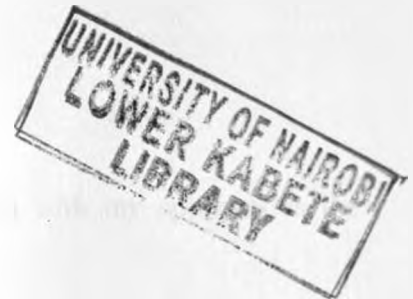


**THE RELATIONSHIP BETWEEN EMPLOYEE INVOLVEMENT
AND CYNICISM ABOUT ORGANIZATIONAL CHANGE AT
THE CITY COUNCIL OF NAIROBI**

BY

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PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA),
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

JUNE 2012

DECLARATION

This research paper is my original work. It has not been presented anywhere for academic purpose or otherwise.

Signature: 

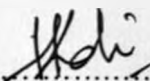
Date: 07/11/2012

Rosaline Muema

D61/75569/2009

SUPERVISOR'S DECLARATION

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

Signature: 

Date: 8/11/2012

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I take this opportunity to give thanks my Almighty God for enabling me to go through the MBA Course in the face all the inherent challenges.

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To the family of the Muemas, I recognize and appreciate the assistance they have offered from the start to the end of the MBA Course.

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DEDICATION

I dedicate this research project to my parents, Mr. and Mrs. Stephen Kusu and my Son, Joe Muema. They have supported me financially, emotionally and morally during the course of my MBA studies.

God bless them all.

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ABBREVIATIONS

CCN	-	City Council of Nairobi
The Council	-	Council of Nairobi
RRI	-	Rapid Results Initiatives
RBB	-	Results Based Budgeting
KACC	-	Kenya Anti Corruption Commission
HR	-	Human Resource
CBD	-	Central Business District
SD	-	Standard Deviation
NARC	-	National Rainbow Coalition

ABSTRACT

In the year 2003, the NARC Government introduced performance management as a policy. This was later followed by Vision 2030 in year 2006 which aimed at making Kenya a middle income country by year 2030. The government agents (public and civil servants) were involved in the introduced organizational changes for improved quality, public service delivery to Kenyans. CCN being a government agency had its officers involved but the pace of adaption of the changes fell behind schedule. The same had continued to date. This study sought to determine the relationship between employee involvement and cynicism about organizational change at the CCN.

Research methodology used was descriptive survey. Stratified Random sampling was done to select members from all the departments. Data was collected using semi-structured questionnaires and statements rated on Likert scales while data analysis was done using descriptive statistics namely frequency distribution tables, percentages, mean and standard deviation. Pearson Correlation analysis was used to show the relationship between the variables of study.

Findings of this study revealed that the respondents were conversant with the changes and had positive perception on them. Although they were neutral on employee involvement and communication about change, the respondents agreed on training and development as leading to career growth and development and reduction of employee

cynicism. The study also established a correlation between employee involvement and cynicism about organizational changes at CCN.

This study concluded that employee involvement in organizational changes was practiced at CCN as evident in employee positive perception about organizational changes and low levels of employee cynicism.

CHAPTER ONE: INTRODUCTION

1.1 Background

Organizational changes were triggered by internal and external environment of organizations. The organizations were influenced by their environment and in turn they influenced their environment (Lussier, 2005). It was the responsibility of the management of the affected organization to make it adapt changes which favoured its humble existence and survival in the ever changing business environment otherwise the organization would die (Cole, 2005). Management's organizational changes efforts brought about both intended and unintended outcomes which either facilitated or impeded the organizational changes. The intended outcomes were the management's planned results, while the unintended outcomes were by-products (Brown and Cregan 2008).

“Organizational change affected all aspects of an organization namely its mission, strategies, structure, communication systems, culture, processes and procedures, products and services, technology and people” (Cole 2005, pg. 261). But among the affected aspects the most dynamic and unpredictable was the people or the human resource of an organization. This was because of their ability to ‘synthesis’ events and happenings and adapt the behaviour which they chose to exhibit. The behaviour would be positive or negative towards change. The positive behaviour toward organizational change would be enhanced. The negative behaviour would be eliminated. Hoozori, Rafiei and Safari (2011) viewed the negative behaviour as employee cynicism which meant that it was ‘failures’ view about change efforts. Kotter and Schelesinger (1979) referred to the negative behaviour as resistance and

further stated that it was dealt with through education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and cooperation, explicit and implicit coercion. This meant that employees involvement both management and ordinary staff were key in the successful implementation of organizational changes. The management and the employees saw each other as partners in the organizational changes process rather than adapted a boss junior relationship (Armenakis and Bedeian, 1999).

1.1.1 Employee involvement

“Employee involvement was the increased participation of workers in decision making process which affected their work and related issues” (Cummings and Worley 2009,pg. 350). The two authors further stated that it included accessibility to timely, adequate and relevant information; availability of knowledge and skills through training and development programs, and rewards got out of their involvement for example emotional, psychological and financial rewards among others. The management was key in facilitating the employee involvement. Evidences of the management willingness to involve employees would be seen in the organizational culture, policies, procedures and structure. According to Wamari, (2012) he suggested employee involvement in innovation of new products and development of policy thereof.

Various ways of employee involvement took into account the good will, co-operation and understanding of both ordinary employees and the management personnel. Each party had rights and responsibilities but did not deny management right to manage. Examples of employee involvement included open organizational communication and

equitable treatment of all (Abraham, 2000), adoption of participatory management (Trendway et al, 2004), positive change of management attitudes and behaviours in words, actions, feelings towards employees (Tesluck et al, 1999) and information sharing and active orientation (Cartwright and Holmes, 2006).

Cummings and Worley, (2009) came up with three major forms of employee involvement namely Parallel structures, Total Quality Management and High Involvement Organizations. Parallel structures / shadow structures worked together with formal organization in problem-solving but did not deny the management their right to manage. In Total Quality Management/ Total Quality Circles, employees were involved in their work control. This enhanced sustainability of results in terms of quality, quantity, timeliness and cost effectiveness. High involvement organizations involved employees in matters of structure, work design, information and control systems, physical layout, personnel policies and reward systems. Features that supported High Involvement Organization included flat structure, enriched and enlarged job designs, open information systems, realistic job previews, continuous training, rewards attached to performance and employee representation in formulation of personnel policies (Cummings and Worley, 2009). It was therefore necessary and unavoidable to involve employees in order to achieve the organization's mandate. Thus the need to develop work environment which was conducive and rewarding to the employees (Boverie and Kroth, 2001).

1.1.2: Organizational change

Cole, 2006, pg. 209 viewed change as "a process that involved and affected the organization's mission and strategy, its structure, decision / communication channels.

job / role culture, business processes current products / services, technology and people". The change was triggered by the environment (internal and external). Examples of change triggers included competition, new product, other businesses' strategies, trade laws, technological advancement, political and social changes among others.

According to Lussier, (2005) he attributed organizational changes to the business environment and classified organizational changes into change in strategy, change in structure, change in technology and change in people. Strategic change took place at corporate level of the organization, while change in structure affected work relationships at all levels. Changes in technology meant the move to more efficient technology which was cost effective. The new technology addressed machines, system processes, information processes and automation changes. Changes in people took into consideration skills and knowledge, attitude and behaviour and culture which made people more efficient and effective in their organization. Kanter, 2005 referred to organizational change in terms of innovation. She identified two approaches namely integrative (wholistic) and segmentalist (dealing with part of the whole). The two approaches aimed at meeting customer needs. Organizational change was an ever going on activity in organization with the participation of employees as the drivers of change (Lawler 1991). Although associated with benefits at individual, team and organizational level, they were often met with resistance from the employee which negatively affected the desired results.

1.1.3 Employee cynicism

According to Hozoori, Rafiei and Safari, (2011, Pg. 976) defined employee cynicism as “....a pessimistic view of change efforts as unsuccessful because of the weakness of the leaders of change”. Employee cynicism was also defined as poor attitude, doubtful beliefs and negative behaviour as a result of work experiences and work affection (Dean, Brandes and Dharwadkar, 1998). Abraham, (2000) viewed it as a negative attitude towards one’s organization or its management while Cole, Bruch and Vogel, (2006) saw it as a negative judgement based on poor work experiences and failed promises. Other researchers like Bourimer, Rich and Rubin, (2007) and Dean et al, (1998) viewed employee cynicism as an internal feeling of dissatisfaction with external expressions like defensive responses.

Theoretically, employee cynicism was explained by Psychological Contract Theory and Affective Events Theory. Out of work experience, employees had expectations from the work environment and if the expectations were not met then the psychological contract was breached / violated leading to negative attitudes, behaviour and actions against the expected by the management (Johnson and Oheary Kelly, 2003). Affective events theory stated that employees work events created negative or positive affections leading to development of work related attitudes. According to Weiss and Cropanzano, (1996) “supervisory support and mental state of an employee influenced the level of employee cynicism”.

Kanter and Mirvis, (1989) identified main origins in creation of employee cynicism as unrealistic expectations, loss of hope and high frequency of failure. This was closely associated with burnout among employees and creation of defensive responses. High

levels of executive compensation, poor organizational performance and insensitive downsizing strategies generated employee cynicism in white collar workers (Anderson and Bateman, 1997). In the public sector, bureaucratic structures generated employee cynicism and impeded the development of trust (Golombiewski, 1995).]

1.1.4 Relationship between employee involvement and cynicism about organizational change.

Organizations engaged in organizational changes had to adapt themselves to their environment for their humble existence and survival (Cole,2005). This engagement meant that they had to use resources namely finances, technology, materials, human capital among others (Lussier,2005). Human Capital or the employees were the most dynamic resource of all due to their behavioural characteristics. The success of organizational changes depended partly on the way the employees were handled through the employee involvement mechanisms (Brown and Cregan, 2008). Employee involvement mechanisms called for acceptable standards for both the management and the employees, failure to which they would lead to fruitless organizational change efforts. Each of the party had duties and responsibilities to the achievement of Organizational changes (Cabreba et al, 2003). The acceptance and commitment to the duties and responsibilities in the organizational change agendas would significantly determine the level of success or failure of the agendas (Hozoori Rafiei and Safaris,2011; Warren, Plunkett, Atten and Allen, 2007).

Organizational changes were inseparable with employee cynicism (Herriot, 2001). As employees were involved in the planning, implementation, monitoring and evaluation and sustainability of organizational changes they were bound to develop negative

attitude towards organizational change and experience burn out and stresses (Yu, 2009). In cases where the employee involvement mechanisms were weak, unacceptable or did not exist, the level of cynicism among employees was high leading to undermining of the organizational changes programmes (Reicher, Wanous and Austin, 1997), lack of or inadequate commitment to the organizational changes by the employees (Wanous et al, 2000), lack of “oneness” (Bedeian, 2007), wastage of resources and poor work relationship (Bomner et al, 2005). The most affected employees opted to exit from the organization (Bedian, 2007). For the management to enhance the level of the organizational changes’ successes, it had to adequately address employee cynicism at individual, team and organizational levels. Employee involvement mechanisms were key in the reduction of employee cynicism (Treadway et al,2004; Tesluck et al, 1999; Cebreba, Ortega and Cabrera, 2003).

According to Brown and Cregan, 2008 and Hozoori, Rafiei and Safari, 2011 high employee involvement in organizations undertaking organizational changes reduced employee cynicism and increased the chances of achieving the desired results or objectives. The employee involvement mechanisms called for continuous improvement for better work relationships between the management and the employees. Therefore organizations’ experiencing high level of employee cynicism rated low as far as employee involvement was concern in the face of organizational changes.

1.1.5 City Council of Nairobi

The City Council of Nairobi was a legal entity created by Local Authorities Act Cap. 265. Its area of jurisdiction was the current Nairobi County. It used several other Acts

of Parliament in its operation namely Education Act Cap.211, Public Health Act. 242, Physical Planning Act 286, Children Act of 2001, Environmental Management and Co-ordination Act of 2000 among others (City Council of Nairobi Annual Report, 2009/2010).

The Council was made up of Policy and Administrative Arms. Policy Arm consists of seventy two elected and nominated councilors and made up 17 committees and 5 sub-committees. They were engaged in policy formulation. The Administrative arm was in charge of policy implementation. It was headed by Town clerk with 16 heads of departments and 11,356 employees. The employees were from different professions namely Planning, Surveying, Medical and Paramedical, Environment, Human Resource, Investigations, ICT, Auditing, Accounting, Social Work, Procurement, Valuation, Education among others. The officers served 3 million residents of Nairobi directly or indirectly through public service delivery (Payroll Returns January 2012 and Angaza, 2010).

Organizational changes in the Public Sector were initiated in the year 2003 and cascaded to all agents of the Government including City Council of Nairobi. The introduction of performance management was aimed at increasing quality, quantity, timeliness and cost effectiveness of public service delivery with a customer focus in mind. Performance Management Initiative were Performance Contracting, Performance Appraisal Systems, Results based budgeting and Operational Planning. The above were adapted at the Council, department and individual levels. The initiatives were on going in the council (City Council of Nairobi Annual Report, 2009/2010).

With the introduction of Vision 2030, the council formulated and documented its Strategic Plan 2006/2012. This called for engagement in key results areas namely Rationalization of Legal Framework; Change Management; Capacity Building and Responsive Systems; Resource Mobilization and Financial Management; Partnership with Stakeholders; Decentralization of Service Delivery; Management of City Development; and Results-Based Management for improved service delivery. Strategies adapted to fast track the Strategic Plan implementation included Performance Appraisal Systems; Rapid Results Initiatives, Cross Sectional work teams, Public Private Partnership, HR Structuring, Cost Reduction Agendas, Implementation of ISO 9001-2008 Certification among others (Kenya Vision 2030, 2007; Angaza, 2010).

The organizational changes were initiated, coordinated, monitored and evaluated by the Office of Assistant Town clerk, Reforms Secretariat, under the direct supervision of the Town Clerk. The office worked in liason with the National Reforms Secretariat through the Ministry of Local Government (City Council of Nairobi Information Booklet).

The Council's management stated its organizational changes' achievements as payment of outstanding loans and creditors, auditing of Council's books of accounts from 2005 to date, introduction of fuel card, use of Jambo Electronic Link for salary payment, E-payment Systems, Public Private Partnership with business communities, collaboration with Kenya Anti-Corruption Commission and Charged of 30 employees, Infrastructure development, Urban Regeneration Project among others. At

the same time, the management stated that Organizational changes were hampered by institutional, financial and governance weaknesses and thus the obstacles would be overcome through effective address of Council's mass financial needs, change of public perception and improvement of council's image (Kisia, 2010).

1.2 Statement of problem

Organizations were influenced by their environment and they in turn influenced their environment. The organizations would not fully control the external environment. The organizations' attempt to control the external environment included linkages with other organizations to obtain resources and change of the organizations' domains. Strategies adapted included changing ownership, engagement in strategic alliances, joint ventures, cooptation and interlocking directorates, executive recruitment, advertising and public relations, political activity in influencing legislations and regulations, use of trade associations and use of illegitimate activities (Daft, Murphy and Willmott, 2010). This meant that organizational changes were necessary and they affected resources including employees (Lussier,2005). Employee involvement was key to success of organizational changes but this was challenged by the effective handling of employee involvement initiatives in any organization (Brown and Cregan, 2008). In cases where Organizational changes were not integrated with acceptable employee involvement there was a likelihood of emerging employee cynicism which undermined change programmes (Reicher, Wanous and Austin, 1997), caused high turnover among cynics and lack of cooperation (Bedeian, 2007) among others.

In the City Council of Nairobi, reforms were actively increased in year 2003 under Performance Management of Public Service Delivery and they were further enhanced in 2006 with the introduction of Kenya's Vision 2030. In response the Council

formulated its first strategic plan 2006 – 2012 whose Key Results Areas are rationalization of legal framework; change management; capacity building and responsive systems; resource mobilization and financial management; partnership with stakeholders; decentralization of service delivery; management of city development; and results-based management. By then the top management had claimed achievements as payment of outstanding loans and creditors, auditing of Council's Books of Account from 2005 to date, introduction of fuel card, use of Jambo Electronic Link for salary payment, E-payment Systems, Public Private Partnership with business communities, collaboration with Kenya Anti-Corruption Commission and charged of 30 employees, Infrastructure development, Urban Regeneration Project among others. But with all these achievements there was no significant results evident in the council service delivery as expressed by the Office of the Mayor and that of the Town Clerk on several occasions. Despite employees introduction to the organizational changes, information sharing, training and development and involvement in decision making, there was significant negative view of changes and development of cynicism among them. This had slowed down the rate of change as per the laid down plans and programmes (Angaza, 2010). The council management especially His Worship the Mayor and the Town Clerk had expressed the need for attitude change among employees.

Studies were carried out to address employee cynicism in organizations undertaking organizational changes and how the same would be reduced to optimize on the desired change results. Pasmore and Fagans (1992) identified employee participation and organizational development as ways of reducing employee cynicism. Brown and Cregan, (2008) in their study concluded that employee involvement was key in

organizational change implementation. They simplified employee involvement to include information sharing, involvement in decision making and active orientation. They emphasized on the need of employees' willingness to be involved. Other means of reducing employee cynicism suggested by other researchers included open organization communication and involvement (Abraham, 2000), participatory management by supervisors (Treadway et al. 1999) and creation of participative work climate (Tesluck et al, 1999). A few African scholars had endeavoured to write about employee involvement and organizational change. K'obonyo (2000) identified strategic thinking for successful organizational change planning, implementation and sustainability. Gekonge, (2003) pg. 10 "Effective and reform oriented leaders adjusted their leadership style and align with the stresses of change within the organization and in the external business environment". Macharia (2000) explored on the local authorities management of crisis and advocated for employee involvement in running of the council. Aosa, (1992) emphasized on environmental differences and employees active involvement in organizational change planning and implementation. On the basis of the studies reviewed no single local research which had addressed the relationship between employee involvement and cynicism about organizational change in the public sector and moreso on the local authorities in Kenya. This research has filled the gap which had been created by the lack of local research addressing the relationship between employee involvement and cynicism about organizational change.

1.3 Objective of the study

The study determined the relationship between employees involvement and cynicism about organizational change at City Council of Nairobi.

1.4 Value of the study

The study benefits the City Council of Nairobi as employees and management to minimize employee cynicism and fast track the organizational changes for the efficient and effective public service delivery with customer focus in mind.

Other government change agents such as National Reforms Secretariat, Government ministries, other local authorities and parastatals gains from the study findings in acknowledging the importance of employee involvement in organizational change and how best to deal with cynicism among the employees to achieve meaningful fruits of the desired results.

The Academicians especially those in East and Central Africa and rest of Africa used the study findings to develop African home-made models of employee involvement in the face of employee cynicism due to the unique environment that exist in Africa. This was because to the best of my knowledge there was no such study which had been carried out in Africa.

The policy makers utilize the research findings and recommendations in making the necessary policy and procedures to address organizational challenges in the implementation of changes in their organizations especially those making and sustaining them as competitive entities against their business competitors.

The HR Specialists and line managers including top management of organizations use the research findings to strategically deal with employee cynicism as they introduce, implement, monitor and evaluate changes and sustain the desired results in their

organizations. The HR Specialists and line managers develop new models which are more effective in their unique work environment.

2.1 Employee involvement

faced with increasing demands for low costs, high performance and greater flexibility, organizations are increasingly turning to employees involvement to ensure the participation, commitment and productivity of their workers (Lawrence and Wexler, 2008, pg. 150). The ever changing business environment is calling for "people" in running of the organizations. Employee involvement as they referred to as participative management, employee empowerment, work design, high involvement, industrial democracy, quality of work life among other names. This model that both the management and the employees worked as partners of had rights and responsibilities in the relationship (Marshall, 2003).

Employee involvement included both willingness to share opinions and accept management's final decision (Cohen, Ledford and Ledford, 1994), shared responsibility and greater job in response (Cohen et al, 2002). Other names used are employee (1996), Worker et al (2000) Justice et al (1997), Freeman et al (2004) or employee involvement is participation in decisions making and decision making by giving feedback, use of the information to guide both employee self responsibility in doing or organizational activities including changes, development of all levels of ownership of change (by participation in, ownership, evaluating and assessing change making them the one who hold the management rights and responsibility, is employee involvement model previously supervisor and employee as the one making (Justice et al 2004; Justice et al 1997; Freeman et al 2004; Cohen et al 1996) and dissemination of information in terms of what, when,

CHAPTER TWO: LITERATURE REVIEW

2.1 Employee involvement

“Faced with competitive demands for low costs, high performance and greater flexibility, organizations are increasingly turning to employees involvement to enhance the participation, commitment and productivity of their members” (Cummings and Worley, 2009, pg 350). The ever changing business environment had been calling for “oneness” in running of the organizations. Employee involvement was also referred to as participative management, employee empowerment, work design, high involvement, industrial democracy, quality of work life among other names. This meant that both the management and the employees worked as partners and had rights and responsibilities in the relationship (Marchington, 2005).

Employees involvement included their willingness to share opinions and accept management’s final decision (Cabrera, Ortega and Cabrera, 2003) accept responsibility and perform jobs as expected (Cabrera et al 2003). Other authors such as Naughton (1996), Wanous et al (2000) Reicher et al (1997), Treadway et al (2004) saw employee involvement as participation in information sharing and decision making by giving feedbacks, use of the information in good faith, employee self preparedness to engage in organizational activities including changes, development of self feeling of ownership of changes they participated in, monitoring, evaluating and sustaining changes among others. On the other hand the management rights and responsibilities in employee involvement included participatory supervision and management in decision making (Treadway et al 2004; Tesluck et al 1999; Wanous et al 2000; Cotton et al 1990) and dissemination of information in terms of what, when

how and where to release, encouraged two way communication (Nanguton 1996) with open channels for feedback without victimization, prepare employees for organizational changes (Reicher et al, 1997), encourage and support employee empowerment.

According to Cummings and Worley, (2009, pg 39) “Benefits associated with employee involvement include quicker and more responsive decisions, continuous performance improvement, greater employee flexibility, commitment and satisfaction” Other advantages of employee involvement were accessibility to information for quality decision making (Davis and Lansburg (1989), personal development of the individuals involved (Dumphy and Slace 1988), resulting to psychological and emotional rewards, improved communication and coordination leading to oneness and lowered cost of production. Indirect benefits associated with employee involvement were increased employees satisfaction and commitment leading to their identification with the organization and improved positive image of the organizations (Pojidaeff, 1995).

Employee involvement applications took different forms namely Parallel Structures, Total Quality Management and High Involvement Organizations (Cumming and Worley, 2009). Parallel or Shadow Structures were engaged in problem-solving and worked hand in hand with formal structure. Total Quality Management circles involved employees in decisions making, implementation of change and sustainability of results at all times. High Involvement organizations involved employees in key managerial matters namely organizational structures, work designs, personnel policies and rewards. Members were drawn from management as well as ordinary workers.

Out of the three applications, High Involvement Organizations had very outstanding features. They had flat and lean structure enriched and enlarged job designs, open information system, defined career systems, realistic job previews, continuous training for employees, clear reward systems and participatory personnel policies. They facilitated Employees' involvement in the organizations' business activities. Weller and Gramberg, (2007) identified 4 forms of employee involvement in Australian Higher Education Sector namely Joint Consultative committee (Management and employees), Tripartite Involvement (Management, Staff and Union), Partite Involvement (Management and Union) and Change Management committee.

2.2 Organizational change

Due to the dynamic nature of environment in which organizations existed, they were always exposed to changes either internally or externally or both. The organizations were unable to control the external environment but they adapted themselves to the environment for existence and survival (Lawler 1991). Organizational change involved a process of moving an organization from the existing state to more effective and efficiency state (Yu, 2009). The organizational changes were normally focused on strategy, structure, culture, technologies or attitude and skills of employees. Changes in strategy addressed intensive competition while cultural changes were focused in adapting new corporate values. Structure's changes deal with organizations structure, work relationships, span of control, decision making procedure and co-ordinations. Technological changes consider the automation of the organizational production processes. Dessler (2008) quoted Kurt Lewin, (1951) proposed that organizational changes resulted from the driving forces (pushing for change) upon restraining forces

(hindering change) and named this as Force - Field Analysis. For successful implementation of organizational change driving forces were reinforced and restraining forces weakened. He identified driving forces for change as role of the state, social pressure, changing technology, constraints for suppliers, stakeholders demands, competitors behaviors, customer needs (external factors) and organizational growth, pressures for increased performance, management aspirations, political coalitions, redesign of job and restructuring (external factors).

Researchers had developed different approaches to organizational change management. Lewin, (1951) had a 3 step model which advocated for permanent changes in behaviour. First step was to unfreeze previous behaviour by acquiring or learning new behaviour. The concerned willing accepted the new behaviour as paramount. Second step was to make the concerned perceive need for change. try new ideas as planned and lastly refreezed positive behaviours and practices. Judson (1991) developed a 5 phase model. The phases involved analysis and planning for change and communicating the change to the concern parties. This was followed by trying to gain acceptance of new behaviours required of the change and changing the status quo to the desired state. Final phase of the model was consolidating and institutionalizing the new state. Kotter, (1995) came up with a detailed 8 steps for implementing fundamental changes. The steps were establishing a sense of urgency and forming a strong guiding coalition to lead change efforts. Third step was to create a vision for giving direction and communicating it to the concern. Those communicated to as active participants were empowered to act on the vision. To enhance encouragement on the involved there were planned for and creation of short term wins. And lastly the changes would be consolidated and institutionalized as new approaches. Other

authors, accredited for their proposed approaches to organizational changes included Galpin (1996) and Armenakis et al, (1998). All of them emphasized on the need to identify the problem, search for adequate information, plan, take action and institutionalize the changes.

Organizations which positively implemented organizational changes benefited from them including their stakeholders. Benefits got out of successful organizational changes included organizational stability, gaining of a competitive edge and positive image for the organization, commitment and satisfaction of the employees and management, increased and growing profitability levels, employees identification with the organization and production of quality products / services. Factors favouring organizational change processes included financial viability, space for change, management encouragement of employees, effective consultation, senior management support and appropriate approach to human resource planning (Tynan, 1980).

Regardless of the organization's environment, organizational change was unavoidable and was 'sold' to the affected. They were made aware of the consequences of organizational change on them and others (Cole, 2006). Therefore managing organizational change was both a challenge and necessity in any organization which wished to become competitive and make positive impact to itself and its environment including stakeholders. Principles of effectiveness, efficiency, quality and accountability to the public were upheld with utmost respect and sustainability (Ferres, 2006). The outstanding challenge was how to help employees adapt to the changes.

2.3 Employee cynicism

Organizational changes were inherent with employee cynicism (Herriot, 2001). Employee cynicism was a new paradigm resulting from work relationships and work environment (Bunting, 2004) and associated with burnout among employees thus creating a defensive responses (Maslach and Lecler, 2005). Employee cynicism would be looked at from personality and situational perspectives. Personality perspective saw it as attitude of unsuccessfulness and hopelessness to an individual while a situational perspective viewed an individual as developing negative attitudes as an influence of circumstances he/she is in (Anderson, 1996). Potential targets for employee cynicism, included work, management and organizational change efforts (Dean, Brandes and Dharwadkar, 1998). This meant organizational change was seen as fruitless efforts leading to failure (Albrecht, 2002). Employee cynicism would be referred to as resistance to change (Bommer, Rich and Rubin, 2005), stress (Yu, 2009) or discontent and disillusion (Kanter and Mirvis, 1989).

Causes of employee cynicism were many and varied. Kramer (1986) and Pate et al (2000) attributed employee cynicism to breach and violation of the psychological contract. Poor work environment and inequity practices at work place bred employee cynicism (Boverie and Kroth, 2001). Cartwright and Holmes (2006) concluded that cynicism among workers was caused by lack of or low employee participation in decision making processes, lack of or inadequate sharing of information leading to information gaps and mistrust of leadership and management. Management repeated history of failures in words and action leads to employee mistrust hence development of cynicism among employees (Fleming, 2005). Johnson and O'Leary-Kelly, (2003) emphasized on employee experience at work-place as taking "Personal toll" on

individuals thus creating employee cynicism. Other employee cynicism causes were identified by Anderson and Bateman (1997), and Yu, (2009). They included high level of executive compensation as compared to their juniors, poor organizational performance, insensitive downsizing strategies, uncondusive conditions generated by bureaucratic structures and organizational changes' stress.

There were positive and negative effects of employee cynicism. Employee cynicism undermined organizational change programmes (Reicher, Wanous and Austin, 1997), lowers organizational commitment and employee identification with the organizations (Wanous et al, 2000). It also fought the sense of oneness at work place (Bedeian, 2007). In organizations where employee cynicism was highly rooted, the business entities experience higher turnover among the affected (Bedian, 2007), wastage of resources, failure of implementations of change and poor work relationships (Bommer et al, 2005).

The negative effects of employee cynicism translated to fruitless organizational change efforts and wastage of resources. It was therefore the duty of the management and employees to eliminate and / or reduce the employee cynicism in order to realize the desired results of change. According to Hozoori, Rafiei and Safari, (2011) building trust between managers and employees through shared decision making process, shared information, participatory management and commitment reduced employee cynicism. The creation of a work environment which was democratic, challenging and rewarding result to a positive employee engagement thus reduced employee cynicism (Boverie and Kroth, 2001; Maslach and Lecter, 2005). Management's personnel kept creditability through good faith relations to facilitate

positive employee responses to change. Open organizational communication and employee involvement were essential to bring a sense of equity in organization and dealt with employee cynicism (Abraham, 2000). Treadway et al, (2004) identified adaption of participatory management by supervisors to prevent cynicism among employees while Cabreba et al, (2003) emphasized on information sharing, participation in decision making, education and training of employees to fill the information gaps and own the changes. Lautizi, Luschinger and Ravazzolo (2006) found out that effective management of employee cynicism was achieved through access to management personnel by employees, shared decision making processes, employees involvement in higher responsibilities, open communication, training and development.

It was not in vain that management managed employee cynicism. Fruits of management of employee cynicism were associated with ease adaption of organizational change and reduction of stress among employees through employee involvement. Benefits of this included creation of oneness in the organization, achievement and sustainability of desired results, increased employee commitment motivation and satisfaction leading to quality products / services, creation of positive public image of organization, among others. (Warren, Plunkett, Attner and Allen, 2007).

But employee cynicism was not all that bad. Benefits associated with employee cynicism included the cynics' ability to provide check and balances to the change process and keep the management on its toes. This also meant that the cynics were not used by people who lack integrity to undertake undesirable actions. The cynics also

helped to identify areas of weakness and threats to changes and the management was able to undertake proactive steps to mitigate any failure (Reichers, Wanous and Austin, 1997; Anderson, 1997; Dean et al, 1998). Employee cynicism was not the only cause of failure for organizational change efforts. Warren, Plunkett, Attner and Gemmy, (2007) found out that failure of organizational change efforts can be caused by faulty thinking, improper processes, lack of resources, and inappropriate timing resistant organizational culture and poor leadership styles.

2.4 The Relationship between employee involvement and cynicism about organizational changes

According to Holbeche (2004) many employees desired to work in organizations which 'walk to talk'. This meant the organizations engaged in organizational changes and use active participatory approaches value employees involvement. Both employees and management had equitable involvement in dealing with employee cynicism.

Management involvement in employee involvement make the management personnel relinquish some powers to the employees and allocate more time to decision making processes with employees. Participatory supervision, participatory employee running of meetings and employee involvement in decision making processes were noted by Treadway et al, (2004) and Tesluck et al, (1999) as necessary to eliminate employee cynicism by management.

The management involvement included keeping information and disseminating it to fill information gaps among the employees. But this has done with a lot of caution in

terms of what to release, when, how and where. The employees involved received the information positively if it was adequate, relevant and timely and acted on it appropriately resulting to reduced employee cynicism (Naughton, 1996). In dissemination of information, a two way information sharing and convenient non-victimizing, timely and effective feedback system were made available to all employees (Albrecht, 2002). In introducing new organizational changes, management was expected to physically, mentally and psychologically prepare the employees for the changes to address uncertainties, resistances and stress through training and development. This increased support and sustainability of the organizational changes and employee involvement (Reicher et al, 1992). Management cultivation of positive attitudes towards employees as adults, with experiences, abilities and having a contribution to make in the change process motivated them to implement and sustain organizational changes with ease (Savery and Sontar, 1991). Employees' empowerment through active orientation, work teams, job rotation, job enlargement and job enrichment led to employee involvement and reduction employee cynicism.

Employee involvement was key in reducing employee cynicism. According to Cabrera, Ortega and Cabrera(2003) employees would willingly share their opinions on matters affecting their work and accept management's right to make final decisions in the decision making process. They would do it in good faith using their past experiences, knowledge and skills. At the same time, employees acceptance of responsibility, autonomy to organize and perform jobs was paramount (Cabrera et al 2003). Active participations in information sharing and decision making was needed. They would be free to do so out of good will and own the changes resulting from the decisions they made. In the implementation of a two way information sharing,

employees would actively response to information delivered to them through the defined channels. They were expected to do this in good faith and for the good of the organization and its stakeholders. In cases where the management had found it necessary to physically, mentally and psychologically prepare employees for changes, employees were expected to actively participate in the processes by identifying their needs, being available and willing to learn. They would embrace the training and development activities as continuous processes then and in the future. With time employee developed, grew and retained a positive attitude towards management, organization and change (Cole 2006, Plunkilt, Attner and Allen 2007). Employee consultation and involvement through membership to recognized trade unions facilitated better working relationship between employees and the management in the implementation of organizational change (Davis and Lansburg, 1989).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research design

This study applied descriptive survey. It involved collection of information on employee's opinions on employee involvement and cynicism about organizational change at the City Council of Nairobi. It also explained the relationship between employee involvement and cynicism about organizational change at the City Council of Nairobi. (Kombo & Tromp, 2006; Moser & Kalton, 1992).

3.2 Population

The population of interest in this study were all the employees of the City Council of Nairobi whose number was eleven thousand, three hundred and seventy three (11,373). One thousand and six employees belonged to the management (Salary Scale 1-9) and ten thousand three hundred and sixty eleven are ordinary employees (Salary Scale 10-18) (City Council of Nairobi, Payroll Returns, January 2012).

3.3 Sample design

The sample size was 165 members randomly sampled from 16 departments of the council. The sample design used was Stratified Random Sampling. The sample consisted of two strata namely the management and the employee. For the grades with a total of less than 10 members, the actual number was taken as the sample (100%) for that grade. For grades whose total number was more than 10, the researcher took 10 to represent the specific grade in the sample of the study.

GRADE	POPULATION OF GRADE	SAMPLE
1	1	1
2	4	4
3	15	10
4	13	10
5	25	10
6	91	10
7	158	10
8	279	10
9	420	10
10	415	10
11	221	10
12	365	10
13	839	10
14	1002	10
15	1092	10
16	1866	10
17	1705	10
18	2862	10
TOTAL	11,373	165

3.4 Data collection

The primary data information was gathered directly from respondents using semi-structured questionnaires and statements rated on Likert Scales. The questionnaire had two major sections. Section A consisted of personal details of the respondent while

Section B covered the theme of the research. Section B had three sub-sections namely council's organizational changes, respondents' opinions on council's organizational changes and employee involvement and employee cynicism about organizational change at the Council.

The data collection instrument was distributed to the sample members in their offices. A covering letter was attached to the questionnaire stating the purpose of the study, the method used to select respondents, assurance of confidentiality of information provided by respondents, the date and time of collection of the filled questionnaires and a word of thanks. The filling of questionnaire was on self administration basis. Any clarification on the questions was given at the request of the concerned respondent.

3.5 Data analysis

The raw data collected was subjected to identification of errors with a view to exclude them in the data analysis. The data was then coded and fed to a software programme for processing. The analysis was in form of descriptive statistics like mean, frequency distribution tables, percentages and standard deviation. This was aimed at showing the distribution of responses to the different questions by different respondents.

The researcher also used Pearson correlation to show the relationship between employee involvement and cynicism about organizational change at the City Council of Nairobi.

CHAPTER FOUR : DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

In this chapter data pertaining to the relationship between employee involvement and cynicism about organizational change at the City Council of Nairobi was analysed and interpreted.

A total of 165 respondents comprising of the management and the technical staff were sampled. Every employee was given a questionnaire from which 89 responded by completing and returning the questionnaire. This is adequate for a scientific research as stated by Moser and Kalton, 1992. The scholars stated that any response rate of over 50% of the sample was adequate for any social study.

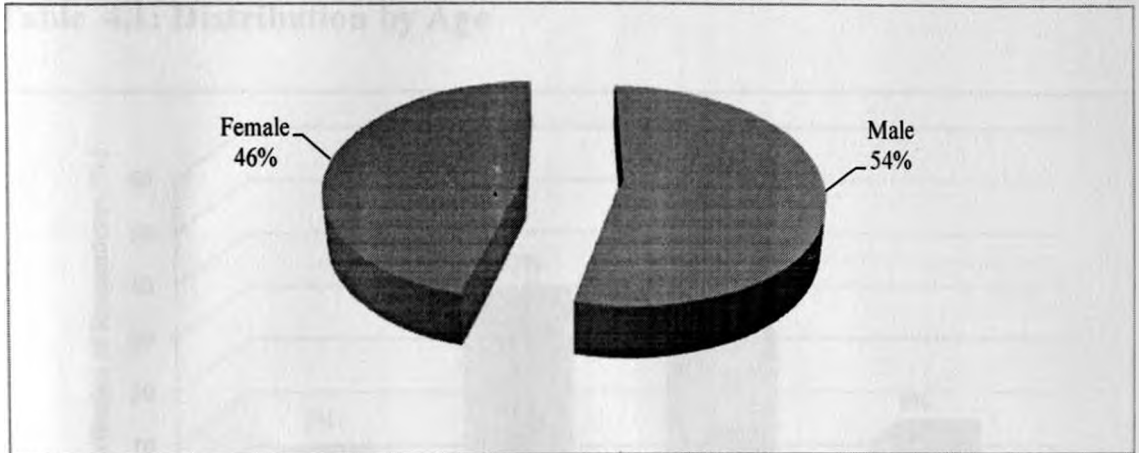
4.2 Respondents' demographic information

The respondents were first asked to provide demographic information which included their gender, the age bracket they belonged to, designation, salary scale, current department, the number of years of service in the CCN and the highest level of education attained.

4.2.1 Distribution by gender

The results of the study in Figure 4.1 show that most of the respondents (54%) were male while 46% of the respondents were female. The results showed that no significant differences in the gender.

Figure 4.1: Distribution by gender

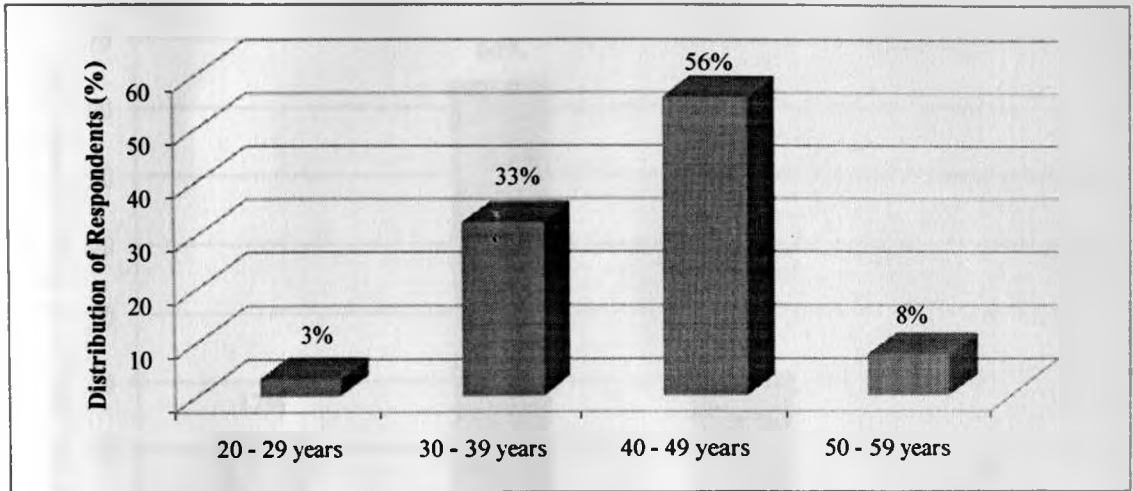


Research data (2012)

4.2.2 Distribution by age

Respondents were asked to indicate their ages. According to the results presented in Table 4.1, most of the respondents (56%) were aged between 40 and 49 years while 8% were aged between 50 to 59 years. A minority of 3% were aged between 20 to 29 years. This may be interpreted to mean that significant majority of CCN employees are aged between 30 – 49 years.

Table 4.1: Distribution by Age

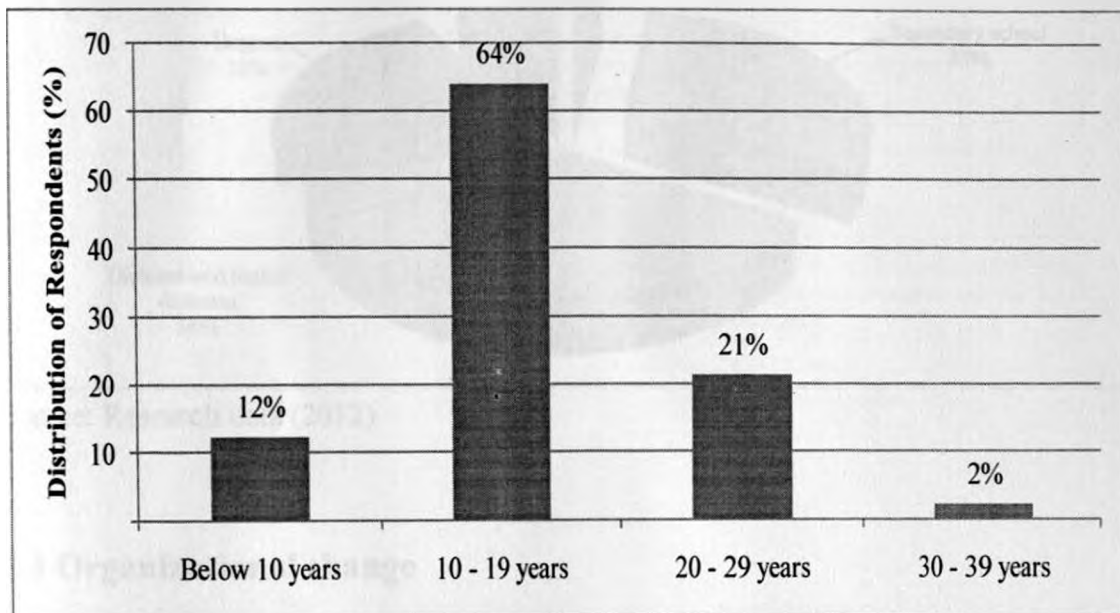


Source: Research data (2012)

4.2.3 Years of service

The study sought to establish the number of years the respondents had served in the CCN. Only 12% served for 10 years with 64% having served for 10 to 19 years. 21% and 2% respondent had served the council 20 – 29 years and 30 to 39 years irrespectively. This shows that majority of CCN employees have been in the service for over 10 years.

Table 4.2: Distribution by years of service

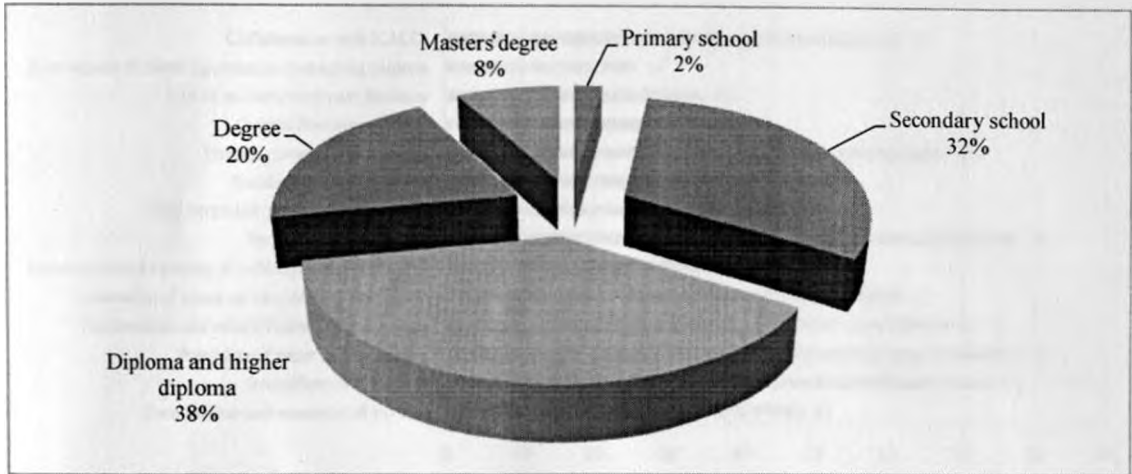


Source: Research data (2012)

4.2.4 Level of education

Respondents were asked to indicate the highest level of education attained. According to the results of the study presented in Figure 4.4, 38% of the respondents have diplomas and higher diplomas. The results also showed that 32% of the respondents have secondary school education while 28% have degrees. It was noted that 2% respondents were primary school leavers. The results of the study could be interpreted to mean that most of the respondents were diploma holders and above and therefore gave informed responses.

Figure 4.2 Distributions by highest level of education

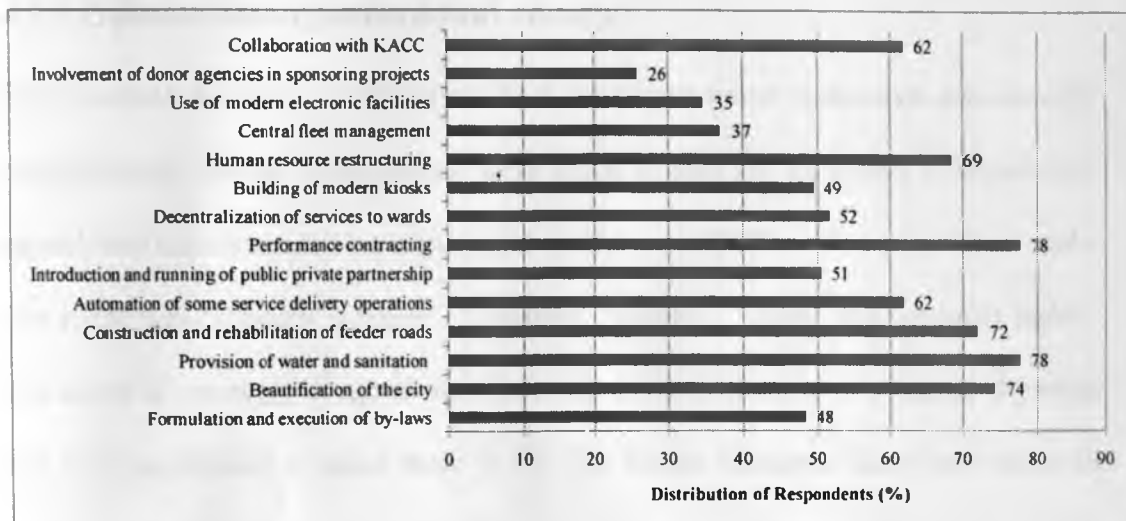


Source: Research data (2012)

4.3 Organizational change

In this section the study sought to determine the organizational changes that have taken place in the organization. The results presented in Table 4.3 show that according to majority of the respondents (78%) changes that have been initiated include performance contracting and appraisal systems, RRI, RBB and operational planning and the provision of water and sanitation through the CCN's wholly owned company. Other changes that have taken place at the CCN according to 74% of the respondents include the beautification of the city through planting of trees, flower gardens, public parks and public benches. The results show that 72% of the respondents indicated that other changes that have been initiated in the organization include the construction and rehabilitation of feeder roads. Others include human resource restructuring (69%) and collaboration with KACC (62%) and automation of some service delivery operations (62%). This shows that several changes have taken place at CCN and thus the study is relevant to the council.

Table 4:3: Organizational change



Source: Research data (2012)

4.3.1 Other council's organizational changes mentioned by respondents

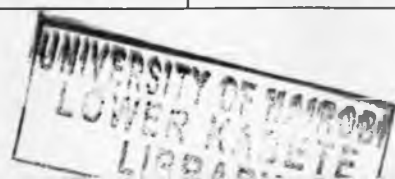
Respondents were given opportunity to name organizational changes they were aware of and which had not been mentioned. They included rehabilitation of social halls, markets and play grounds; rehabilitation of informal settlements (in terms of land ownership, lighting up and provision of sanitary facilities); relocation of hawkers to new markets; introduction of health insurance cover; disability and gender mainstreaming; enhancement of security within the Central Business District; property numbering; touchable assistance to staff and residents of Nairobi on HIV/AIDs infected and affected; and adoption of open office layouts. It was found that less than 20% of the respondents had this extra information on Council's organizational changes. This means that the CCN employees were aware of the organizational changes taking place in the Council.

4.3.2 Opinion on organizational change

In this section the study sought to establish the respondents' opinion on the council's organizational change. Respondents were asked to indicate the extent to which they agreed with the statements on organizational change at CCN on five point likert scale. The range was 'strongly disagree', 'disagree', 'neutral', 'agree' and 'strongly agree'. The score of 'strongly disagree' has been taken to represent a very strong objection and to be equivalent to mean score < 1.5 . The scores 'disagree' have been taken to represent an objection by the institutions and to be equivalent to a mean score of 1.6 - 2.5 mean. The scores of 'neutral', to be equivalent to a mean score of 2.6 - 3.5. The scores 'agree' have been taken to be equivalent to a mean score of 3.6 - 4.5. And the scores 'strongly agree' have been taken to be equivalent to a mean score > 4.6 . A standard deviation of > 1 implies a significant difference in the respondents' response. The relevant responses are summarized in Table 4.4.

Table 4.4: Opinion on the purpose of Organizational Change

	Mean	Std. Deviation
Current change necessary and legitimate	4.35	.693
Change has improved efficiency and effectiveness in service delivery	3.74	.948
Change have improved employer-employee relations	3.48	.978
Change making work more effective and efficient	4.28	1.348
Change contributed to growth and development career wise	3.49	1.046
Change have enhanced council's public image	3.69	1.029



Change brought stability	3.24	.989
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Source: Research data (2012)

The results of the study show that majority of the respondents generally agreed that organizational changes were necessary and legitimate (Mean Score 4.35), made work easier (Mean Score 4.28), improved efficiency and effectiveness in service delivery (Mean Score 3.74), and enhanced the council's public image (Mean Score 3.69). This shows that respondents agreed with the statements given. The respondents were neutral on contribution to growth and development careerwise, changes' improvement of employer – employee relations, and bringing of stability whose mean scores were 3.49, 3.48, and 3.24 respectively. This meant that the respondents were positive about the purpose of organizational changes at CCN.

The respondents had no significant differences in responses on the changes necessity and legitimacy, improvement of efficiency and effectiveness in service delivery, improvement of employer-employee relations and bringing of stability the mentioned items scored a standard deviation of less than 1. But changes were making work more effective and efficient, contributing to growth and development and enhancement of council's image scored a $SD > 1$. This implies that there was no consensus on the role of change as contributing to work effectiveness and efficiency, growth and development and enhancement of council's public image.

4.3.3 Cynicism on change at CCN

The study sought to establish the perception of the respondents with regard to the changes at the CCN. Respondents were asked to indicate the extent to which they

agreed with the statements on a five point likert scale of 1 – 5 where 1 represents strongly disagree and 5 strongly agree. The findings of the study are presented in Table 4.5.

Table 4.5: Cynicism on change at CCN

	Mean	Std. Deviation
Change initiative address current and future challenges of council	3.99	.805
Have positively supported the change initiatives	4.11	.760
Management committed to making change a success	3.39	1.104
Colleagues fully support organizational change	3.10	1.108
Task given are intimidating	2.46	1.139
Adjustment to work is inherent with lots of problems	3.20	1.002
Reasons for change not availed	2.46	1.067
There is hidden agendas in change initiatives	2.36	.882
Change initiative will negatively affect life	2.15	1.029
Change will benefit in terms of career growth and development	3.98	.797
Identify self with council with regards to change	3.98	.825
Change has not met goals	3.17	.980

Source: Research data (2012)

The respondents generally agreed on changes’ positive support to the change initiatives (mean score 4.11), address to current and future challenges of council (mean score 3.99), benefits in career growth and development (mean score 3.98) and self identification with the council (mean score 3.98). But on management

commitment in change, inherent with a lot of problems, change not meeting their goals, colleagues full support to the changes adjusted and the respondents were neutral with mean scores of 3.39, 3.20, 3.17 and 3.10 respectively. However they disagreed on change tasks being intimidating, lack of availing changes' reasons, changes having hidden agendas and changes negatively affecting their lives with mean scores of 2.46, 2.46, 2.36 and 2.15 respectively. The low mean scores (between 1.6 – 2.5) on the negative statements meant that respondents had positive perception on the organizational changes as uplifting them while giving reasons and agendas for changes and affecting their lives positively.

On standard deviation there were no significance difference in responses in respect to changes address to current and future challenges respondent's positive support to the changes, changes hidden agendas, career and development benefits, respondents' identification with council and changes not meeting their goals. All had a $SD < 1$. Significant differences in responses were noted on management's commitment, colleagues support to changes, presence of problems on work adjustments, non avail of changes' reasons, negative effect of changes on lives and changes' tasks intimidation with $SD > 1$.

In conclusion, there was low level of cynicism among the respondent hence employees had a positive perception on organizational change especially on the fact that they support the change initiative that benefit them in career growth and development, self identification with the council and address of the current and future challenges.

4.3.4 Employee involvement

The study sought to determine the level of employee involvement in the decision making process in the preparation for the change management. Respondents were asked to indicate the level to which they agreed with the statements testing their involvement in the decision making process in the organization. This was tested on a five point likert scale of strongly disagree and strongly agree. The findings are presented in Table 4.6.

Table 4.6: Employee involvement

	Mean	Std. Deviation
Management encourage employees to participate in decision making process	3.12	1.053
Employee opinion on matters affecting work is sought	2.98	.988
Teamwork of all employees to achieve organizational targets	3.06	1.037
Employees involved in creation of humane and challenging work environment	3.11	1.038

Source: Research data (2012)

The results presented in Table 4.6 show that respondents were neutral on all the statements on employee involvement. These were management's encouragement of participatory decision making process (mean score 3:12), employee involvement in creation of challenging work environment (mean score 3.11), teamwork for changes' achievements (mean score 3.06) and employees opinions considerations (Mean score 2.98). Thus meant that employees at CCN were not sure whether or not they were involved in the organizational changes as far as participatory management, creation of

challenging work environment, team work and consideration of employees' opinions were concerned.

The respondents showed significant difference in responses on management's encouragement of participatory decision making, creation of challenging work environment, teamwork in changes' achievements and employees' involvement in, with standard deviation of 1.053, 1.038 and 1.037 respectively. There was no notable differences in responses on employees' opinions considerations whose standard deviation was .988. This meant that there was no consensus on management's encouragement of participatory decision making, teamwork and employee involvement in creation challenging work environment.

4.3.5 Communication about change

The study sought to establish whether there was communication about change. The respondents were asked to indicate the level of agreement with the statements about the communication about the change. The results of the study are presented in Table 4.7.

Table 4.7: Communication about change

	Mean	Std. Deviation
Management conveys reasons for change to employees	3.26	1.072
Employees have adequate, timely convenient and relevant information on change	2.67	.986
Unable to access with ease change information	2.89	1.071
Information on change flow from top to bottom	3.10	1.139

Employee granted opportunity to give feedback on change	2.79	1.082
teamwork enhanced effective communication amongst employees	3.49	1.013

Source: Research data (2012)

The respondents were neutral on the statements on communication about change. They scored as follows: management's avail of change reasons had mean score of 3.26; inaccessibility of change information with ease mean score was 2.89 and employee accessibility to information had mean score of 2.67, while enhanced communication through teamwork, information flow from top to bottom and availability of employee feedback systems and had mean scores of 3.49, 3.10 and 2.79 respectively. Thus meant that the respondents were not sure whether there was or there was no communication about organizational change. This is in consistency with employees involvement of which communication is part of it.

On Standard Deviation there was no consensus on management communication on changes reasons, inaccessibility of change information, information flow from top to bottom, availability of employee feed back systems and enhanced communication through team work since the $SD > 1$, but all the respondents had consensus on employees having adequate, timely, convenient and relevant information on change.

4.3.6 Training and development

The study sought to determine the extent of training and development related to change in the organization. Respondents were therefore asked to indicate the level of

agreement with the statements with regard to the training and development. The findings are presented in Table 4.8.

Table 4.8: Training and development

	Mean	Std. Deviation
Employees undergo preparation on organizational change	2.72	1.108
Employees given higher responsibilities on change process	2.84	1.010
Officers charged with implementing change sent to learn from successful organizations	2.91	1.154
Training on change lead to career growth and development	3.79	.982
Employee training on change reduced employee cynicism	3.66	1.065
Council supports training of employee by sponsoring them	3.16	1.137

Source: Research data (2012)

On training and development the respondents generally agreed on training leading to career growth and development and reducing employee cynicism with each having a mean score of 3.79 and 3.66 respectively. However the respondents were neutral on council’s sponsorship of employees on change training (mean score 3.16), change officers learning in successful organizations’ (mean score 2.91), employees given higher responsibilities on change process (mean score 2.84) and employee preparations on change (mean score 2.72). Thus it meant that the respondents were happy about training on change leading to career growth and development and the same time reducing employee cynicism. While they were indifference on employees preparation on change, employees taking higher responsibilities on change process, changes officers’ learning in successful organization and council’s sponsorship of employees on change training.

The respondents had significant differences in responses on employee preparation on change process (SD 1.010), change officers' learning in successful organizations, training on change reducing employee cynicism and council's sponsorship of employee on change training. All the aspects had $SD > 1$. It was only change training leading to career growth and development that had $SD < 1$ showing that respondents had consensus on the same. This meant that training and development was important for the success of the organizational changes.

4.3.7 Areas of organizational changes improvement.

Respondents were asked to suggest the areas of improvement on the organizational change process. The respondents suggested that the organization management should plan to train the employees on the relevant areas of reforms. Respondents suggested that one of the ways of doing this was through the promotion of the career development and advancement programme. Respondents also indicated that the council should borrow leaf from some of the successful cities across the globe on the best methods of planning implementing and managing the change process. The results revealed that some respondents indicated that the changes were required.

The respondents further mentioned the need to introduce rewards systems that are attached reward to performance; engagement in participatory change management; encouragement of open and participatory communication and continuous monitoring and evaluation of the organizational changes. The respondents also called on the enhancement of teamwork and creation of conducive work environment with strategic employee motivation mechanisms taking an upper hand.

Approved budget allocations were recommended to be adequate, timely and controlled by the user department. Right placement of planners and implementers was also found to be an area of improvement. The respondents also mentioned the need for initiating meaningful customer care.

It was noted that some of the respondents understood areas of improvements to mean other necessary organizational changes needed in the council. The commonly mentioned included financial management, revenue collection and banking and public private partnership. This meant that the employees of the council were aware of the importance of changes and they supported changes for the future.

4.3.8 Improving employee involvement

Respondents were asked to indicate their suggestions on how the employee cynicism could be minimized through employee involvement. Respondents indicated that employees should be trained on the change that is coming. Respondents also indicated that the management should involve the employees in every stage of change including their opinions.

They also advocated for mentoring, coaching and job rotation in the implementation of organizational changes by employees. Counseling and guidance of employees were mentioned as ways of reducing stress and encouraging career development and advancement. Systematic and gradual introduction to organizational change and participatory change management were advocated by respondents. Some respondents saw fair and equitable treatment of employees involved in changes as a measure to reduce cynicism. Others mentioned formation of employee common forums to share

experience, challenges and chart a way forward. Two way communication with adequate timing and availability of communication channels was found necessary to reduce cynicism. Respondents also suggested building of oneness through transparency and accountability of members' action teamwork/team building, promotion of job enrichment and enlargement and continuous assurance of job security and employability to participants in organizational change. They also recommended comprehensive reward system to motivate the employees involved in organizational change. Promotion of conducive work environment and work tools with employees' contribution was mentioned as an aspect of employee involvement. This meant that strategic employee involvement mechanisms are needed by the council to continuously control the cynicism level among employees.

4.3.9 Correlation analysis

Inferential statistics namely Pearson's product moment correlation analysis was employed for the study variables. Pearson's product moment correlation tests were chosen in order to assess whether there is relationship between employee involvement and cynicism. The results of correlation are presented below

Table 4.9: Correlation analysis

Correlations			
		Involved in change management process	Believe in organizational change
Involved in change management process	Pearson Correlation	1	.714
	Sig. (2-tailed)		.007
	N	89	89
Believe in organizational change	Pearson Correlation	.714	1
	Sig. (2-tailed)	.007	
	N	89	89

The results of the correlation analysis revealed that there is a strong positive relationship between employee involvement and employee cynicism with a Pearson's Correlation Coefficient of $r = 0.714$ and at level of significance of 0.007, is statistically significant as the p-value is less than 0.05. The significance values tell us that the probability of the correlation being a false is very low; hence the study can have confidence that the relationship between employee involvement and employee cynicism about organizational changes at CCN is genuine.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The overall purpose of this study was to determine the relationship between employee involvement and cynicism about organizational changes at CCN.

On respondents' demographic information, there was no significant differences in gender. Majority of the respondents were aged between 30 – 49 years with many having served the council for over 10 years. A significant number of respondents were diploma holders and above thus able to make informed responses.

Many and varied types of organizational changes were taking place at the council. The most commonly acknowledged organizational changes by respondents included beautification of the city, provision of water and sanitation, construction and rehabilitation of feeder roads, orientation of some service delivery, operations, public – private partnerships, performance contracting, decentralization of services to wards, HR restructuring and collaboration with KACC. Additional organizational changes mentioned by the respondents were rehabilitation of social amenities facilities and informal settlements, health related matters of employees and the public, control of negative social developments and general security matters in the city. This meant that organizational changes were taking place at CCN and hence the relevancy of the study. At the same time employees were aware of organizational changes.

On the respondents' opinion on organizational changes, they were positive about the purpose of change. They agreed that changes were necessary and legitimate and they improved on the effectiveness and efficiency in service delivery. But there was no consensus on the role of changes' contribution to efficiency and effectiveness in work, growth and development and enhancement of council's image.

Respondents expressed very low levels of cynicism by disagreeing with the changes' tasks being intimidating, reasons for change not being availed, changes having hidden agendas and negative effect of changes on their lives.

On employee involvement, the respondents were neutral on all the statement implying that they were no sure whether or not they were involved in organizational changes. Aspects of employee involvement which they were neutral on were management's encouragement in participatory decision making, consideration of employees' opinion, teamwork in the achievement of organizational targets and respondents' participation in creation of conducive work environment.

The respondents would either agree or disagree on communication about change at CCN. They were neutral. The neutrality in level of agreement or disagreement covered management communication about change, employees' accessibility to quality information, inability of employees to access information with ease, information flow from top to bottom, employees' feedback mechanisms and enhanced communication through teamwork. This was in consistency with employee involvement as discussed above as communication is part of employee involvement.

Training and development was generally viewed by respondents as leading to career growth and development and at the same time reducing the level of employee cynicism. But they were neutral on employees' preparation for change, employees' job enrichment, employees' learning in successful organizations and employees' training sponsorship by the council. There was consensus among the respondents on training on change leading to career growth and development.

Respondents mentioned, areas of organizational change improvements to include, advancement programmes, council involvement in exchanges programmes with globally successful cities, introduction of reward systems attached to performance, adaption of strategic employee motivation mechanisms, result based budgeting and right placement. A number of respondents advocated for improvements on financial management, revenue collection and banking and public private partnership. The above responses meant that the employees of the CCN were aware of organizational changes' contribution for the future of the council.

Respondents also suggested ways of improving employee involvement at the council. They included positive consideration of employee opinions in change process, counseling and guidance of the affected, mentoring, coaching and job rotation for change agents, fair and equitable treatment of teams and their members and formulation of common forums for implementations.

5.2 Conclusion

The council has introduced many and varied organizational changes. With the evident low level of employee cynicism it meant that some employee involvement

mechanisms are in place but the employees are not sure whether or not they are involved. This lead to the neutral responses on employee involvement aspects in the study. This supports Dean et al (1998) who viewed active employee involvement as key in successful organizational change undertakings.

Majority of employees at CCN are aware of organizational changes taking place but not sure of employee involvement. This lead to the neutral responses on employee involvement and communication about change at CCN.

Respondents in the study proved that they were knowledgeable and were willing to positively contribute to the success of the organizational changes by giving their views on additional areas of improvement on organizational changes and ways of improving employee involvement. The study further revealed that there was a positive relationship between employee involvement and cynicism about organizational changes at CCN.

5.3 Recommendations

The study established that respondents were aware of the organizational changes taking place at CCN but they were neutral on employee involvement on changes. It is recommended that the CCN management adapts a clear employee involvement policy and engages the employees in the implementation of employees' involvement programmes. Some of the recommended employee involvement mechanisms include participating in decision making, teamwork in achieving organizational change targets, consideration of employees' opinions in aspects affecting their work and creation of challenging work environment. Other ways of employee involvement the

CCN management may consider adapting are employee accessibility to adequate, timely, convenient and relevant information, information flow from areas of high concentration to those of low concentration, availability of accessible feedback channels and embracing of teamwork spirit in the changes' achievements.

In training and development, the study showed that respondents generally agreed on training leading to career growth and development and reducing employee cynicism among the employees. But they were neutral on employees preparation for the changes, employees taking higher responsibilities on change process, employees' learning in successful organizations and council sponsorship of employees' training. It is recommended that the CCN management prepares the employees for the change initiatives before introduction, engage in Job enrichment in the change process, learn and benchmark from successful organizations globally. The management is advised to consider sponsoring its officers for training as per identified training needs through training needs assessment exercise. Reward system should be attached to the organizational changes target achievement for motivation of employees and increasing the level of changes' success.

To the other government change agents such as National Reforms Secretariat, government ministries, parastatals and other local authorities, the study recommends that they carry out periodical surveys on employee involvement and cynicism about the organizational changes. They should come up with best ways of dealing with employee cynicism and self made models on employee involvement within the framework of the public service policies and regulations.

To the policy makers, the study recommends that they develop policy and regulations that address organizational challenges in the implementation of organizational changes, engagement in employee involvement and reduction of employee cynicism and see how best the three variables can be harmonized for optimal results.

To the HR specialists and line managers including top managements of organizations the study recommends strategic thinking in dealing with employee involvement and cynicism about organizational changes in their institutions. They should develop their tailor made models of employee involvement which are unique to their work environment. This will help to fast track organizational changes to achieve the desired results. Sustainability of changes, motivation, adequate and acceptable rewards, employees should be considered for positive and desirable results.

5.4 Recommendations for further research

This study was done on the City Council of Nairobi only. The research therefore suggests that similar studies be done in other public organizations especially local authorities with the aim of determining the relationship between employee involvement and cynicism about organizational change. This will help in improving the quality of public service delivery with a customer focus in mind and generally increase the quality of life for the Kenyans.

To the academicians especially those in East and Central Africa, the study recommends that they engage in further research on the scope of this study in public and private institutions and develop African home-made models of employee involvement and cynicism reduction methods which consider the unique African

business environment. This will lead to the development of African literature on the employee involvement and employee cynicism about organizational change for optimal achievement of organizational changes and development of the continent's economy.

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APPENDIX I: QUESTIONNAIRE

THE RELATIONSHIP BETWEEN EMPLOYEE INVOLVEMENT AND CYNICISM ABOUT ORGANIZATIONAL CHANGE AT CITY COUNCIL OF NAIROBI.

Dear Respondent,

I am a student at the University of Nairobi's School of Business pursuing a MBA Degree. In the course of the study I'm expected to carry out a project research on the relationship between employee involvement and cynicism about organizational change at the City Council of Nairobi.

In this regard you have been randomly selected to participate in the research through the filling in of the attached questionnaire. You are requested to honestly fill in your answers as appropriate. The information provided will be treated as confidential and will be used for only academic purposes.

The filled questionnaire will be collected by the researcher on 10th May, 2012 at 10.00a.m in your office.

Thanks in advance.

ROSALINE MUEMA

MBA STUDENT

SECTION A

Kindly fill in your answers in the space provided and tick in the box(es) where necessary.

Personal Details

1. Name _____

(Optional) _____

2. Gender Male Female

3. Age (Years) 20 – 29 30 – 39 40 – 49

50 – 59 Over 60

4. Current designation _____

5. Salary Scale _____

6. Current Department _____

7. Total number of years of service at City Council of Nairobi

Below 10 10 – 19 20 – 29

30 – 39 Over 40

8. Highest level of Education attained

Primary School

Secondary School

Diploma and Higher Diploma

Degree

Masters Degree

Any other kindly indicate _____

SECTION B

Council's organizational changes

9. Kindly tick against the council's organizational changes since 2003 that you are aware of in the box(es) provided. (There may be more than one answer to this question)

- (a). Formulation and execution of new by-laws
- (b). Beautification of the City – trees, flower gardens, public parks, public benches
- (c). Provision of water and sanitation through City Council of Nairobi's wholly owned company
- (d). Construction and rehabilitation of feeder roads
- (e). Automation of some of the council's service delivery operations
- (f). Introduction and running of Public Private Partnerships
- (g). Performance Contracting, Performance Appraisal Systems, Rapid Results Initiative, Result Based Budgeting and Operational Planning
- (h). Decentralization / decongestion of service delivery to wards and divisions.
- (i). Building of modern kiosks and bus shelter along selected roads.
- (j). Human Resource Restructuring – staff rationalization and right placement
- (k). Centralized Fleet Management
- (l). Use of Modern Electronic Facilities in banking industries and mobile communication companies
- (m). Involvement of donor agencies in sponsorship of major capital intensive projects – JICA, World Bank.

(n). Collaboration with Kenya Anti-Corruption Commission (KACC) to address governance and integrity issues among council officers.

(q). Any others, please state five (5)

Employees' opinions on council's organizational change.

Kindly tick against the statements as your personal rating on the level of agreement.

Statements	1 Strongly disagree	2 Disagree	3 Either agree or disagree	4 Agree	5 Strongly Agree
Current organizational changes are necessary and legitimate					
Organizational changes have improved councils efficiency and effectiveness in service delivery to the public					
Organizational changes have improved employer – employee relations					
Organizational changes are making my work more effective and efficient					
Organizational changes have contributed to my growth and development careerwise					
Organizational changes have enhanced a gain on the council's positive public image					

Organizational changes have brought stability in the council					

Perception on change at the City Council of Nairobi (CCN).

Statements	1	2	3	4	5
	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly Agree
I believe that organizational change initiatives address City Council of Nairobi's current and future challenges					
I have positively supported the change initiatives at my place of work					
Management is committed to making the changes a success story					
Colleagues fully support the Organizational changes					
The tasks given to me in the implementation of organizational changes are					

intimidative in nature					
Adjustments to work is inherent with a lots of problems					
Reasons for the organizational changes have never been availed to me.					
There are hidden agendas in the change initiatives					
The organizational changes initiatives will negatively affect my life in terms of finances, personal relationships and employment.					
The Organizational changes will benefit me in terms of career growth and development and quality productivity					
I identify myself with the council as far as the organizational changes are concern					
The Organizational changes in the council have not met their objectives					

EMPLOYEE INVOLVEMENT

Involvement in decision making processes/ participatory management for change.

Statements	1 Strongly disagree	2 Disagree	3 Either agree or disagree	4 Agree	5 Strongly Agree
Management encourage employees to actively participate in decision processes that affect their work performance.					
Employees opinion on issues affecting their work are taken into consideration by management in organizational changes' planning, implementation, monitoring and evaluation.					
Work teams consist of management and employees as equal partners in achieving Council's targets					
Employees are involved in					

creation of a humane and challenging work environment.					
--	--	--	--	--	--

Dissemination, sharing and use of information /communication about change.

Statements	1	2	3	4	5
	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly Agree
Management conveyed/conveys the reason for organizational changes in the Council to the employees.					
Adequate, timely, convenient and relevant information on organizational changes is always at the disposal of the employees.					
Am unable to access organizational changes information easily without hiccups					
Information on organizational changes flow from areas of high					

concentration to those of low concentration.					
Employees are granted opportunity to give their feedback on information they receive on organizational changes.					
Work team enhance effective communication between management and employees on organizational change process					

Training and Development related to change.

Statements	1	2	3	4	5
	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly Agree
Employees undergo preparation on organizational changes before their introduction.					
Employees are given higher responsibilities in organizational change planning, implementation,					

monitoring, evaluation and sustainability to strengthen their skills, knowledge and attitudes thus motivating them.					
Officers implementing organizational changes are send out to learn about the changes in successful organizations.					
Training of employees on organizational changes leads to their career growth and development.					
Employees training in preparation for organizational changes reduce employee cynicism.					
The Council support training of employees by sponsoring them for organizational change courses					

Suggestions

Kindly state areas of improvement on the organizational changes' planning implementation and sustainability (State five areas).

How may employees involvement be improved to reduce employee resistance to the council's organizational changes? (Please state 5 ways)

APPENDIX II: APPLICATION LETTER

THE TOWN CLERK,
CITY COUNCIL OF NAIROBI,
P.O.BOX 30075-00100,
NAIROBI

Dear Sir,

RE: REQUEST FOR AUTHORITY TO CARRY OUT A SURVEY

I am a Principal Administrative Officer and an Acting Chief Administrative Officer – Procurement Department.

Currently I'm undertaking an MBA Degree – Human Resources Management at the University of Nairobi and due for my Research Project on the relationship between Employee Involvement and Cynicism about Organizational Change at the Council in April 2012.

In this regard I hereby humbly request you to grant permission for the carrying out of the above mentioned survey to facilitate my completion of the MBA Degree course. Information will be collected using questionnaires and will be used for academic purposes only.

A copy of the questionnaire is attached.

Thank you in advance.

Yours Faithfully,

Rosaline Muema (BO5-20123)

CITY COUNCIL OF NAIROBI

TOWN CLERK
TELEGRAM: "MUNICIPALITY" NAIROBI
TELEPHONE: 224282



CITY HALL
P. O. BOX 30075
NAIROBI
KENYA

EXT 2381

Ref: HRM/CCN/0021/2479 /2012

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

Date: 25/04/2012

Rosaline Muma
BO5 - 20123
Principal Administrative Officer

RE: RESEARCH.

Reference is hereby made to your application letter dated 17/4/2012 on the above subject;

The City Council of Nairobi has approved your request subject to the following;

1. The period of attachment will be one (1) months with effect from 30th April 2012 to 30th May 2012.
2. You will be attached to Human Resource Dept
3. You are required to submit a **Copy of the final research document** within one weeks/months after completion.

By a copy of this letter 25/4/2012 is /are requested to accord you the necessary assistance.

Please report to the Chief Administrative Officer Human Resource Dept for your research.

HENRY OMIDO

FOR: DIRECTOR HUMAN RESOURCE MANAGEMENT