%.

4.4 Employment Duration

This section presents the duration which the respondents have worked at Telkom Kenya.

Table 4.4 summarizes the response.

Table 4.4: Number of Years Worked at Telkom

Duration (Years)	Frequency	Percentage
< 1	6	10.0
1-3	9	15.0
4-7	20	33.3
8-11	15	25.0
> 11	10	16.7
Total	60	100.0

As shown in table 4.4, 10% of respondents had worked for less than a year at Telkom Kenya; 15% between 1-3 years; 33.3% between 4-7 years; 25% between 8-11 years; and 16.7% had worked for more than 11 years. From this data, it can be deduced that a majority of the respondents (75%) had worked for more than 4 years which is enough time to have experienced at least one planned strategic organizational change.

4.5 Professional Orientation

This section presents the response rate from each of Business Market's functional areas.

Table 4.5 summarizes the information.

Table 4.5: Respondents' Professional Orientation

Section	Frequency	Percentage
Business Sales	36	60.0
Business Sales Support	16	26.7
Business Solutions	8	13.3
Total	60	100.0

The data shows that 60% of the respondents belong to the sales group; 26.7% belong to the sales support group; and 13.3% belong to the business solutions group.

4.6 Change Information

The resulting response on how change-related information is communicated and quality of that information was as tabulated in table 4.6.

Table 4.6: Change-Related Information

Statement	Percentage					Mean	Standard Deviation
	5	4	3	2	1		
i) I got the right information about change at the right time	10.0	50.0	30.0	8.3	1.7	3.58	0.850
ii) The information I got about the change was useful	13.3	56.7	25.0	5.0	0.0	3.78	0.739
iii) The information I received adequately answered my questions concerning the change	3.3	41.7	36.7	16.7	1.7	3.73	0.861
iv) I received adequate information about the change before it happened	18.3	45.0	28.3	8.3	0.0	3.28	0.846

The scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1) was used to grade individual responses. From the tabulated data, 60% of the respondents agreed or strongly agreed with statement (i); 70% either agreed or strongly agreed with statement (ii); 45% either agreed or strongly agreed with statement (iii); 63.3% of the respondents either agreed or strongly agreed with statement (iv). When asked to indicate the extent to which clear and timely change information affects their

ability to adapt to a new order; 53.3% of the respondents said very great extent, 31.7% said great extent, 11.7% said moderate extent and only 3.3% said little extent. The mean and standard deviation was 3.58 and 0.850, 3.78 and 0.739, 3.73 and 0.861, 3.28 and 0.846 respectively.

4.7 Meaning-Making

The study sought to investigate some attributes that characterize the meaning-making psychological resources. These responses were as shown in table 4.7.

Table 4.7: Meaning-Making

Statement	Percentage					Mean	Standard Deviation
	5	4	3	2	1		
i) I actively take time reflecting on events happening in my life	45.0	40.0	13.3	1.7	0.0	4.28	0.761
ii) I understand what makes my life meaningful	40.0	40.0	13.3	5.0	1.7	4.12	0.940
iii) I prefer not thinking about the meaning of events I encounter	0.0	23.3	28.3	26.7	21.7	2.53	1.081
iv) When difficult situations arise, I usually quickly see why they happen to me	13.3	41.7	36.7	6.7	1.7	3.58	0.869
v) Self-reflection helps make my life meaningful	28.3	43.3	21.7	6.7	0.0	3.93	0.880
vi) I actively focus on activities and events that I personally find valuable	43.3	45.0	11.7	0.0	0.0	4.32	0.676
vii) I feel my life is meaningful	65.0	30.0	3.3	1.7	0.0	4.57	0.722

The respondents were asked to indicate the degree to which they agree or disagree using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1). From the data of table 4.7, 85% of the respondents either agreed or strongly agreed with statement (i); 80% either agreed or strongly agreed with statement (ii); 23.3% either agreed or strongly agreed with statement (iii); 55% of the respondents either agreed or strongly agreed with statement (iv); 71.6% of the respondents either agreed or strongly agreed with statement (v); 88.3% of the respondents either agreed or strongly agreed with statement (vi); 95% of the respondents either agreed or strongly agreed with statement (vii). The means and standard deviations were 4.28 and 0.761, 4.12 and 0.940, 2.53 and 1.081, 3.58 and 0.869, 3.93 and 0.880, 4.32 and 0.676, 4.57 and 0.722 respectively.

Table 4.8: How Conscious Reflection Helps in Adjustment

Responses	Frequency	Percentage
Learning	7	11.7
Psychological readiness to adapt	16	26.7
Decision-making	13	21.7
Others	10	16.7
No response	14	23.2
Total	60	100.0

4.8 Willingness to Change

The study sought to determine the respondents' willingness to change and whether they were willing to influence their colleagues to accept change. The results were as tabulated in table 4.9.

Table 4.9: Willingness to Change

Statement	Percentage					Mean	Standard Deviation
	5	4	3	2	1		
i) I am willing to convince colleagues of the use of the change	25.0	53.3	20.0	0.0	1.7	4.00	0.781
ii) I am willing to put a deliberate effort within the context of the change	18.3	71.7	6.7	3.3	0.0	4.05	0.622
iii) I am willing to overcome resistance against the change	23.3	58.3	11.7	6.7	0.0	3.98	0.791
iv) I am willing to dedicate time to the implementation of the change	33.3	55.0	8.3	3.3	0.0	4.18	0.725

The respondents were asked to indicate the degree to which they agree or disagree using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1). From the tabulated data, 78.3% of the respondents either agreed or strongly agreed with statement (i); 90% either agreed or strongly agreed with statement (ii); 81.6% either agreed or strongly agreed with statement (iii); 88.3% of the respondents either agreed or strongly agreed with statement (iv). The mean and standard deviations were 4.00 and 0.781, 4.05 and 0.622, 3.98 and 0.791, 4.18 and 0.725.

Table 4.10: Motivating Factors for willingness to change

Responses	Frequency	Percentage
Opportunity for new challenges	21	35.0
The fact that it's unavoidable	13	21.7
Collective competitiveness	9	15.0
Others	11	18.3
No response	6	10.0
Total	60	100.0

4.9 Adaptivity to Change

This section presents the response rates given by the respondents when asked questions that would show the extent to which they had adapted to the strategic organizational changes. The results were as tabulated in table 4.11.

Table 4.11: Adaptivity to Change

Statement	Percentage					Mean	Standard Deviation
	5	4	3	2	1		
i) I deal effectively with changes affecting my work unit (for example, new members)	45.0	48.3	6.7	0.0	0.0	4.38	0.613
ii) I learn new skills or take on new roles to cope with changes in the way my unit works	40.0	55.0	5.0	0.0	0.0	4.35	0.577
iii) I respond constructively to changes in the way my team works	30.0	56.7	13.3	0.0	0.0	4.17	0.642
iv) There are times I have found some new roles not being clear or a little challenging	30.0	58.3	11.7	0.0	0.0	4.19	0.629

The respondents were asked to indicate the degree to which they agree or disagree using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1). From the tabulated data, 93.3% of the respondents either agreed or strongly agreed with statement (i); 95% either agreed or strongly agreed with statement (ii); 86.7% either agreed or strongly agreed with statement (iii); 88.3% of the respondents either agreed or

strongly agreed with statement (iv). The mean and standard deviations were 4.38 and 0.613, 4.35 and 0.577, 4.17 and 0.642, 4.19 and 0.629 respectively.

4.10 Discussion of Results

Table 4.6 on change information shows means greater than 3.5 with standard deviations of less than 1 in all cases supported clear positive agreement with the statements. Going by the summary of the responses, it can be deduced that most of the respondents had received adequate change information. However, less than 50% of them agreed that the information received adequately answered their questions about the change.

Table 4.7 on meaning-making shows means greater than 4.0 with standard deviations of less than 1 in all cases except one supported a clear positive agreement with the statements. The responses shown in table 4.8 indicate that majority of the respondents (76.8%) consciously reflect and effectively integrate challenging or ambiguous events like strategic organizational change and life changes in general, into a framework of personal meaning. The responses are consistent with individuals that possess the requisite personal resources that make them to easily develop understanding of sudden, and sometimes, unpleasant events. This understanding makes it easier for them to accept and adapt.

The least positive response from table 4.9 was 3.98 indicating general agreement with the statements. Going by the response rates, it can be deduced that a great majority (more than 78% approval rate on the willingness to change) were not only willing to change but also influence their colleagues to follow suit, overcome resistance to change and dedicate

time to implement the change. Table 4.10 shows that most of the respondents (90%) were able to state a key motivating factor for their willingness to change. This reinforces the positive responses given by the respondents when asked whether they were willing to change and also influence others to accept and embrace change.

The least mean was 4.17 indicating a positive response from a majority of respondents. The data of table 4.11 indicates that a majority of the respondents responded positively when asked questions investigating the extent to which they were comfortable in adapting to and embracing the new order. The least approval rating was 86.7% of all the four questions asked. The overall response was consistent with the earlier responses regarding change-related information, meaning-making resources and willingness to change.

4.11 Chapter Summary

This chapter presents the data analysis, results and brief discussion. The response rate, demographic information of respondents, duration of employment of the respondents and their professional orientation. Further to the basic data, the chapter covers the critical areas of the study based on the model developed by Heuvel showing the relationship between change-related information, psychological (meaning-making) resources, willingness to change and adaptivity to change arising from change in organizational structure, corporate strategy, network technology, and change in business processes.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion and recommendations. The chapter focuses on the objective of the study which was to determine the extent to which employees have adapted to strategic organizational change within the Business Market department of Telkom Kenya. To achieve the objective, the study was anchored on the model used to investigate how change resources contribute to adaptation to organizational change (Heuvel, 2013). Both information and meaning-making resources are suggested to increase the willingness to adapt to change (Heuvel et al., 2009).

5.2 Summary of Findings

In this section, summary of findings follows the study model that was used to obtain responses, that is, organization-based resources (change information) and personal psychological (meaning-making) influencing willingness to adapt to strategic organizational change. The analysis of respondents around this model would indicate the extent to which employees have adapted to strategic organizational change within the Business Market department of Telkom Kenya.

5.2.1 Change Information Communication and Quality

The study established that a majority of the respondents got the right information about the change at the right time. They also agreed that the information they received about change had been useful. As much as the respondents agreed to have got the right information at the right time, and that this information was useful, they also indicated that

the information received did not adequately answer the questions they had about the change. This finding points to the quality of change information being inadequate. A majority of the respondents also indicated that clear and timely change information affects their ability to adapt to a new order.

5.2.2 Demonstration of Attributes of Meaning-Making Resources

The study established that a majority of the respondents actively take time to reflect on events that happen in their life. Most of them also indicated they have an understanding of what makes their life meaningful. It was also established that only a small number of the respondents prefer not to think about the meaning of events they encounter. When asked whether they are usually quick to see the meaning of why difficult things happen to them a majority of the respondents answered in the affirmative. Most of them also agreed that self-reflection helps them to make their life meaningful. A majority of the respondents also agreed that they actively focus on activities and events that they find personally valuable, that they find their life meaningful.

When asked whether they consciously reflect and effectively integrate challenging or ambiguous events like strategic organizational change and life changes in general, into a framework of personal meaning, a majority answered in the affirmative. They were further asked to indicate how the reflection helps them to adjust to new situations, and the responses they gave fell in three main thematic areas. These areas were learning in order to be better prepared for future situations, psychological readiness to adapt to the change and decision making.

5.2.3 Demonstration of Willingness to Change

The study established that majority of the respondents were willing to convince colleagues on the need to accept and embrace change, and put deliberate effort within the context of change, and to overcome resistance against the change. Most of the respondents were also willing to dedicate time to the implementation of the change.

When asked to indicate whether willingness to change is useful in assisting them to adapt to the new order, most of the respondents were of the view that it is. They were further asked to identify the key motivating factors for their willingness to change. The responses were summarized in three thematic areas which were common among respondents. The thematic areas were: opportunity for new challenges and growth, the fact that change is inevitable and that the earlier one accepts the change the better, and that change provides both the individuals and the organization the opportunity to align with industry changes and thus remain competitive.

5.2.4 Extent of Adaptation to Change

The study sought the response to a set of four statements which would indicate the extent to which the respondents had adapted to strategic organizational change. Majority of the respondents (more than 86%) responded positively with regard to having the ability to deal effectively with the changes that affected their work units, to learn new skills or take new roles to cope with change in the way that their unit works. They also

overwhelmingly agreed to the statement to the effect that they constructively respond to changes in the way their teams work. They, however, indicated that they found some of the new roles either not being clear or a little challenging.

5.3 Conclusion

The findings show that the respondents who were employees at Telkom Kenya's Business Market department had, to a great extent, adapted to the strategic organizational change. It can also be concluded that adaptation was made possible due to the enabling existence of organization-based resources, that is, change-related information communicated using channels of communication internal to the organization, and personal resources, that is, meaning-making which helps those affected by challenging and ambiguous situations like change processes.

From the findings, the study concludes that a small but significant portion of the target population (about 14%) had not adapted well to the changes. It can be concluded that this lot exists because some of the respondents found some of the new roles difficult to adapt to. This could also be attributed to what some respondents indicated as change information provided not adequately answering their questions about the changes.

5.4 Recommendations

The study recommends that Telkom Kenya improves the effectiveness in communicating information related to planned strategic organizational changes. This would ensure that the affected persons get to understand and appreciate the need to implement changes in structure, network or business processes.

The study also recommends that when there are changes in structure and employees are expected to take on new roles, management should always endeavor to match employee competencies to the available roles. If this is done, there is likely going to be smooth transition to new roles and hence increased adaptivity to change.

This study recommends that further studies be conducted on the factors that influence willingness to accept and embrace planned strategic organizational changes. Knowing these factors would be very useful for change program managers and change agents in guiding the affected people to successfully adapt to new situations.

5.4 Chapter Summary

This chapter presents the summary of findings, conclusion and recommendations. The items covered include change information communication and quality, demonstration of attributes of meaning-making resources, demonstration of willingness to change, extent of adaptation to change, conclusion, recommendations to Telkom Kenya management and future researchers.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Ochoti J. Onsomu

P.O Box 50689-00100

GPO, Nairobi.

22nd March, 2016.

Dear Respondent,

RE: **DATA COLLECTION**

I am a student at the University of Nairobi's School of Business. I am currently doing a research study to fulfill the requirements for the award of the degree of Master of Business Administration on the topic "Employee Adaptation to Strategic Organizational Change at the Business Market Department of Telkom Kenya". I therefore request you to fill the attached questionnaire. Kindly answer all questions as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will only be used for academic purposes.

Thank you in advance for your co-operation.

Yours faithfully,

Ochoti J.O

D61/67997/2013

Researcher

APPENDIX II: QUESTIONNAIRE

Note: Do not write your name anywhere on this questionnaire. Please tick your options where applicable. Your cooperation is highly appreciated. The responses you give will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

PART A: Respondents Profile

1. Gender Male Female

2. Age
 Below 24 years 25-29 Years 30-34 years

 35-39 Years 40-44 Years Over 44 Years

3. How many years have you worked for the company?
 Less than 1 year 1-3 years 4-7 years

 8-11 years over 11 years

4. What is your professional orientation?
 Business Sales Business Solutions Business Sales Support

PART B: Change – Related Information Scale

5. Below are statements on how change information is communicated and its quality. Please indicate the degree to which you agree using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

Statement	5	4	3	2	1
We got the right information about change at the right time					
The information I have received about the change has been useful					
The information I have received has adequately answered my questions about the changes					
I received adequate information about the change before it happened					

6. In your own opinion, indicate the extent to which clear and timely change information affects your ability to adapt to a new order

- Very great extent
- Great extent
- Moderate extent
- Little extent
- No extent

PART C: Meaning-Making Scale

The following are key attributes that characterize the meaning-making psychological resources.

Kindly indicate your level of agreement using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

Statement	5	4	3	2	1
I actively take the time to reflect on events that happen in my life					
I have an understanding of what makes my life meaningful					
I prefer not to think about the meaning of events that I encounter					
When difficult things happen, I am usually quick to see the meaning of why they happen to me					
Self-reflection helps me to make my life meaningful					
I actively focus on activities and events that I personally find valuable					
I feel my life is meaningful					

7. Do you usually consciously reflect on the impact of ambiguous or challenging events based on personal meanings, values and goals?

Yes

No

If yes, how do such reflections help you to adjust to new situations?

PART D: Willingness to Change Scale

8. The following are statements related to willingness to change and also influence on others to accept change. Kindly indicate your level of agreement using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

Statement	5	4	3	2	1
I am willing to convince colleagues of the use of the change					
I am willing to put a deliberate effort within the context of the change					
I am willing to overcome resistance against the change					
I am willing to dedicate time to the implementation of the change					

9. Do you believe willingness to change can help you adapt better to the new order?

Yes

No

If yes, what is the key motivation to your willingness to change?

PART E: Adaptivity Scale

10. Below are statements on adaptivity to new situations. Please indicate your level of agreement using the scale: Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1)

Statement	5	4	3	2	1
I deal effectively with changes affecting my work unit (for example, new members)					
I learn new skills or take on new roles to cope with changes in the way my unit works					
I respond constructively to changes in the way my team works					
There are times I have found some new roles not being clear or a little challenging					