

**INFLUENCE OF COMMUNICATION ON ORGANIZATIONAL CULTURE
CHANGE MANAGEMENT: A CASE OF CORPORATION FOR AFRICA AND
OVERSEAS (CFAO) MOTORS KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I, the undersigned, declare that this project is my original work and has not been submitted to any other college, institution, or university other than the University of Nairobi for academic credit.

Signature 
.....

Date.....09/12/2023.....

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This research project has been submitted for examination with my approval as University Supervisor.



Signature.....

9TH DECEMBER 2023

Date.....

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DEDICATION

This research is dedicated to my family, friends and fellow students who have inspired me to do all it takes to achieve my goals and who have been an influence in every way during my academic studies.

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ABSTRACT

This research studied the intricate dynamics of organizational change management in the Kenyan car sector, with a specific focus on the case study of Corporation For Africa and Overseas (CFAO) Motors Kenya Limited. The study aimed to comprehensively evaluate the multifaceted influence of communication channels, organizational structure, and stakeholder engagement on the process of effecting and sustaining organizational transformation. Geographically centered in Nairobi County, Kenya, the research employed a meticulously designed descriptive research approach, integrating both quantitative and qualitative data collection methods. The study's findings underscored the paramount significance of diverse communication channels in navigating the complexities of organizational change. It illuminated the critical role of inclusive information dissemination in nurturing a culture of adaptability and responsiveness within the workforce. The research advocated for the strategic integration of communication platforms such as team meetings, emails, social media platforms, and corporate websites. This holistic approach was poised to not only optimize task-related processes but also facilitate transparent departmental reporting and assess the imperative need for change. By amplifying the accessibility of essential knowledge and information pertaining to planned alterations, this recommended strategy was anticipated to substantially curtail resistance to change. This research contributed valuable insights that were poised to inform and refine organizational change management practices within CFAO Motors Kenya Limited and served as a beacon for other enterprises seeking to emulate effective communication strategies in their pursuit of seamless and prosperous organizational transformation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Workplace changes are certain to happen, but they may not always be effectively conveyed to personnel inside an organization (Acheampong & Rand, 2023). Many organizations have planned or unplanned change projects or processes, but their communication is either weak or nonexistent. Corporate entities engage in scenario planning exercises to assess their current position and future trajectory (Agola, 2016). Organizations must do environmental scanning, a process that involves continuously monitoring many aspects of their environment, such as the target market, product assortment, competition, new product development, technical advancements, and shifts in customer preferences. Agola (2016) and Acheampong and Rand (2023) argue that the most desirable method to guide the organization towards a favorable position is via implementing change. The implementation of changes in the workplace offers several benefits to the firm, including the enhancement of its brand.

Alex and Patrick, (2023) argued that effective implementation of change in businesses leads to a high level of flexibility and adaptation towards stakeholders and workers. The active involvement of managers is crucial for effective change management and communication within an organization. Managers play a key role in communicating changes to their subordinates, making their participation essential (Ambad & Abdul-Wahab, 2017). Effective communication is crucial throughout the process of change, as it helps to mitigate the ambivalent emotions that staff members may experience (Amungo,

2020). Effective communication enables organizational management to garner staff support and engagement in the change process (Asogwa *et al.*, 2023). Bockmann, (2017) asserts that a substantial amount of communication is necessary for the achievement of commitment to transformative change. If change is not effectively communicated to all those engaged and impacted, it will be seen as a unilateral process, perhaps leading to resistance from staff members (Botchwey *et al.*, 2022).

Change management is a methodical and organized strategy to effectively and permanently alter human behavior inside an organization. The process entails transitioning individuals inside the business to adopt certain traits and behaviors that are valued by the organization (Eglit *et al.*, 2022). Change management is a strategic initiative designed to steer the company towards future goals and objectives. The reference was from Davis and Holland's work published in 2017. Change management is the use of systematic approaches to guarantee that an organizational change may be effectively directed, executed within budget, finished within the specified timeframe, and achieve the intended outcomes (Finke & Kotzab, 2017). Change management refers to the use of various methods and strategies to successfully handle the human aspect of organizational change, with the aim of achieving desired business objectives and integrating the change smoothly into the existing workplace structure.

In the postmodern period, globalization has resulted in a multitude of operational issues for companies. These challenges need firms to often adapt and innovate in order to be relevant and competitive (Gaens, 2023). Change management has therefore become arduous, fluid,

and highly adaptable (Githinji, 2017). Various businesses use distinct approaches to change management. The variation in organizational culture, leadership, operations, and environment, among other things, is responsible for this (Hinson et al., 2019). The use of change management practices originated in the United States and Europe over three decades ago. The first phase of change management started in the early 2000s (Hinson et al., 2020). At that time, the primary objective of change management was to enhance the overall comprehension of both individuals and systems. In this period, Hutama and Sagala (2019) introduced the three phases of change management: unfreezing, moving, and refreezing. He also proposed the force field analysis as a tool for managing change (Kitenga *et al.*, 2020). In the second phase, there was a shift towards a faster pace of change, known as the 'radar age'. During this time, concepts such as managing change, modifying the process of change, and leading change were prominent in both literature and companies (Kitenga *et al.*, 2020; Kimeu, 2018). The third stage of change management, known as the formalization and discipline period, included the development of the Posci ADKAR Model. This model focused on regulating individual orientation during change management and analyzing organizational structures, processes, and tools (Kimeu, 2018).

In Africa, the process of change management was influenced by the internalization and globalization efforts of multinational companies like Barclays, Coca-Cola, Proctor and Gamble, as well as humanitarian organizations such as the United Nations Agencies (UN) and international non-governmental organizations like the World Food Program (WFP), World Vision (WV), Oxfam, and Plan International (Kullik, 2020). The influx of imports from Western countries has had a substantial impact on nations, especially those with a

high concentration of multinational corporations, such as South Africa, Egypt, Kenya, and Nigeria (Kullik, 2020). Longe *et al.*, (2021) assert that South Africa outperforms other African nations in terms of business development and change management procedures, mostly owing to its strong business climate, competitiveness, and significant presence of international corporations. In Kenya, both international corporations and local enterprises have embraced change management, which involves many types of change such as mergers, acquisitions, restructuring, innovations, downsizing, and other measures.

1.2 Problem Statement

Multiple research studies have been conducted on change management in enterprises located in Kenya. Several viewpoints are considered in some of the research on organizational transformation. As an example, Mairura (2016) conducted a study on change management techniques at Bomu Medical Centre, a Non-Governmental health institution located in Mombasa.

Mairura (2016) conducted a study on the change management strategies used at PZ Cussons East Africa. Mairura (2016) conducted research on change management at the International Federation of Red Cross and Red Crescent Societies, an International Non-Governmental Organization (INGO), whereas Maji *et al.*, (2022) examined strategic change management techniques at Uzima foundation.

Studies in employee and change management primarily examine the influence of change on employees, rather than the reverse. Mark *et al.*, (2019) explores the effect of change on employee motivation, Ombanda (2022) examines employees' responses to organizational

change, Fedor and Ramesh (2020) investigate the impact of change and change management on employee reactions, and Rusgiyanto *et al.*, (2018) explore the management of employee engagement during periods of change. Due to the one-sided nature of these research, it is necessary to examine the elements that impact communication on change management in businesses.

The significance of communication in the context of planned change has been empirically validated and generally recognized by professionals (Rwehumbiza, 2021). Inadequately executed change communication results in the spread of rumors and the development of resistance towards change, hence highlighting the adverse elements of the shift (Sang & Mahamari, 2021; Savastano & Scandizzo, 2016). The emerging empirical evidence indicates that communication and the implementation of organizational change are closely interconnected processes.

1.3 General Objective

To determine the factors (channels, organizational structure, publics) that influence communication as fundamental to Organizational change management at CFAO Motors Kenya.

1.3.1 Objective of the Study

- i. To determine the influence of communication channels on organizational change management at CFAO Motors Kenya.
- ii. To examine how the organizational structure affects communication during organizational change management at CFAO Motors Kenya,
- iii. To investigate the influence of publics on communication during organizational change management at CFAO Motors Kenya.

1.4 Research Questions

- i. What is the influence of communication channels on organizational change management at CFAO Motors Kenya?
- ii. What is the impact of organizational structure on communication during organizational change management at CFAO Motors Kenya?
- iii. What is the publics' influence on communication during organizational change management at CFAO Motors Kenya?

1.5 Significance of the Study

This study was very relevant for CFAO Motors Kenya as it aimed to enhance its strategies in managing organizational transformation. This research provided the company with crucial insights by analyzing the impact of communication channels, organizational structure, and different publics on change efforts. CFAO Motors Kenya may use this to enhance its communication tactics, streamline its organizational structure to be more adaptable to change, and synchronize its Organizational change management initiatives with the expectations and requirements of its different stakeholders. These results play a

crucial role in promoting more efficient and prosperous change processes, eventually enhancing the organization's long-term expansion and durability in a changing corporate environment. This data will also be used by other companies seeking to replicate effective communication strategies for implementing Organizational change management.

1.6 Limitation and Delimitations

This research acknowledged the potential constraints, which included the possibility of apprehension from both the management of CFAO Motors Kenya and the respondents over the disclosure of sensitive data that is essential for obtaining accurate and reliable findings. Certain participants may exhibit a delay in their response to the inquiries and subsequently submit the questionnaire beyond the designated deadline. There was a deficiency in collaboration from the relevant staff and authorities. The researcher also faced challenges owing to the unfamiliarity with the study's context and setting.

The researcher mitigated the identified constraints by ensuring strict confidentiality for both the respondents and the submitted data. Furthermore, the results were exclusively used for the purpose of this research project. The researcher closely monitored the responses to guarantee timely response. The researcher hired a research assistant to facilitate the process of tracking and promptly distributing and gathering replies. The researcher made a concerted effort to acquaint herself with the study's setting and enlist a capable research assistant.

1.7 Definition of terms

CFAO- Corporation For Africa and Overseas

Change: Change is something that forces one out of their comfort zone and it is either for better or for worse depending on the angle the perceiver views it from (Vakola & Nikalaou, 2023);

its architecture involves the design and construction of new patterns or the re-conceptualization of old ones, to make new, and probably more productive (Sugarman,2018).

Organizational change management: 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 (Burnes, 2018).

Organizational Culture: Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization (Burnes, 2018). According to Needle (2019), organizational culture represents the collective values, beliefs and principles of organizational members.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter undertook a thorough examination of the vast amount of literature, with the aim of providing both theoretical and empirical evidence to support the research effort. This examination was carefully planned to support the main research goal and the particular goals of the study. The endeavor focused on the interplay between organizational change management, communication channels, organizational structure, and public influence. Its aim was to enhance the level of knowledge and understanding in this dynamic field. The literature study extensively explored the history and development of organizational communication, Organizational change management, and public relations theory, establishing meaningful links between these disciplines and their significant applicability to CFAO Motors Kenya. The main objective was to analyze the fundamental principles that connect communication, structure, and public impact within the framework of organizational transformation.

2.2 Empirical literature review

2.2.1 Organizational change management

Suryanthini (2020) highlighted that change management entails a continual process of consistently adjusting an organization's course, framework, and capacities to synchronize with the changing requirements of both internal and external stakeholders, in line with the aims of this research. Vasilyev *et al.*, (2021) emphasized that change occurs at both the operational and strategic levels and is a consistent factor over the lifecycle of an

organization, which is especially pertinent to our inquiry. The topic of change management has received significant attention in terms of conceptualization, research, and implementation. This aligns with our study's purpose to thoroughly analyze this domain.

Participative solutions have been favored in managing organizational change due to their perceived ability to reduce negative responses throughout the change process, which is a crucial feature of our study goals. The literature examined many change management techniques that demonstrate a preference for participatory approaches, as described by Verhoef (2019), Workneh (2021), Acheampong and Rand (2023), and Agola (2016). The vast body of literature on change management offered a variety of methods and suggestions that senior managers and executives use to successfully carry out organizational change. This aligned with our objective of comprehending the intricacies of change within the specific context of CFAO Motors Kenya. Ambad and Abdul Wahab (2017) have shown that these models generally provide a variety of actions that may be adjusted to suit various organizational transformation projects. This aligned with our study goals of investigating relevant methods in the unique context of CFAO Motors Kenya.

2.2.2 Impact of Organizational Structure on Organizational Change Management

The literature on planned organizational change models (POCMs) offered a rich tapestry of insights and developments since Lewin's pioneering work in 1922. This evolution has significant relevance within the context of our advanced research objectives, necessitating a comprehensive and analytical review. Over the years, POCMs have undergone substantial refinement, illuminating critical facets of Organizational Focus: and bringing

to the fore gaps that merit close scrutiny. Our exploration within this domain encompassed the exploration of various strategies, chiefly centering on the categorization of changes based on their intrinsic nature and progression. This categorization differentiated changes as continuous or incremental stages, as expounded in notable works by Amungo (2020), Asogwa *et al.*, (2023), Bockmann (2017), and Botchwey *et al.*, (2022). These studies underlined the multi-dimensional nature of organizational change, accentuating the intricate stages that it traverses, an analysis that is central to our research objectives.

Additionally, closely related approaches have emerged, emphasizing the origin of changes and categorizing them as planned changes, as explored in depth by Botchwey *et al.*, (2022). These contributions shed light on the diverse perspectives and methodologies that have enriched the change management literature and align closely with our research's goal of comprehensive exploration. Furthermore, an examination of change from the organizational source perspective, whether originating from top-down or bottom-up approaches, as highlighted by Eglit *et al.*, (2022) serves to enhance our understanding of the multifaceted dynamics inherent in change management. The vast repository of literature on change management provided a diverse array of prescriptive models that senior managers and executives can harness to proficiently initiate planned organizational change, directly addressing our research objectives (Eglit *et al.*, 2022). These models encompassed a structured sequence of actions adaptable to diverse organizational change initiatives. Nonetheless, amid the richness of the literature, it becomes apparent that a universally accepted, clear, and practical approach to organizational change management remains elusive, as articulated by Gaens (2023).

In the context of our research goals, Lewin's planned organizational change model emerged as a notable contender in the discourse. Lewin's foundational work, dating back to 1939, illuminated the intricate process of ushering in transformative change, as underscored by Finke and Kotzab (2017). Central to Lewin's framework is the principle that the adoption of new behaviors and change necessitates the prior abandonment of established behaviors, a concept deeply resonant with our investigation into the dynamics of change within CFAO Motors Kenya (Githinji, 2017). Additionally, the planned approach placed strong emphasis on comprehending the various stages an organization must navigate to transition from an unsatisfactory state to a desired state, aligning closely with our overarching objectives to elucidate and apply a nuanced understanding of the change process within the specific context of CFAO Motors Kenya. This comprehensive review of the literature thus set the stage for our research, positioning it within the broader academic discourse at the highest level of scholarly inquiry.

There are many different viewpoints on the idea of change leadership, which demonstrated the complex and diverse character of this issue. Mark *et al.*, (2019) argued that change leadership functions as a strategic method to enhance employee dedication to change projects. On the other hand, Ombanda (2022) highlight the significant role of change leadership in gaining personal endorsement for ideas and vision, as well as mobilizing crucial resources to initiate revolutionary processes. Ramesh (2020) emphasizes change leadership as a framework that coordinates the driving forces, visions, and procedures, enabling transformational efforts. Change leadership is acknowledged as an iterative

process, which is crucial in situations characterized by change. In summary, these several definitions jointly emphasize the essential role of change leadership in steering businesses through processes of transformation. Change leaders have the responsibility to clearly explain the reasons for the change and guide through the many stages of the change process.

Their primary duty is to motivate their organizations to adopt learning, innovation, experimentation, and critical inquiry, which is a challenging role. Preparing companies for change requires a dedication to actively seeking fresh viewpoints and promoting widespread involvement throughout the whole organizational ecosystem. Change leaders must consistently and attentively observe environmental patterns, promptly address emergencies, and proactively adjust to changes. The development of change leadership has notably shifted towards a more integrated and strategic approach, prioritizing corporate results above personal and group interests. Contemporary change processes need collaborative cooperation that is guided by an awareness of human interactions, resulting in enhanced organizational performance (Rusgiyanto *et al.*, 2018). In situations marked by intricate internal and external intricacy and unpredictability, change leadership has significant relevance.

Organizations should adopt a level of disruption that fosters innovative problem-solving (Rusgiyanto *et al.*, 2018). Effective change leadership requires actively involving key stakeholders in designing the desired future state. This should be done by implementing procedures that guarantee alignment between stakeholder needs and design specifications, workflow analysis, and training. Moreover, the successful acceptance of change depends

on acknowledging and motivating both individual and group efforts (Rwehumbiza, 2021). The key to achieving successful change involves promoting universal acknowledgment of the need for change, engaging a diverse range of stakeholders in the process, enabling transparent and impactful communication about the urgency of change, obtaining support from top-level management, and cultivating political support. It is crucial to adopt a balanced strategy that combines both top-down and bottom-up techniques, allowing workers to take responsibility for their actions while promoting active participation, empowerment, and dedication (Sang & Makhamara, 2021). Leaders improved their ability to accomplish goals by using good communication, a crucial skill for managing change processes.

2.2.3 Influence of Communication Channels on Organizational Change

Management

Henley (2018) identified that a major reason for change failures is the leadership's inability to communicate and be upfront about how the change would affect those responsible for implementing it. Communication is a widespread and crucial strategy for overcoming resistance to change (Armenakis *et al.*, 2022; Kotter & Schlesinger, 2020; Waddell & Sohal, 2022). The leadership responsible for managing change required a varied range of communication skills to successfully communicate messages that promote success, solicit feedback, develop readiness for change, create a sense of urgency, and encourage stakeholders to participate (Gilley *et al.*, 2019).

Change approaches that embraced a perspective of the change process as a complex and diverse phenomenon often achieve higher levels of success compared to those that follow a more straightforward and step-by-step viewpoint (Higgs & Rowland, 2021). This discovery is consistent with our study aims, which focused on exploring the complexities of organizational change management, with a particular emphasis on the importance of good communication in dealing with opposition to change and facilitating successful acceptance of change. The criticism of unsuccessful changes resulting from insufficient communication highlights the need of harmonizing communication tactics with the goals and dynamics of change endeavors, which will be a primary focus of our study. This literature review established the framework for our study by placing it within the wider context of Organizational change management studies.

Change management involves a range of actions aimed at fully preparing people, teams, and the organization to effectively deal with the problems and possibilities that come with change processes. Simultaneously, communication has a crucial role in transmitting information, promoting understanding, and obtaining employee support throughout the process of change. Githinji (2017) emphasized the crucial need of credible and abundant communication, stating that without credible communication, and a significant amount of it, employees' emotions and thoughts are never fully engaged. This statement emphasized the deep importance of communication in the context of change management. Communication acts as a catalyst that influences employee attitudes, actions, and commitment towards organizational transformation.

Creating clear and direct communication channels is crucial for connecting the start of a change with its successful implementation, which ultimately leads to good results and improves organizational performance. Good internal communication is crucial in providing workers with a clear understanding of the content and reasons for organizational change (Githinji, 2017). This viewpoint is consistent with the claim made by Hinson *et al.*, (2019), who emphasized that clear communication, which includes sharing detailed information, holding individuals accountable, involving employees, greatly contributes to the development of trust, mutual control, commitment, and effective monitoring among staff members. In a similar vein, Hinson *et al* (2020), have shown that the effectiveness of change communication depends on the clarity, frequency, and transparency in delivering information. Their study highlighted that effective change communication, along with employee engagement in the change process, increases their feeling of ownership and control over the direction of change.

These results aligned with the research conducted by Hutama and Sagala, (2019), emphasizing the importance of communication in reducing adverse outcomes, such as employee resistance to change. The findings of Kitenga *et al.*, (2020) aligned with the idea that when workers get timely, relevant, and useful information regarding organizational changes, they are more likely to accept and support such changes. Therefore, the quality of communication greatly enhances workers' trust in the need for the change by providing sufficient rationale and reducing uncertainty related to the process, thereby preparing them for the upcoming change.

2.2.4 Investigation of Publics' Influence on Organizational Change Management

The importance of having a common vision for change is crucial when undertaking significant organizational change processes. A transformation vision functioned as a guiding framework that outlined the route to success, similar to a wider corporate goal, but with the ability to motivate the creation of particular targets. It is strongly connected to the development and success of a company (Kitenga *et al.*, 2020) and serves as a motivating factor (Kimeu, 2018). Since a vision has a direct impact on performance, it is crucial for workers to be aware of and understand it to improve their performance (Kullik, 2020). Leaders' defined visions have a tremendous impact on employees (Longe *et al.*, 2021). Nevertheless, it is crucial to recognize that just holding and conveying a well formulated vision does not ensure outcomes, since some leaders and organizations struggle to convert their words into actions.

Oftentimes, a vision is defined by the viewpoint of a solitary person inside the business. A truly shared vision should generate dedication from all parties engaged (Mairura, 2016). A collective vision revolutionizes people' connection with the organization, creating a feeling of membership and unity. It fosters a shared sense of identity and promotes cooperation among persons who may have previously had suspicions (Ombanda, 2022). Mark et al (2019) argued that employee commitment may be strengthened by organizational leaders providing a clear explanation of the organizational vision and its relevance to the tasks of subordinates within the company.

The lack of a distinct vision is often apparent in failed changes. The effectiveness of change projects is put at risk when there is a lack of a guiding vision, despite the existence of plans, instructions, and programs. An absence of a clear vision might cause workers to feel confused about the reasons for a shift and can intensify their sentiments of demotivation. Individuals who are not prepared to contribute to the achievement of the vision might make the process of transformation impossible, as they are unlikely to make any sacrifices if they believe that the change will not result in better results. The original iteration of the vision may be difficult to understand and accept, but as time progresses, it develops into a more polished and logical shape (Ramesh, 2020). Articulating a vision provides followers with a clearer understanding of expectations and objectives, so enhancing their self-confidence in meeting those needs. The vision for transformation should be easily communicable and able to be expressed in five minutes or less (Ramesh, 2020). Efficient visual communication should include language and symbols that convey fresh and distinct significance for people inside an organization. Managers use all communication channels at their disposal to effectively spread the vision throughout successful transformation initiatives (Rusgiyanto *et al.*, 2018). While face-to-face communication is the most favored approach, there are additional spoken and textual communication techniques that may be used. These include using dramatic gestures, role modeling, and implementing strategies such as staff selection, training, and reward systems (Sang & Makhamara, 2021). In order to achieve successful communication, leaders must demonstrate a high level of expressiveness by using impactful language that effectively expresses passion, positive energy, confidence, and personal conviction.

After conveying the vision, the responses of others should demonstrate both understanding and enthusiasm, demonstrating a willingness to go forward with the process of change (Ramesh, 2020). An effective change vision should be easily understandable by those who will be impacted by the change, align with the organization's performance, provide relevant information for specific departments or divisions, appeal to customers, stakeholders, and employees, highlight the difference between the current and desired organizational states, create a vivid picture of the future, clearly communicate what the organization will be like after the change is implemented, offer a compelling rationale for the change, and incorporate the core values necessary for its success. An intricately designed plan is necessary to achieve the envisioned goal (Ramesh, 2020). When developing a change strategy, it is crucial to clearly define new roles and responsibilities, outline activities that are in keeping with the long-term plan, set objectives for the change process, and devise a plan to coordinate stakeholders (Sang & Makhamara, 2021). The strategy functions as the mechanism to accomplish the envisioned goals and objectives. Effective leadership entails the formulation, dedication, and implementation of logical business strategy based on prospective future situations for the corporation.

This research review emphasized the crucial importance of a collective vision in achieving successful change efforts, supported by the need for leaders to effectively express and embody the vision. The statement highlighted the need of having clear, persuasive, and mutually agreed-upon visions to inspire and drive organizational change. Moreover, it underscored the need of a well devised plan to effectively transform the vision into tangible results. These observations strongly corresponded with our study aims, to comprehend the

impact of shared vision and strategic planning on facilitating effective change management. This literature review established a fundamental framework for our study, situating it within the wider context of change management studies.

Expressing the Need for Change

Effective leadership within the realm of change necessitates an acute awareness of the imperative behind the change, as this comprehension underpins the leaders' ability to champion change initiatives. A leader's influence on their employees becomes all the more pronounced when they actively endorse and drives the change. Consequently, proficient leaders are tasked with visibly manifesting and promoting their unwavering support for change, remaining readily accessible, engaged, and supportive (Verhoef, 2019; Acheampong & Rand, 2023). The receptivity of individuals to change is intrinsically linked to a leader's willingness to embrace change personally (Ambad & Abdul Wahab, 2017). An effective leader also articulates the consequences of maintaining the status quo and eschewing change (Amungo, 2020).

At the inception of the change journey, the emphasis pivots towards the establishment of robust relationships with organizational members (Asogwa *et al.*, 2023). Change leaders shoulder the responsibility of furnishing employees with pertinent and comprehensive information about forthcoming changes, compelling arguments for the necessity and rationale of change, addressing employee inquiries and concerns, and examining the potential impact of change on their subordinates to bolster acceptance and engagement (Bockmann, 2017). The recipients of change must gain insights into the envisioned future

state and the reasons necessitating adjustments to their behaviors and routines (Botchwey *et al.*, 2022). The acceptance and participation in change initiatives hinge on employees' perception of personal gains linked to the change. They critically evaluate and compare arguments for and against change, with robust rationales having a greater likelihood of acceptance compared to weaker ones that face rejection (Eglit *et al.*, 2022).

Although individuals may not necessarily relish mandates, adherence to directives is imperative. When leaders exemplify compliance, others are inclined to follow suit, culminating in the cultivation of a culture of change and adaptability (Finke & Kotzab, 2017). The process of securing acceptance and support from diverse organizational members is often an emotional journey (Gaens, 2023). Varying personal and professional objectives can engender distinct perspectives on the change initiative, potentially leading to divisions. Typically, those who perceive advantages in the change are more likely to endorse it, while those who stand to lose are prone to resist (Hinson *et al.*, 2019). During the initial stages of the transformative process, the change leader shoulders the responsibility of assessing and addressing potential resistance to change (Hinson *et al.*, 2020). Robust leadership is paramount when resistance to change emerges, necessitating active engagement (Hutama & Sagala, 2019). Leaders must ensure that they remain aligned with the change's objectives or, if necessary, prioritize new goals. Active participation in change initiatives exerts a positive impact by mitigating resistance through employee engagement and stimulated group involvement. Individuals who feel adequately equipped to execute the change are less inclined to resist it (Kitenga *et al.*, 2020).

This literature underscored the intricate interplay between leadership and change, emphasizing the critical role leaders play in shaping the acceptance and success of change initiatives. It aligns closely with our research objectives, which delve into the multifaceted dimensions of leadership in the context of change management, underscoring the importance of understanding, communication, and motivation in driving successful change adoption. The critique of leadership's role in addressing resistance to change highlights the need for leaders to exhibit resilience and adaptability in the face of resistance, a central theme in our research. This literature review situates our research within the broader landscape of change management scholarship.

Research Gap

Prior research conducted by Savastano and Scandizzo (2016) has shed light on the importance of communication in enabling businesses to effectively execute change. Effective communication is an essential technique that firms should use to inform and elucidate planned change initiatives to their workers. The primary emphasis should be placed on the "what, when, who, and how" aspects, and management should effectively communicate to convey the attitudes and sentiments of organizational members, as stated by Suryanthini (2020). Specifically, it is important to determine the information that needs to be sent to workers, the timing of when the communication should begin, the individuals who will be impacted by the change and the communication, and the method by which the message of change should be transmitted to employees.

Therefore, it is essential for managers of businesses to recognize that information and its dissemination are crucial aspects in the process of implementing change. Consequently, effective communication becomes paramount. In order for communication to be successful, it is imperative that it be comprehensive and includes pertinent information. Vasilyev *et al* (2021) and Verhoef (2019) examine change-related inquiries, whereas Workneh (2021) and Githinji, (2017) advocate for the explicit presence of openness and communication inside an organization. Based on the researcher's analysis of many sources, it is evident that effective communication plays a vital role in change management. This is because workers want information in order to experience a sense of stability and confidence inside their firm.

During a change process, individuals should be provided with a substantial quantity of pertinent information (Hinson *et al.*, 2019) and they should be cognizant of the progression of the change process (Hinson *et al.*, 2020). Effective communication should provide workers feedback and reinforcement during periods of change, enabling them to make informed choices and be better equipped to handle the benefits and drawbacks of change (Hutama & Sagala, 2019). Leaders should provide the company with knowledge on the dangers associated with maintaining the current state of affairs, as well as the possible advantages of considering a very different future. Questioning the effectiveness of leadership weakens the credibility of promises for positive change and allows those receiving the message to be more resistant to it (Kitenga *et al.*, 2020).

Consequently, it is important for leaders to engage in regular and passionate communication, while also reducing their inclination to dismiss unrealistic optimism. In addition, it is essential to engage in candid and accurate talks about the extent of the change, while also acknowledging the potential drawbacks of implementing the change (Hutama & Sagala, 2019). Unfulfilled or erroneous promises and projections that lead to negative or disappointing outcomes diminish the credibility of leadership and contribute to an increase in workers' perceptions of unfairness, dishonesty, and betrayal (Kitenga *et al.*, 2020). Individuals who have been subjected to unfair treatment or disloyalty may develop feelings of irritation and a desire for retribution (Kullik, 2020).

Conversely, those who perceive fair treatment are likely to exhibit excitement, engagement, or other positive attitudes and behaviors linked to effective transformation (Hutama & Sagala, 2019). Changing priorities and losing focus are considered two reasons that might hinder development in a change attempt. Persistence in the acts that promote the change is essential for sustaining the change. It is necessary to make efforts to maintain the dynamism inside the company by commemorating accomplishments and maintaining a focus on growth (Alex Gicheru & Patrick Ngugi, 2023). One way to do this is by offering incentives and praise for effective actions, processes, or systems that adopt the desired future state, with the aim of inspiring others to follow suit (Alex Gicheru & Patrick Ngugi, 2023). It is crucial to regularly assess the extent to which organization members are implementing routines, practices, or behaviors related to the planned change process. Necessary adjustments should be made to track progress and ensure support for further change.

In order to evaluate success, leaders should actively solicit input via several means. The necessary modifications required to facilitate the change will thereafter be directed by the comments obtained (Hutama & Sagala, 2019). Incorporating input from all persons engaged in the change is essential for ensuring sustained support and collaboration from stakeholders, which is a prerequisite for achieving successful change (Alex Gicheru & Patrick Ngugi, 2023). Competent change leaders should anticipate and endorse openness in relation to both accomplishments and setbacks, use these experiences to rectify and enhance subsequent iterations. Change leaders must to provide a conducive climate that promotes further training on sophisticated procedures and monitoring. This may be achieved by analyzing metrics, seeking input via user groups and surveys, and addressing problematic areas and potential for further enhancements.

2.3 Theoretical Framework

This section presents the theories upon which the study was anchored. Therefore, this study was guided by three theories namely; Lewin's model of change, excellence theory and systems theory. They were discussed as follows:

2.3.1 Lewin's Model of Change

Lewin's change model is defined by seeing change as a sequential progression from the present stage to the ultimate stage, aided by a force field analysis, action research, and group dynamics that enable deliberate change (Lewin, 2022b). Lewin asserts that this paradigm, in conjunction with field theory, group dynamics, and action research,

constitutes a unified methodology for examining, understanding, and accomplishing deliberate transformation at the levels of groups, organizations, and society (Lewin, 2022). Lewin posits that a triumphant change endeavor comprises of three sequential stages namely; thawing, relocating, and re-solidification.

In the first stage, Lewin posited that human behavior exhibits relative stability, which is maintained by a harmonic balance of motivating and inhibiting factors in a quasi-stationary equilibrium. In order to effectively embrace a new behavior, it is necessary to first discard the old behavior by disrupting or "unfreezing" the current state of equilibrium. Agola (2016) highlights that the purpose of unfreezing, which generates the incentive to learn, is not the final objective of planned change, and it does not necessarily dictate the course of change. Likewise, recognizing the complexity of the dynamics at play, Lewin recognized the challenge of accurately forecasting or pinpointing a particular result of intended change. Instead, it is advisable to consider all the prevailing dynamics and systematically assess all the feasible alternatives via a process of experimentation and refinement. Action Research promotes the method of doing research, taking action, and then conducting additional study. This technique allows people and communities to transition from unfavorable or less acceptable behaviors to more favorable ones. Nevertheless, Lewin discovered that in the absence of reinforcement, the shift might be temporary.

The last phase of Lewin's 3-Step model involves stabilizing the group at a new quasi-stationary state to prevent any regression of the recently learned behaviors. Schein (2019) states that for a new behavior to be effective, it must align with the learner's existing

behavior, personality, and surroundings. Otherwise, it may lead to disconfirmation. Lewin maintained that achieving meaningful change was a collective endeavor, since modifications to individual conduct would be ephemeral unless there was a simultaneous transformation of group norms and practices. Refreezing in organizational terms often necessitates modifications in organizational culture, norms, rules, and practices (Cummings & Huse, 1989). Hendry (2019) states that Lewin's model of change is widely used and regarded as the essential concept in Organizational change management. Indeed, several explanations of organizational change management start by emphasizing the concept of unfreezing, highlighting the widespread impact of Lewin's paradigm (Kippenberger, 2022).

2.3.2 Excellence Theory

The excellence thesis first elucidated the significance of public relations to both companies and society, emphasizing the social responsibility of management choices and the caliber of connections with stakeholder publics. According to the Stakeholder Theory, in order for an organization to be successful, it must act in a manner that addresses the concerns and fulfills the objectives of both stakeholders and management. If the company does not comply, stakeholders will exert pressure to induce change or oppose it in manners that introduce additional costs and risks to the business's policies and actions. In order to conform to societal norms, firms must do a thorough analysis of their surroundings to identify the individuals or groups who may be impacted by their possible actions or who expect the organizations to address issues that have significance to them.

Organizations must engage in symmetrical communication with publics, considering the interests of both parties, in order to foster enduring and high-quality connections. According to interviews conducted with CEOs and senior public relations officers, organizations place importance on good relationships because they lead to decreased expenses related to legal disputes, government regulations, laws, and negative publicity resulting from poor relationships. Additionally, good relationships minimize the risk of making decisions that impact various stakeholders and can also boost revenue by providing products and services that stakeholders require. The excellence theory developed criteria for organizing the function of public relations in order to maximize its value, based on a theoretical assumption about the importance of public relations.

2.3.3 Systems Theory

The use of systems theory in public relations is advantageous since it provides a framework for conceptualizing and analyzing interconnections between various entities. Systems theory examines organizations as composed of interconnected components that adapt and respond to changes in the political, economic, and social contexts in which they function. Organizations has distinct boundaries, within which a communication structure is necessary to direct the various components of the company towards the achievement of organizational objectives. The organization's leaders establish and maintains these internal structures. According to Grunig, Grunig, and Dozier, the systems approach highlights the interconnectedness of organizations with their surroundings, which includes both their internal and external settings. From a systems viewpoint, businesses rely on resources obtained from their surroundings, including "raw materials, a pool of employees, and

clients or customers for the services or products they generate." The environment requires the systematic arrangement of its goods and services. Organizations that have open systems use public relations professionals to gather information on the effectiveness of their relationships with clients, customers, and other stakeholders. Organizations that have closed systems exhibit a lack of interest in acquiring fresh knowledge. The decision makers base their decisions either on historical events or on their own subjective preferences. Organizations are components of a broader ecosystem consisting of several interconnected systems.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the methodology of the study and details of the processes that were used in performing this research. Mugenda & Mugenda (2021) defined research methodology as the set of processes that were used in carrying out a research study. These tasks included data collection, identification of the study's population, and formulation of a data analysis strategy. Kombo and Tromp (2006) argued that research methodology serves as a practical framework that allows for a clear understanding of the significance of findings. In this chapter, the researcher examined the study design, data collecting methodologies, and data analysis methods used to achieve the research goals.

3.2 Research Design

Study design hereby referred to the systematic approach that the researcher used to accomplish the study purpose. Kothari (2019) defined a research design as the conceptual framework that guides the gathering, measurement, and interpretation of data in a study. Research design is a systematic approach used to accomplish research goals by using established methods that have been proved effective in the past. Cooper and Schilnder (2021) defined a research design as a structured framework that establishes the connections between variables in a study and provides a detailed plan for doing each research activity. Chandran (2019) provided a definition of research design as the organization of circumstances for gathering and analyzing data in a manner that integrates their connection to the study objective.

This study used a descriptive research approach in a case study design. Chandran (2019) defined a descriptive research design as one that presents a clear depiction of the context or qualities of an event. According to Wimmer and Dominic (2023), a descriptive design aims to accurately depict or record the present circumstances or attitudes and explain what now exists. This strategy is considered more suitable since the researcher aimed to establish the impact of communication on the management of organizational change: A case study of CFAO Motors Kenya. In addition to the afore-mentioned descriptions, Hargie and Tourish (2020) observed that descriptive design is an excellent method for accurately portraying a scenario as it now exists.

3.3 Study Site

The study was conducted only at the CFAO Motors Kenya Limited Headquarters, Nairobi. This is because the headquarters is a hub for all corporate communication activities performed under CFAO Motors Kenya Limited.

3.4 Population

In this study, the population referred to the whole set of persons that the research is targeted and from whom a sample was selected. In their 2020 publication, Bless, Higson-Smith, and Kagee define the population of a study as the whole collection of things or individuals that are the primary focus of the research, and that the researcher aimed to investigate certain features of. According to Eglit *et al.*, (2022), it is important to clearly identify the population before selecting a sample in order to avoid generalizing that go beyond the population. Additionally, he said that the word "population" encompasses the whole set of

persons, objects, items, situations, articles, or anything that have similar features or characteristics. The study's target demographic consisted of all employees of CFAO Motors Kenya Limited located at the main office in Nairobi. The researcher selected a sample from these workers to study on behalf of the whole community.

3.5 Sample size and Sampling Technique

3.5.1 Sample Size

The research population consisted of several components, which are often known as sampling units. The units in this research were the individuals who actively engaged by responding to the questionnaires. According to Mugenda (2020), a sample is a subset that is taken from a larger population that is easily accessible. In their study, Kombo and Tromp (2006) define a sample size as a subset of individuals selected from a wider population in order to conduct a survey. The selection of a sample size should be done with great care in order to ensure that it accurately represents the desired population for the research (Njoroge, 2021).

The website of CFAO Motors Kenya Limited stated that there are 10 directorates inside the company, in addition to the office of the Managing Director at the time of publishing this report. The directorates included Commercial, Customer Service, Sales and Distribution, Corporate Affairs, Human Resource, Legal Services, Regulatory, and Network and Information Technology (IT). Additional areas of focus included Finance, Supply Chain Management, Enterprise, Marketing, and the office of the Managing Director (MD). According to Kothari (2019), it is recommended to employ 30% of the study's

population as the sample size percentage. This results in a sample size of 120 workers or responders.

The researcher selected 6 respondents from the top management using purposive sampling, and 115 respondents from middle and lower levels across all departments. The directors were from six distinct directorates: Human Resource, Sales and Distribution, Marketing, Information Technology (IT), Customer Service, and Corporate Affairs. The study prioritized the examination of HR and Corporate Affairs departments because they have a crucial function in communicating with the internal stakeholders of an organization. Similarly, the Network and IT department is responsible for establishing the fundamental operational systems and networks that facilitate internal communication. The Sales and Distribution, Marketing, and Customer Care departments were regarded as strategic divisions, typically comprised a larger workforce that must comprehend the goals and objectives of the organization. This understanding was essential for the efficient functioning of CFAO Motors Kenya Limited and its pursuit of success.

3.5.2 Sampling Technique

Sampling is a crucial component in the process of doing research (Githinji, 2017). The sampling method in the study pertained to the specific approaches or procedures that the researcher used to choose items for the desired sample (Gaens, 2023). Botchwey et al (2022) defined sampling as the method of choosing an acceptable number of elements from a population to ensure that the chosen sample accurately reflects the whole population. The fundamental concept of sampling was the deliberate selection of certain components

from the population, enabling a researcher to make inferences about the whole population (Coopers & Schindler, 2021). This research used purposive and stratified random selection techniques to get the desired sample size. The purposive sampling technique was used to choose participants from the upper echelons of management. Agola (2016) definition of sampling guided the researcher in purposive sampling in deliberately selecting units of study to gather adequate information. The purposive design was used to choose interviewees and questionnaire responders from the top management level, namely those whom the researcher considered possessing the necessary knowledge for this study. The respondent in reference held the position of Corporate Affairs director at the time of this study, while the other directors completed questions tailored to their respective roles. A stratified sample strategy was used to choose participants from the remaining staff in every department. Oladipo *et al.* (2023) in his publication, he stated that stratified random sampling is appropriate for a population that exhibits heterogeneity, with components varying in characteristics such as age, educational background, and income. Stratified random sampling hereby involved dividing the population into distinct groups, known as strata, and then selecting random samples from each of these categories (Mugenda, 2021). Stratified sampling enabled the researcher to discover and choose sub-groups from the population in a way that accurately represents these sub-groups. This is achieved through randomly choosing participants from each stratum (Gaens, 2023). This guaranteed that the sample is a more accurate reflection of the population within the various sub-categories. To generate a proportionately stratified sample for this research, a proportional sub-group was established through choosing participants in a way that accurately reflects the sub-group percentages found in the population.

The researcher classified the population based on the departments to guarantee an equitable distribution of personnel from all departments. Subsequently, the researcher divided the population from each department into further groups based on their levels (middle and lower levels), with each level being considered as a distinct category. The researcher employed this to guarantee that perspectives from all levels of authority within CFAO Motors Kenya Limited were included during the study. Kothari (2019) definition of a stratum as a distinct subgroup within a population that has at least one shared attribute, such as gender (male or female) or occupational status (manager or non-manager enabled the researcher to select each department via proportionate allocation, where each department's contribution to the sample was based on its size (Hazarika, 2019). The reasoning for this is that the number of employees in each department reflects the significance of the department in delivering the organization's services (Aswani, 2017).

Thus, when the department size increased, the number of workers and the diversity of perspectives also increased, resulting in a larger sample size for that specific department. The researcher used Kothari's (2020) derived method to ascertain the proportionate allocation for each department. Letting N represent the total number of employees at CFAO Motors Kenya Limited head office. The sample size is denoted by n , and N_1 to N_{33} represent the sizes of the different departments. The method to get the sample size was inferred as follows: $n_1 = (n/N) \times N_1$. Ultimately, the researcher intended to get a comprehensive roster of all personnel in every department from the Human Resources department, in order to include them into the sample procedure. The HR department

supplied the researcher with a list including the number of workers in each department, along with their demographic information.

The method allowed the researcher to determine the number of responses required from each department in order to construct the sample. The acquired number of respondents will then be distributed proportionately to include personnel from lower and middle echelons. A simple random sample method was used to choose respondents in the final round. Nevertheless, the contact person modifies the plan owing to certain job intricacies. Therefore, the researcher relied on convenience sampling strategy at this step-in order to get the respondents.

Consequently, the questionnaires were sent to the personnel who were physically present in each department. Convenience sampling, often referred to as availability sampling, guided in non-probability sampling and enabled data collection from respondents who were considered and factored easily accessible and willing to participate in the research study (Saunders, Lewis, & Thornhill, 2017). This allowed the researcher to get the necessary number of participants from each department for this study. Therefore, a total of 115 questionnaires were distributed among them.

3.6 Data Collection Procedures

In this study, the researcher gathered data by using two data collecting instruments: a questionnaire and an in-depth interview. The researcher intended to conduct interviews with all six responders at the senior management level. The researcher used a combination

of qualitative and quantitative methodologies for data collecting. Mugenda & Mugenda (2021) define qualitative research method as a set of designs, methodologies, and measures that do not provide discrete numerical data. In qualitative research, data is often offered in the form of words rather than numerical values. These words are often organized into categories, such as age, gender, level of education, and other demographic information. As according to Wimmer and Dominic (2023), qualitative research enabled the researcher to employ a versatile questioning method that allowed for follow-up questions, enhancing the value and informativeness of the study results. The research included both quantitative and qualitative methodologies. The researcher relied on Mugenda & Mugenda (2020) report which stated that quantitative techniques enable the gathering of data in numerical form, whereas the qualitative approach focused on describing attitudes based on views, opinions, and perceptions. This research used a questionnaire to gather and compile quantitative data, while structured interviews and open-ended questions were employed to gather qualitative data. Consequently, the researcher and two research assistants distributed and administered the questionnaires to the chosen personnel in each department, with the guidance of the contact person. The expected timeframe for participants to complete and submit the questionnaire was about 10 business days. The researcher conducted the interviews at the interviewee's office at a prearranged time and day.

3.7 Data Collection Instruments

The study comprised both, qualitative and quantitative data. For the purpose of collecting data for this study, two data collection instruments were employed, these are, questionnaire and in-depth interview.

Questionnaire

Bryman and Bell (2021) defined a questionnaire as a compilation of inquiries that are systematically presented to certain persons to gather data. The significance of using these devices lied in the researcher's ability to get data straight from the source. According to McBurney and White (2018), this allowed for the examination of the connection between the respondent's replies and the identification of potential patterns of causes and effects. For an effective questionnaire the researcher performed a combination of closed-ended and open-ended questions to maximize its use. According to McBurney (2019), a closed-ended inquiry for this study was defined as one in which respondents are restricted to providing answers from a predetermined set of choices. Closed-ended questions were mostly used for the gathering of quantitative data, whilst open-ended questions were employed to gather qualitative data. The researcher used the questionnaire as an instrument for this study due to its capacity to elicit information in an impartial and unbiased way, hence enhancing the reliability of the gathered data. In addition, the participants were given enough time to provide meticulously considered information or responses to the questions that were especially designed to include the topic being investigated. Nevertheless, it was necessary to request personal information such as gender, age, educational attainment, and organizational role.

In-depth interviews

The Interviews were intended to help the researcher get the in-depth information by asking in-depth questions. Mugenda and Mugenda (2021) definition further aided the researcher

to orally administer questionnaires and interview schedules, where the interviewer directed the attention of the respondents to the most significant area. The researcher conducted a face-to-face in-depth interview with the Director of Corporate Affairs in his office.

3.8 Pre-testing/Pilot Study

Prior to distribution to the respondents, the questionnaire underwent a pretest. Pre-testing of questionnaires, as Kothari (2019) guides, involved delivering sample questionnaires to a group of individuals who have similar characteristics with the target audience. This was done to assess the validity and reliability of the questionnaires. Preliminary testing enabled the researcher to detect faults or other issues with the questionnaire, such as grammatical errors, ambiguous questions, lengthy questions, compound questions, or redundant questions. Pretesting also aided researchers in estimating the duration that each responder needed to finish the task. Thus, the researcher had the chance to revise the questionnaire and make any required modifications before commencing the actual study.

Mugenda and Mugenda (2021) suggested that the pretesting sample should range from 1% to 10% of the total sample size. Hence, the pretesting sample size consisted of 10 workers from Westlands branch. The researcher delivered a total of 10 questionnaires, with one intended for the branch manager and the other nine for staff at lower and medium levels. The selection of these individuals as participants in the pre-testing exercise was determined by the fact that they have several similarities with the real responders, since they are all employed by the same organization.

3.9 Validity and Reliability

3.9.1 Validity

Cohen and Morrison (2020) suggested that when it comes to qualitative data, validity may be assessed based on the integrity, thoroughness, comprehensiveness, and breadth of the data obtained. Validity referred to the extent to which a test accurately assessed what it claimed to measure (Mugenda & Mugenda, 2021). Validity hereby referred to the degree of precision and meaningfulness of an inference. Joppe (2020) offered the further elucidation of the concept of validity in quantitative research. Validity referred to the extent to which the research accurately measured what it was intended to measure or the degree of truthfulness in the research findings.

In the context provided, validity was defined as the degree to which a research instrument accurately measured what was intended to assess by asking appropriate questions, and the level of accuracy and significance of the conclusions drawn from the results (Paton, 2021; Mutai, 2020; Orodho & Kombo, 2020). In addition, enhancing the validity of the data was achieved by using meticulous sampling techniques and utilizing suitable instruments (Orodho & Kombo, 2020). Consequently, in this research, the validity was determined by conducting a preliminary test of the instruments on a population that has the same characteristics as the one being investigated. This was accomplished by doing a random sampling, selecting a sample from institutions that were comparable but not those specifically targeted for the actual inquiry. This sample was used in reliability testing to determine the effectiveness of the research instrument in collecting the desired data.

3.9.2 Reliability

The reliability of an instrument hereby referred to the extent to which it consistently produced the same findings or data (Kothari, 2019; Mugenda & Mugenda, 2021). Cohen and Morrison (2020) similarly supported this belief hence dependability supported the correspondence between the data recorded by researchers and the actual events taking place in the natural context being studied. The researcher considered reliability as the extent to which empirical indicators remained consistent when measuring the theoretical idea in several tries (Mugenda & Mugenda, 2021). Furthermore, it was important to pilot the research equipment to complete their finalization. It was crucial since it allowed for the assessment of the instruments' dependability (Wiersman, 1985; as referenced by Bryman & Bell, 2021). Reliability was considered equivalent to the concepts of repetition or stability, as stated by Kothari (2019). Measurement that was susceptible to random error exhibited a lack of dependability.

Therefore, a measurement that produced consistent outcomes over was said to be trustworthy (Bryman & Bell, 2021). Hence, the researcher assessed the dependability of the instruments, particularly the questionnaire, by delivering them twice with a one-week gap as a pretest. This was to verify the consistency of the questionnaire's elicited responses over several tests. This also helped in assessing the appropriateness of the instrument and deciding whether or not to modify the structure and content. In addition, using the tools enabled the researcher to experiment with the coding and classification system for data analysis.

3.10 Data Analysis

Data referred to a compilation of information and numerical values pertaining to a certain area of investigation (Kothari 2019). Data only becomes valuable when it is examined to provide solutions to a research topic. Data processing, as defined by the author, encompassed the tasks of editing, coding, classifying, and tabulating gathered data to prepare them for analysis. Mugenda & Mugenda (2021) helped in the systematic process of organizing and giving significance to the large amount of acquired information. Data analysis encompassed the systematic arrangement, comprehensive consideration, and elucidation of data (Cohen, Manion, & Morrison, 2020).

Data analysis was considered as the process of dissecting data into its individual components or pieces for the purpose of examining the data (Mugenda & Mugenda, 2021). The concept encompassed techniques and concepts for disseminating information via the use of visual representations such as graphs, charts, numerical summaries, and mathematical explanations. Data analysis aided the researcher in verifying the correctness of data, detecting significant errors within large datasets, assessing data completeness and consistency, and ultimately validating the data, as stated by Mugenda and Mugenda (2019).

The researcher used the Statistic Package for Social Science (SPSS) for the purpose of data analysis. The quantitative data is shown using descriptive statistics, including percentage pie charts, tables, and bar charts. Prior to the analysis, the researcher undertook the coding and categorization of the qualitative data. This enabled the researcher to categorize large amounts of data into similar groups, from which connections may be made. This study

examined the impact of communication on organizational change management, specifically focusing on the example of CFAO Motors Kenya.

3.11 Ethical Considerations

Babbie (2020) asserted in a publication that the primary focus in safeguarding the subject's interests and welfare is in preserving their identity. To maintain confidentiality, any information submitted by the respondents will not be disclosed to unauthorized individuals. The study guaranteed anonymity and confidentiality by ensuring that the questions in the questionnaires are non-intrusive. The researcher guaranteed that any data and information gathered from the organization has only been utilized for academic purposes and not for any other reason. Hence, the surveys were assigned numbers and were not include or request the names of the responders. In addition, the researcher sought and got approval from the appropriate authorities, CFAO MOTORS KENYA management, before to commencing the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, the data collected was thoroughly analyzed and interpreted to assess the impact of communication on organizational change management at CFAO Motors Limited Kenya. This analysis was conducted in alignment with the study's specific objectives. The gathered data was effectively communicated, and a comprehensive evaluation of the results was carried out to address the research inquiries. To present the data, a combination of bar graphs, tables, and pie charts were employed. The study's results are bolstered by triangulating both qualitative and quantitative data, enhancing the overall trustworthiness and credibility of the findings.

4.2 Response rate

Out of the total intended quantitative sample size of 115 workers, 109 questionnaires were completed and returned, constituting a response rate of 95%. For the qualitative data collection, the target was 6 respondents, with successful contact made with 6 of them, resulting in a response rate of 100% response rate. According to Creswell (2021), data collection percentages exceeding 70% are deemed satisfactory for analysis. It was worth noting that the utilization of online methods for questionnaire distribution and collection by the researcher significantly contributed to these favorable outcomes.

4.3 Demographic characteristics of respondents

The 115 respondents' (both survey respondents and key informants) demographic characteristics included information regarding their age, education background as well as income, length of employment with the organization, and their respective positions or ranks within the organization.

Table 4.1: Socio-demographic elements of respondents

Demographic Elements	Description	Frequency	Percentage
Gender	Male	87	75.6
	Female	28	24.3
	Total	115	100
Age (Years)	Below 30	23	20
	31 -39	40	34.8
	40 - 49	41	35.7
	50 - 59	8	6.9
	Above 60	3	2.6
	Total	115	100
Education	Primary	2	1.7
	Secondary	17	14.8
	Diploma	30	26.1
	Undergraduate	47	40.9
	Post-graduate	12	10.4
	Professional	7	6.1
	Total	115	100
Number of years worked	Below 1	6	5.3
	2- 5 years	48	41.7
	6 -10 years	45	39.1
	Above 10 years	16	13.9
	Total	115	100

Current Position	Casual	35	30.4
	Clerical	57	49.6
	Supervisor	17	14.8
	Managerial	6	5.2
	Total	115	100

The researcher observed that a significant portion of the participants fell within the age range of 31 to 49 years, while a smaller number were aged above 50 years. The findings were consistent with OECD Labor force statistics that have shown that 25 and 50 are typically regarded as being in their most productive working years, potentially experiencing various stages of their career. Given that many of the respondents were within this age bracket, it was considered an appropriate and relevant group for the study.

The researcher's initial aim was to ensure an equal representation of both male and female respondents, but this goal was not fully realized, as illustrated in Table 4.1. Many participants were male, accounting for 76%, while female respondents constituted 24%, which was nearly half the number of female participants. This gender distribution can be explained by findings from a 2023 study conducted by LeanIn.Org and McKinsey & Co., which revealed that men tend to favor jobs in the automotive industry compared to women. Female workers, on the other hand, are often willing to accept casual positions without the promise of swift career advancement compared to their male counterparts. Within the demographics of this study, 30% of the respondents held casual positions, and a significant proportion of them were female, contributing to the gender imbalance. This observation supported KPMG report from 2023, which indicated that there was more male staff (60%) in the automotive industry organizations compared to their female counterparts.

Furthermore, the data revealed that among the respondents, 40% held bachelor's degrees, and 16% had master's degrees and professional qualifications. 10% possessed master's degrees, while a very small fraction (1.7%) had completed only primary education. These educational qualifications were consistent with a 2023 IJARAI report, which highlighted the presence of highly educated individuals working in the automotive industry. These educational backgrounds equipped the respondents to provide objective responses to the survey questions.

The data also indicated that a significant proportion (49.5%) of the respondents held clerical positions, which did not entail managing other employees. Supervisors constituted 14.7%, while 5.2% occupied managerial roles. A small but influential segment (5.2%) comprised key managers, often referred to as head of departments, who were instrumental in high-level decision-making within the organizations. This 5.2% contributed to the qualitative data collected through telephone interviews. Concerning work experience, 46.7% of the respondents had worked for durations ranging from 1 to 5 years. This finding was consistent with a report by Odemba (2021), which pointed out those employees in Kenya's automotive industry frequently changed jobs. A smaller percentage (39.1%) had worked for 6 to 10 years, while only 13.9% had worked for over a decade. These variations in work experience provided a basis for exploring the reasons behind employees' short tenures within organizations relating to organization Organizational change management practices.

4.4 Communication channels on organizational change management

The first objective of this research was to determine the influence of communication channels on organizational change management at CFAO Motors Kenya. To delve into the influence of communication channels on organizational change, it was imperative to gain a comprehensive understanding of the overall channels used for information flow within the organization. This encompassed various channels such as social media platforms, team meetings, newsletters, emails and employee surveys. To achieve this, a series of inquiries were directed at the survey respondents.

4.4.1 Knowledge of communication channels

The first set of questions sought to gauge the respondents' comprehension of communication channels applicable to their organization.

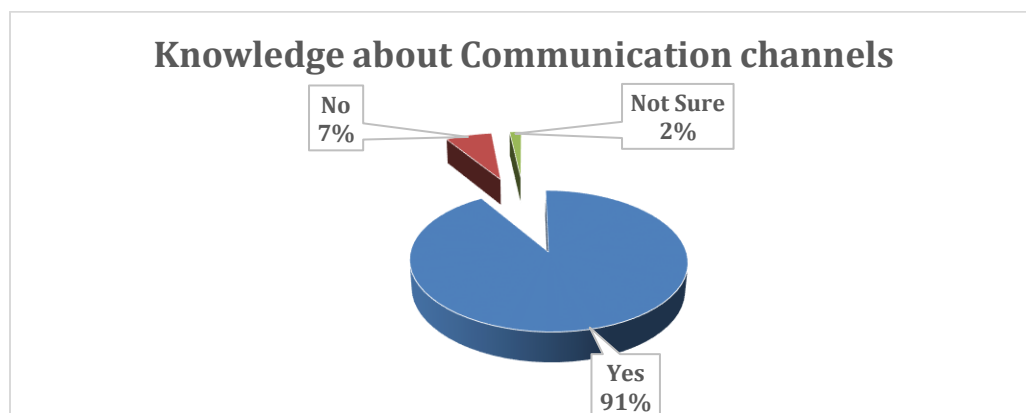


Figure 4.1: Knowledge about Communication channels

A significant majority of the respondents, totaling 91%, demonstrated a clear understanding of the existence of communication channels. Conversely, a relatively small proportion (approximately 2%) of respondents either lacked comprehension or expressed

uncertainty regarding the notion of communication channels. This high level of awareness among the respondents was a positive sign because it indicated that the subsequent questions were detailed enough to effectively assess their awareness. Moorcroft (2021), in a study involving three automotive companies in Jordan, highlighted that regardless of how impressive a business strategy may sound, its ultimate effectiveness hinges on whether this information is effectively communicated and garners the support of employees. This, in turn, necessitates that employees possess a fundamental understanding of communication channels used by their organization. Additionally, Sanchez (2019) emphasized the importance of providing employees with a coherent narrative that consistently links the organizational strategy to the broader mission and vision of the company, enabling them to feel like integral members of the organization. To explore the impact of communication channels on organizational change management, respondents were requested to assess their preferred communication channels.

4.4.2 Communication channels used

To further assess the specific channels of communication, the study inquired about what channels employees typically turned to obtain information about organization change. Specifically, it examined whether employees utilized all the communication channels available. The outcomes are detailed in Figure 4.2.

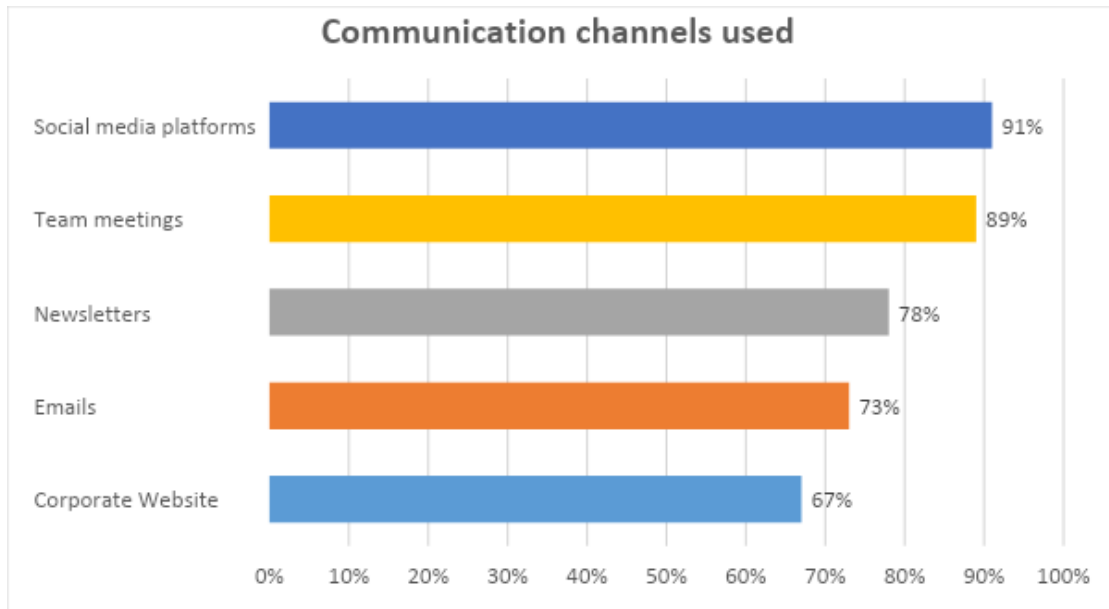


Figure 4.2: Communication channels used

Based on the findings, a significant proportion, totaling 36.5% supported the effectiveness of team meetings, while another population comprising 26 supported newsletters. 13% believed that social media platforms are an important communication channel while 12% and 9.5% argued that emails and corporate websites respectively are fundamental in communicating organizational change practices. These findings reaffirmed the earlier observation that informal communication was active and accurate. When communication was withheld or provided below an employee's cognitive capacity to process it, it was referred to as "under-load" (Goris & Vaught, 2020). Scholars clarified that communication underload typically results in the propagation of the grapevine, which often serves as an unofficial communication channel within an organization. The grapevine in the context of CFAO Motors remained inactive as long as the formal communication channels were functioning optimally. However, it was more prevalent at lower organizational levels and

was considered perilous since it frequently conveyed partial and incomplete information, leading to uncertainty and, ultimately, job dissatisfaction (Kramlinger, 2020).

4.4.3 Perceptions about organizational change communication

The study sought to establish the level of respondents' perceptions on various aspects of communication that impact organizational change management. Using a Likert scale, the respondents were required to give their level of agreement or disagreement on the various statements regarding organizational change communication and management.

Table 4.2: Perceptions on effects of communication channels

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Communication channels enable employees to obtain timely information on organizational change	1.0	2.0	0.0	6.0	91.0
My supervisor is available for feedback and ideas about organization change and this makes me feel satisfied	3.0	4.0	0.0	11.0	82.0
Team meetings with their supervisors were well-structured and organized	2.5	2.3	1.3	86.1	7.8
I receive information directly from the HOD	0.0	3.3	1.9	85.7	9.1

when a major organization change is happening, and this makes me feel satisfied					
Informal communication channels are active and accurate, and this makes me support organization change strategies	0.0	6.7	2.3	78.0	13.0

The respondents were asked whether the existing communication channels at the organization enable them to receive communication about organization change on time. The findings indicated that a substantial 91% of the respondents expressed a high level of satisfaction when they received information promptly about organization change. A minor fraction, approximately 6% of the respondents, conveyed not satisfied with receiving timely information about organization change. This aspect pertained to downward communication, which constituted an integral component of the CFAO organizational information flow. Downward communication encompassed various organizational aspects, including issuing daily instructions to employees, providing directives, and conveying information regarding about organization change (Verma *et al.*, 2021). Hence, it was imperative for the employer to ensure the timely dissemination of such information to their employees.

Research conducted by Candace (2019) on employees within large and diverse organizations in the United States supported that communication directly from the organization's leadership was of paramount importance and should be conveyed in a timely

manner. This practice significantly enhanced organization change practices. Directives originating directly from the top management, whether from managers or supervisors, held considerable significance. When the underlying reasons for workplace inadequacies are effectively communicated and are conveyed promptly, employees were deemed to have a clear understanding about organization change, thus perceiving the intended change as necessary (Abugre, 2018). Consequently, the results of this study revealed that many employees in the automotive industry would value and experience job satisfaction when provided with timely information about organization change. Failure to do so could potentially contribute to resistance to organization change.

Moreover, the respondents were asked if their immediate supervisor(s) were available to give them feedback and/or ideas on organizational change. This information would make the employees feel part of the organization and would enhance their satisfaction. Many of the respondents, approximately 82%, expressed agreement with the statement, "My supervisor is available for feedback and ideas about organization change and this makes me feel satisfied." Consequently, each respondent, regardless of their position, was required to respond based on their perception of their supervisor's accessibility through the communication channels used. This aspect relates to communication channels, which plays a pivotal role in motivating employees to participate in accepting organizational change practices, fostering a sense of belonging within the organization (Giri and Kumar, 2019).

Communication channels primarily serve as a conduit for employees to provide feedback, seek clarification, and offer suggestions. Maintaining open communication channels for

these forms of communication tends to have a positive impact on employees' attitudes toward their work and boosts morale (Bulutlar, 2020). The findings revealed that supervisors were generally perceived as unavailable for feedback through the existing communication channels, indicating a lack of opportunity for management to receive insights about the organization change on lower-level employees. Furthermore, communication channels through supervisors encompassed reports, complaints, grievances, and even rumors that flow from subordinates to higher-level management. Over time, increased job satisfaction resulted from the perception that someone is attentive to employees' concerns (Giri and Kumar, 2019). Given that respondents were also questioned about their engagement in meetings with their supervisors for feedback, the study aimed to ascertain whether such team meetings were held.

Many respondents, approximately 86%, expressed agreement with the statement that team meetings with their supervisors were well-structured and organized, while 7.8% strongly agreed with this assertion. This clearly indicates that most employees perceived team meetings as lacking a degree of seriousness within their respective organizations. Team meetings serve as a component of communication channels, providing employees with the opportunity to voice their opinions and concerns to the management. Daft and Lengel (2021) proposed maintaining robust communication channels, including face-to-face meetings with management as one effective way to enhance communication. Such interactions enabled employees to express their thoughts, preferences, and grievances openly.

When an organization faces organizational change uncertainties and employees are unable to accurately gauge their job security, research conducted by Milliken (2020) demonstrated that face-to-face meetings were instrumental in addressing these issues. Hansen and Alexander (2018) further advised that the more challenging or critical the message, the more likely it is that face-to-face communication becomes essential. This could be complemented by an electronic or printed version to ensure message accuracy and consistency. Therefore, organizations should prioritize the significance of conducting team meetings with the requisite seriousness.

Furthermore, the study looked into whether the heads of department (HOD) take the time to address employees on specific organization changes. Many respondents, constituting approximately 85.7%, reported that they directly received information from the HOD, especially through email communications that they are copied in, with 9.1% of respondents expressing strong agreement with this statement. In contrast, a small fraction, specifically 1.7%, acknowledged that the HOD informs them directly when significant organizational changes occur. According to Bulutlar (2020), when the HOD allocates time to engage with employees, it has the effect of boosting their morale and enables them to maintain focus on their work, even in the face of substantial uncertainty regarding the organization's Organizational Focus: practices. Harris (2021) further advises that, in terms of trust and the influence of the shared information, employees could receive information directly from their immediate supervisors.

However, for "big picture" news, it may be more appropriate for such information to originate from the HOD. Matters like organization change practices should be communicated directly by the organization's governing body. This approach helped manage emotions and empower employees to pose valid questions and receive prompt responses. Pettit et al. (2021:81) clarified in a study that the fundamental rule regarding timing is that employees should be informed about anything that affects them before the information is disseminated to external parties. This practice was proven to foster a sense of respect and value among employees when they are made aware of information before it becomes public knowledge. Such early awareness is only feasible if the HOD directly and promptly addresses employees when necessary.

The study aimed to explore whether communication channels were prevalent and if there were indications of informal communication or social media network. Respondents were queried regarding their tendencies to seek clarification from other departments and whether informal communication channels were active and accurate. Many responses, amounting to 78%, concurred with the statement that informal communication channels were both active and accurate, resulting in their support for organization change. An additional 13% strongly endorsed this view, while 6.7% disagreed, and an equivalent 2.3% were uncertain about this matter. This indicated that employees proactively sought alternative means to address any informational gaps left by their supervisors. Callan & Monaghan (2019) in a study emphasized the importance of avoiding communication under load, as the grapevine, which typically fills these gaps, often leads to friction between management and employees. Consequently, this would hinder the organization's well-being as it would

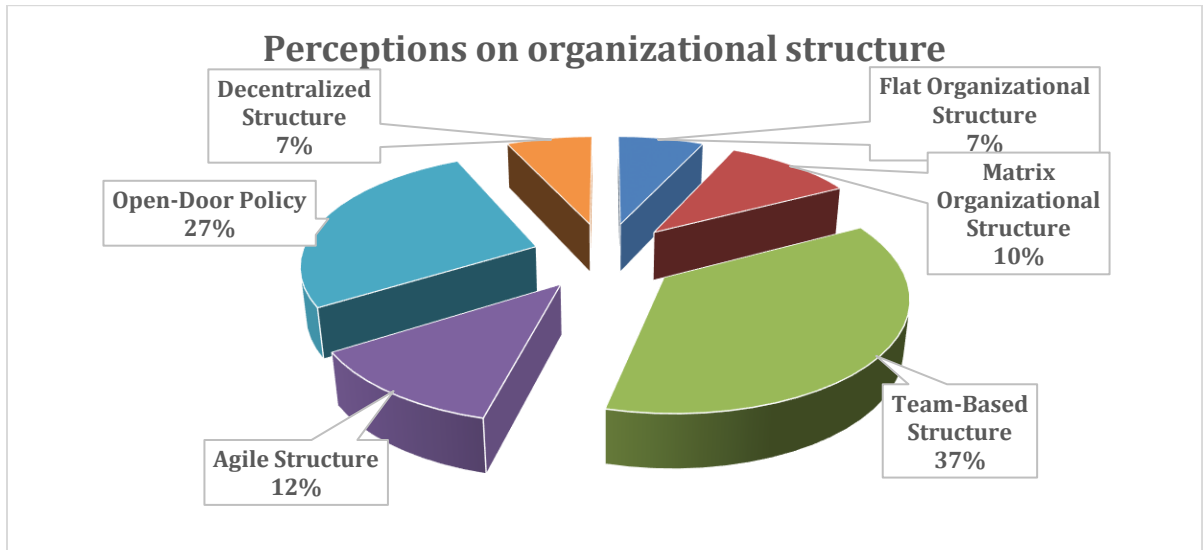
propagate false and negative information regarding organization change practices. Employees naturally sought ways and means to address their information needs.

4.5 The impact of organizational structure on organizational change communication

The study's second objective aimed to establish the impact of organizational structure on organizational change communication of CFAO Motors Kenya. In pursuit of this objective, a series of inquiries were posed to assess the openness or restrictiveness of the organization structure within the organization. The prevailing organizational structure can significantly facilitate or hinder communication channels (Azrai Abdullah *et al.*, 2021). Respondents were presented with a set of questions designed to gauge the degree of openness or closure in the organization structure.

Many respondents (36.5%) expressed that the organization uses a team-based structure, whereas only 26.9% indicated that they use an open-door policy structure when they communicated directly with employees about organization change issues. Approximately 12.1% of respondents were in support of an agile structure while 10.4% believed the most common structure at the organization was a matrix structure. As suggested by Abugre (2021), a work environment that promotes high interactivity and collaboration, allowing employees to communicate directly with top management, fosters employee creativity, motivation, and support. Conversely, the presence of open communication organizational structures led to enthusiasm among employees in their daily tasks, ultimately impacting their support for organizational change.

Figure 4.3: Perceptions on the organization structure



Pincus (2022b) also highlights that intimidating lower-level employees can hinder the effective management of important projects, potentially undermining an organization's ability to implement changes and make a positive impact on society. Furthermore, he notes that an organization's capacity for change implementation is directly linked to its ability to effectively communicate ideas, suggestions, and improvements directly to top management. If such communication is impeded by intimidation, the organization's potential for growth and development is halted. The study also explored the degree upon which the public influence organization communication based on the existing organization structure.

Organization structure that advocates for open communication allows employees to become more engaged in organizational matters, fostering their understanding of the significance of their involvement in achieving the organization's success (Abugre, 2021). When major changes take place in an organization, and employees are informed in a timely

manner, it can lead to positive support of organizational changes (Triveni, Rao & Prasad, 2020). Scholars emphasize that non-open organizational structures experience poor key decisions being made exclusively at the top level and then transmitted down the hierarchy, which can damage relationships and be detrimental to successful organization change implementation.

4.5.1 Perceptions on effects of organizational structure on communication change management

The respondents were asked to give their opinion on how the organizational structure influenced organizational change communication and management. Using a Likert scale of 1-5, the respondents were required to give their level of agreement or disagreement with the various aspects of organizational structure. The results were as follows.

Table 4.3: Perceptions on effects of organizational structure

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
The organization is open for feedback and ideas and this satisfies me	1.9	3.4	1.9	87.0	5.8
There is freedom to communicate in the existing organization structure	2.1	2.9	0.0	67.0	28.0
I receive timely information about significant	2.3	9.0	7.9	49.5	31.3

organizational changes					
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Eighty-seven percent of the respondents agreed with the notion that their organization structure was open to receiving feedback from them, while 5.8% strongly concurred with this statement. Open communication involves fostering an "open door policy" within an organization, where employees are encouraged and comfortable in offering candid feedback to their peers and management (Trombetta, 2020). The outcomes above strongly suggested that employees fail feel at ease communicating with their supervisors when it came to providing feedback. Research conducted by Neves and Eisenberger (2017) underscored and supported this finding that employees who experience open communication within their organizations tend to support organization Organizational change. Consequently, it is imperative for the automotive industry in Kenya to work towards implementing an organization structure that encourages candid feedback, and employees should be receptive to it.

The study also inquired about whether employees use the organization structure to communicate with the management in the event they encountered an organizational change communication. The respondents were asked whether the existing organization structure allowed them to have free communications with the HOD incase an organizational change communication has been passed. The findings revealed that many of the respondents (67%) agreed with the assertion that they have the liberty to communicate with management regarding organizational changes because of the existing organizational structure, with 28% strongly agreeing and 3% disagreeing that they can freely communicate. This finding

supports the earlier observation that successful organizational change practices are achieved through organization structures that facilitate open communication.

As Miller (2023) suggested, organizations that foster an open communication in their organization structure, it encouraged employees to actively participate, express themselves, and exchange information without the fear of intimidation. In line with this, Petit and Vaught (2021), in their study of two manufacturing firms in India, emphasized that when employees feel constrained in freely communicating at work, especially about negative or unfavorable information, it initiates resistance to organizational change. They further elaborated that in organizations organizational structures where the doors of communication are shut, employees tend to withhold valuable information due to apprehension of potential repercussions. Consequently, the organization would lose crucial insights into its organization change implementation. The respondents were asked whether they receive timely information about significant organizational changes, which is a source for supporting organizational change implementation.

Out of the 115 successful responses, the majority (49.5%) of 115 respondents agreed with the notion that they received timely information during organizational changes because of the existing organization structure. A significant portion, 31.3%, strongly agreed with this statement. Only a small fraction of respondents (5.2%) disagreed, while 9.5% strongly disagreed and 2.6% did not respond. These findings suggest that employees were often informed promptly when organizational changes occurred in the organization. In such

situations, it can be assumed that employees may actively seek information to alleviate uncertainty about organizational changes.

4.6 Publics' influence on communication during organizational change management

The study's third objective was to investigate publics' influence on communication during organizational change communication of CFAO Motors Kenya. To address this objective, a series of questions were presented to examine the extent to which the public influenced communication by either promoting or hindered effective communication about the organization change implementation. The existing public can play a vital role in either enabling or constraining communication channels (Azrai Abdullah et al., 2021). Respondents were asked a set of in-depth interview questions intended to assess the level of openness or rigidity in the organizational structure. Their responses were collected and classified into the following categories.

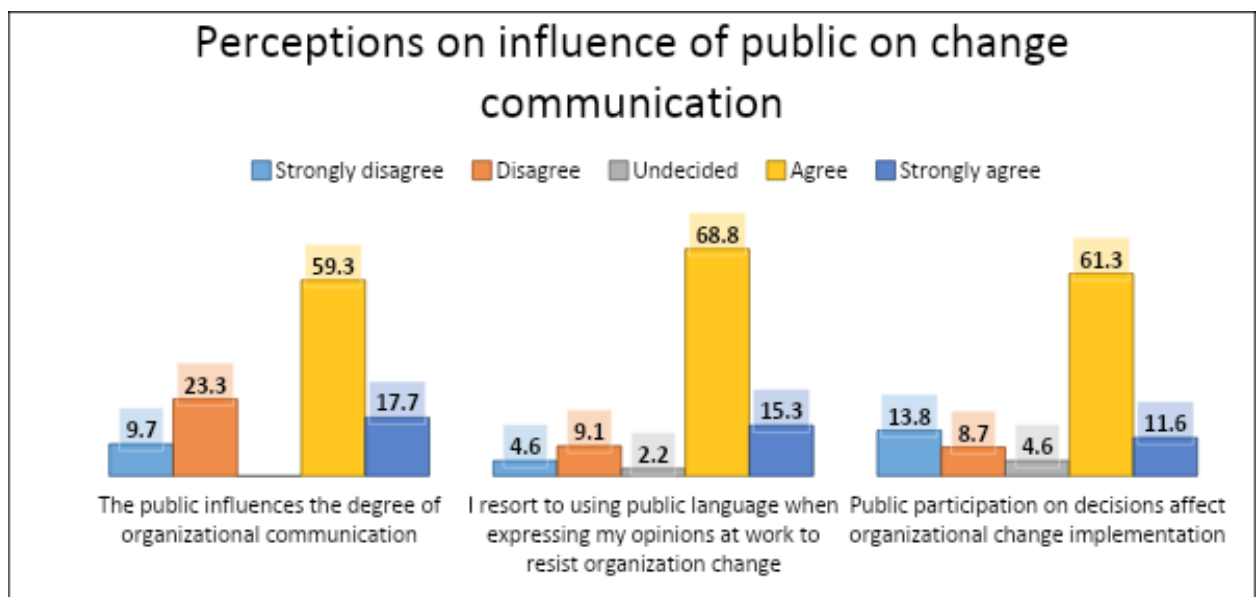


Figure 4.4: Perceptions on influence of public on change communication

The first question sort to understand whether the respondents believed that the public influenced the degree of organizational communication. The results revealed that a significant proportion of respondents (77%) concurred with the notion that the public influence the communication. Conversely, 33% of the respondents held a contrary opinion. The risks associated with the public are perceived as immediate to employees, while the potential long-term benefits to the organization resulting from the expression of these opinions might appear uncertain.

Bagheri et al. (2017) posited that employees' silence is often a consequence of the public apprehension of negative opinions and a set of implicit beliefs commonly held by managers. Consequently, employees often err on the side of caution and opt to remain silent because of the public influence. Their common rationale seems to be, "When in doubt, keep your mouth shut" (Bowen and Blackmon, 2021). However, Stephen and Judge (2020) study helped explain that employees themselves can establish norms and rules about how to react to their opinions within the organization. This is in line with the theory of the "spiral of silence," which posits that employees in this case were inclined to withhold their opinions unless they are confident in having support from the public. When employees were unsure of such support or anticipate opposition, they were more likely to resist organizational change implementation (Bowen and Blackmon, 2021).

The study looked further into aspects of closed communication among the public. They were asked whether they resort to using public language when expressing their opinions at work to resist organization change and whether this practice leads to resisting change. The

overwhelming majority (84.1%) respondents admitted to relying on public language to prevent organizational change implementation, while 2.2% refrained from responding, and a small percentage (13.7%) disagreed with the statement. This indicated the presence of a public influence on organizational communication at the CFAO Motors Kenya Limited, which contributed to successful implementation.

According to Morrison and Milliken (2020), when an organization structure considers the public as untrustworthy and primarily self-interested, it ignites a feeling to the employees to tend to resort to veiled expressions to protect themselves from perceived organizational changes. This behavior stems from a desire to express their views while also safeguarding their public interests. Over time, this practice affects implementation of organizational change initiatives ultimately leading to employee resistance to change as agitated by the Lewin three step change process model.

To further explore the issue of restricted communication, the study posed a question regarding the decision-making process that impacts the public. The findings from this inquiry are presented in the figure provided below. The respondents were asked whether involving public in decision making about organization change reduces resistance. The results indicated that 72.9% of the respondents reported that the public should be granted the opportunity to participate in decision-making processes that impact organization change, while 22.5% disagreed with this statement. This finding suggests that decisions are primarily made by involving the public before they are implemented as organization change initiatives.

The results implied that employees perceived negatively where critical decisions are formulated by top-level management and then handed down to employees without considering the public perception. This often resulted in decreased commitment to support organizational changes (Petit & Vaught, 2021). Noah (2020) underscored the importance of public participation to bridge the communication gap between top-level management and workers. It also served as a platform for employees to advocate for their perspectives in the decision-making process. The absence of such participation significantly impacts job satisfaction. In their extensive research at the University of Michigan, McFarland and Associates (1980) recommended a participative group management system characterized by a high degree of trust, confidence, and involvement. They found that participatory approaches positively influenced support of organizational changes.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provided a comprehensive overview of the key findings of the research, engaging in relevant discussions, and drawing conclusions. Additionally, it offered recommendations that were derived from the research outcomes. The primary focus of this study was to explore the impact of Organizational Communication on organization Organizational change management in the automotive industry in Kenya. The specific research objectives included determining the influence of communication channels on organizational change management of CFAO Motors Kenya, establish the effects of organizational structure on communication during organizational change management of CFAO Motors Kenya and investigate publics' influence on communication during organizational change management of CFAO Motors Kenya. Lastly, this section provided recommendations for a future study that was linked directly to its corresponding conclusion.

5.2 Summary of findings

The summary of findings in section 5.2 can be encapsulated as follows, drawing upon the results obtained from the analysis of both quantitative and qualitative data. This approach was employed to evaluate the research questions.

5.2.1 Influence of communication channels on organizational change management

The research findings revealed that employees at CFAO Motors demonstrated a good understanding of communication channels, which was an essential in organizational change management as illustrated in the study. As emphasized by Moorcroft (2021), the effectiveness of business strategies depends not just on their brilliance but also on their successful communication channels that obtain employee support. Regarding the organizational flow of information, a significant number of employees reported to receiving timely information about organizational changes. Moreover, the findings also showed a section of employees failed to receive information from management about the organization's change initiatives, and stated their supervisors' unavailability for feedback on the organization change. In the context of team meetings with supervisors to discuss organizational changes, a majority agreed that such team meetings were well-organized. Consequently, the study aimed to explore how employees engaged in communication channels with management, and the findings strongly suggested that informal communication channels within the organization was active and reliable, reflecting employees' attempts to address the communication gaps left by their supervisors.

These research findings underscore a notable gap in the flow of organizational information while using different communication channels within the automobile industry in Kenya. Previous studies conducted by Abugre (2018), Goldhaber (2020), and Goris & Petit (2021) in various organizations across the United States have consistently emphasized the critical link between the flow of information, and the extent to which employees are kept informed to support organizational changes. Social media platforms, newsletters, Emails, and team

meetings are the common communication channels that offer unique advantages in terms of enhancing support for organizational changes. The key takeaway is that employees not only require a clear narrative linking organizational strategy to the broader mission and vision but also seek to feel valued and to contribute actively to the organization's success. Their ability for a communication channel to provide feedback to management on the organization's change initiative is pivotal in fostering this sense of contribution and respect (Giri & Kumar, 2020).

5.2.2 Effects of organizational structure on communication during organizational change management

The findings regarding the organization structure within the automobile industry in Kenya suggested that it predominantly leans toward Flat organization, matrix, and team-based, agile, open-door, and decentralized structures. Many of the research respondents reported that their organization structure was receptive to feedback from employees. Also, the respondents argued that they did not feel free to communicate with management about organizational change issues. Furthermore, a significant majority of respondents admitted to keeping their opinions to themselves out of fear of potential victimization because of the decentralized organization structure and they instead opt to rely on guarded statements when sharing their views in the workplace.

These findings are in alignment with studies conducted in the automotive industry in Jordan and India. Azrai Abdullah *et al.* (2021) emphasized that an organization structure can significantly impact the workplace atmosphere, either facilitating or impeding upward,

downward, and horizontal communication among employees. Within the scope of this research, a substantial majority of employees reported that they were not permitted to participate in decisions about organization change initiatives. This lack of involvement in decision-making is concerning, as studies have highlighted that organizations fostering open communication witness enhanced employee support to organizational changes (Neves & Eisenberger, 2017). Abugre (2021) underscored that open communication encourages employee engagement in organizational change matters, emphasizing their vital role in the implementation phase.

Furthermore, open organization structures ensured that employees comprehend the bigger picture and the specific contributions they make to the organization's success. Consequently, being informed and involved in decisions can reduce resistance to change and alleviate uncertainties, particularly in circumstances like miscommunication. McFarland and associates' (1980) research at the University of Michigan similarly recommended participative group management systems, characterized by a high degree of trust, confidence, and active employee participation, as globally accepted and conducive to organizational success. Considering these findings, it is imperative for organizations to embrace open organization structure to maintain employee commitment and loyalty effectively.

5.2.3 Publics' influence on communication during organizational change management

The research findings revealed that only a small number of the public within the automobile industry had confidence in their supervisors about organization change information. An equally low percentage expressed that their managers consistently provided the public with accurate and reliable information. In stark contrast, a substantial number of the public stated that they primarily received information about their organization through informal channels social media platforms, Team meetings and Emails. Notably, all respondents highlighted that the public were left uninformed about significant organizational changes within the organization until these developments were already publicized in the media. The findings further revealed that the management deliberately maintained silence about major organizational changes, trusting that communication would play its part, and the public would eventually confirm these organization changes, thereby alleviating resistance.

These findings underscore that the accuracy and trustworthiness of information from the management did not significantly influence employees' confidence. Pettit et al. (2021) argued that an employee's perception of the communication channels, the content, and its accuracy, combined with the organizational communication structure, impacts their degree of support for implementation of organization change initiatives. In addition to the trustworthiness and accuracy of information from management, Barnard (2020) highlighted that the official structures of the organization may fall short in addressing critical communication aspects. This emphasizes the need for leaders to attentively consider the public as it serves as an outlet for staff to express their sentiments.

Managing these informal channels effectively offers management insights into the organization's prevailing climate. A trustworthy and accurate feedback, management can dissipate uncertainty within the organization (Stevenson and Gilly, 2023). Furthermore, Pincus (2021) discovered that the accuracy of information to the public significantly predicts quality and productivity, and consequently, job satisfaction. Haris (2021) reinforced the importance of consideration of the public by top management, ensuring alignment with both official and unofficial communications. When conveying critical information such organizational change management, it is crucial that such communication is directly relayed by considering a public arena perspective (Bulutlar, 2020).

5.3 Conclusions

The Excellence Theory provided a solid theoretical foundation for understanding the influence of communication on organizational change management, as demonstrated in the study of CFAO Motors Kenya. According to the theory, organizations must behave in ways that address the concerns and meet the objectives of both stakeholders and management. In the context of the study, effective communication played a pivotal role in facilitating this alignment of interests. By fostering open and transparent communication channels, organizations can identify and engage with stakeholders whose concerns are integral to the process of culture change. This, in turn, helps in solving problems and achieving the goals important to both the organization and its various publics.

The Excellence Theory emphasized the importance of cultivating high-quality, long-term relationships with stakeholders through symmetrical communication. The study's focus on communication as a key component of organizational change aligned with this principle. Effective communication practices, such as actively involving stakeholders in the change process and addressing their concerns, can reduce the costs associated with resistance, litigation, and negative publicity. This aligns with the study's emphasis on how communication strategies can help mitigate resistance to change and reduce potential risks. In essence, the Excellence Theory highlights that organizations need to recognize the value of communication in building strong relationships with stakeholders, and the study underscores how this concept can be applied to navigate the complexities of organizational change management.

The Systems Theory provided a valuable framework for understanding the influence of communication on organizational change management, as exemplified in the study of CFAO Motors Kenya. In line with systems theory, organizations are viewed as complex, interrelated entities that adapt to changes in their internal and external environments. For the study's focus on change management, this perspective underscores the importance of recognizing the interdependence of various elements within the organization and its relationship with the external environment. The communication structure is the key to guiding these internal elements to achieve organizational goals, especially in the context of change. Effective communication plays a critical role in ensuring that all components of the organization align with the desired shift.

The Systems Theory highlighted the concept of open systems versus closed systems. Open systems thrive on the exchange of information with the environment, including stakeholders, to assess the effectiveness of their relationships and adapt accordingly. In contrast, closed systems rely on past experiences or personal preferences, often at the risk of failing to recognize the need for change. The study emphasized that communication is vital in achieving culture change, and this aligns with the open systems perspective. Organizations need to use communication, particularly from public relations, to gather information about their relationships with stakeholders, understand their concerns, and respond effectively to facilitate transitions. Adhering to the open systems perspective and using communication strategically, organizations can navigate culture change successfully and maintain their interdependence with the external environment composed of various systems.

The research findings suggested that many employees in the Kenyan automobile industry possess a solid understanding of the fundamental principles of organizational communication. This awareness sets an expectation that management should leverage this valuable tool to use communication channels to communicate about organizational change initiatives. It was evident from the study that effective communication played a pivotal role in fostering positive relationships within organizations, thereby contributing to support for organization change initiatives. However, the research also indicated that the automobile industry in Kenya was not fully capitalizing on the potential of communication channels to enhance organization change management. Many companies in this sector seem to underestimate the importance of integrating communication programs and processes

geared toward organization change. Notably, employees in this industry express a sense of recognition and contentment when they engage in team meetings with their managers and HODs. Therefore, there is a clear imperative for managers and supervisors within the Kenyan automobiles industry to reconsider and revamp their organizational structure to prioritize high-quality communication that fosters employee appreciation and reduce resistance to change.

Furthermore, the study revealed that employees in the Kenyan telecommunication sector value clear, direct, open, and consistent communication created by their organization structure. The communication channels enable employees to remain focused, productive, and motivated during change transitional phases, whether they involve a change, which are often marked by unpredictability. This aligns with the concept of open and authentic organizational communication, as discussed by scholars like Renata Figueiredo. Open communication entailed addressing not only the positive aspects of an employee's work life but also addressing organizational challenges. However, even when conveying negative information, it is vital to include the public perspective into the organizational change initiative. When organization changes occur, the communication approach should be characterized by incorporation of the public and an open-door policy structure to discuss and implement the changes. The overarching goal of such open communication is to enable employees to accept constructive feedback about the change initiatives, plan, and ultimately support the intended organization changes.

5.4 Recommendations

The study provided several recommendations to enhance communication within the automobile industry in Kenya, aiming to inspire employee participation in organization change and reduce resistance to change. It is crucial for managers in this sector to establish effective communication channels that facilitate information flow from the lower levels of the organization to the top and vice versa. This bi-directional flow of information will, over time, lead to reduced resistance to change. Encouraging open communication is essential for improving various aspects, including task-related processes, departmental reports, and individual support to intended organizational changes. To ensure the successful implementation of these recommendations, CFAO Motors should consider investing in communication experts from reputable public relations firms who can provide valuable training to managers on effective communication channels and strategies.

The study also emphasized the importance of cultivating an open communication organization structure. Fostering an environment where employees and the public feel free to express candid feedback to both their peers and management is highly encouraged. This process should be a two-way street, with both employees and management showing a willingness to engage in organization change communication appreciates feedback and support successful implementation. This approach not only enhances communication among employees, but also promotes reduction of resistance to change.

Additionally, the study recommended that CFAO Motors managers should prioritize becoming skilled communicators. They should focus on delivering their ideas persuasively,

and their behavior should consistently align with the messages they convey, whether they use official or unofficial communication channels. Consistency and reliability in their communication are essential to ensure that employees trust and value the information they receive, regardless of whether it is positive or negative in nature. These practices will contribute to a more effective and trustworthy communication organization structures within the automobile industry in Kenya.

5.5 Suggestions for further research

This study faced limitations due to various factors, leaving ample room for further research in the field of organizational communication. Future studies should expand their focus to include organizations beyond CFAO Motors Kenya Limited, allowing for broader insights into communication practices. Moreover, there is potential for exploring additional factors that influence job satisfaction within an organization, contributing to a more comprehensive understanding of this critical aspect.

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APPENDICES

Appendix 1: Questionnaire

The questionnaire is structured into sections aligned with the study's objectives. Section A requests general information from the employees, while Section B (Part I - VI) poses questions related to the research objectives.

SECTION A – DEMOGRAPHIC DETAILS

Kindly mark the relevant box that corresponds to your response.

What is your gender?

Male

Female

What is your age?

Below 29 years

30 – 39 years

40 – 50 years

Above 60 years

How long have you worked at CFAO Motors Kenya Limited?

Below 1 year

1 – 5 years

6- 10 years

Above 10 years

What is your level of education?

Primary

Secondary

Diploma

Degree

Masters

Professional

What is your current position?

Casual

Clerical

Supervisory

Management

SECTION B COMMUNICATION CHANNELS CONTRIBUTION TO ORGANIZATIONAL COMMUNICATION ORGANIZATIONAL FOCUS:

The following are various communication approaches linked to an individual's role. Please express your level of satisfaction with the quantity and quality of each communication style by selecting the corresponding number (1, 2, 3, 4, or 5) to represent your degree of agreement. Strongly agree (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1).

Question	1	2	3	4	5
Do you have Knowledge about Communication channels					
Do you Receive information on time about organization change					
My supervisor is available for feedback and ideas on organization change and this makes me feel satisfied.					
Do you hold Team meetings with supervisors					

Do you receive information directly from the HOD when a major organization change is happening and this makes me feel satisfied					
Are informal communication channels are active and accurate and this makes me support organization change strategies					

What Specific communication channels are used at CFAO Motors Limited?

Team meetings

Social media platforms

Newsletters

Emails

Corporate Website

SECTION B THE IMPACT OF ORGANIZATIONAL STRUCTURE ON ORGANIZATIONAL CHANGE COMMUNICATION OF CFAO MOTORS KENYA.

Question	1	2	3	4	5
Is the organization structure open for feedback and ideas and this satisfies me					
Does the organization structure give you freedom to communicate in the existing organization structure					
Does the organization structure Communicate of information during organization changes					

What is the organization structure in your organization?

Flat Organizational Structure

Matrix Organizational Structure

Team-Based Structure

Agile Structure

Open-Door Policy

Decentralized Structure

SECTION C THE IMPACT ORGANIZATIONAL STRUCTURE ON ORGANIZATIONAL CHANGE COMMUNICATION OF CFAO MOTORS KENYA.

Question	1	2	3	4	5
Does the public influence the degree of organizational communication					
What is your perception of Public influence to open organization communication					
Does Public participation on decisions affect organizational change implementation					

Appendix 2: Interview Guide for the Director of Corporate Affairs

1. For how long have you worked for CFAO Motors Limited?
2. How does a Corporate affair on organizational culture change of CFAO Motors Kenya?
3. What makes CFAO Motors corporate communication an integral part of culture change?
4. What is the impact of the positioning of corporate communication within the organizational structure on organizational change communication of CFAO Motors Kenya
5. How do your publics' influence on organizational change communication of CFAO Motors Kenya.?
6. Do you have an internal communication strategy that speaks to organizational change?
Yes []
No []
7. If yes, how often do you evaluate your internal communication strategy to organizational change?
8. If no, could you please briefly explain why?
9. What are the channels of communication CFAO Kenya has been utilizing for internal communication?
10. How effective these channels have been in sharing information?
11. How do you communicate with the members of the employees? Individually and collectively on the regular basis
12. How departments are interconnected through internal communication?
13. CFAO has gone through a series of transition and changes in terms of branding and management. What role has internal communication played during these changes?

14. What forum of communication would you prefer when an important issue on organizational change is to be announced and why?
15. In order for communication to be effective, it should be a two way. How do you send and receive feedback from employees during organizational change?
16. How would you describe the environment in which all change communication take place in CFAO?
17. What is your take on the flow of information within CFAO?

Thank you very much for your time and the cooperation you have accorded me. Indeed, it has been a pleasure interviewing you. May God bless you abundantly.