

**THE PERCEPTION HELD BY POSTAL CORPORATION OF  
KENYA STAFF TO CHANGE MANAGEMENT PRACTICES  
WITHIN THE ORGANIZATION**

**BARINE, JOSEF NJUGUNA**

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

**NOVEMBER, 2011**

## DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

Signature ..... *J. Barine* .....

Date ..... *5/11/11* .....

Barine Josef Njuguna

D61/71122/2008

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

Signature ..... *J. M. Munyoki* .....

Date ..... *7/11/11* .....

DR. J. M Munyoki

School of Business  
University of Nairobi

## **DEDICATION**

To my family for support and understanding especially to my wife Jean Njuguna who stood by me and supported me both morally and financially during my working on this proposal.

## ACKNOWLEDGEMENTS

My foremost gratitude goes to God Almighty who renewed my strength at every single stage of doing this project.

A lot of thanks go to my supervisor Dr. J. M. Munyoki who have relinquished without complain many hours of positive criticism, comments and suggestions that have enabled me to come up with a refined proposal.

I also take this opportunity to thank University of Nairobi for thinking big and introducing a flexible Master of Business Administration Degree.

I also thank the sales manager, Mr. Nelson Kinyua of Kenya Postel Directories Limited for his support and understanding, and Kenneth K. Rucha for his moral support during the entire time that I have worked on the proposal.

Last but not least, I sincerely thank my family, friends, classmates and colleagues for their moral support. Special gratitude to my wife Jean Njuguna for being there for me during the late nights and early mornings that I have worked and compiled this proposal.

Despite all the ups and downs, working on this proposal has been a great learning experience.

## ABSTRACT

Perception is the subsequent selection, organization, and interpretation of sensory input which results, via integration utilizing memory, in the conscious experience, recognition, and interpretation of objects, object relationships, and events. Employees accept organizational tasks when they perceive that the organization is supporting their actions, rewarding their efforts and observing their social security. Organization support develops trust among employees and facilitates group forming, which increases organizational effectiveness. As organizational support includes resource sharing, reward offering and taking responsibility of employees' actions, it develops sense of power among employees that they would have the required resources and assistance from the organization.

The objective of the study was to determine the perception held by the Postal Corporation of Kenya staff to change management practices within the organization. The research design for the company was descriptive research design. Data was collected using a questionnaire which consisted of both open and closed ended questions. The data collected was analyzed using descriptive statistics and classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables and graphs.

The findings from the study were change management practices which affect successful implementation of change management, that is developing a change team, recognizing the need for change, putting in place good communication, presence of commitment planning, good training and development, management behaviour, customs and norms, the type of the organizational structure, goals and measurement, development of human

resources, formal control development, good activity planning and rewards. The managers in the organization were able to manage change by use of latest technology, adopting change to Government regulations, managing resistance to change, sustaining change, mobilizing resources for change and the use of good management style. Resistance to change in the organization was overcome by involving the employees in decision making, rescheduling, dispatch, training and counseling.

# TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgements .....	iv
Abstract.....	v
List of tables .....	ix
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1Background.....	1
1.1.1 Employee perception .....	2
1.1.2 Change management practices within Postal Corporation of Kenya .....	4
1.1.3 Postal Corporation of Kenya .....	6
1.2 Research Problem .....	7
1.3 The Research objectives .....	9
1.4 Value of the study.....	9
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>11</b>
2.1 Introduction .....	11
2.2 Theoretical Foundations of Change Management.....	11
2.3 Models of Change Management.....	13
2.3.1 Congruence Model of Organization Behaviour.....	14
2.3.2 Technical Political and Cultural framework.....	15
2.3.3 McKinsey’s 7-S model .....	16
2.3.4 Content, Context and Process Model .....	16
2.3.5 Kotter’s 8 –Step Model.....	17

2.3.6 Lewin’s 3 step model of change .....	18
2.4 Staff perception towards change.....	19
2.5 Extent of change management adoption.....	22
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>26</b>
3.1 Introduction .....	26
3.2 Research Design .....	26
3.3 Target Population .....	26
3.3 Sampling Design.....	27
3.4 Data Collection .....	27
3.5 Data Analysis.....	28
<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION .....</b>	<b>29</b>
4.1 Introduction .....	29
4.1.1 Age Bracket of the respondents.....	29
4.2 Staff Perception Towards Change .....	30
4.5 Change management adoption.....	39
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>43</b>
5.1 Summary of the findings .....	43
5.2 Conclusion.....	45
5.3 Recommendations .....	46
5.3.1 Recommendation with policy implication.....	46
5.3.2 Recommendations for further research.....	47
<b>REFERENCES .....</b>	<b>48</b>
Appendix I: Questionnaire.....	56



## LIST OF TABLES

Table 3.1: Population size .....	26
Table 3.2: Sample size.....	27
Table 4.1: Respondents age bracket .....	29
Table 4.2: Length of continuous service with organization .....	30
Table 4.3: Respondents age bracket .....	31
Table 4.4: Change initiator .....	31
Table 4.5: Extent of agreement with the statement regarding the management.....	32
Table 4.6: Extent of agreement with the statement regarding the management.....	33
Table 4.7: Mode of change management communication.....	34
Table 4.8: Training of employees.....	35
Table 4.9: Existence of stress management strategies.....	36
Table 4.10: Effect of change management practices.....	37
Table 4.11: Effect of change management practices.....	39
Table 4.12: Extent of managers' ability to manage in the organization.....	40
Table 4.13: How the resistance to change by the employees was overcome .....	41

## CHAPTER ONE: INTRODUCTION

### 1.1 Background

In today's economy, change is all-pervasive in organizations. It happens continuously, and often at rapid speed. Because change has become an everyday part of organizational dynamics, employees' perception towards change can cripple an organization. Folger and Skarlicki (1999) argue that "management change can generate skepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvements". If management does not understand, accept and make an effort to work with resistance, it can undermine even the most well-intentioned and well-conceived change efforts. Coetsee (1999 pp.1140) states "any management's ability to achieve maximum benefits from change depends in part of how effectively they create and maintain a climate that minimizes resistant behavior and encourages acceptance and support".

Globalization, localization, privatization, outsourcing, mergers and acquisitions are just some of the revolutionary changes encompassing organizations today, in addition to the rapid change in technology and higher levels of competition. The volatile environments in which corporations operate make it easy for senior management to ignore what is often called the 'soft side' of doing business. Organizations have been forced by dynamic and intense competitive pressures to re-evaluate almost every aspect of their approach to conducting business (Stanley et al., 1996). These re-evaluations have in turn led to the implementation of dramatic strategic initiatives that range from benchmarking to just-in-

time to re-engineering to total quality management. The number of new initiatives implemented in the quest for competitive advantage during the past decade is quite extensive; however, the reality is that while often beneficial, these diverse endeavours frequently fail to yield the requisite improvements in firm performance. According to Kotler (2003), change is inevitable and yesterday's determinants of success can be today's and tomorrow's determinants of failure. Therefore, organizations must respond appropriately to the changes in their environment in order to survive and to achieve their strategic objectives, (Arnold 1996). A management change that falls short of expectations often leads to a host of negative emotions, including anxiety, confusion, frustration, fatigue, cynicism, a sense of loss, and resistance Kiefer (2005). Adverse consequences of a failed initiative also include higher absenteeism and turnover rates, reduced efficiencies, and lower levels of performance. Therefore, a change initiative that is poorly thought-out and implemented can do damage to employee morale and subsequent behavior.

### **1.1.1 Employee perception**

Employees' perceptions are rooted into their behaviors Aselage and Eisenberger (2003). Employees' perception is about organizational attitude regarding their support which is based on organizational employee caring activities, rewarding employees' contribution, employee well being programs, organization and opportunities for employees to have participation in key organizational decisions. Such perceived organizational support would ultimately shape employee attitude in organizations. If employees perceive organizational supportive attitude, it would enhance his positive feelings and behavior towards job satisfaction, job performance and organizational commitment Aselage and

Eisenberger (2003). Conversely, if individual perception about organizational support is not positive, organization is not supportive; it would cause developing of negative attitude and behavior at workplace (work stress, low job performance, lower satisfaction).

Organizational behavior and management literature articulated empowering position of employees would cause positive on-job employee behaviors, power sharing practices in organization enhances employees capacity to carry out and execute assigned tasks, which ultimately are necessary for organizational effectiveness and growth, empowering practices in organizations enhance group and team culture, therefore, it assist theorist and practitioners to explore new venues of group performing and its repercussions Neilsen (2006). The concept of organization effectiveness is expanding its dimensions by investigating its relationship with employee empowerment thus empowerment concept attracted numerous researchers to explore its relationship with other management constructs to position its worth for organizational effectiveness. Eisenberger, Huntingdon, Hutchinson and Sowa (1986) argued that employees need organizational approval for their action at work place; they need affiliation from higher management authorities for supporting consequences of their actions, and of course need rewards for their efforts put in meeting the objectives of organizations. Organizational readiness to reward employees for their efforts, approval for sanctioning resources and granting support for owning results would ultimately shape employees' perception and form their belief that the organization cares about their welfare and support them. Consequently, employee's commitment with organization is dependent on his perception about organization's commitment with him Hutchinson and Garstka (2004). Employees extend their efforts and involve themselves only if they perceive that organization is standing for the

protection of their rights. Organizations, therefore, posit positive impression on employees for getting positive behavior from them Kanter, (1983).

### **1.1.2 Change management practices within Postal Corporation of Kenya**

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level Kuenzi and Schminke (2009). Change is key to any organization that wishes to succeed in today's competitive business environment. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities. Successful adaptation to change is as crucial within an organization as it is in the natural world. Just like plants and animals, organizations and the individuals in them inevitably encounter changing conditions that they are powerless to control. When you effectively deal with change, you are more likely to thrive. Adaptation might involve establishing a structured methodology for responding to changes in the business environment (such as a fluctuation in the economy, or a threat from a competitor) or establishing coping mechanisms for responding to changes in the workplace (such as new policies, or technologies).

Change management is a structured and strategic approach to initiate and manage the change process in the organization structure and culture as well as the individuals/teams behavior and attitude towards the change transition in the field of the business processes,

technology implementation or any other policies of an enterprise Vakola and Nikolaou (2005). The change management process involves the task of managing change using an ethical and professional approach with an appropriate knowledge and common sense with a control mechanism and layout of a well planned organizational communication system.

On the Management part, It is imperative to estimate what impact a change will likely have on the employee behavior patterns/motivation, work processes, technological requirements and finances. Management strategizes the change process by assessing the reactions of the human resource to seek their co-operation and accesses the financial as well as technology resources so as to make appropriate arrangements such that the change process is implemented as per the vision of the enterprise and can be appropriately monitored for effectiveness and adjusted, if and where necessary Madsen et al., (2005).

To survive and grow, organizations must adapt to changes in their environment, If otherwise they lose their ability to compete. When the environment changes and the niche originally filled by the organization either becomes unimportant or is superseded, the organization must change or die. Hodge and Johnson (2007) argue that when change has the potential to lower a person's position or change the person's job description or freedom, the person is likely to resist the change. According to Herscovitch and Meyer (2002) to be effective, change management should be multi-disciplinary, touching all aspects of the organization. However, at its core, implementing new procedures, technologies, and overcoming resistance to change are fundamentally human resource management issues. It is also important to estimate what impact a change will likely have

on employee behaviour patterns, work processes, technological requirements, and motivation. The leadership must assess what employee reactions will be and craft a change programme that will provide support as workers go through the process of changing Organ and Ryan (1995).

### **1.1.3 Postal Corporation of Kenya**

The Postal Corporation of Kenya was formed in 1999, when the then Kenya Posts & Telecommunications Corporation was dissolved in order to separate telecommunications from postal service. At that time, Telkom Kenya and the Communications Commission of Kenya were also created. The company is wholly government owned, and is a member of the Universal Postal Union. The mandate includes an obligation to ensure universal service as set out by the Universal Postal Union. Despite the statutory mandate and the special responsibility of providing universal service, Postal Corporation of Kenya operates in a highly competitive environment.

The Postal Corporation of Kenya (PCK) operates in three distinct areas: mail services, courier services and financial services. First and foremost, the Postal Corporation operates the country's postal mail service and within the same city, mail delivery takes about 24 hours while service to anywhere in Kenya takes about 2 days. There are more than 900 post office locations in Kenya, and most people have their mail delivered to a box rather than directly to their home. Aside from regular post, other mail services offered include direct marketing, sale of International Reply Coupons (IRCs), international airmail service, business reply services, pre-paid postal products, leasing of postage meter machines and mail registration and insurance.

Though the Postal Corporation has a good turn-around time, it offers faster courier services as well. In urban centers, packages can be delivered within 3 hours, or anywhere in Kenya or to other East African capital cities overnight. The courier service operates world-wide, not just in Kenya. The financial services offered by the Postal Corporation are limited to transferring of funds. There are Electronic Funds Transfers (EFTs), and also the more traditional money orders.

## **1.2 Research Problem**

Economic liberalization accompanied by new regulatory frameworks has brought many players into the market. Entities that previously operated in an environment of monopoly have found themselves in unfamiliar territory. Customers have become much more aware of the wide range of alternatives available in the market and they demand services that meet their varied needs. While liberalization has been the key factor in transforming the communications industry, the rapid growth of new information and communications technologies has had an even greater impact. More and more people have shifted to new forms of communication such as e-mail and mobile phone text messaging which are fast, instant and cost-effective. Social communication through physical mail is on the decline. The bulk of mail that is being delivered through the postal network relates mainly to business correspondence. With the speed at which technology is moving, even this may change. The wave of liberalization that has swept through the postal sector and the onslaught by the new information and communication technologies has led to the need to formulate new business strategies for survival and growth.



There are many studies that have been done regarding change management. For instance; Kiprop (2008) did change management at the University of Nairobi and found out that the university managed the change process by developing a strategic plan which outlined the key aspects of the change process. On the other hand Kiambuthi (2008) researched on change management at Kenya association of manufacturers and found out that planned and incremental approach was used to managing change driven mostly by the Board and senior management. Muhia (2008) studied change management practices adopted by the City Council of Nairobi and established that change was participatory, staff were trained on change management through workshops and seminars, while the opinion and guidance of the both the government and private sectors had always been sought.

Other studies include Nzoka (2005), who focused on factors affecting change implementation in Kenya Revenue Authority and found out that there was need for management commitment in the change process, and that it was important for management to coach, interpret and explain change to employees, and sensitize employees before implementation of change. Elias (2009) who did employees' commitment in times of change found no support for the idea that employees that were more committed to the organization were also likely to react more positively to the change. Liaw, Fan, and Wu (2002) did relationships between uncertain anticipation of organizational change and the employee's working reaction and found out that when employees doubt whether they can adapt to a change by their organization--or whether their positions, workload, and workplace will be changed--those doubts will influence the employees' trust and relationships with their organization and also with their

superiors and peers. As can be evidenced in the above studies, they fail to capture change management being experienced in the telecommunication industry. This study therefore seeks to determine the perception of the staff towards change management practices within the Postal Corporation of Kenya and how such perception has affected change management practices. The study was guided by the following study questions; what is the perception of Postal Corporation of Kenya staff towards change management practices within the organization and how has that perception affected change management practices within Postal Corporation of Kenya?

### **1.3 The Research objectives**

The objectives of this study were:

- i) To determine the perception of the staff towards change management practices at Postal Corporation of Kenya.
- ii) To establish how perception has affected the change management practices at Postal Corporation of Kenya.

### **1.4 Value of the study**

The study will aid various stakeholders: the telecommunication industry in the country will obtain details on how they can effectively implement their change in the face of high competition in the industry, both from within and outside the industry. Government agencies face unprecedented change and it is therefore imperative for these organizations to manage change in an effective and efficient manner in their pursuit of creating public value.

The government and regulators in the industry will also find invaluable information on how good change management can be adopted, and as a result put in place policies that will guide and encourage other firms within and without the industry in implementing their changes. The study is to create a monograph which could be replicated in other Parastatals and Government agencies in Kenya.

The study will help to facilitate increased service delivery resulting from effective change management. The recommendations of this study will form part of the action plans that will help in enhancing good management at Postal Corporation of Kenya. This is because management will be able to make informed decisions on issues of manpower development. For academicians, this study will form the foundation upon which other related and replicated studies can be based on.

The government and regulators in the industry will also find invaluable information on how good change management can be adopted, and as a result put in place policies that will guide and encourage other firms within and without the industry in implementing their changes. The study is to create a monograph which could be replicated in other Parastatals and Government agencies in Kenya.

The study will help to facilitate increased service delivery resulting from effective change management. The recommendations of this study will form part of the action plans that will help in enhancing good management at Postal Corporation of Kenya. This is because management will be able to make informed decisions on issues of manpower development. For academicians, this study will form the foundation upon which other related and replicated studies can be based on.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical foundations of change management, models of change management, staff perception towards change and challenges encountered in implementing change management

### 2.2 Theoretical Foundations of Change Management

The roots of change management are found in the science of psychology Burnes (2004). Many of the techniques helping people deal with traumatic emotional issues have been applied to help people deal with dramatic changes in how they earn their livelihoods. Thus many theorists and practitioners alike propose the utilization of change management techniques to successfully deal with the change process. According to Burnes (2004), there are three schools of thought that form the basis on which change management theory stands.

Foremost, the Individual perspective school involves learning how behaviors are acquired. In this school of thought there are two camps of supporters. One camp of supporters is made up of "behaviourist" who view behaviour as resulting from an individual's interaction with their environment. They view behaviour as learned and all individuals are passive recipients of external and objective data. Learning takes place through external stimulus such as rewards, punishment and reinforcement. Beyond stimulus, there has to be reason, which is the ability to interpret the stimulus. In order to

change behaviour, it is necessary to change the conditions that cause it Skinner (1974). The “Gestalt-Field psychologist”, argues that an individual’s behavior is the product of the environment and reason Burnes (2004). Here learning is a process of gaining or changing insights, outlooks, expectations or thought patterns. Behaviour is not just a product of external stimuli, but rather it arises from how the individual uses reason to interpret these stimuli. Proponents seek to help individual members of an organization change their understanding of themselves and their situations and this essentially changes their behaviour Smith *et al.*, (1974).

Secondly the group dynamics school suggests that group behaviour is an intricate set of symbolic interactions and forces that not only affect group structures, but also modify individual behaviour. It also emphasizes on bringing about organizational change through teamwork rather than individuals Bernestein (1968). In order to bring about change, it is useless to concentrate on changing behaviour of individuals. The focus on change must be at the group level and should concentrate on influencing and changing the group’s norms, roles and values Smith et al (1982). Thus the group dynamics school of thought is seen to be very influential in developing both the theory and practice of change management.

Finally, we have the open systems school which focuses on the entire organization. By nature, organizations are open systems and this school of thought views them as being composed of a number of interconnected sub-systems. It follows that any change in one sub-system will have an impact on the other parts of the system and consequently on its

overall performance. The objective of the open systems approach is to structure the functions of a business in such a manner that through clearly defined lines of coordination and interdependence, the overall business objectives are collectively pursued Burnes (2004). There are four major subsystems in organizations as suggested by Miller (1993). They consist of the goals and values sub-system (strategic plan, policies and regulations), technical sub-system (inputs and outputs) and the managerial sub-system.

### **2.3 Models of Change Management**

Different models, methods and tools have been developed to deal with the change process. Such tools and methods are often dependent on the change that is required. A typical change process moves through several phases that are accompanied by typical reactions of people involved and must be met by different change management methods. After announcing a change initiative, confusion increases, possibly due to inability to cope with the new patterns and old rules overlaying new rules. Communication and early participation of the people affected by change play an important role to address the initial fears and concerns and to build trust. Coaching people during the change process and facilitating learning of the skills that are needed to deal successfully with the new environment is also essential Paton et al (2008). In a world of accelerated and constant change, the capacity of an organization to change is viewed as a more critical success factor and is a more important corporate asset than the type of change model adopted by the company.

### **2.3.1 Congruence Model of Organization Behaviour**

Nadler and Tushman (1979) came up with the Congruence Model of Organization Behaviour. The main point of this model is that all elements need to be in alignment in order to work. The main inputs into the system of this model are the environment, the resources available, the strategy and history of the organization. In considering the use of this model, a comprehensive evaluation of the drivers of change in the environment should be part of the initial analysis. Employees who will be affected by the change should be involved at the onset in the identification of the drivers of change in the environment. Training should be provided to improve employees' skills but also needs to be supported in terms of coaching, monitoring customer feedback and recruiting new staff into the organization with real expertise in the area of focus. Garvin and Roberto (2000) found that successful change management programmes were based on the manager doing significant work in advance to ensure staff will consider new ways of working, a critical ingredient of success in all change programmes.

The transformational process is made up of four key components. These include the work to be done by the organization, the individual who do the job, the formal structures and processes in place to motivate performance and the informal arrangements such as communication and influence, which characterize how the organization functions. A reward system should be set up and monitored to ensure the right behaviors are being encouraged. Targets need to be agreed on in advance of the change so that the success of the transformation process can be assessed as the project progresses. Outputs include how goals of the organization are achieved, how resources are achieved, how resources are



used, how people adapt to the change process, and overall, how successful change initiative has been. Performance goals are an essential elements of successful change initiatives and according to Walsh (2000), these goals need to be an integral part of the design of a change initiative.

### **2.3.2 Technical Political and Cultural framework**

Tichy's (1983) Technical Political and Cultural framework outlines how strategic change involves making technical, political and cultural decisions about the new organizational state. When an organization only focuses on one or two of these elements, change is dysfunctional. The model presents three basic sets of managerial tools for aligning the technical, political and cultural systems in the organization. These tools are the mission and strategy of the organization, the structure and the human resource management procedures.

An effective organization is one where there is a good strategic alignment between the mission, the structures and the subsequent human resource management policies and procedures which support people in achieving the goals of the organization Jimmieson *et al*, (2004). Therefore, the technical, political and cultural elements of the organizations must be aligned. Focus on culture should be part of nay successful change management process and the gap between the current and desired culture needs to be bridged. Employees need to identify the new values needed as well as highlighting how this shift can happen. When an organization only focuses on one or two of these elements, the change is dysfunctional. To succeed, the three strands need to be dealt with. Strategic management is the task of keeping the three of these strands from becoming unraveled in

the face of problems in one area. He presents three basic sets of managerial tools for aligning the technical, political and cultural systems in the organisation. These include the mission and strategy of the organization, the structure and the human resource procedures Tichy (1983).

### **2.3.3 McKinsey's 7-S model**

According to the McKinsey's 7-S model, the success of any organization is dependent on the organization keeping seven critical areas in balance. These seven aspects are the strategy, style, systems, skills, staff, structure and shared values Nyhan (2000). For success, these seven aspects of an organization need to be harmonized with each other to point in the same direction. These areas provide a lens by which all aspects of the change can be considered as part of the process. Each area is connected to others, with a change in one causing a reaction in some or all of the others.

The model centers on balancing staffing, structures and objectives of the organization. In many cases, the strategy may already exist, but a key area of failure is that of getting the employees into the process. Sadler (1998) observes that employees should be interviewed to establish how they feel about their current roles, as well as identifying what need to change for the future.

### **2.3.4 Content, Context and Process Model**

The model of Content, Context and Process Model on strategic change was originally developed by Pettigrew and Whipp (1991) as a means of generating insight into why some private sector organizations were better able than another in managing strategic

change and improving their performance. The model proposes that there are five interrelated factors that are important in shaping a firm's performance. These include the environmental assessment, human resources, linking strategic change and operational change, leading change and overall coherence. This model suggests that successful change is a result of the interaction between the content or what of change (objectives, purpose and goals), the process or how of change (implementation) and the organizational context of change (the internal and external environment).

### **2.3.5 Kotter's 8 –Step Model**

Kotter's 8 –Step Model as cited in Mullins (2005) built on Lewin's three step model to create a more detailed approach for implementing change. Kotter's noted that managers failed in implementing change because of the following reasons: inability to create urgency about change, absence of a vision for change and failure to effectively communicate that vision, failure to provide achievable goals and not anchoring the changes into the organizational culture.

For effective implementation of change, Kotter (1985) suggested eight steps which are: establishing a sense of urgency by creating a compelling reason for why change is needed, forming a coalition with enough to lead the change, creating a new vision to direct the change and strategies for achieving the vision, communicating the vision throughout the organization, empowering others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving, planning for, creating and rewarding short term "wins" that move the organization towards the new vision, consolidating improvements, reassess change and make necessary adjustments in

the new programmes and reinforcing the change by demonstrating the relations between new behaviors and organizational success.

### **2.3.6 Lewin's 3 step model of change**

According to Burnes (2004), Lewin's 3 step model of change describes the change process of an organizational system as a series of transitions between different states of unfreezing, transition state and re-freezing. The unfreezing state is the initial state of the system which reflects a condition of relative stability. When a disruptive force affects the status quo, people are motivated to discontinue some aspects of the behaviour. Unfreezing is seen as the most difficult and important state in the change process. The transition state represents a phase of the change process when people are no longer acting as they used to, but are set in a new behaviour pattern. The need to reduce anxiety promotes a powerful desire for seeking out, processing and utilizing information to create a new state of stability or revert to the old state. One of the consistent findings about the change process is that there is initially a decrease in an organization's performance as change is implemented into the ongoing activities of the organization Fullan (2001).

According to Herold, *et al.*, (2002) refreezing state occurs once employees have achieved a new set of conditions and attitudes have begun to express these in new daily behaviour. For new behaviors to last, they must fit into the personality of the individual and the culture of the organization that is being changed. Otherwise the behaviour will be only a temporary adaptation to the pressure of the change situation and will erode once the change agent has ceased to disconfirm the old behaviour. When the unfreezing and the transition states are well planned and managed, the result of the refreezing process is the

desired state. If the first states are however not handled well, the people and the organization will refreeze but not necessarily to the desired state.

The model appropriate to this study is the McKinsey's 7-S model. The study will look at how the strategy, style, systems, skills, staff, structure and shared values were harmonized to enable the process of change be a success. Strategy represents what the company plans to do react to any changes of its external surroundings. Style signifies the organizational culture and management styles that are utilized within the organization. Systems are the portion of the model that represents "the procedures, processes and routines that characterize how the work should be done". Skills indicate the abilities and competencies of either the employees or the organization holistically. Staff is quite obvious in the fact that it is a proper representation of who is employed by the organization and what they do within the organization Sanchez and Heene (2004). The structure refers to the organizational structure of the company. Shared values are the center of the model because it is what the organization believes in and stands for, such as the mission of the company.

## **2.4 Staff perception towards change**

Employees extend their efforts and involve themselves only if they perceive that the organization is standing for the protection of their rights, Eisenberger et al. (1986). Organizations, therefore, posit positive impression on employees for getting positive behavior from them, Kanter (1983). Management theories, social exchange theory and organization support theory, articulate that employees' perceptions would lead towards development of employee confidence, self-determination and impact at workplace.

Employees accept organizational tasks meaningful when they perceive that organization is supporting their actions, (they performed on organizational behalf), rewarding their efforts and observing their social security. Organization support develops trust among employees and facilitates group forming, which increases organizational effectiveness. As organizational support includes resource sharing (e.g. informational, financial and managerial), reward offering and taking responsibility of employees' actions, it develops sense of power among employees that they would have required resources and assistance from the organization, Walton (1985).

According to Vogt and Murrell (1990), interdependence (reciprocity) of employee and organization creates collaborative and accessible environment for both parties that, in turn, empowers employees through developing their sense of self-efficacy. Employees need support for the successfully completion of their work. This support may involve organizational resources and organizational affiliations for employees' actions, performed on organization's behalf Rhoades and Eisenberger, (2002). Managers and practitioners would have strong implications in this concept. Ultimate target of organizational managers is to increase its effectiveness. When employees feel organizational support, they would be more confident that they have required resources, skills and ability (self-efficacy,) and authority (impact) to complete organizational tasks. Hence, managers need to create such environment which facilitates supportive attitude of organization and helps in developing employees.

Perceived organization support based on employee's perception about legitimate approval by organization for rewarding employee's activities performed on behalf of an organization, organizational willingness in supporting employee through sharing of resources Eisenberger *et al* (1986). Organizational concern in employees through recognizing their efforts and owning their activities facilitates employees to get involved in organizational formal networks Kanter, (1983). These supportive networks include higher authorities (boss), peers and other organizational group members, thus having membership in these constituencies enhances employees social exchange relationship with the organization which ultimately enhances individual sense of power Crozier (1964). These feelings can enhance feeling of both impact and self-determination. Because employee feels that he is enabled to work in collaborative manners through getting enough support from organizational constituencies and can create his influence at work place for the execution of work.

Walton (1985) argued that organizational support facilitates mutual trust between the organization and employees which enhance employee's sense of confidence (self-determination) and increases his impact at work place. Vogt and Murrell (1990) suggested that interdependence (reciprocity) of employee and organization creates collaborative and accessible environment for both parties that, in turn, empowers employees through developing their sense of self-efficacy. Employees need certain cushions for the successfully completion of their work. These cushions may involve organizational monetary, physical, human and informational resources, organizational affiliations for employees' actions, and legitimate support for consequences of the actions

performed by employees on the behalf of the organization, Rhoades and Eisenberger (2002). When employees perceive organizational support in all these concerns, then their feeling of self-efficacy, impact and self-determination would be increased.

## **2.5 Extent of change management adoption**

Managers help create the organizational context that employees experience. The structures, processes and policies that managers implement and enforce influence how employees think and feel about the organization. Climate has often been conceptualized as a facet-specific construct. That is, climate represents a specific aspect of the organizational environment such as climate for justice, climate for innovation, and climate for service Kuenzi and Schminke (2009). Change often leads to a disruption in existing work-related practices. Employees may view change therefore as a threatening situation, which creates feelings of uncertainty and ambiguity. Employees with a greater sense of competence, that is, who see themselves as capable members of the organization, are more likely to be open to the change Cunningham *et al.* (2002).

According to Bandura (1997) individuals who view themselves as efficacious feel, think, and act in different ways from those who see themselves as inefficacious. The former persist longer in task achievements; are more inclined to overcome obstacles and setbacks; and tend to perform at higher levels than those low in perceived competencies. Cunningham *et al.* (2002) found that hospital employees who were more confident in their ability to cope with the change took a more active approach to job problem solving than those low in confidence. Devos *et al.* (2007) found that employees who believed that they have control over their environment and personal success were more open to the



change than those who believed that their lives are controlled by external factors, such as powerful others in the organization.

Organizational commitment reflects the nature and quality of the relationship between the employee and the organization that he or she works for. Meyer and Allen (1991) defined affective commitment as the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a high sense of affective commitment want to work at the organization. In contrast, employees with continuance commitment stay with the organization because the costs of leaving are too high (e.g. giving up job status or an attractive pension); whereas those with normative commitment remain with the organization out of a sense of moral or social obligation. The employee commitment can be expected to play an important role during change or any other work-related situation that requires employees to "rise to the challenge." We believe that affective commitment in particular is relevant for the successful implementation of a change initiative: the more employees identify themselves with the organization the more favorable they view the change process as a necessary step to the achievement of organizational goals. Employees with high affective commitment want to see the change effort succeed.

Feeling supported and being satisfied with one's immediate supervisor and co-workers appears to be a requirement for change to happen. One would not expect an employee who was mistreated or belittled by co-workers to be fully supportive of the organization or be willing to wholeheartedly work toward the implementation of the change. Reactions to the change will likely depend on how positive the employee views his or her direct

work environment. According to Devos *et al.*, (2007) openness to the change was low when a person believed that his or her supervisor could not be trusted or relied on to provide assistance or was thoughtless in handling challenges during the implementation of the change. Laschinger *et al.*, (2006) reported that perceived organizational support among hospital employees was related to performance-related outcomes, including an independent assessment of the level of care provided. The behavior and actions of people in leadership positions is a driver of perceived organizational support. Laschinger *et al.*, (2006, p. 21) concluded that: "since supervisors direct and evaluate the work of employees, their support is seen as a direct reflection of overall organizational support". An employee who has positive relationships with co-workers and immediate supervisors can be expected to demonstrate active support for the change. Such supportive relationships are important in particular when the nature of work requires coordination and cooperation among employees.

Most employees have a desire to see themselves as part of the ongoing change effort instead of just being affected by the change. Employees who are encouraged to participate in decision making on a regular basis, and whose input is genuinely enlisted and utilized, are more likely to be open to the change Wanberg and Banas (2000). According to Bies and Shapiro (1988) employees are more likely to accept unfavorable decisions such as changes in the budget if they perceive the changes as just; and they are more likely to perceive the change as just if their managers have given them voice in the decision-making process. Bordia *et al.*, (2004) explained that participation is also an important informational tool. This is because participation helps to reduce uncertainty about how the change may affect employees personally. Cunningham *et al.*, (2002, p.

379) argued that limited opportunities for decision making and control “may compound the anticipated occupational risks of organizational re-engineering, lower self-efficacy and limit readiness for change”. Their results indicated that hospital employees with more perceived control over challenging jobs had higher readiness for the change and were more inclined to participate in organizational change initiatives.

According to Campion and Stevens (1991) most employees would want to have jobs that have variety, autonomy, and feedback; employees want to experience a sense of meaningfulness in their job. Employees may have a stronger feeling of involvement in their jobs when they believe that the organization is committing resources to them for the purpose of personal development and to move up to higher levels in the organization Howard and Frink (1996). In contrast, feelings of job insecurity may lead to fear and have a debilitating effect on the implementation of the change. Oreg (2006) found that the prospect of having to transfer to a less interesting or less challenging job led to dissatisfaction with the change: resistance was higher *vis-à-vis* those employees who expected no change or being transferred to a more challenging job.

Change does not occur in an environment that is poisoned by a lack of respect from management. The success of any change initiative depends, in part, on the manager's ability to build support for the change he or she envisions. Managers have to earn the respect, confidence, and trust of the employees in order to implement the change Shearer *et al.* (2001). Bernerth *et al.* (2007) found that employees were more likely to have positive evaluations of the change when they felt their leaders properly addressed their concerns.

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter describes the proposed research design, data collection and the techniques for data analysis that will be used.

### 3.2 Research Design

The research design for the study was descriptive, which involved eliciting opinions of Postal Corporation of Kenya staff on the perception held towards change management practices within the organization. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. This design provided further insight into research problem by describing the variables of interest.

### 3.3 Target Population

This consisted of all the employees of the Postal Corporation of Kenya that are based at the headquarters. The population of interest is broken down as follows;

**Table 3.1: Population size**

Category	Population	Percentage
Managers	108	7.9%
Middle level employees	1029	75.1%
Junior employees	233	17.0
<b>TOTAL</b>	<b>1370</b>	<b>100</b>

Source: Personnel department records Postal Corporation of Kenya 2011

### 3.3 Sampling Design

The researcher used stratified sampling because of ease of classifying the population into strata's. The sample comprised 10% from each strata of the target population. According to Mugenda and Mugenda (1999) a sample of 10% is considered representative. Respondents were selected randomly based on the department. This approach was considered appropriate since it ensured a representative sample. In addition, considering the time and budget constraints it was considered an appropriate sampling strategy that yields representative results.

**Table 3.2: Sample size**

Category	Population Frequency	Sample Ratio	Sample
Managers	108	10%	11
Middle level employees	1029	5%	51
Junior employees	233	10%	23
<b>TOTAL</b>	<b>1370</b>		<b>85</b>

### 3.4 Data Collection

The study used primary data which was collected through self-administered questionnaires. A questionnaire is a useful tool for collecting data from respondents because of the need to provide a means of expressing their views more openly and clearly. The structured questionnaire was used to collect data on respondent's perception towards change in Postal Corporation of Kenya. The questionnaire consisted of both open and closed ended questions designed to elicit specific responses for qualitative and

quantitative analysis respectively. The questionnaire was administered through “drop and pick later” method.

### **3.5 Data Analysis**

The data was analyzed by the use of descriptive statistics to summarize and relate variables which had been attained from the administered questionnaires. The data was classified, tabulated and summarized using descriptive measures, percentages and frequency distribution tables while tables and graphs was used for presentation of findings. However, before final analysis was performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. This method of analysis is most desirable as it enabled the researcher to have an insight of the challenges facing the Ministry of Public Service in the implementation of performance contracting strategy. In accomplishing all analysis details with efficiency and effectiveness, the researcher utilized the Statistical Package for Social Sciences (SPSS) software.

## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

### 4.1 Introduction

The research objective was to establish the perception held by postal corporation of Kenya staff towards change management in the organisation. This chapter presents the analysis and findings with regard to the objective and discussion of the same. The findings are presented in percentages and frequency distributions, mean and standard deviations. A total of 85 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 75 questionnaires issued out, only 62 were returned. This represented a response rate of 73%. Of the 62 respondents, 59.7 percent were female while 40.3% were male. This therefore means that majority of the respondent were female.

#### 4.1.1 Age Bracket of the respondents

The respondents were asked to indicate their age brackets and the results are as shown in table 4.1.

**Table 4.1: Respondents age bracket**

	Frequency	Percent	Cumulative Percent
Below 30	12	19.4	19.4
31 - 40	20	32.3	51.6
41 - 50	24	38.7	90.3
Over 50	6	9.7	100.0
Total	62	100.0	

The findings presented in table 4.1 show that, 38.7% of the respondents were of age of 41-50 years, 32.3% said they were 31-40 years old, 19.4% of the respondents said they

are below 30 years while 9.7% were over 50 years old. On average the majority of the respondents are over 30 years. This therefore means that the respondents understands that at some point the organization needs a management change in order to compete effectively in the competitive environment.

The respondents were asked to indicate the duration they have continuously worked in the organization and the results as presented in table 4.2 was that.

**Table 4.2: Length of continuous service with organization**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
2 - 5	12	16.1	16.1
6 - 10	20	35.5	51.6
Over 50	6	48.4	100.0
Total	62	100.0	

The results presented in figure 4.1 shows that the number of years of service in the current organization varies from a period of over 2 years to over 10 years. 48.4% of the respondents had worked in the organization for over 10 years, 35.5% had worked for a period of 6 to 10 years while 16.1% had worked for a period of 2 to 5 years. Majority of the respondents have worked in the organization for over 6 years, thus there is high level of understanding of the organization.

**4.2 Staff Perception Towards Change**

Employees’ perception is about organizational attitude regarding their support which is based on organizational employee caring activities, rewarding employees’ contribution, employee well being programs organization and opportunities for employees to have participation in key organizational decisions.



The respondents were asked to indicate the areas experiencing change in the corporation and the results were presented in table 4.3.

**Table 4.3: Respondents age bracket**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Products	20	32.3	32.3
Technology	20	32.3	64.6
Competition	22	35.4	100.0
Total	62	100.0	

The findings in regard to the areas change has been experienced most in the organization was that, 35.5% of the respondents said change has occurred mostly in technological industry, 32.3% said change has occurred on the competition sector while another 32.3% said change has occurred in the area dealing with products. Lack of a clear majority on the part of the respondents on the area which change has been experienced mostly shows that change has occurred in all areas and therefore the organization should respond to the changes.

The respondents were requested to indicate who initiated change in management in the corporation and the results were presented in table 4.4.

**Table 4.4: Change initiator**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Board of directors	53	85.5	85.5
Chief executive officer	9	14.5	100.0
Total	62	100.0	

The findings above show that 85.5% of the respondents said the change process was initiated by the chief executive officer of the corporation, while 14.5% said it was initiated by the board of directors. The chief executive officer as the one running the organization on day to day basis, and understands the changes that need to be done in order to be competitive and that could confirm the role of chief executive role as the initiator of change.

This explains whether the organizations employees were involved when change management was to be carried out in the organisation. From the analysis above, 67.7% of the respondents said that the employees were not involved in the change management in the organization while 32.3% said they were involved. The involvement of employees in the change management will enable the company to avoid resistance from the employees for non involvement in change management.

The respondents were to indicate the extent into which they agree with the statement regarding the management of the corporation.

**Table 4.5: Extent of agreement with the statement regarding the management**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly agree	37	59.7	59.7
Agree	13	21.0	80.6
Moderate	12	19.4	100.0
Total	62	100.0	

Majority of the respondents strongly agreed (59.7%) that communication should be frequent, repeated, honest, relevant and most importantly two ways, 21.0% of the respondents agreed while 19.4% moderately agreed. The respondents were in agreement with the statement, as it will enable the management of the organization to know what the employees think about what is to happen, and at the same time, have their input in change management.

The respondents were asked to indicate the frequency within which change was communicated to them and the results are shown below in table 4.6 below.

**Table 4.6: Extent of agreement with the statement regarding the management**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Daily	5	8.1	8.1
Weekly	5	8.1	16.2
Monthly	29	46.8	63.0
Quarterly	23	37.0	100.0
Total	62	100.0	

From the analysis above, 46.8% of the respondents said they are communicated to on the issue of change monthly, 37.1% said they are communicated to on quarterly basis, 8.1% said daily, while another 8.1% said they are communicated to weekly. The monthly communication by the organization to the employees will enable them have some time to make any changes that may not be consistent with the desired results.

The respondents were requested to indicate the mode of change management communication which they use.

**Table 4.7: Mode of change management communication**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
E-mail	38	61.3	61.3
Verbally during departmental meetings	24	38.7	100.0
Total	62	100.0	

As evident in table 4.5 of the identified modes of communicating change management, 61.3% of the respondents said they are communicated through e-mail while 38.7% said it is communicated verbally during departmental meetings. The modes of communication were vied, to be very effective as the modes were able to achieve the following: trickling down of information, update progress/status of issues and opens up communication between CEO and employees.

The respondents indicated that a human resource strategy existed when the change management process was being carried out. This will therefore reduce the uncertainty which may surround the change process on the part of the employees thus eliminate resistance to change management. The respondents' response on the consideration of human and emotional aspects during the change process was that, all the respondents said that it was considered by the organization. The consideration will prepare the employees for the eventuality of the change management and therefore reduce low staff morale. Majority of the respondents (85.5%) said their trade union was not involved in the process of change management while 14.5% said their union was involved. The involvement of the union representing the employees will enable the employees to feel that their needs have been taken care of and therefore need not have any fear during the process of change management.

The respondents were asked to indicate whether they were trained before the change management was undertaken in the corporation.

**Table 4.8: Training of employees**

	Frequency	Percent	Cumulative Percent
In-house	7	11.3	11.3
External	2	3.2	14.5
Both	53	85.5	100.0
Total	62	100.0	

The results presented above indicate that, 85.5% of the respondents said the training was conducted by the organization itself and other external sources, 11.3% said it was done by the organization alone while 3.2% said it was done by the external sources alone. The use of both the in-house and external sources to conduct training will enable the employees to have more knowledge on change as what the organization may not have covered, or have the knowledge, the external trainers will cover.

The respondents were requested to give their independent opinion on the extent to which the organization put in place stress management strategies to change staff in a five point Likert scale. The range was 'very great extent (1)' to 'very low extent' (5). The scores of very great extent have been taken to represent a variable which had mean score of 0 to 2.5 on the continuous Likert scale ;( $0 \leq S.E < 2.4$ ). The scores of 'moderate' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale:  $2.5 \leq M.E. < 3.4$ ) and the score of both low extent and very low extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous likert scale;  $3.5 \leq L.E. < 5.0$ ). A standard deviation of  $> 1.1$  implies a significant difference on



the impact of the variable among respondents. The results are presented in table 4.9 below.

**Table 4.9: Existence of stress management strategies**

	<b>Mean</b>	<b>Std. Deviation</b>
Uncertainty	1.7419	1.0391
Threat of losing a job	1.8226	1.0792
Changes in responsibility	2.8387	.9088
Organization effectiveness	3.0484	1.2337
Low morale	3.3065	1.1248
High desertion	3.1774	1.1091
Low job satisfaction	3.1935	1.3037

The findings in table 4.7 above show that only two factors had a mean ranking of below 3.4 (moderate extent). These two factors describe the instances where the extent to which the organization put in place stress management strategies was to a great extent and their great extent ratings (mean 1.7419 for uncertainty and 1.8226 for threat of losing a job) indicates that the organization had put in place stress management strategies to change staff on these factors. There was little variation among the respondents, an indication that the organization had put in place stress management strategies to change staff perception. This is indicated by standard deviation of 1.0391 and 1.0792 for uncertainty and threat of losing a job.

The respondents were moderate on the extent to which the organization had put in place stress management strategies geared towards staff perception change. Changes in responsibility had a mean of mean 1.8226, organization effectiveness had a mean of

3.0484 while high desertion had a mean of 3.1774, and low job satisfaction and low morale had a mean of 3.1935 and 3.3065 respectively.

The respondents were requested to give their independent opinion on the extent to which change management practices affect successful implementation of change management in a five point Likert scale. The range was 'Not at all (1)' to 'very great extent' (5). The scores of not at all/little extent have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale ;( $0 \leq S.E < 2.4$ ). The scores of 'moderate extent' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale:  $2.5 \leq M.E. < 3.4$ ) and the score of both great extent/very great extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous likert scale;  $3.5 \leq L.E. < 5.0$ ). A standard deviation of  $>0.9$  implies a significant difference on the impact of the variable among respondents. The results are shown in table 4.10 below.

**Table 4.10: Effect of change management practices**

	<b>Mean</b>	<b>Std. Deviation</b>
Recognizing the need for change	4.1065	.9891
Developing human resources	2.9032	.6944
Formal control development	2.9677	1.0707
Development of change team	4.1226	1.2645
The type of the organizational structure	3.6000	1.2771
Good activity planning	3.0484	1.0928
Presence of commitment planning	3.9806	1.0604
Good training and development	3.8742	.8525
The customs and norms	3.6839	.8635
The goals and measurement	3.5161	1.0201
Management behaviors	3.7419	1.126
Rewards and recognition	3.4032	1.0156
Good communication in place	3.9968	.7987

The findings in table 4.8 above show that developing a change team, recognizing the need for change, putting in place good communication in place, presence of commitment planning, good training and development, management behaviour, the customs and norms, the type of the organizational structure and the goals and measurement affect successful implementation of the change management to a great extent. Development of human resources, formal control development, good activity planning and rewards and schemes affected implementation of the change management to a moderate extent. The findings indicate that successful implementation of the change management depended on these factors to a great extent and therefore the organization should consider adopting them.

The respondents were asked to give their independent opinion on the existence of the factors in the organization in a five point likert scale. The range was 'strongly agree (1)' to 'strongly disagree' (5). The scores of very important have been taken to present a variable which had mean score of 0 to 2.5 on the continuous likert scale ;( $0 \leq S.E < 2.4$ ). The scores of 'moderate' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale:  $2.5 \leq M.E. < 3.4$ ) and the score of both disagree and strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous likert scale;  $3.5 \leq L.E. < 5.0$ ). A standard deviation of  $> 0.9$  implies a significant difference on the impact of the variable among respondents. The results are shown in table 4.11 below.



**Table 4.11: Effect of change management practices**

	<b>Mean</b>	<b>Std. Deviation</b>
Climate for accepting change	2.1129	.72666
Perceived sense of competence	2.2097	.87097
Affective commitment	2.5161	1.05180
Satisfaction with organizational members	2.0806	.87400
Opportunities to participate	1.8355	1.00198
Opportunities for development and growth	3.5194	.77984
Respect in the workplace	3.7581	1.03521

The analysis in table 4.9 shows that in the organization; there are opportunities to participate (mean 1.8355), satisfaction with organizational members (mean 2.0806), climate for accepting change (mean 2.1129) and perceived sense of competence (2.2097). The respondents were moderate on the existence of affective climate in the organization while they disagreed that there are opportunities for development and growth (mean 3.5194), and respect in the workplace (mean 3.7581). The existence of some factors in the organization will enable the implementation of change in the organization to be carried out systematically without any hindrance.

#### **4.5 Change management adoption**

Change management is a structured and strategic approach to initiate and manage the change process in the organization structure and culture as well as the individuals/teams behavior and attitude towards the change transition in the field of the business processes, technology implementation or any other policies of an enterprise. To survive and grow,

organizations must adapt to changes in their environment, If otherwise they lose their ability to compete. When the environment changes and the niche originally filled by the organization either becomes unimportant or is superseded, the organization must change or die.

The respondents were asked to give their independent opinion on the extent of managers' ability to manage change in the organization in a five point Likert scale. The range was 'strongly agree (1)' to 'strongly disagree' (5). The scores of strongly agree/agree have been taken to present a variable which had mean score of 0 to 2.5 on the continuous Likert scale ;( $0 \leq S.E < 2.4$ ). The scores of 'moderate' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale:  $2.5 \leq M.E. < 3.4$ ) and the score of both disagree/strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous likert scale;  $3.5 \leq L.E. < 5.0$ ). A standard deviation of  $>0.7$  implies a significant difference on the impact of the variable among respondents. The results are shown below in table 4.12.

**Table 4.12: Extent of managers' ability to manage in the organization**

	Mean	Std. Deviation
Ability to manage resistance to change	2.0161	.77865
Ability to mobilize resources for change	2.1935	.80650
Use of latest technology	1.6290	.57926
Adopting the change to Government regulations	1.6613	.74534
Use of good management style	2.3387	.69997
Sustainability of change	2.1774	.71344

The respondents agreed that the organization managers have the ability to manage change by the use of the latest technology (mean 1.6290), adopt the change to Government regulations (mean 1.6613), manage resistance to change (mean 2.0161), sustain change (mean 2.1774), mobilize resources for change (2.1935) and use good management style (mean 2.3387). The unanimous agreement by the respondents that the organizations managers are able to manage change to adapt to different sectors of the organization underlines the need for an all inclusive change management.

The respondents were requested to indicate how the organization overcome the resistance to change by the employees and the results are presented in table 4.13 as follows.

**Table 4.13: How the resistance to change by the employees was overcome**

	Mean	Std. Deviation
Involvement	1.8548	.5681
Rescheduling	1.9516	.4590
Dispatch	1.9355	.6743
Training	1.8226	.6146
Counseling	2.1452	.9025
Threats	4.3226	.9192

The resistance to change by the employees in the organization was overcome by the use of all the factors except threats. However, the respondents indicated that some factors

were used more than others. Training (mean 1.8226) was used mostly, followed by employee involvement (mean 1.8548), dispatch (mean 1.9355) and rescheduling (mean 1.9516). Counseling (mean 2.1452) was also used while threats (mean 4.3226) were not used by the organization to overcome employee resistance. The use of the factors by the management signifies the need to ensure organizational change success by incorporating everybody. The results on stakeholder involvement in change management was that all the stakeholders were involved in the change management and therefore the resultant change will capture the aspirations of all the stakeholders which results in desired results.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary of the findings**

The study shows that majority of the respondents have worked in the organization for a longer period of time and therefore they understand the organizations' needs in terms of organizational change. Change in the organization was experienced in areas like products, technology and competition. The change process in the organization was initiated by the chief executive officer although some respondents said it was the board of directors. The chief executive officer being the one running the organization on day to day basis, understands the organization needs in terms of change and therefore has to be at the forefront in initiating change in the organization. The organization employees were involved in change management in the organization and therefore it will reduce implementation challenges which could be caused by the employees.

The respondents agreed that communication should be frequent, repeated, honest, relevant and most importantly, two way. The management of the corporation communicates the issue of change to the employees on monthly and on quarterly basis. The short period it takes for the management of the corporation to communicate back to the employees will ensure that any issues which may be raised by the employees is taken into consideration on time thus avoiding conflict. Change on communication is

communicated to the employees through email and departmental meetings. The modes of communication were viewed to be very effective as the modes were able to achieve the following: trickling down of information, update progress/status of issues and opens up communication between the chief executive officer and employees.

The respondents indicated that there was a human resource strategy for managing staff through the change process. Human and emotional aspects of change were considered by the management of the organization during the change process. The employees' trade union was involved in the process of change management thus reducing conflict between the organization and the employees. The employees are empowered to cope with change through training and involvement in identifying the solutions. Training of the employees was done by both the internal trainers and the external ones and these ensured that what had not been covered by the in-house trainers was covered by the external trainers. The organization had put in place stress management strategies to change staff perception on uncertainty, threat of losing a job, changes in responsibility, organization effectiveness, low morale, high desertion and low job satisfaction.

The change management practices which affect successful implementation of management change are developing a change team, recognizing the need for change, putting in place good communication, presence of commitment planning, good training and development, management behaviour, customs and norms, the type of the organizational structure, goals and measurement, development of human resources, formal control development, good activity planning and rewards. In the organization,

there exist opportunities to participate in organizational matters, climate for accepting change, satisfaction with organizational members, perceived sense of competence and affective commitment. The managers in the organization were able to manage change by the use of latest technology, adopting change to Government regulations, managing resistance to change, sustaining change, mobilizing resources for change and the use of good management style.

The respondents unanimously agreed that the organizations' leadership and culture contributed greatly to the change management in the organization. Resistance to change in the organization was overcome by involving the employees in decision making, rescheduling, dispatch, training and counseling. Threatening the employees was not used. The organizations stakeholders were all involved in change management and therefore there will be input from all stakeholders on how the change will be carried out and implemented.

## **5.2 Conclusion**

From the research findings and the answers to the research questions, some conclusions can be made about the study. Managing change is very vital for any organization in order to compete effectively in changing and turbulent environment in which they operate. The design of the change should inspire the staff to perform and not deter them, and therefore the management should ensure that the changes which they set to achieve are inspirational. The employees and the entire organization stakeholders should be involved in the change management so that everyone can be part of the resulting results and at the same time reducing resistance to change management. The frequency of communicating

the changes to be implemented is so crucial to the achievement of the desired change and therefore the feedback should be done regularly to ensure that in case a change is lagging behind, some other means can be done to ensure that they succeed. The change management in the organization was greatly inspired by the existence of the change management, stress management strategies which was used by organization to manage the employees during the change management duration.

### **5.3 Recommendations**

The study recommends the following;

#### **5.3.1 Recommendation with policy implication**

Change management should not be viewed as a one-off process; however the management of the parastatal should inculcate a practice of regular review. Foremost, the study found out that all the employees and the stakeholders were involved in change management and therefore the management of the organization should continue involving all in other activities so that it can reduce resistance. It is therefore recommended that all the employees and the corporation stakeholders should be part and parcel of the process and therefore the corporation should ensure that when they are designing and compiling a strategy to be implemented, they consult all the stakeholders. The organizations management is an important component which should inspire the staff to succeed and therefore the management should ensure that the changes they come up with are inspirational.



Secondly, the employees' perception towards change was the fear of uncertainty, threat of losing their job, and non involvement of the employees on the change management was suspicious to them as they thought it targeted them. It is therefore recommended that the management of the corporation should put in place change management practices dealing with the need to recognize change, development of change management team, good communication, training and development, commitment planning and management behaviour which affected the current change management in preparation of future change management.

Finally, the change management in the corporation is on products it offers to the public, technology and competition in the sector which it operates in. The management of the corporation was able to manage change through managing resistance, mobilization of resources, use of latest technology, good management style and adapting to government regulations and it is therefore recommended that the management of the corporation should continue adopting the same strategies in future when implementing change.

### **5.3.2 Recommendations for further research**

The study confined itself to Postal Corporation of Kenya. This research therefore should be replicated in other state corporations and the results be compared so as to establish whether there is consistency among the state corporations on employees perception and the extent of change in the corporations.

## REFERENCES

- Arnold, B. E. (1996). *The experience of powerlessness in organizations*. *Organizational Behavior and Human Decision Processes*, 43: 207-242.
- Aselage, J., and Eisenberger, R. (2003), "Perceived organizational support and psychological contracts: A theoretical integration", *Journal of Organizational Behavior*, 24: 491-509.
- Bandura, A. (1997), *Self-efficacy: The Exercise of Control*, W.H. Freeman and Company, New York, NY,.
- Bernerth, J.B., Armenakis, A.A., Feild, H.S., Walker, H.J. (2007), "Justice, cynicism, and commitment: a study of important organizational change variables", *Journal of Applied Behavioral Science*, Vol. 43 No.3, pp.303-26.
- Bernstein, H. J. (1968). *Management and organizational behavior: A multidimensional approach*. New York: John Wiley & Sons.
- Bernerth, S., Kant, S., Amburgey, T.L. (2007), "Public agencies and collaborative management approaches: examining resistance among administrative professionals", *Administration & Society*, Vol. 39 No.5, pp.569-611.
- Bies, R.J., and Shapiro, D.L. (1988), "Voice and justification: their influence on procedural fairness judgments", *Academy of Management Journal*, Vol. 31 No.3, pp.676-85.

- Bordia, P., Hobman, E., Jones, E., Gallois, C., and Callan, V.J. (2004), "Uncertainty during organizational change: types, consequences and management strategies", *Journal of Business and Psychology*, Vol. 18 No.4, pp.507-32.
- Burnes B (2004), *Managing Change: A Strategic Approach to Organizational Dynamics*, 4<sup>th</sup> Edition, Prentice Hall.
- Campion, M.A., Stevens, M.J. (1991), "Neglected questions in job design: how people design jobs, task – job predictability, and influence of training", *Journal of Business and Psychology*, Vol. 6 No.2, pp.169-91.
- Coetsee, A. (1999), "Organizational commitment and turnover: a meta-analysis", *Academy of Management Journal*, Vol. 36 No.5, pp.1140-57.
- Crozier, M. (1964), *The bureaucratic phenomenon*. Chicago: University of Chicago Press.
- Cummings, S. (1993), Brief case: the first strategists. *Long Range Planning*, 26(3):133–135.
- Cunningham, C.E., Woodward, C.A., Shannon, H.S., MacIntosh, J., Lendrum, B., Rosenbloom, D., Brown, J. (2002), "Readiness for organizational change: a longitudinal study of workplace, psychological and behavioural correlates", *Journal of Occupational and Organizational Psychology*, Vol. 75 No.4, pp.377-92.

- Devos, G., Buelens, M., Bouckennooghe, D. (2007), "Contribution of content, context, and process to understanding openness to organizational change: two experimental simulation studies", *Journal of Social Psychology*, Vol. 147 No.6, pp.607-30.
- Eisenberger, R., Huntington, R., Hutchinson, S., Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71 No.3, pp.500-7.
- Elias, S.M. (2009), "Employees' commitment in times of change: assessing the importance of attitudes toward organizational change", *Journal of Management*, Vol. 35 No.1, pp.37-55.
- Folger, W., and Skarlicki, A. (1999), "Resistance to organizational change: the role of cognitive and affective processes", *Leadership & Organizational Development Journal*, Vol. 22 No.8, pp.372-82.
- Fullan, D.L. (2001), "The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: the mediating role of employee resistance", *The Academy of Management Journal*, Vol. 44 No.3, pp.557-69.
- Garvin, G.D., and Roberto, B. (2000), "The effects of age and gender upon the perceptions of accounting professionals concerning their job satisfaction and work-related attributes", *Managerial Auditing Journal*, Vol. 21 No.5, pp.536-61.
- Herscovitch, L., and Meyer, J.P. (2002), "Commitment to organizational change: extension of a three-component model", *Journal of Applied Psychology*, Vol. 87 No.3, pp.474-87.

- Hodge, B. J., and Johnson, H. J. (2007), "Management and organizational behavior", A multidimensional approach. New York: John Wiley & Sons.
- Howard, J.L., and Frink, D.D. (1996), "The effects of organizational restructure on employee satisfaction", *Group and Organization Management*, Vol. 21 No.3, pp.278-303.
- Kiambuthi, M.K, (2008), change management at Kenya association of manufacturers. *Unpublished MBA research project*, university of Nairobi.
- Kiefer, T. (2005), "Feeling bad: antecedents and consequences of negative emotions in ongoing change", *Journal of Organizational Behavior*, Vol. 26 No.8, pp.875-97.
- Kiprop, I.K, (2008), Strategic change management at the University of Nairobi. *Unpublished MBA research project*, university of Nairobi.
- Kanter, R. M. (1983). "The change masters", New York: Simon and Schuster.
- Kotler, P. (2003), *Marketing Management*, 11th ed., Prentice-Hall, Upper Saddle River, NJ.
- Kuenzi, M., Schminke, M. (2009), "Assembling fragments into a lens: a review, critique, and proposed research agenda for the organizational work climate literature", *Journal of Management*, Vol. 35 No. December, pp.634-717.

- Laschinger, H., Purdy, N., Cho, J., Almost, J. (2006), "Antecedents and consequences of nurse managers' perceptions of organizational support", *Nursing Economics*, Vol. 24 No.1, pp.20-9.
- Liaw, R.T., Fan, L.W., and Wu, R.M. (2002), *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*, Academic Press, New York, NY, .
- Madsen, S.R., Miller, D., John, C.R. (2005), "Readiness for organizational change: do organizational commitment and social relationships in the workplace make a difference?", *Human Resource Development Quarterly*, Vol. 16 No.2, pp.213-34.
- Meyer, J.P., and Allen, N. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1 No.1, pp.61-89.
- Miller, V. D., (1993). Antecedents to willingness to participate in a planned organizational change. *Journal of Applied Communication Research*, 22: 59 – 80.
- Muhia, J.K, (2008), Change management practices adopted by the city council of Nairobi. *Unpublished MBA research project*, university of Nairobi.
- Mullins, R. (2005), "The structure and function of attitudes towards organizational change", *Human Resource Development Review*, Vol. 4 No.1, pp.8-32.

- Nadler D.A and Tushman M.L. (1979), A congruence Model for diagnosing organizational behaviour: In Kolb D, Rubin I & McIntyre J., *Organizational Psychology: A book of Readings*, 3<sup>rd</sup> Edition, Prentice Hall.
- Nzoka, P.M, (2005), Factors affecting change implementation in Kenya Revenue Authority. *Unpublished MBA research project*, university of Nairobi.
- Oreg, S. (2006), "Personality, context, and resistance to organizational change", *European Journal of Work and Organizational Psychology*, Vol. 15 No.1, pp.73-101.
- Organ, D.W., and Ryan, K. (1995), "A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior", *Personnel Psychology*, Vol. 48 No.4, pp.775-802.
- Paton, S.G., Armenakis, A.A., and Green, S.B. (2008), "The importance of employee expectation in organizational diagnosis", *Journal of Applied Behavioral Science*, Vol. 20 No.2, pp.167-80.
- Pettigrew, R., and Whipp, D. (1991), *The Dimensionality and Stability of Organisational Commitment: A Longitudinal Examination of Cook and Wall's (1980) Organisational Commitment Scale (BOCS)*, Centre for Economic Performance, The London School of Economics and Political Science, London, .
- Rhoades, L., and Eisenberger, R. (2002), "Perceived organizational support: a review of the literature", *Journal of Applied Psychology*, Vol. 87 No.4, pp.698-714.

- Sadler P. (1998), *Management Consultancy: A handbook for Best Practice*, Kogan Page Limited, London
- Shearer, C.S., Hames, D.S., and Runge, J.B. (2001), "How CEOs influence organizational culture following acquisitions", *Leadership & Organization Development Journal*, Vol. 22 No.3, pp.105-13.
- Skinner, W (1974), "The focused factory", *Harvard Business Review*, Vol. 52 No.3, pp.113-21.
- Smith, S.R., Miller, D., John, C.R. (1974), "Readiness for organizational change: do organizational commitment and social relationships in the workplace make a difference?", *Human Resource Development Quarterly*, Vol. 16 No.2, pp.213-34.
- Smith, S.R., John, C.R., Miller, D. (1999), "Influential factors in individual readiness for change", *Journal of Business and Management*, Vol. 12 pp.93-110.
- Stanley, L.T., Adams, D.M., Russell, J.E.A., Gaby, S.H. (1996), "Perceptions of organizational readiness for change: factors related to employees' reactions to the implementation of team-based selling", *Human Relations*, Vol. 53 No.3, pp.419-42.
- Tichy N.M. (1983), *Managing Strategic Change: Technical, Political and Cultural Dynamics*, Wiley & Sons, New York USA.



- Vakola, M., and Nikolaou, I. (2005), "Attitudes toward organizational change: what is the role of employees' stress and commitment?", *Employee Relations*, Vol. 27 No.2, pp.160-74.
- Vogt, J. F., & Murrell, K. L. (1990). Empowerment in organizations. San Diego: University Associates
- Spreitzer, G. M. (1996). Social structural levers for workplace empowerment', *Academy of Management Journal*, 39(2), 483-504.
- Walsh, M. E. (2000). Self-efficacy: Implications for organizational behavior and human resource management. *Academy of Management Review*, 12: 472-485.
- Walton, R. (1985). From control to commitment in the workplace. *Harvard Business Review*, 63 (2): 77-84.

## APPENDIX I: QUESTIONNAIRE

Please give answers in the spaces provided and tick ( $\checkmark$ ) the box that matches your response to the questions where applicable.

### Section A: General information

1. What is your designation in the organization.....
  
2. Gender? (tick as appropriate) Female      ( )      Male ( )
  
3. What is your age bracket? (Tick as applicable)
  - a) Under 20 years      ( )
  - b) 21 – 30 years      ( )
  - c) 31 – 40 years      ( )
  - d) 41 – 50 years      ( )
  - e) Over 50 years      ( )
  
4. What is the highest level of education you have completed?
  - No Formal Qualifications      ( )
  - Primary School      ( )
  - O level/ Form Four      ( )
  - A level or Equivalent      ( )
  - Diploma      ( )
  - Other College Education      ( )
  - Degree      ( )
  - Postgraduate/PhD      ( )

5. Length of continuous service with the organization? (Tick as applicable)

- a) Less than two years ( )
- b) 2-5 years ( )
- c) 6-10 years ( )
- d) Over 10 years ( )

**Section B: Staff perception towards change**

1. Which of the following areas has change been experienced most in your organization

- Products ( )
- Technology ( )
- Competition ( )
- Retrenchment ( )
- Acquisition ( )

2. Who initiated the change process?

- The board of directors ( )
- The chief executive officer ( )
- Consultants ( )
- Senior management ( )

3. Were the employees involved in the change management?

- Yes ( )
- No ( )

4. Please indicate the extent to which you agree with the following statement regarding the management; 'Communication should be frequent, repeated, honest, relevant and most important, two way '

- Strongly agree ( )
- Agree ( )
- Moderate ( )

Disagree ( )

Strongly disagree ( )

5. How often did the management communicate regarding the issue of change?

Daily ( )

Weekly ( )

Monthly ( )

Quarterly ( )

Half quarterly ( )

Yearly ( )

6. How is the change management communicated to you?

E-mail ( )

Circular placed in the notice boards ( )

Verbally during departmental meetings ( )

All the above ( )

7. Was there a human resource strategy for managing staff through the change process?

Yes ( )

No ( )

8. Were the human and emotional aspects of change considered during the change process?

Yes ( )

No ( )

9. Was the trade union involved in the process of change?

Yes ( )

No ( )

10. How are the employees empowered to cope with change?

Training ( )

Involvement in identifying solutions ( )

Excluded ( )

11. If, yes was it all inclusive, explain

.....  
.....

12. Who carried out the training?

In-house ( )

External ( )

Both ( )

13. To what extent did the organization put in place stress management strategies to change staff perception on the following factors? Use 1- Very great extent, 2-Great extent, 3-Moderate, 4-Low extent, 5-very low extent

	1	2	3	4	5
Uncertainty					
Threat of losing a job					
Changes in responsibility					
Organization effectiveness					
Low morale					
High desertion					
Low job satisfaction					

14. To what extent did the following change management practices affected successful implementation of change management?

	Not at all (1)	Little Extent (2)	Moderate Extent (3)	Great Extent (4)	Very Great Extent (5)
Recognizing the need for change					
Developing human resources					
Formal control development					
Development of change team					
The type of the organizational structure					
Good activity planning					
Presence of commitment planning					
Good training and development					
The customs and norms					
The goals and measurement					
Management behaviors					
Rewards and recognition					
Good communication in place					

15. To what extent do you agree with the following statement on the existence of the following factors in their organization? Use SA meaning strongly agree, A – Agree, M – moderate, D – Disagree and SD – Strongly Disagree

	SA	A	M	D	SD
Climate for accepting change					
Perceived sense of competence					
Affective commitment					
Satisfaction with organizational members					
Opportunities to participate					
Opportunities for development and growth					
Respect in the workplace					

**PART C: EXTENT TO WHICH CHANGE MANAGEMENT HAS BEEN ADOPTED**

1. Using SA meaning strongly Agree, A – Agree, M- Moderate, D – Disagree and SD – Strongly Disagree, kindly tick where appropriate the extent of managers ability to manage in the organization?

	SA	A	M	D	SD
Ability to manage resistance to change					
Ability to mobilize resources for change					
Use of latest technology					
Adopting the change to Government regulations					
Use of good management style					
Sustainability of change					

2. Has the organizations leadership and culture contributed to change management in the organization? Yes ( ) No ( )
3. According to your opinion kindly tick where appropriate on how the resistance to change by the employees was overcome? Use SA meaning strongly agree, A – Agree, M – moderate, D – Disagree and SD – Strongly Disagree

	SA	A	M	D	SA
Involvement					
Rescheduling					
Dispatch					
Training					
Counseling					
Threats					

4. Were all the organizations stakeholders involved in the change management?

Yes ( )

No ( )