PERCEIVED INFLUENCE OF EMPLOYEE PARTICIPATION ON THE CHANGE MANAGEMENT AT THE MINISTRY OF HOUSING, KENYA

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

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DECLARATION

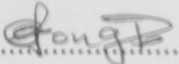I declare that this is my original work and has not been presented for a degree in any other university.

Signature...........~Pong.P............... Date:..8.11.2012.................

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

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ACKNOWLEDGEMENT

I am grateful to God for seeing me through the entire period of my study.

I wish to express my sincere appreciation to my project supervisor Prof. K'Obonyo for his effort, encouragement and guidance from the early stage of this research study to the end.
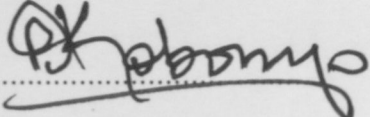
Through the entire research period, I was in contact with various professionals in the industry. They have given me useful information for me to complete the project. I am thankful to them.

Lastly, my deep gratitude goes to all the members of my family and friends for all the encouragement and support.

DEDICATION

I dedicate this research project to my husband Aloys and my son Barrack for supporting

me while undertaking the study especially after work.

To my parents who have always been a great source of inspiration and joy in my daily

endeavours to be my best.

To my dear friends and colleagues in professional circles for their feedback,

encouragement and support.

ABSTRACT

With the advent of Performance Contracting (PC) government Ministries and departments and their workers are expected to deliver quality service in the pursuit of their objectives. In view of the forces of change, the Ministry of Housing is committed to facilitate the provision of decent and affordable housing for Kenyans and to operate a quality management system in accordance with the requirements of ISO 9001 International Standards (IS).

Implementation of change is therefore very crucial to the fortunes of any organization as it is through the successful implementation of change decisions that the goals and objectives of an organization can be achieved to improve organizational performance. Employees are the fuel that runs the engine of the organization and it is believed that their non-involvement in the change process creates tensions between management and staff. This study therefore, sought to determine the perceived influence of employees' participation on change management at the Ministry of Housing.

The study employed a descriptive survey method. The sample targeted 80 employees from the Ministry of Housing Headquarters in Nairobi. Data was collected by administering questionnaires. Data analysis and presentation was done by use of average scores, tables and regression analysis. The research findings suggested that employee participation contributes to effective change implementation and also creates an enabling environment for belongingness and ownership of the organization. It is recommended that information must be communicated in such a way that all employees no matter the level is aware of what is going on in the organization at any particular point in time.

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df : degrees of freedom

ISO : International Organisation for Standardization

MoH: Ministry of Housing

PC: Performance Contracting

QMS : Quality Management System

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Because of increasingly dynamic environments, organizations are continually confronted with the need to implement changes in strategy, structure, process, and culture. Many factors contribute to the effectiveness with which such organizational changes are implemented. One such factor is readiness for change. Readiness is reflected in the organizational members' beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make those changes. It is the cognitive precursor to the behaviors of either resistance to, or support for, a change effort (Armenakis, et al., 1993).

Organisations employ change management specialists to manage the impact of change (process and/or technology adjustments or changes) on the organisation. Change management specialists are concerned with the human resource and organisational elements of change. Typically, the objective of organisational change management is to maximise the collective benefits for all the people involved in change and minimise the risk of failure of implementing the change. This needs to be driven by organisational change management specialists (Rogers, 2003).

The responsibilities of change management specialists in organisations, include assessing the overall organisation and the organisational units affected by the change, defining a change management strategy, identifying the impact of the change on the organisation, developing and implementing a communication strategy, describing and, if necessary,

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designing the targeted jobs and organisational structures, developing and implementing training and education programmes, planning specific change management interventions, implementing those interventions and monitoring the process and impact throughout. Due to the sensitivities and complexities of a change management specialist's job, individuals in this position need to be equipped with specific competencies to drive change meaningfully in the organisation (Borysowich, 2006).

There are many change procedures that focus on either the organization as a whole or how management should work with their employees to make change. This means that there are normally two perspectives for focusing change. The first one is to focus on how to change an organization from an organizational level. To do this, attention must be placed on the whole process involved in the organization. The second one is to focus the change on the people within the organization. The second is usually more effective due to the fact that an organization is not an entity itself, but a collection of people. Most research has proved that for a change to be effective, change efforts should be focused on the people because organizations after all are just a collection of people working towards a common goal (Burke, 2008).

Organizations who do focus on people, usually interpret that to mean the change effort needs to be centered on upper or executive management, as change from the top is more likely to take place. This is the premise of many change initiatives, to have leadership spearhead the change and allow the change to flow down the hierarchy. In instances where change is properly communicated, the fears and anxieties people may experience about the change may be overcome in a specific way or it may even relieve some of the resistances employees might have. Employees who are passionate about change and who

communicate regularly with their peers can have a significant positive impact on the overall outcome of a transformation process. (Wertheimer 2001).

Employees are the most important aspect of an organization, just use the Hawthorne study as an example. Kinicki and Williams (2008) believe this to be true because, "the people actually involved with the product or service are in the best position to detect opportunities for improvements". This being said, they should also be the most important aspect of any change to the organization. Empowering employees to strive to be more efficient and effective is a must. And while many managers are afraid to turn over the reins to their staff, author, David Childs (2009) states "occasional glitches, created by empowered over-exuberance, do not create nearly as many problems or obstructions to performance as those that would be created by an office full of bureaucratic robots."

With the advent of Performance Contracting (PC) government departments and their workers are expected to deliver quality in the pursuit of their objectives. In view of the forces of change, the Ministry of Housing is committed to facilitate the provision of decent and affordable housing for Kenyans and to operate a quality management system in accordance with the requirements of ISO 9001 International Standards (IS). The Ministry is also committed to exceeding customers', employees' and stakeholders' expectations as well as ensuring regulatory and statutory requirements are met and to continually improve the quality of services as per the Quality Management System (Ministry of Housing Strategic Plan, 2008-2013).

1.1.1 The Concept of Perception

Hodgetts and Hegar (2005) define perception as a person's view of reality which is influenced by the person's values. Schermerhorn, et al (2004:71) offer a different definition of perception as "the process by which people select,organise, interpret, retrieve and respond to information from the world around them". This information is obtained from the five senses (sight, hearing, touch, taste and smell).

It is through perception that people process information inputs into responses that involve feeling and action. Perception is another way to form impressions about yourself, other people and life's daily experiences. Perception can also act as a filter or screen through which information will pass before it affects other people. The quality or accuracy of a person's perception has a major impact on his or her responses in a given situation (Schermerhorn, et al.; 2004).In summary, "employee perceptions about their work environment colour their motivation, attitude and overall contribution in the workplace, all of which have considerable impact on the company's performance" (Management Today, 2007).

The research on the roles and effects of perceptions on people's decisions and behaviors is yet to be completed, and the search for a better understanding of various perceptions on employees' behaviors such as turnover or commitment in the field of human resource management continues its momentum. However, empirical research has begun to show that in organizational settings, certain perceptions such as the perception of uncertainty are associated with people's behaviors. An empirical study by Ashford et al. (1989), for

example, has shown evidence for a positive relationship between perceived job insecurity and intention to quit. Another empirical study by Eisenberger et al. (1990) has demonstrated that employees' perceived organizational support is related to various attitudes and behaviors. In a more recent study, Gopinath and Becker (2000) found that perceived procedural justice concerning the divestment activities of the firm is positively related to post-divestment commitment to the firm.

1.1.2 Change Management

Successful change demands more than only new processes, structures or technology, it also requires the engagement and participation of people. Change management in an organisational context provides a framework for managing the people side of change. Even though change management has come a long way in the last ten years, many may wonder whether it is really taken seriously (Hutton, 1994). Change management is a painful process for any organisation. When change impacts on the core values of an organisation it is important to consider both the emotional and technical dimensions involved. Some of the primary dimensions of change management is time, the content, the context and the actual process of change (Newman, 2000).

Change does not just happen, it is driven by a reason, thoughts or ideas. Change can impact on an organisation from outside or inside. If an organisation is influenced by external factors that require it to change, it may relate to, inter alia, market change, political events or natural disasters. Internally, an organisation may, for example, be

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faced with budget costs, interdepartmental conflicts, new systems or processes (Potts & Lamarsh, 2004).

Stassen (2006) suggests that many' managers argue that they are individuals themselves and they know exactly what the needs, issues and concerns of people are during transformation. This is the first mistake managers can make. People have their own needs, fears, concerns and problems and it is naive to think that people can be managed in the same way during transformation , hence the need to have change management specialists on board to manage the people side of change (Stassen, 2006).

Many employees travel the journey and in an effort to focus on the same vision, sweating through rough times during a transformation process, each experiences it differently (Hutton,1994).Some people see change as an adventure, others as a death sentence, and others again simply as a task that will be over in no time, with no impact whatsoever.

Even though every person is on his or her own journey, employees affected by organisational transformation cannot succeed in reaching the common vision developed by the organisation if each individual does not contribute something towards the processes to achieve those common stated goals. Some employees contribute patience and moral support throughout, others have courage and faith and others again add humour or play a significant role by motivating the employees (Hutton, 1994). According to Schalk et al. (1998), employees can only contribute significantly when they feel supported by their supervisors during the change efforts. Employees are also likely to

become less defensive and more willing to become involved when they are supported accordingly (Van Yperen, et al., 1999).

1.1.3 Employee Participation

The concept of employee participation represents a popular theme in the analysis of the world of work among scholars in the field of industrial and organizational psychology, industrial relations, as well as management. It refers to any arrangement which is designed to involve low-level employees in important decision-making within the workplace. According to Noah (2008), this implies that rather than saddling only a group within the enterprise (for instance, management) with the responsibility of making decisions, all those who are to be affected by these decisions (including low-level employees) would be involved in its formulation and implementation.

Keith (1981) defines employee participation as the mental and emotional involvement of individuals (employees) in group or organizational situations that encourage them to contribute to the group's or organisation's goals and to share responsibility. Participation in this regard means mental and emotional involvement, rather than mere muscular activity or the use of one's skills. For instance, involvement is perceived to be psychological, rather than physical. The motivation to contribute is important, in that, it gives employees the opportunity to release their potential and apply their own resources, by taking initiative and acting creatively in order to achieve organisational goals.

Employees who participate are encouraged, most of the time, to accept responsibility for their group's activities and become involved in the organisation. Nerdinger (2008) indicates that human beings are fundamentally active and strive for responsibility, which leads to the valuing of participation in the organisation. Nel et al. (2005) posit that employee participation programmes recognize employees' right to be individually and collectively involved with leaders in the areas of organisational decisions, beyond those usually associated with collective bargaining. This means that employees claim the right to have a greater say in matters that affect their working lives (Berman, 1997).

On a practical level, Kuye and Sulaimon (2011) indicate that employees must be involved if they are to understand the need for creativity, and if they are to be committed to changing their behaviour at work in new and improved ways. Employee participation in matters that concern their job serves to create a sense of belonging among workers, as well as a conducive environment in which both leaders and employees voluntarily contribute towards good and healthy industrial relations. In order to increase employee satisfaction and commitment, and to humanise the workplace to improve work performance and promote good citizenship behaviour, leaders need to choose a style which permits a high degree of participation by employees at all levels in the organisation. In this regard, employee participation could be viewed as the tool that facilitates motivation, helps employees to develop a positive work attitude, and ensures a high level of productivity (Noah, 2008).

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1.1.4   Ministry of Housing

The Ministry of Housing has been in existence, though as a division of a Ministry that implemented housing policies at different times. This can be traced from the 1960's, 1970s and the 1980s. In the 1980's there existed the Ministry of Housing and Social services which later became the Ministry of Housing. Between 1990s and 2004, Housing was together with Roads and Public Works as the Ministry of Roads, Public Works and Housing. In 2004, the Housing was moved to the Ministry of Lands and settlement and the new ministry was named Lands and Housing. Despite the inconsistency in placement of the Ministry, the core functions of the departments that constitute the Ministry have remained the same. In December 2005 following Government reorganization, the Ministry of Housing was re-established as a fully-fledged ministry (Strategic Plan, 2008-2013).

The rationale of creating Ministries such as Housing was to enhance their specialization in aspects of national development. The Ministry operates field offices in all provinces and 74 districts. It has an establishment of 863 employees' mainly technical officers in Housing, housing planning and human settlements (Strategic Plan, 2008-2013).The Ministry was created with the aim of facilitating access to adequate housing in sustainable human settlements including the management of built up environment. The mandate of the Ministry as spelt out in the presidential circular No.1 of 2008 includes: formulation, implementation and review of housing sector policies; improving living environment in slums and informal settlements through slum upgrading; management of housing for civil servants and disciplined forces; facilitating civil servants to own houses through civil servants housing scheme fund.

The Ministry discharges its function through seven (7) departments. The ministry's vision is to provide Excellent, Affordable and Quality Housing for all Kenyans and the Mission statement is 'to improve livelihoods of Kenyans through facilitation of access to adequate housing in sustainable human settlements'. The Ministry has developed a five year strategic plan to actualize its mission and the Ministry's performance contract is developed based on the strategic plan (Strategic Plan, 2008-2013).

1.2 Research Problem

Change is the single most important element of successful business management today. According to Burnes (2004) change comes in all shapes, sizes and forms and for this reason, it is difficult to establish an accurate picture of the degree of difficulty organisations face in change which because of their perceived importance have received considerable attention. Managing change in organisations calls for a structured approach to effect such change through various stakeholders, both internal and external to the organisation. Successful change requires more than a new process, technology or public policy; it requires the engagement and participation of the people involved. Employee participation is perceived to be the process that results in sharing of the influence between the management and subordinates that are otherwise not equal in the organizational hierarchy. Through participatory management, the manager's involvement is balanced with those of subordinates when it comes to processing of the information and the endeavors of making critical decisions (Anne et al., (2008).

Strategic change and its management is key in the long term survival of public organisations in Kenya for which the Ministry of Housing is part of. This is because of

the turbulent environment in which organisations are operating today, brought about by fast changing technology and very competitive environment. These organisations have no option but to identify and adopt the necessary changes to survive. The Ministry of Housing like any other organization in modern and competitive world needs to embrace quality in delivery of its services in order to be in line with the mission and vision statement. The quality of service delivery in some government departments and public sector in Kenya is deemed to be of a low standard and the Ministry opted to implement a Quality Management System to improve quality of service delivery.

There are no known local studies that have been done in Kenya regarding the perceived influence of employee participation in the success of organizational change. However, studies have been done on various other aspects of change management. A study on change management at Unga Company Limited reported that change management exercise at first led to loss of skilled labour, reduction in distribution networks and decline in customer loyalty. The report further indicates that it took the company over eight years to recover from the effects of botched change management exercise (Gichohi, 2007). Another study at the Kenya Power and Lighting Company reported that although there was some resistance to change, the change management efforts also recorded some successes (Mugo, 2006). A study by Njiru (2007) which looked at strategic change management among state corporations found both successes and failures, with most corporations facing enormous challenges in forms of resistance to change which were both behavioral and systemic. Gichuki (2010) carried out a study on managing organizational change at Kenya Petroleum Refineries Limited whose main objective was to determine the change management practices within the company. The study

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established challenges faced and recommended strategies adopted to manage the challenges.

As observed above, the studies conducted on change management did not consider the employee participation in implementing and managing change. Yet it is important to document the experiences organisations undergo in implementing and managing change in order to draw lessons that can be useful in the future. The question that arises from this is: What is the perceived impact of employee participation in implementation of change at the Ministry of Housing?

1.3 Research Objective

To determine the perceived influence of employees participation on the success of change management at the Ministry of Housing.

1.4 Value of the study

This study will make a major contribution into the role of employee change agents in implementing change in public organizations since they are compelled to sign performance contracts pertaining to improvement of their services.

Secondly, little empirical research has been conducted in the change agent framework. This study will make a major contribution into the body of knowledge and research conducted in the employee as change agents in managing change. This will also prompt further research on development and validation of change agent identification framework employed by large organisations undergoing change in Kenya and other countries.

CHAPTER TWO: LITERATURE REVIEW

2.1   Introduction

This chapter outlines the theoretical framework that informs the study, and presents a broad literature review of the different approaches to understanding the fundamental requirements for employee participation in implementing and managing change.

2.2. Employee Participation

The concept of employee participation represents a popular theme in the analysis of the world of work among scholars in the field of industrial and organisational psychology, industrial relations, as well as management. It refers to any arrangement which is designed to involve low-level employees in important decision-making within the workplace. This implies that rather than saddling only a group within the enterprise (for instance, management) with the responsibility of making decisions, all those who are to be affected by these decisions (including low-level employees) would be involved in its formulation and implementation (Noah (2008). Keith (1981) defines employee participation as the mental and emotional involvement of individuals (employees) in group or organisational situations that encourage them to contribute to the group's or organisation's goals and to share responsibility. Participation in this regard means mental and emotional involvement, rather than mere muscular activity or the use of one's skills. For instance, involvement is perceived to be psychological, rather than physical.

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creatively in order to achieve organisational goals. Employees who participate are encouraged, most of the time, to accept responsibility for their group's activities and become involved in the organisation. Nerdinger (2008) indicates that human beings are fundamentally active and strive for responsibility, which leads to the valuing of participation in the organisation. Nel et al. (2005) posit that employee participation programmes recognize employees' right to be individually and collectively involved with leaders in the areas of organisational decisions, beyond those usually associated with collective bargaining. This means that employees claim the right to have a greater say in matters that affect their working lives.

According to Berman (1997) employee participation variable includes, Job which refers to the extent to which employees understand the purpose and duties of their jobs, have freedom to make decisions about the best way to get the job done and have sufficient time to produce quality work; Quality of work life that deals with the extent to which a work environment is based on mutual respect, which supports and encourages employee participation and open communication in matters which affect their job; Decision-making and problem solving which refers to the extent to which an employee follows a conscious process to reduce the differences between the actual situation and the desired situation ; Ideas, suggestions and change which refers to the extent to which employees propose ideas and suggestions for change within the organisation to their leaders and the business which refers to the extent to which employees understand the various ways in which their jobs impact on profitability and influence costs, as well as the impact of their functional department on the organisation's financial position.

On a practical level, Kuye and Sulaimon (2011) indicate that employees must be involved if they are to understand the need for creativity, and if they are to be committed to changing their behaviour at work in new and improved ways. Employee participation in matters that concern their job serves to create a sense of belonging among workers, as well as a conducive environment in which both leaders and employees voluntarily contribute towards good and healthy industrial relations (Noah, 2008). In order to increase employee satisfaction and commitment, and to humanise the workplace with the aim of improving work performance and promoting good citizenship behaviour, leaders need to choose a style which permits a high degree of participation by employees at all levels in the organisation. In this regard, employee participation could be viewed as the tool that facilitates motivation, helps employees to develop a positive work attitude, and ensures a high level of productivity.

Research on employee participation shows that it increases positive employee attitudes and behaviour. Langan-Fox et al. (2002) found that employee participation is related to satisfaction, performance, productivity, organisational effectiveness and commitment. Kahnweler and Thomson (2000), who examined the three individual factors that play an important role in the success or failure of participation programmes, namely age, educational level and gender, found that these factors have significant effects on employees' desire for participation in decision-making.

2.2.1 Dimensions of Employee Participation

The core values are reflected in five different perspectives on the purpose and rationale for worker participation in organizations (Bolle 1992s:603-610).The Managerial Approach, which is inspired by productivity and efficiency goals (participation is organized at a lower level in order to relieve worker dissatisfaction and morale problems). A key issue in this approach is the extent to which management delegates or retains the power to initiate, frame, and terminative participative processes. It also reflects management's view that the direct participation of workers undermines union power.

The Humanist Psychology Approach, which is inspired by human growth and development goals, (participation as a way to enhance the well-being of the individual by promoting individual creativity, self-esteem, and ego strength) .This approach, reflects the movement led by Elton Mayo. It reflects a much more positive view of human nature and emphasizes the need to retrain managers to develop their participative leadership skills and unlearn authoritarian behaviours. It acknowledges the societal function of the workplace and the benefit of participatory restructuring of the workplace, given the central role it plays in the lives of most ordinary people (Pateman 1970).

The Industrial Relations Approach, which is inspired by democratic goals (participation is not only a means to an end in itself but also a way to create a strongly democratic society, characterized by active participative citizens).This approach reflects the importance of the external environment (not highly recognized in bureaucratic, hierarchical organization design but more widely recognized in organic, open-system

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designs). Participation in the workplace is seen as contributing to an effective and just society. The workplace is seen as a point of leverage from which to achieve a more egalitarian redistribution of power, leading to a greater democratization of the entire political process (Emery and Thorsrud 1969; Bachrach and Botwinick 1992; Pateman 1970; Matejko 1986).

The Political Approach, which is inspired by revolutionary goals (participation as a means to change the overall structure of ownership to a collective base and to educate workers to class consciousness). Advancement toward greater worker participation is seen as very dependent upon a strong labour movement.

2.2.2 Key Strategies of Employee participation

Though there is no authoritative source or theory that defines participation, Lawler and others (Lawler 1998:197; Lawler et al. 1998; Ledford 1993) provide a good starting point by identifying four key strategies, whose nature and location in the organization are central issues for governance in all organizations and which largely determine the nature and degree of participation available to employees. These are information sharing, knowledge development, rewards and recognition systems and power sharing.

Information sharing about business performance, plans, goals, and strategies, about new technologies and competitors' performance is another. Without business information, individuals are restricted in their ability to make meaningful contributions, participate in planning and setting direction, understand the effectiveness of their performance and that

of the organization. Information sharing includes both information disclosure and open communication processes (Lawler 1998).

Knowledge development and training to provide skills in group decision-making and problem solving, leadership, quality and statistical analysis, an understanding of the business and job skills and cross-training. This knowledge and training enables employees to understand and contribute to organizational performance (Lawler 1998).

Rewards and recognition systems that are based on the performance of the organization and that are designed to encourage employees to obtain information, add skills, take more decision-making responsibility, enhance teamwork, and perform in ways that help the business (for example, through the use of individual incentives, work group or team incentives, profit sharing, employee stock ownership plans, stock options plans and non-monetary recognition and awards for performance (Lawler et al. 1998).

Power sharing, particularly in decision-making, either through parallel structure practices such as quality circles, committees, survey feedback, or suggestion systems, or work design power sharing practices such as job enrichment and redesign, self-managing work teams, mini-business units, and participation on decision-making boards and committees that enable employees to use and apply the information and knowledge effectively; key strategies include locating decisions at the lowest possible level in the organization (Ledford 1993).

2.3 Impact of employee involvement on Quality Management System (QMS)

QMS is the most recent, and, along with high involvement organisations, the most comprehensive approach to employee involvement. Quality is achieved when the organisation's goods and services exceed the customer's expectation. According to Cummings (2001), it is possible to achieve or implement QMS without involvement of the employees. However, employee involvement and participation in the change process increases the likelihood that it will become part of the organisation's culture. It is said that when implemented successfully, QMS is also aligned closely with the overall business strategy and attempts to change the entire organisation towards continuous quality improvement.

According to Cummings (2001), major employee interventions are parallel structures, including cooperative union - management, projects and quality circles, high involvement designs; and QMS. If each intervention represents an increase in the amount of power, information, knowledge and skill and rewards available to employees, it means that employee involvement is an inherent requirement for a successful and sustainable implementation of a QMS programme. QMS can be implemented in five major steps, namely: Gaining long-term senior management commitment; Training members in quality methods; starting quality improvement projects; Measuring progress and Rewarding accomplishment (Cummings, 2001).

Studies on various forms of employee participation, conducted by Wilkinson et al. (2010), found that participative decision-making, as well as consultative and delegative participation, had a positive impact on employee attitudes and performance. Joesson

(2008) found that employee participation is correlated with independent variables such as the perceived influence of an individual and team or group of employees. Scott-Land et al.2004 found employee participation to be correlated with task characteristics, rewards and performance efforts, as well as outcomes such as job satisfaction and affective commitment.

2.4 Change Management

Organisational change has a profound impact on the individuals in the organisation. Today, most organisations have accepted that the only constant is change. Continuous change is often viewed as "white-water turbulence" that forces the leaders of an organisation to examine the vision, values and essence of what they stand for (Beckhard & Pitchard, 1992).

According to Burke (2002), after the mid-1900s more researchers started focusing their energy and research capabilities on organisational change, and there was a wealth of literature on organisational, societal and cultural change. Through studying the management of organisational change it was found that the focus of past literature findings were sometimes not aligned with the essence of organisational change. Many organisations fell into the trap of defining and understanding change as "organisational change versus individual change." In so doing, many organisations failed to implement change successfully in the past because organisational and individual change should not have been weighed up against each other or seen as competing with each other (Burke, 2002).

A lack of participation, commitment, communication and involvement on the part of employees on account of the above misfit had serious repercussions for organisations (Beer & Nohria, 2000).Amor (2001) supports the above by indicating that most changing organisations struggle immensely with people-related issues because of the misalignment of different functional realities relating to management moving to the desired state at their own individual pace without moving together as a leadership team. Misalignment between different personal responses to change may lead to confusion, lack of commitment and high levels of resistance to change across the organisation. Misalignment may have a negative impact on individuals and the organisations. Every employee needs to face and deal with change in his or her own way. This also depends on the impact change has on each employee, as well as on his or her beliefs, values and norms which are influenced by it.

Changes in an organisation ultimately mean a change in the way the organisation functions, who its members and leaders are, what form it takes and how it allocates its resources (Huber & Glick, 1993). It is also necessary to focus on the tempo of organisational changes - in other words, on the rhythm and pattern or work activity, because this will indicate how much and how fast an organisation will have to adapt to changes in order to maintain a competitive advantage (Van de Ven & Poole,1995). Examining different types of change will provide an understanding of the impact change may have on individuals, because this research study focuses on the "people aspect" of organisational change.

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Dunphy (1996) developed five properties of change that he believed can be found in any comprehensive theory of change. They included a basic metaphor of the nature of organisation; an analytical framework to understand organisational change process; as ideal change model focusing on effective functioning organisations, the focuses on both direction for change and the values used to assess the successes of implemented change interventions; an intervention theory that specifies exactly when, where and how to move an organisation to the ideal end state and a definition of the role of a change agent.

Change management entails thoughtful planning and sensitive implementation and above all consultation with, and involvement of the people affected by the changes. Problems arise when change is forced on people and, therefore, change must be realistically achievable and measurable (Chapman, 2005). According to Jeff (2007), it is the process tools and techniques to manage the people side of business change to achieve the required business outcomes also to realize that business change effectively within the social infrastructure of the workplace.

Change management can be studied in terms of its effects at the individual, group, and organization and society, national or international level (Mullins, 1999). In the past, employees' feelings and contribution to the organization was not viewed as very important. However, in the early 1930's,the Human Relations Approach theory was advanced as a result of the experiments that were done by Elton Mayo which came to be known as the Hawthorne experiments. These experiments helped managers to see the importance of the employees and the necessity of putting their feelings into consideration. The experiments showed that when workers felt that they were getting

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attention from management, their productivity increased. This helps us to understand the importance of employees to an organization and the approach an organization should adopt with them even when affecting any kind of changes (Elton 1949).

Change management practices are a set of processes that are employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change (Mullins, 1999). One of the goals of change management is with regards to the human aspects of overcoming resistance to change in order for organizational members to buy into change and achieve the organization's goal of an orderly and effective transformation (Diefenbach, 2006). The introduction of change brings in a lot of resistance and conflict with the employees. This is because any change in 'status quo' brings in apprehension as no one knows what the outcome maybe.

For those who believe in the principles that underlie it, change management practices as philosophy legitimates 'the interests of management in how organizations are managed, stressing the role and accountability of individual managers in their positions as managers (McAuley et al., 2000).

2.4.1 Forms of Change

A number of different forms of change have been identified in several studies. Anderson et al., (2001) summarized the vast literature about this subject in three archetypes of organizational change which include developmental, transitional and transformational changes.

Transitional change is more complex. It is the required response to more significant shifts in environmental forces or marketplace requirements for success. Rather than simply

improve what is available, transitional change replaces it with something entirely different. The organization must dismantle and let go the old way of operating and move through a transition while the new state is being put into practice. In transformational change human and cultural issues are normally the key drivers. Transformational change is the radical shift from one state of being to another, so significant that it requires a shift of culture, behavior and mind set to be implemented successfully and sustain over time. In other words, transformation demands a shift in human awareness that completely alters the way the organization and its people see the world, their customers, their works and themselves (Anderson et al., 2001).

Developmental change represents basically the improvement of an existing situation and is in terms of metaphors normally 'within the box' of what is already known or practiced. The key focus is to strengthen or correct what already exists in an organization, thus ensuring improved performance, continuity and greater satisfaction. In sum developmental change is basically improving current operations, while transitional change is replacing current operations with new ones. Transformational change however, requires the discovery of a new state which must replace current operations. The first two change processes are characterized by a process with some degree of control and order, while transformational change is normally a much more chaotic affair, which cannot be controlled and planned so easily. None of the types of change is in principle more valuable, feasible and/or viable than the other, but that each approach serves a different purpose and has a different logic in terms of approaches, methods and tools (Anderson et al., 2001).

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2.4.2 Creating employee readiness for change

There are many ways in which organisations can create readiness for change, but the key question would be: How does one create and manage readiness leading to the adoption of change that produces success and performance? Armenakis et al.,(1999) indicated that there are five critical elements necessary to create readiness for change namely the need for change, demonstrating that it is indeed the right change, key people supporting the change, members have confidence to succeed and an answer to the question "what's in it for me?"

It is people who make up organisations - they are the real force behind and vehicle for change in organisations. They will resist or embrace change. By creating readiness, dual benefits can be achieved in the sense that positive energy goes into creating preparedness for the changes, and in turn, there can be a significant reduction in the need for the management of resistance once organisational revival is under way (Self, 2007).

If organisational change is to succeed, employees should be prepared for it. Change readiness is not automatic; nor can it be assumed. As indicated earlier, failure to assess organisational and individual change-readiness may result in managers spending a significant period of time dealing with resistance to change (Smith, 2005).According to Smith (2005), there are three steps for achieving organisational change readiness: creating a sense of need and urgency to change; communicating the change message and ensuring participation and providing anchoring points and a base for achieving change.

Lewin's (1951) theory, particularly his theory on "refreezing" organisational culture in the wake of change, has been overridden by the later thinking of Kotter (1995) of the core notion of breaking the status quo and encouraging people to perceive and embrace the need for change. Kotter (1995) similarly argued that the first step towards achieving successful organisational change is the creation of a sense of urgency and a need for change. By actively revealing discrepancies between the current and desired behaviour, motivation and readiness for change can be created (Kotter, 1995). Involving staff in the process of achieving a shift to a change ready organisational culture through staff training, team building and, role modelling from the top of the organisation are powerful tools (Palmer, 2004).

Individual and organisational readiness and capacity for change need to be based on a sound foundation of mutual trust and respect. Communicating the proposed change to staff, involving them in decision making and considering of options are all important elements in establishing a foundation of trust (Smith, 2005).Awareness building is viewed as another significant method to create employee readiness for change. To determine whether or not awareness building was successful, it needs to be measured. The only way to successfully measure awareness building is through interaction and feedback between those individuals affected by the change and the change management specialist or project team (Hutton, 1994).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents how the research was conducted to answer the research question. It deals with the research design, population of the study, sampling techniques and sample size, data collection instrument, data collection and analysis techniques.

3.2 Research Design

The research was carried out through a descriptive survey method. This design was considered appropriate because data was collected at one point in time across many individuals.

3.3 Target population

The target population was 263 employees from the Ministry of Housing based in Nairobi. Respondents were drawn from the Ministry Headquarters in Nairobi .The distribution of the population by department is shown in table 3.1.

Table 3.1: Target population

Department	Pop. Frequency	Percentage
Administration	75	28.5
Estates	68	25.8
Housing	39	14.8
Rent Restriction Tribunal	29	11
Infrastructure	6	2.3
Civil Servants Housing Scheme	27	10.3
Slum Upgrading	19	7.2
Total	**263**	**100**

Source: MoH (2012)

3.4 Sample Design

The sample size for the study was 80 employees drawn from all departments of the Ministry of Housing. This was 30% of the target population which conforms to the generally accepted procedure.

Stratified random sampling technique based on departments was used to sample employees. This approach gives the figures presented in table 3.2 below:

Table 3.2: Sampling design

Strata (Department)	Population	Sample ratio- 30%	Sample size
Administration	75	0.3	23
Estates	68	0.3	20
Housing	39	0.3	12
Rent Restriction Tribunal	29	0.3	9
Infrastructure	6	0.3	2
Civil Servants Housing Scheme	27	0.3	8
Slum Upgrading	19	0.3	6
Total	**263**		**80**

Source: MoH (2012)

3.5 Data Collection

The study made use of primary data that was obtained by administering questionnaires to employees that were selected from each Department. The questionnaire consisted of open and closed ended questions and comprised of two parts .The first part was designed to obtain general information on the respondents' characteristics. The second part was devoted to perceived impact of employee participation in managing organizational change. The structure of the questionnaire followed a 5 point likert scale. The respondents were asked to choose the level which represented their agreement with the

statement provided. The questionnaire was self administered through "drop and picking method".

3.6 Data Analysis

Data analysis was conducted using descriptive and inferential statistics. Descriptive statistics included mean, standard deviation as well as frequency distribution. Regression analysis was used to test for the influence of employee participation in implementation of change.

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	38	58
Female	27	42
Total	65	100

Source: Researcher 2012

Table 4.1 above shows that the male respondents consisted of 58% while females comprised 42%. The imbalance between the two groups was small and acceptable.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter covers data analysis, presentation of findings and interpretation of the same. Eighty questionnaires were distributed to the respondents who were selected across departments of the organization and 65 (81%) responded to the questionnaire, which was considered adequate for analysis. The questionnaire consisted of seventeen (17) questions. Data was analysed and presented in various parts of this chapter.

4.2 Demographic Characteristics of the Respondents

4.2.1 Gender Profile

The respondents were requested to indicate their sex. The results are presented in table 4.1.

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	38	58
Female	27	42
Total	65	100

Source: Researcher 2012

Table 4.1 above shows that the male respondents consisted of 58% while females comprised 42%.The imbalance between the two groups was small and acceptable.

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4.2.2   Age of Respondents

The respondents were asked to indicate their age bracket. The results are presented in table 4.2.

Table 4.2: Distribution of Respondents by Age

Age	Frequency	Percentage (%)
20-29	15	23
30-39	30	46
40-49	12	19
50-59	8	12
60-69	0	0
Total	65	100

Source: Researcher 2012

As shown in table 4.2, 30-39 year group constituted 46% of respondents and was the highest category followed by 20-29 years group with 23% and the 40-49 year group which made up 19% of the respondents. The lowest number of respondents was within the 50- 59 year group which constituted 12%. From the pattern that emerged, it can be said that majority of employees are young adults at 69%.

4.2.3 Educational Level of Respondents

The respondents were required to provide information on their highest level of education. The distribution of the results is in table 4.3.

Table 4.3: Distribution of Respondents by Level of Education

Level of Education	Frequency	Percentage (%)
Masters Degree	20	31
Bachelors Degree	30	46
Diploma	1	2
Advance Level	8	12
Ordinary Level	6	9
Total	65	100

Source: Researcher 2012

From Table 4.3, 31% of respondents hold post graduate degrees whilst 46% hold bachelor's degrees. Diploma holders made up 2% while the Advance and Ordinary Level category made up 12% and 9% respectively. The statistics indicate that majority of the employees are highly educated, making 77% of the total number of respondents.

4.2.4   Years of Service in the Organization

The respondents provided information on the number of years they have worked in their respective organisations. The responses were analysed and presented in table 4.4.

Table 4.4: Distribution of Respondents by Years of Service

No. of Years	Frequency	Percentage (%)
1 – 5	36	56
6 – 10	11	17
11 – 15	4	6
16 – 20	8	12
21 – 25	4	6
26-30	2	3
Total	65	100

Source: Researcher 2012

As shown in table 4.4, the respondents' length of service in the organization ranged from a minimum of 1 year to a maximum of 30 years. Thirty-six respondents, making up 56% have been in the service of the organization for a period of between 1-5 years. Majority of the respondents (73%) fell in the 1-10 years range .The rest of respondents fell in the category of 11-30 years. The longest serving respondents (3%) were in the 26-30 years category.

4.2.5 Designation of Respondents

The respondents provided information on their respective designations. These were analysed and presented in table 4.5.

Table 4.5: Distribution of Respondents by Designation

Designation	Frequency	Percentage (%)
Manager	20	31
Officer	35	54
Clerk	10	15
Total	65	100

Source: Researcher 2012

As indicated in Table 4.5 above, 31% of respondents were managers. However, majority of respondents fell in the officer grade making up 54% while clerks made up the 15% of the respondents.

4.3 Employee Participation in Change Management

The objective of this study was to determine the perceived influence of employees' participation in decision making on the success of change management at the Ministry of Housing. A five point likert scale was used in which 5 referred to strongly agree, 4 to agree, 3 to neither agree nor disagree, 2 to disagree and 1 to strongly disagree. The results are shown in Table 4.6. Mean scores and standard deviations were computed for each form of employee participation. These statistics are presented in table 4.6.

Table 4.6: Mean Scores and Standard Deviations of Various Forms of Employee Participation and the Change Management

Forms of Employee Participation	Frequency					N	Sum	Mean Score	Standard Deviation
	5	4	3	2	1				
I'm involved in implementing change(ISO) in the Ministry	37	26	2	-	-	65	295	4.54	0.56
Involving employees in change management has contributed effectively to the implementation of change finally arrived at by the Ministry	40	18	7	-	-	65	293	4.51	0.69
Employee involvement in implementing change at the Ministry has resulted in their acceptance and success of the change	32	18	14	1	-	65	275	4.23	0.90
Employee participation in the change process has made them own and have a sense of belonging to the Ministry	31	25	9	-	-	65	282	4.34	0.71
Employees' involvement in the change process at the Ministry has	37	23	5	-	-	65	292	4.49	0.64

led to positive change in their attitudes e.g. towards the Ministry									
Employee involvement in the change process at the Ministry empowered them and led to the success of the change effort	23	28	10	3	1	65	264	4.06	0.92
Responsibility and authority were delegated to me which enabled me contribute effectively to implementation of the change agenda	29	20	13	3	-	65	267	4.11	1.03
Change Management									
Employees at the Ministry have been given a detailed explanation of why the organization is implementing change	27	25	11	2	-	65	272	4.18	0.83
Management at the Ministry explains to employees how implementing change will benefit them	25	24	12	4	-	65	265	4.08	0.91
Management at the Ministry provides opportunities for	20	31	11	3	-	65	262	4.03	0.87

employees to ask questions regarding change									
Management at the Ministry provides good answers to employee questions regarding change	33	25	6	1	-	65	285	4.38	0.72
Employees' at the Ministry were given information on what change would involve	39	21	3	1	1	65	291	4.48	0.79

Source: Researcher 2012

From Table 4.6 above, it is evident that 57% of respondents strongly agreed that they were involved in implementing change, 40% agreed they were involved and 3% did not respond. The respondents generally agreed with forms of employee participation adopted by the Ministry. Thus, the attribute of 'employee involvement in implementing change' was rated the highest with a mean score of 4.54 and a standard deviation of 0.56. The item 'Employee involvement in the change process at the Ministry empowered them and led to the success of the change effort' had the lowest rating with a mean score of 4.06 and standard deviation of 0.92. This implies that majority of the people in the organization under study are involved in implementing change in one way or the other. Sixty two (62%) of respondents strongly agreed that employee participation contributed effectively to the implementation of change finally arrived at by the Ministry, 28% agreed while 10% did not respond.

Forty nine (49%) of respondents strongly agreed that implementation of change would be accepted by all if employees are involved in the change process, 28% agreed ,22% did not respond and another 1% disagreed that employee participation could lead to acceptance of change being implemented. It can be observed from Table 4.6 that employees will accept the change being implemented when they know they have participated in the change process and therefore have a responsibility to see to its success.

The statement that employee involvement would lead to a change in work attitude was strongly supported by fifty eight percent (58%) of the respondents, 35% agreed whilst eight per cent (8%) did not respond. From the findings outlined above, involvement of employees can bring about a sense of ownership and commitment which will in turn raise the level of responsibility and morale, making it incumbent on employees to play active roles to ensure successful implementation of change.

The respondents who strongly agreed that responsibility and delegation of authority enabled them to contribute effectively to implementation of the change agenda were forty five percent (45%), 31% agreed, 20% did not answer and 4% disagreed. This implies that responsibility and delegation of authority leads to responsiveness, accountability, reduces bureaucracy, aids in the effective and efficient discharge of duties leading to an improvement in turnaround time.

On attributes of change management, 'employees at the Ministry were given information on what change would involve attribute' was rated highest with a mean of 4.48 and a standard deviation of 0.79 while 'Management at the Ministry provides opportunities for employee to ask questions regarding change attribute' was lowly rated with a mean of 4.03 and a standard deviation of 0.87.

Forty two percent (42%) of the respondents agreed strongly that they were given a detailed explanation of why the Ministry was implementing change, 39% agreed, 17% did not respond while 3% disagreed. This implies that the Ministry sensitized the employees on the reasons as to why it was implementing the change.

Those who agreed strongly that management at the Ministry explained to employees how implementing change would benefit them were thirty nine (39%), 37% agreed, 18% did not respond and 6% disagreed.

Thirty one percent (31%) of the respondents agreed strongly that management at the Ministry provided opportunities for employees to ask questions regarding change, 48% agreed, 17% did not respond and 4% disagreed.Further,management at the Ministry provided good answers to employee questions regarding change with 50% of the respondents strongly agreeing, 39% agreed,9% did not respond and 2% disagreed.

Respondents who agreed strongly that employees' at the Ministry were given information on what change would involve were sixty percent (60%), 32% agreed, 4% did not answer, 2% disagreed and another 2% strongly disagreed.

4.4 Regression Analysis

To test the perceived influence of employee participation on change management, the scores on employee participation were regressed on scores on change management. The results are presented in table 4.7 and 4.8,.The following regression model was used:-

$Y=\alpha+\beta X_1$, Where

Y- Change Management

α -Constant Term

β –Beta Coefficient

X_1-Employee Participation

Table 4.7: Regression Results for the Influence of Employee Participation in the Change Process on Change Management

Model	R	R Square	Adjusted R Square	Standard error of the estimate
1	.843(a)	.711	.701	.88357

Source: Researcher 2012

Table 4.8: Beta Coefficient from the regression Analysis for the Influence of Employee Participation in the Change Process on Change Management

	Unstandardized coefficients		Standardized coefficients			95% confidence interval	
	B	Std. Error	Beta	t	Sig.	Lower bound	Upper bound
(Constant)	2.331	.830		2.808	.007	.673	3.989
Employee participation in change management	.246	.117	.245	2.098	.340	.012	.479
Change management	-.381	.152	.315	2.502	.015	.077	.684

P<0.05

Source: Researcher 2012

Table 4.7 shows that participation of employees in change explained 70% of variation in change management, ($R^2=0.701$, $P<0.05$) implying that other factors not included in the regression equation contributed 30% of variation in change management. Results from the same regression model indicate a beta coefficient value of 0.315, $P<0.05$, suggesting that for each unit change in employee participation, there is a corresponding 30% change in change management.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the findings, conclusion, recommendations, limitations as well as areas for further study.

5.2 Summary of the Findings

The research sought to determine the perceived influence of employee participation on the success of change management at the Ministry of Housing by seeking the views of employees. Elicited responses from the employees point to the fact that it is a good thing to practice and also that there are benefits to be gained from employee participation in that the impact of such practice on implementation of change would be highly positive.

It emerged from the research conducted that majority of employees are involved in implementation of change in one way or the other. They intimated that employee participation contributes effectively to implementation of change and creates an atmosphere for belongingness and ownership of the organization.

Employee participation is a tool that promotes a win-win situation bringing about the realization that everyone is a stakeholder and therefore has to ensure that organizational goals are achieved for the benefit of all. It came to light that the employees felt that their involvement in the implementation of change process has also brought about a change in work attitudes and this experience motivates and boosts their morale which has awakened a sense of responsibility for assigned tasks and room for innovation and creativity.

5.3 Conclusion

It can be concluded from the study undertaken that employee participation as a management tool in implementing change in organizations would positively impact the fortunes of any organization that practices it. It makes employees feel more responsible for their actions and see themselves as stakeholders who must do all in their power to ensure that change is implemented well for the benefit of all. This would ensure that the organization prospers and lives on for generations to come so that the forerunners can look back and feel satisfied that they contributed to the nurturing and growth of the organization.

Involvement of employees in implementing change may be low when knowledge, skills and abilities on specific matters are needed to effect the change. When employees lack these needed skills, involving them would make implementation of change rather long and cumbersome leading to delays.

Involvement of employees in any kind of programme will encourage compliance and ownership. Quality Management System is a process which requires a collective effort from everyone within the organisation. It is therefore crucial for employees to be involved in the early stages of the programme.

5.4 Recommendations

It was found from the research that involving employees in implementation of change would contribute effectively to the implementations of change. A recommendation is being made based on the above that the views of employees should be sought on matters that affect their lives and work in the organization as this would lead to an increase in productivity and would create an atmosphere of harmony and belongingness. When this happens, employees would be willing to give off their best in all situations to see to the progress of the organization.

Employees should be continuously briefed on all issues which affect the organization and its workers. Information must be communicated in such a way that all employees no matter the level is aware of what is going on in the organization at any particular point in time. This can be achieved by holding regular meetings at the departmental level to discuss issues and at that level every employee should be given an opportunity to air their views and make suggestions on how to make their work procedures efficient and effective.

Finally, there should be feedback on discussions held and where reports have to be sent so that everyone is abreast with what is going on in the organization. Occasional meetings should be organized where the whole staff body can meet to share ideas and talk generally about the organization.

5.5   Limitations of the Study

Due to time and financial constraints, the study was limited to the Ministry of Housing. The findings of the perceived influence of employee participation on the success of change management could be different for other public and private organisations in Kenya. Therefore, the capability to generalize the findings beyond the Ministry of Housing is limited.

5.6   Suggestions for Further Research

Future research should study employee participation in the public sector in Kenya owing to the fact that major reforms are being implemented aimed at improved service delivery. The study of employee participation in the various areas in the public sector with different nature of work, different characteristics of work ethics and in many cases, highly bureaucratic work system will produce useful research findings for comparison with employee participation in the private sector and deepen our understanding of employee participation.

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Appendix I: Letter of Introduction from the University

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

MBA PROGRAMME

Telephone: 020-2059162	
Telegrams: "Varsity", Nairobi	P.O. Box 30197
Telex: 22095 Varsity	Nairobi, Kenya

DATE 4|09|2012

TO WHOM IT MAY CONCERN

The bearer of this letter ONGAGA DORCAH BUYAKI

Registration No. D61|60225|2011

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.
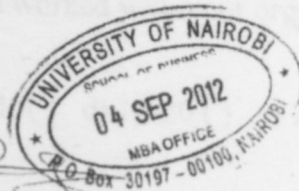
IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

UNIVERSITY OF NAIROBI
04 SEP 2012
MBA OFFICE
P.O. Box 30197 - 00100, NAIROBI

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Appendix II – Questionnaire for Employees of Ministry

Dear Sir/Madam,

I am a Master of Business Administration student at the University of Nairobi undertaking a study on the "Perceived Influence of Employee Participation on the Change Management in the Ministry of Housing". This exercise is a part of the project towards fulfilling the requirements of the management course. The researcher would be grateful if you could provide answers to the questions below.

PART ONE: DEMOGRAPHIC INFORMATION

Please tick where appropriate

1) Sex: Male ( ) Female ( )

2) Age: a) 20-29 ( ) b) 30-39( ) c) 40-49( ) d) 50-59 ( ) e) 60-69 ( )

3) What is your level of education?

a) Masters Degree ( ) b) Bachelors Degree ( ) c) Diploma Holder ( ) d) Advance Level ( )

e) Ordinary Level ( )

4) How many years have you worked with your organization?

a) 1-5 ( ) b) 6-10 ( ) c) 11-15( ) d) 16-20 ( ) e) 21-25( ) f) 26-30 ( )

5) Designation in your organization: a) Manager ( ) b) Officer ( ) c) Clerk ( )

PART TWO

For the following sets of questions please draw a circle around the number best describing your position on each question.

5=Strongly Agree

4= Agree

3= Neither agree nor Disagree

2= Disagree

1= Strongly Disagree

Dimensions	Ranking				
Employee Participation in Change Management 1. I'm involved in implementing change (ISO) in the Ministry	1	2	3	4	5
2. Involving employees in change management has contributed effectively to the implementation of change finally arrived by the Ministry	1	2	3	4	5
3 Employee involvement in implementing change at the Ministry has resulted in acceptance and success of the change.	1	2	3	4	5
4. Employee participation in the change process has made them own and have a sense of belonging to the Ministry	1	2	3	4	5
5. Employees' involvement in the change process at the Ministry has led to positive	1	2	3	4	5

change in their attitudes e.g. towards the Ministry					
6. Employee involvement in the change process at the Ministry empowered them and led to the success of the change effort.	1	2	3	4	5
7. Responsibility and authority were delegated to me which enabled me contribute effectively to implementation of the change agenda	1	2	3	4	5

Change Management

Please consider the level of your agreement or disagreement with the following statements as they relate to your perception of change.

8. Employees at the Ministry have been given a detailed explanation of why the organization is implementing change.	1	2	3	4	5
9. Management at the Ministry explains to employees how implementing change will benefit them.	1	2	3	4	5
10. Management at the Ministry provides opportunities for employees to ask questions regarding change.	1	2	3	4	5
11. Management at the Ministry provides good answers to employee questions regarding change.	1	2	3	4	5
12. Employees' at the Ministry were given information on what change would involve.	1	2	3	4	5

Appendix III : Data Response Set

Response	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
1	4	5	4	5	5	3	5	5	5	1	4
2	4	3	3	4	5	3	4	4	3	4	4
3	5	5	4	3	5	3	4	5	4	2	4
4	5	4	4	4	5	4	5	4	5	5	5
5	5	4	5	5	5	5	5	5	5	3	5
6	5	5	5	5	4	3	5	5	5	4	5
7	5	5	5	5	5	5	5	5	5	5	5
8	5	5	5	5	5	5	4	4	4	4	4
9	4	4	4	4	4	4	4	4	4	4	4
10	4	5	5	4	5	5	5	4	4	4	4
11	5	5	5	5	5	5	5	5	5	5	5
12	5	5	3	4	5	3	3	4	4	3	5
13	5	5	5	5	5	5	5	5	5	5	5
14	5	5	5	5	5	4	4	5	5	5	5
15	3	4	5	4	5	4	5	4	4	4	5
16	4	5	3	3	5	2	3	3	3	4	4
17	5	5	4	4	5	4	4	4	4	4	5
18	4	4	5	3	4	4	5	5	5	3	4
19	4	5	5	5	5	5	5	5	5	4	4
20	5	5	3	5	5	2	1	3	2	4	3
21	4	3	4	3	4	1	1	3	2	3	3
22	5	4	1	5	3	4	1	3	2	5	2
23	4	4	4	4	4	3	3	3	3	3	3
24	4	4	5	4	5	4	5	5	4	4	5
25	5	5	5	4	4	4	4	4	4	4	5
26	4	4	3	4	4	4	3	4	4	4	4
27	5	5	5	5	5	4	4	4	4	4	4
28	5	5	4	4	4	3	3	3	3	3	4
29	5	5	4	5	3	4	3	4	3	5	4
30	5	4	3	5	4	4	4	4	4	5	5
31	4	5	4	3	4	4	5	5	5	4	5
32	5	5	4	3	5	4	3	3	3	3	5
33	5	5	3	4	4	3	4	3	4	3	5
34	5	5	3	3	4	2	3	2	3	4	4
35	5	5	3	4	5	3	4	4	4	3	4
36	5	5	5	5	5	5	5	5	5	4	5
37	4	4	4	4	5	4	5	4	4	4	5
38	4	4	5	5	5	4	3	2	2	4	4
39	5	5	3	5	4	4	5	4	3	2	5
40	5	4	3	5	4	5	5	5	5	4	5

41	5	5	5	5	4	5	5	5	5	4	5
42	5	5	5	5	4	5	5	5	5	4	5
43	4	5	4	4	5	4	3	4	4	3	3
44	4	5	5	5	4	5	4	4	3	5	5
45	4	3	3	4	3	4	3	3	3	4	4
46	4	3	5	5	5	3	3	3	3	4	3
47	5	5	5	5	4	4	4	3	3	3	3
48	4	5	4	4	5	4	3	5	5	4	4
49	4	5	5	4	5	5	4	4	5	4	5
50	4	5	5	4	5	5	5	5	5	4	5
51	5	5	5	5	5	5	5	5	5	5	5
52	5	4	5	5	5	5	5	5	4	5	5
53	5	5	4	5	4	5	4	5	4	5	5
54	5	3	4	3	4	5	4	5	4	5	5
55	5	3	4	4	4	4	4	4	4	5	5
56	4	4	3	4	3	4	5	4	5	4	5
57	3	4	3	4	3	4	5	4	5	4	5
58	4	5	5	3	5	4	5	4	5	4	5
59	4	5	4	5	5	4	5	4	5	4	4
60	4	5	5	5	5	4	4	4	5	5	4
61	5	5	5	5	4	5	4	5	5	5	4
62	5	4	5	5	4	5	4	5	4	5	4
63	5	4	5	5	5	5	5	5	4	5	4
64	4	5	5	4	5	5	5	5	4	5	4
65	5	3	5	4	5	5	5	5	4	5	4
Total	295	293	275	282	292	264	267	272	265	262	285
Average	4.54	4.51	4.23	4.34	4.49	4.06	4.11	4.18	4.08	4.03	4.38
SD	0.56	0.69	0.90	0.71	0.64	0.92	1.03	0.83	0.91	0.87	0.72