

**MANAGING THE PEOPLE DIMENSION OF CHANGE AT KENYA
MEDICAL RESEARCH INSTITUTE/ CENTRE FOR DISEASE CONTROL
KISUMU, KENYA**

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DECLARATION

This project is my original work and has not been presented for a ward of degree in any institution of higher learning for any other purposes.

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DEDICATION

I dedicate this project to my parents the late Carilus Dede Alal, the late Benter Akinyi Dede and Monica Atieno Dede who have been very proud of my education achievements. I also dedicate this to my beloved wife Maureen Adhiambo Otuoro and daughter Melcer Mary Adhiambo Alal for their encouragements, moral support, prayers and easy understanding of my absence while undertaking MBA program.

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ACRONYMS AND ABBREVIATIONS

ADKAR:	Awareness, Desire, Knowledge, Ability, Reinforcement
AIDS:	Acquired Immune Deficiency Syndrome
BOM:	Board of Management
CDC:	Centre for Disease Control
CoAg:	Collaboration Agreement
CRC:	Clinical Research Centre
CSR:	Corporate Social Responsibility
DPD:	Division of Parasitic Disease
EACCR:	East African Consortium for Clinical Research
ETTC:	Eregi Teachers Training College
ERP:	Enterprise Resource Planning
HIV:	Human Immunodeficiency Virus
ISO:	International Standards of Organization
KAVI:	Kenya Aids Vaccine Initiative
KEMRI/CDC:	Kenya Medical Research Institute/ Centre for Disease Control
KRA:	Kenya Revenue Authority
MoH:	Ministry of Health
NACC:	National Aids Control Council
NGO:	Non-governmental Organization

NTD: Neglected Tropical Diseases

SOP: Standard Operating Procedures

ABSTRACT

People are the most valuable resource of the organization therefore change initiatives achieve desired result when there is an inclusion of all the people in change implementation. The study was done at KEMRI/CDC Kisumu to determine how the people dimension of change has been managed; establish challenges and, remedies to the challenges of managing the people dimension of change. The study was carried out using case study. The research was conducted by collecting both primary and secondary qualitative data. Primary data was gathered through the use of interview guide and administered through direct personal interview to heads of various departments who are directly involved in different ways with change at KEMRI/CDC Kisumu while secondary data was obtained from existing database. The study found that some of the changes that targeted employees were personnel transfer, terminations and electronic clocking. The study found that the people dimension of change at KEMRI/CDC Kisumu has been managed by the use of open door policy to access and pass change information. Communication was made through internal memos, emails, suggestion boxes, trainings, leader mentorship, counseling and work group meetings. The study established that the staff showed low acceptance to changes characterized with expression of disappointment and anxiety. Further, effective management of people dimension of change was achieved through knowledge building, trainings, workshops, close follow up, continuous monitoring and evaluation, regular meetings, counselling and trainings. From the findings, the study concludes that there is need to involve all employees before change is operationalize, behavioral resistance is a common reaction to change and there is need for frequent training, workshops and timely communication on the need for change. There is need for open door policy and close follow-up on change initiatives to achieve desired behavior. The implication of the study was that change initiatives succeed when people are involved in change implementation. Behavioral change resistance is as a result of people not understanding the need for change. The study was limited to the people dimension of change at KEMRI/CDC Kisumu, Kenya. The study did not explore the extent to which reaction of different people to change influence research findings of KEMRI/CDC Kisumu, Kenya. The study was carried out using case study and the information collected did not include the views of stakeholders in other organizations of the same sector research. It was difficult to make inferences on people's change due to few interviewees and unpredictable human behavior. The study was limited to KEMRI/CDC Kisumu, Kenya which is not a representative of the health sector research. The findings are unique and this may not be sufficient to arrive to a general conclusion on managing the people dimension of change. The study suggests that the same study needs to be conducted in future to explore further the extent to which the reaction of different people to change influences research findings of KEMRI/CDC Kisumu, Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The current business environment that modern organizations function in is unpredictable, less hopeful and remains to change at speedy rate. According to Johnson *et al* (2008), change affects the way organizations operate. Ackoff (2006) noted that for any organization to succeed, it must be aligned to the ever constant changing environment. This environment is influenced with forces that are in two folds namely internal and exterior forces. Internal forces are within the organization environment and has power of control over them while exterior forces are outside influences that organizations has little or no control over but even if there is control; they have little power to manage them.

Mullins (2005) argues that change is a pervasive influence, where all aspects are exposed to recurrent change of one form to another. Organizations are group of people and the way they understand change is of key concern to success. For the successful change implementation, people in the organization need to buy in and be committed to organizational changes. Their individual interest, morals and capabilities should be aligned to organization's vision, culture and capabilities (St-Amour, 2001). Since learning results in changes in knowledge, belief and behavior, organizations that may shine in the future are the ones that have capability to tap people's commitment and capacity to learn continuously. The significance of managing people dimension of change in any organization is to gradually execute change in the system without behavioral resistance.

The focus of human dimension of change is anchored on the Group Dynamics Theory (Lewin,1948) emphasized on bringing about organizational change through work groups

behavior rather than individuals. The rationale behind this theory is that because people in organizations work in groups, individual behavior must be seen, modified or changed in the light of groups' prevailing practices and norms to change (Burnes, 2009). The social cognitive theory explains how people acquire and maintain certain behavioral patterns while providing the basis for intervention strategies (Bandura, 2001). He further argues that people learn by observing others, with environment, behavior and cognition of all factors in influencing development in a reciprocal group relationship. The theory of planned behavior, in addition, points that perceived behavioral control and intention may be used directly in the prediction of behavioral achievement (Ajzen, 1988). It is the individual intention that is assumed to capture motivational factors influencing the needed behavior hence behavioral achievement relies on motivation and ability (Lewin, 1948). The individual with high perceived behavioral control should equally have a stronger intention of learning. This implies that the stronger the intention to engage in a required behavior there should be a likelihood of performance and repetition.

The core mandate of KEMRI/CDC Kisumu is to conduct human health research that is applied towards the improvement of health (KEMRI/CDC, 2012). KEMRI/CDC, Kisumu since establishment in Kenya thirty seven years ago has been operationally stable both financially and management of human capital. The program has gone through key changes during the past three years (2014-2016). These changes were occasioned by the need to be efficient and effective in the utilization of donor funds. The changes were on structure, work process, people and technology. In any organization, people see and react differently to varied conditions specifically when confronted with change that threatens their comfort zone. Since employees are the valuable resources of an organization, change managers have to address human side of change. The

program managers also need to manage the people dimension of change effectively to maintain and improve stability.

1.1.1 The Concept of Organizational Change

Organizational change is a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant *et al.*, 2011). Gibson & Donnelly (1988) viewed it as the planned attempt by management in enhancing the general performance of groups, individuals and the organization by altering structure, processes and behavior. Organizational change involves four organizational levels namely; people, structure, processes and technology (Robbins, 1990). Based on the above various definitions, organizational change involve identical change of any number of levels in the organization including structures, behavior, technology, processes and strategy.

As the business environment experience rapid change, the business strategies become more complex and firms leadership involves the ability to inspire individuals and monitor teamwork. Callan (1993) identified four types of change namely adaptation, reconstruction, evolution and revolution. These changes are defined either through the end result they should achieve or the nature of change being taken. The four main types of change mentioned above can be grouped in two dimensions namely transformation and re-alignment of organization. Transformation is a fundamental change within the organization requiring a shift in strategy, structures, systems, process and culture while realignment is the change to the way things are done. Realignment does not mean a fundamental reappraisal of the central assumptions and beliefs within the organization but may involve substantial change in a major restructuring. Burnes (2009) pointed that change can also occur in an organization either as planned or emergent change. Planned

change is an interactive, cyclical, process involving diagnosis, action and evaluation; and further action and evaluation. In this change the emphasis is placed on the collaborative nature of the change effort. Lewin (1951) developed a three step model namely; unfreezing, moving and re-freezing for engaging and committing people behavior change. Emergent change is typically driven upon organization by external forces of the organization system (Johnson *et al*, 2008). Managing change process is one of the ways of dealing with unanticipated consequences that occur when we intervene in the organizations normal way of doing things with a new way.

The organizational change is important to organizations in responding to environmental uncertainties. Changes assist organizations to adapt to ever technological development that includes communication, e-commerce and transportation. Further to these, change make the organization reposition itself to secure competitive advantage and easily adjust to uncertainty in the economic pressure (Counsel *et al*, 2005). Changes in the organization enhance changing nature of workforce to focus on quality of work life. In addition, organizational change makes organizations to responds to social trends, shifts in national and international politics, changing customer needs and demands, product obsolescence, professional regulatory bodies and labour union influences (Robbins, 1990). Finally, current organizations face constant change, bordering on chaos and to survive especially for long term, they must change and adapt to their environment (Burnes, 2009).

1.1.2 The People Dimension of Change

The people dimension of change is the reaction of different people to varied conditions specifically when confronted with organizational change that quality improvement can bring (Mullins, 2005). Organizations are getting bigger, more complex and in the process have failed

to contain the changing values and expectations of their employees. If organizations have to survive, they must somehow come to grip with the changes that affect them. They must deal with the changing demands of their members, the business environment, and the society (Mullins, 2005). The ability to manage transformation determines the success of a firm. It's the people that build, control and use technology; therefore people are the valuable resource for any organization (Lussier, 2002). It involves ensuring all on the change, communicating the right information and carrying out a cultural diagnosis to access organizational richness.

Organizations manage people dimension of change to incrementally execute change in the system to reduce behavioral resistance from employees. People resist change when organizations have too much power in the systems (Gilley, 2009). Furthermore, managers should create change culture to assist organization in the change implementation since people are critical to change (Eaton, 2010). The ADKAR model proposed by Hiatt (2003) provides an explanation of the human issues that are critical in change management. The model focused on five actions and result needed for successful individual change hence successful organizational change. First is the awareness of the need for change. When awareness is completed successfully, the individuals may fully understand why change is necessary. Second is desire to participate in and support the change. Third is the knowledge on how to change which involves the information, communication, training and education necessary about the change. Ability represents the realization or execution of the change. The final action is reinforcement that represent those internal and external factors that sustain a change needed in people either employees or stakeholders.

The ability to realize change efficiently and effectively, can define the organization success. People are the most valuable organization resource because they create, manage and use

technology in their work life (Lussier, 2002). Recognition of people good efforts through motivation embraces behavior change making new behavior valued and bars the old behavior from recurring (Harper, 2001). Motivation through intrinsic and extrinsic rewards may support the sustainability of good behaviors amongst people and culture of the organization. Kotter (1999) posits that managers in the organization should provide leadership aligned to firm's change strategies and culture to assist in achieving overall vision. He further stated leadership is aligning people in the workplace with the change behavior needed and making communication in the direction to those people whose cooperation is needed.

1.1.3 The Health Sector Research in Kenya

The health sector research in Kenya comprises of the Government, Non-governmental organization and the private business. According to the most recent health management information system data (2014), there are over 5,000 health research facilities across the country operated by three owner systems, with the government running 41% of the health facilities, non-governmental organizations 15% of the health facilities, and private businesses 43% of the facilities that provides preventive and curative health services. The specific mandate of Kenya's Vision 2030 for the Health Sector Research was to offer fair and reasonable health care at a maximum value that is cheap to her citizen (Government of Kenya, 2012).

The government has taken major initiative of improving the health sector research but there are challenges of financial support and continuous changes in life threatening epidemics. The health research sector has continued to contribute immensely to the overall achievement of National and international health goals. The achievements over the period include great increase in HIV prevention through multi-centre collaborative research that confirmed use of ARVs as a method

of prevention and development partner grants. The key players in the health sector research are Ministry of Health, KEMRI/CDC, Kenya Aids Vaccine Initiative (KAVI), National Aids control Council (NACC), and Universities (Government of Kenya, 2012).

1.1.4 Kenya Medical Research Institute/Centre for Disease Control, Kisumu

Kenya Medical Research Institute/Centre for Disease Control (KEMRI/CDC) Kisumu is research collaboration between the Division of Parasitic Disease (DPD/NICD/CDC) in Atlanta and the Kenya Medical Research Institute (KEMRI) in Kenya (1979). KEMRI is an organization of the Ministry of Health responsible for conducting research into the major public health problems of the country (Government of Kenya, 2012). The program is wholly donor funded and key financial decisions are autonomously made by CDC Atlanta. In 1979, the program started with 15 staff to run its activities both in the office and field. By 2005, the program research activities and operations expanded. There were 800 personnel, 70 field vehicles and three satellites namely Clinical Research Centre (CRC) - Kisumu, CRC- Siaya and Tabitha clinic- Kibera. CDC has invested in the KEMRI/CDC field station resulting in a well-trained staff of Kenyan scientists, clinicians, laboratory technicians, and field workers. This infrastructure and research project investment has permitted rapid growth in human resources and geographical coverage. In 2014, there was 7 direct-hire CDC staff at the station; 61 Embassy staff, 7 expatriate technical staff and 1,500 Kenyan employees (Human Resource database).

The research station has expanded its mission and staff in response to the national, regional and global health challenges since the year 2000 (KEMRI/CDC Kisumu, 2015). Initially, malaria was the main focus of research but the program activities have expanded beyond the CDC's Division of Parasitic Diseases and currently involve seven CDC centers namely collaboration on

building Kenyan institutional capacity to implement programs, conduct surveillance and do research related to HIV/Aids, emerging infectious diseases, tuberculosis, influenza, malaria, diarrhea, refugee health, viral hemorrhagic fever; and health systems capacity building. KEMRI/CDC, Kisumu is involved in East African Consortium for Clinical Research (EACCR) to build the capacity of other collaborating institutions conducting clinical trials and research in HIV, malaria and tuberculosis. The program is working closely with other partners in the EACCR to develop and implement a reciprocal monitoring programme that may lead to huge savings in terms of cost to monitoring and auditing of clinical trials within the network as compared to very expensive commercial monitors as well as strong capacity building (EACCR Report, 2014).

In February 2015, KEMRI/CDC Kisumu faced both internal and external challenges that almost crippled its existence. This followed a major financial constraint that the program had consumed 95 % of its five years Collaboration Agreement (CoAg) funds, leaving the research activities five months to completion (KEMRI/CDC Kisumu, 2015). The programs' second five year term funds was to continue up to end August 2015 which is the beginning of new financial year, but due to financial uncertainty faced in March 2015, the Kenya government through the Ministry of Health came up with emergency financial measures to support and sustain the program's life threatening diseases like HIV/AIDS, Malaria and Neglected Tropical Diseases (NTD). Planned change programs were initiated by the Kenyan government to salvage the critical situation of the program. In May 2015, most field activities of the program were reduced; strategies were reconsidered, scaled down workforce and structural changes to remain in operation. These were done to mitigate various challenges the organization faced by donor funding to sustain efficient and effective operations (KEMRI/CDC Kisumu, 2015).

1.2 Research Problem

The people dimension of change is concerned with how employees and stakeholders experience the process of change (Mullins, 2005). He further noted that people react differently to change due to self-interest and these interest needs to be managed effectively for successful change process. People only support and participate in change process only if benefit out ways losses. Wider staff involvement and collective participation are highlighted as important elements in the success of a change program (Senge, 1990). There are different ways of managing the people dimension of change: Building and nurturing an improvement culture; working with groups; evaluating improvement; use of ADKAR model and change competencies. Burnes (2009) argued that change is not linear and therefore cannot be worked on a statistical formula basis with a set of variables that yield a fixed result for their combination. Mullins (2005) noted the necessity of carrying out people's change within the context of unique environmental challenges within organization. Therefore change is context and environmental dependent, and there is no best way managing the people dimension of change.

Kenya Medical Research Institute/Centre for Disease Control Kisumu has gone through key changes during the past three years (2014-2016). These changes were occasioned by the need to be efficient and effective in the utilization of donor funds. The changes were on structure, work process, people and technology. Some functional units were merged, new work processes established, new technology use and people (Human Resource database). When change occurs, employees face a potentially uncomfortable period of adjustment as they settle into a new organizational structure or a redefined job (Stoner *et al.*, 2008). The aim of the change programs therefore, is to prepare the entire organization to adapt to the significant changes in the organizational goals and direction. Managers needs to manage the people dimension of change

effectively, establish challenges and remedies to the challenges of managing the people dimension of change. But it is not clear on how the people dimension of change at KEMRI/CDC Kisumu, Kenya was being managed.

Studies on change have been undertaken globally with findings and conclusions drawn. Stuart (2011) recommended managers to root the concept of change in the organizational culture; Tryggvi (2008) found job satisfaction reports higher level of change readiness and acceptance; Ortenzo (2012) recognized participation and teamwork for successful change in the organization; Jaana (2006) showed of recognition of various group in the organization for change to succeed. Regional findings are Bwaley (2014) asserted the importance of integrating business and people dimension of change, Mugambi (2013) found that employees are the best media for implementing change initiatives, Induli (2015) pointed team building as key in realization of people and business dimension of change, Kiilu (2012) found employee empowerment and communication as change success initiatives. Wanjiku (2011) concluded that change management success depends on people awareness and involvement in the process; Mutwol (2009) observed people management of change revolved around communication and re-assignment function strategies. Other studies that have been done on KEMRI/CDC include Okello (2013) who found out that managers had a positive perception of the influence of corporate social responsibility on the performance of organization while Milo (2015) asserted that training and development of employees has an impact on work performance.

From the above studies, more emphasis has been laid on general organizational and strategic change. Very few like Bwaley (2014) Safaricom Ltd; Mugambi (2013) Universities in Kenya; Mutwol (2009) Kenya Revenue Authority (KRA); Induli (2015) Eregi Teachers Training College (ETTC); have worked on the people dimension of change management. However,

people dimension of change is a critical factor for the success of business dimension. Furthermore, all these studies were done on either institution of higher learning or profit making companies but not non-governmental organization like KEMRI/CDC Kisumu which is not profit making organization and wholly rely on donor funding to carry research on human health. In addition, changes that were experienced on these organizations either relates to processes, structure or technology and unlike KEMRI/CDC Kisumu which faced changes on processes, structure, technology and people. Finally, the difference in organization's uniqueness makes the findings inapplicable to KEMRI/CDC Kisumu and this is where the gap lies. This study is geared towards addressing this gap. How has the people dimension of change been managed at KEMRI/CDC Kisumu, Kenya?

1.3 Research Objectives

The objectives of the study were:-

- i) To determine how the people dimension of change at KEMRI/CDC, Kisumu, Kenya has been managed.
- ii) To establish challenges in managing the people dimension of change at KEMRI/CDC, Kisumu, Kenya.
- iii) To establish remedies to challenges of managing the people dimension of change at KEMRI/CDC, Kisumu, Kenya.

1.4 Value of the study

The study found that managing the people dimension of change requires working with group for an individual desired behavior to be modified. When objective of the change has been achieved,

people will learn by observing change agents that had exhibited desired behavior. The required behavior can be planned and achieved through ensuring motivational factors. The sustenance of the achieved change objectives is through nurturing an improvement culture, allocation of enough resources to change, communication, continuous monitoring and evaluation. Finally, behavioral change always faces resistance because people fear losing their comfortability.

The study established that managing the people dimension of change needs open door policy to enhance communication and flow of change information in health sector research. This policy helps in gathering different views on change from all stakeholders and creates an environment of inclusive participation and involvement.

The study established that for effective management of the people dimension of change in an organization, actions needed are creating awareness of the need for change, developing desire for an individual employee to participate in and support the change, developing knowledge base to change, facilitating the ability to behavior change; and reinforcement of the acquired change. These actions were adopted by KEMRI/CDC Kisumu, Kenya top managers in their daily operations to steer the organization towards achieving desired objectives.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains views of the literature by other scholars in regards to managing people dimension of change in organizations. It analyzes theories and studies that are empirically advanced to understand managing people dimension of change, and establish remedies to change challenges.

2.2 Theoretical Perspectives

Change theories originate from different and diverse social science disciplines and traditions. It is not a distinct discipline with rigid and clearly defined boundary (Bandura, 1997). The theory and practice of change management draw on a number of social science disciplines and traditions (Burnes, 2009). Theories of change assist in understanding, describing and developing insights about the change process.

The three schools of thought that forms the basis on which management of the people dimension of change stands are; First is the group dynamics theory established that individual behavior is successfully influenced through work groups that share values, norms and traditions in an organization (Lewin, 1948). Second is the social cognitive theory recognized that people learn by observing others, having contact with environment and behavior (Bandura, 1997). Third, the theory of planned change avails that perceived intentions should be viewed in relation to the desired behavior in the organization (Fischbein, 1977).

2.2.1 The Group Dynamics Theory

The group dynamic theory originated from the work of Kurt Lewin (1948) and it is a field of inquiry dedicated to advancing knowledge about the nature of groups, the laws of their development and their interrelations with individuals, other groups and larger institutions. The theory view change at the group level focusing on factors like group norms, roles, interactions and socialization processes to create change (Schein, 1988). It has proved to be influential in developing both the theory and practice of change management.

The focus of human dimension of change is anchored on group dynamics theory (Lewin, 1948) emphasized on bringing about organizational change through work groups behavior rather than individuals. The rationale behind this theory is that because people in organizations work in groups, individual behavior must be seen, modified or changed in the light of groups' prevailing practices and norms to change (Burnes, 2004). He further noted that it was useless to focus on changing the behavior of individuals as permitted by the Group Dynamics theory. Lewin (1948) believed that since the organizational design was becoming more team based to achieve the organizational objectives, individual's behavior must be function of the group environment.

The individual in loneliness is constrained by group pressures to conform. The focus of change must be at the group level and should concentrate on influencing and changing the group's norms, roles and values (Burnes, 2009). It is common for current organizations to view themselves as comprising groups and teams, rather than merely collections of individuals (Mullins, 2005). Lewin's work is rooted from his concern to find effective approach in solving social conflict through changing group behavior and always consider learning and involvement as the key for achieving behavioral change. He believed that solidity of behavior is based on quasi-stationary balance sustained by both restraining and driving forces (Burnes, 2004).

According to Lewin (1951) the underlying assumption of the theory is that groups in societies are real and has important influences that cannot be understood entirely in terms of the individual members. He further stated that the group is dynamic whole that is different than the sum of its parts; neither greater nor less but different than the collection of individual members. It is real since its operational manipulations have effect. The theory is relevant in identifying forces within and amongst groups; and shows how people behave in reaction to the forces. The limitation of the theory is that it recognizes work group in an organization but ignores the varied uniqueness of an individual within a group that influences behavior either positively or negatively (Mullins, 2005).

2.2.2 The Social Cognitive Theory

The social cognitive theory is a theoretical perspective in which learning by observing others is the focus of study and provides a structure for designing, implementing and evaluating programs (Bandura, 1997). Assessing behavioral change relies on the various factors namely environment, people and behavior. The theory came from gestalt field psychologists believed that behavior is instigated by an individuals' contact with the surroundings (Burnes, 2004). It means people learn by observing others, with environment, behavior and cognition of all factors in influencing development in a reciprocal group relationship.

The basic principle of this theory was that individual knowledge acquisition may be through observing others within the context of social interactions and experience hence behavior is caused by an individuals' interaction with the environment (Glanz et al, 2002). This means that whether people are rewarded or punished for their behavior, the observer may choose to replicate

behavior exhibited by leaders. The gestalt field psychologists see learning as a process where people learn and change insight (Senge, 1990). This approach to change is the spring board of the cultural-excellent school which recommends both strong individual motivations and internal reflection. Instead of close observation and strict rules, organizational strategic goals need to be supported by loose controls anchored on shared values and culture, tailored through empowered employees using their own initiatives (Burnes, 2009).

The social cognitive theory (Bandura, 1997) assumed that: First, people learn by observing others leading to inherence of new behaviors and knowledge. Second, learning is an internal process that can or cannot result to desired behavior immediately. Thirdly, people set goals for themselves to achieve and direct their behavior in certain direction when motivated. Lastly, the theory believed that reinforcement and punishment have an impact on learning and behavior. Individual expectations emerged from the result of future responses that are anchored on present responses reinforcement or punishment.

The theory is relevant in designing behavior programs that help in explaining how people acquire and maintain certain behavior patterns. It aid in understanding how people socialize to accept the standards and values of the society (Johnston et.al, 2008). It can also be used for providing the foundation for intervention strategies. However, the theory has some limitations; it is difficult to operationalize the theory due to its comprehensiveness and complexity. Second, it is not a unified theory due its diverse aspects that do not tie together to create a cohesive explanation of behavior. Third, over lifetime it ignores maturations and developmental stages hence do not clarify personality changes of life span behavior. Finally, the theory leads to unwanted behavior

as a result of defect in the models of learned behavior an individual has received in the training period (Schunk, 1991).

2.2.3 The Theory of Planned Behavior

The theory of planned behavior is a theory that relates human beliefs and conduct (Ajzen, 1991). It foretells deliberate behavior since desired behavior can be deliberative and planned. It further pointed out that attitude towards behavior, subjective norms and perceived behavioral control jointly shape an individual intentions and behaviors at a particular time and place (Bandura, 2001).

The theory of planned behavior pointed that perceived behavioral control and intention may be used directly in the prediction of behavioral achievement (Ajzen, 1988). It is the individual intention that is assumed to capture motivational factors influencing the needed behavior hence behavioral achievement relies on motivation and ability Lewin (1944). The individual with high perceived behavioral control should equally have a stronger intention of learning. This implies that the stronger the intention to engage in a required behavior the likely should be its performance and repetition. Even though some behavior may or may not be performed by people at will but the performance of most behaviors depends at least to some degree on non-motivational factors as availability of requisite opportunities and resources (Ajzen, 1985). The theory avails that intentions and perceptions of control should be viewed in relation to the specific behavior of interest and the same context that the behavior is to occur (Fischbein, 1977).

According to Ajzen (1985) the assumptions of theory are that individual behavior is determined by his/her intention to perform certain behavior and this intention is a reciprocal function of his/her attitude toward the behavior and his/her subjective norm. Theory holds that only specific

attitudes toward the behavior in question can be expected to predict that behavior. Predicting the individual intentions needs the knowledge and the beliefs. Finally, the perceived behavioral control influences intentions. This refers to the people's perceptions of their ability to perform a given behavior. However, the theory provides useful information for developing communication strategies. It is also used in evaluating and birth control behavior (Bandura, 2001).

Fishbein (2001) provides some limitation of this theory such as having disparity in the labels used for the perceived behavioral control components to shape individual intentions and behavior. The theory is also discriminant in validating intentions and behaviors of an individual. He further pointed that the theory is based on cognitive processing that varies from an individual and has no agreed conclusion unless reliable measurement used.

2.3 Managing the People Dimension of Change

Organizations are getting bigger, more complex and in the process have failed to accommodate the changing values and expectations of their employees. If organizations have to survive, they must somehow come to grip with the changes that affect them. They must deal with the changing demands of their members, the business environment, and the society (Mullins, 2005). The ability to manage transformation determines the success of a firm. It's the people that build, control and use technology; therefore people are the valuable resource for any organization in implementation process and sustenance (Lussier, 2002). Organizations are group of people and the way they understand change is of key concern to success. For the successful change implementation, people in the organization need to buy in and be committed to organizational changes (St-Amour, 2001). This implies that managers should encourage working with groups in managing people change.

The importance of managing people dimension of change is to incrementally execute change in the system reducing or eliminating behavioral resistance from employees, resulting to effectiveness and efficiency in operation. Change management competencies that are needed in the organization are; change facilitation and strategic thinking by leaders to assist increasing organization culture and structures that support people dimension for successful change implementation (Eaton, 2010). Change managers must ensure that they fully address the human side of change otherwise the best laid plans may fail. It involves ensuring all in the change; communicating the right information; evaluating improvement; building and nurturing an improvement culture in the organizational (Burnes, 2009).

The effective management of the people dimension of change needs managing five key objectives that is entailed in ADKAR model (Hiatt, 2010). The abbreviation denotes Awareness, Desire, Knowledge, Ability and Reinforcement. This model provides an explanation of the human issues that are critical in change management. He further noted that organization does not change when an individual, groups or stakeholders go through change, but it is the behaviors of these people that changes. This collective behavior change produces varied organizational result. The model is directed on five elements and result needed for successful individual change in an organization.

First is the awareness of the need for change. An individual begin to recognize the need for own change. It involves making all level of staff aware why the upcoming change is needed. Creation of awareness might be done by passing specific information about change to the people in time through various channels of communication. Organization leaders must ensure continuous improvement is made on these channels to increase the degree of awareness and the need for change amongst employees. Once the need for change has been made, the people will recognize

that old ways of performing tasks no longer applicable and this brings with it a drop in their personal confidence. When awareness is successfully completed; the individuals fully understand why change is necessary (Creasy, 2010).

Second is desire to participate in and support the change. Managers should encourage the desire of their employees to support and actively participate in the forthcoming change regardless of their immediate appeal of the new procedures. Building desire is partially achieved by addressing incentives for the individual and creating a desire to be a part of the change. People will long for change when there is benefit a touched to it. Therefore, managers need to solicit all the employees' opinion and suggestions about the change; and link the ultimate change results with the individual benefits (Schlesinger, 2008).

Thirdly, is the knowledge on how to change which involves the information, communication, training and education necessary about the change. It impacts individuals or groups in the organization with the required know-how about the change. High level of awareness and desire is frequently of no use without the essential knowledge of how to transform individual behavior to achieve the desired organizational objectives. Knowledge gives an individual internal power to facilitate change with passion and vigor (Bandura, 1997).

Fourth, ability is to implement required skills and behavior. As soon as knowledge on how to change is obtained, real performance needs to be supported. These can be realized through constant practice, mentoring, coaching and feedback. Furthermore, change agents should practically lead employees during change implementation to eliminate deviations that might arise along the way and always communicate results to all stakeholders (Hiatt, 2010).

Finally, reinforcement is action that represent those internal and external factors that sustain change needed in people either employees or stakeholders. Ensuring that change stays in place and that those individuals do not revert to old ways can be achieved through positive feedback, rewards, recognition, measuring performance and taking corrective actions. Reinforcement is achieved when top management laid proper plans and enough resources allocated to support change initiatives. In addition, continuous monitoring and evaluation of the implementation process assist the management in keeping the change in place (Kotter, 2008).

According to Wanjiku (2011) whose study was management of strategic change at Kenya Power and Lighting Corporation found that the success of change management in any organization depends on the awareness and involvement of all stakeholders in the process. She also found that awareness can be created through training, proper communication and provision of timely feedback to change issues. Ortenzo (2012) whose study was change management process recognized participation and teamwork for successful change in the organization.

According to Kiilu (2012) employee empowerment and communication were found to be change success initiatives in managing change. Milo (2015) whose study was on the impact of training and development on employees at KEMRI/CDC Kisumu observed that training gives an individual employee requisite knowledge to perform work as needed in the organization hence there is positive impact on work performance. Development enhances staff morale by accepting more challenging responsibilities and embrace changes in the organization.

Tryggvi (2008) carried out a research on organizational change and change readiness asserted that job satisfaction reports higher level of change readiness and acceptance amongst the people in the organization. He also noted better placement and motivation helps employees to embrace

change without any form of resistance. Employees accept change that is of beneficial to them and will strongly believe in its implementation.

2.4 Challenges in Managing the People Dimension of Change

Restructuring is always feared due to its disturbance of comfort zone, threat to people's vested interests in their work, and an upset to established ways of doing things. Strebel (1996) noted that managers' inability to change their attitudes and conduct as frequent as the organization require in facilitating and supporting change initiatives. Managers who lack the skills of negotiation and agreement where there is group resistance and do not allocate enough organizational resources may not efficiently manage people's change. Inability of the managers to negotiate and agree with people in position of power causes resistance and change process failure. This is lack of creating provision of incentives to managers who are going to lose in change process and not providing alternative placement to them (Passenheim, 2010). Failure by senior managers to spell out credible plans, budget, colluding with experts by going along with flawed plans, stress management and standing by while associates over prepare is a source of the problem to change (Schaffer, 2010).

According to Jones (2010) poor communication and lack of education hinders the success of change. Poor communication leads to lack of ideas that can be presented to help people see the need for and the logic of a change. People dedicate most of their time communicating in one form or the other underlining the importance of the communication hence gateway to a successful project. Poor communication at its best hamper progress and at worst fails the project (Passenheim, 2010). According to Schein (2010) as leaders face severe environmental pressures, people are occasionally surprise at the degree to which an individual or groups in the

organization will continue to behave in obviously ineffective way and frequently threatening the stability of the organization. As people try to get things done that involve other groups, people regularly realize that they do not communicate with each other hence inhibit change.

Jones (2010) further noted that non-inclusion of employees to participate and involvement in change programs, excusing subordinates from the pursuit of change goals by allowing them to be preoccupied with their own units hinders change procedures. Kotter & Schlesinger (2008) asserted that participation and involvement of the subordinates in organizational change processes result to successful change implementation. Change initiators who do not involve the potential resisters in the design and implementation of the change may result to change failure. They should also inform the people of the changes needed and use their advice as a participative change effort.

Robbins (2007) explained that when an organization is experiencing rapid change, an organization's ingrained culture may no longer be appropriate. So consistency of behavior is an asset to an organization when it faces a stable environment. It might however burden the organization and make it difficult to respond to environmental changes. Organizations whose strong cultures have worked well for them in the past become barriers to change and is no longer effective. When a culture becomes mismatched to the environment managers would like to change it. However, transforming organizational culture is a tedious and challenging process. Culture change needs entire transformation of an integrated system (Jones, 2010). In addition, culture touches individual psychological being and behavior, relationship, group norms and work procedures, organization structure, systems, business processes and technology.

2.5 Remedies to Challenges of Managing the People Dimension of Change

Remedies to challenges of managing the human dimension of change could be either systemic or behavioral resistance that rest with the people and the organization itself. The managers should be able to properly budget and plan for the people change by allocating enough resources to change initiatives, change their attitudes and conduct as frequent as possible manages people's change (Johnson *et al*, 2008). This implies that top management needs to provide dedicated capacity through proper planning and budgeting for change.

Behavioral resistance is minimized through proper stress management and understanding of human behaviors by giving attention to psychological perception of organization members. Therefore, it is necessary to manage psychological transition of organization members effectively in order to attain successful change initiatives (Mullins, 2005). Change is a stressful experience for many people since it lowers individual self-esteem and creates unpredictable future (Von Glinow, 2005). It is now eminent that change agents need to establish stress management practices to assist employees cope up with the changes.

According to Kotter & Schlesinger (2008) managing the people dimension of change requires numerous skills to be employed when dealing with challenges. The first skill is education and communication skill. The most effective and common way to overcome resistance to change is to educate people about the actual change beforehand. Communication of ideas helps people see the need for and the logic of a change. The education process can involve one-on-one discussions, presentations to groups, or memos and reports. Stoner et al (2008) noted that education is important in most change initiatives since people need to learn knowledge and skills related to change. On the other hand communication simplifies and help clarifies the priorities of

the organizational change and assist employees to make sense of what is happening in the organization (Von Glinow, 2005).

Kotter (2008) further enlisted Participation and involvement as fundamental skill. Change initiators needs to involve the potential resisters insome aspect of the design and implementation of the change to avert people resistance. They should also listen to the people, explain the changes involved and use their advice as a participative change effort. Managers need to allow employees to participate and contribute in designing change processes (Jones, 2010). Involving people in change process offers better solutions to problems and minimize resistance by creating a psychological ownership of decision rather than viewing themselves as agent of someone else's decision. The third skill is facilitation and support, which requiresmanagersto be supportive to people who are affected with change (Kotter & Schlesinger, 2008). This process may include providing training on new skills, or giving employees time off after a demanding period.

Negotiation and agreement is another vital skill. Singh (2003) posit as a remedy to management of people dimension of change. Negotiation and agreement is applicable in cases where someone or a group is losing out in change, as well as where that group has considerable power to resist. It is imperative that a delicate balance is struck between the goals of management and the collective or group at large. It can be ensured through offering incentives to employees who resist change objectives. These skills activate those who would lose as a result of change (Von Glinow, 2005). But this skill might simply achieve compliance rather than commitment to change objectives, as a result may not be effective in the long run.

Manipulation and cooperation is of the best choice and cases where there is critical need of speed and change authors owns substantial power; explicit and implicit coercion may be the best to

apply (Stoner et al., 2008). He defines coercion as the assertive influence to change that can be either explicit or implicit. It involves persistently reminding people of their obligations, continuously monitoring behavior to ensure compliance, confronting people who are not changing and imposing sanctions to enforce compliance (Singh 2003).

Finally, managing the people dimension of change requires building and nurturing an improvement culture that support change (Fishers, 2009). The people change can be implemented successfully by managers who support change culture, working with groups, adequate change process thinking, coach for change, facilitation of meetings and workshops, professional development, specialist expert and leaders' commitment to change (Johnson et al., 2008).

2.6 Summary of Knowledge Gaps

The people dimension of change is the way workers and investors internalize change process. Elving (2005) pointed that successful functioning of organization depends on the people actions and can change when there is change on person's behavior. Recognition of people good efforts through motivation embraces behavior change making new behavior valued and bars the old behavior from recurring (Harper, 2001). Behaviorist explained that individual interface with the conditioned environment causes desired behavior and people learn and change insight through learning process (Burnes, 2009). According to Lewin (1947) people in organizations work in groups and individual behavior must be seen, modified or changed in the light of groups' prevailing practices and norms to change.

Various studies have laid more emphasis on general organizational and strategic change in the expense of people dimension. Few researchers like Bwaley (2014) carried out a research on

integration of business and people dimension of change at Safaricom Ltd, Kenya asserted that engaging employees through change process by making them aware of the need for change, their benefits and training them to prepare for change with essential allocation for change make peaceful transition during change period. He also noted that rewarding the best achievers in the organization help in reinforcing change. He further found when things are not in order; there is degree of comfort with status quo. In the same organization people were uneasy with change and do not implement it faster therefore buy-in to change becomes an individual person commitment, hence successful strategic change depends on each person positive reaction to change.

According to Mugambi (2013) whose study was human dimension of change management in Universities in Kenya found that found that employees are the best media for implementing change initiatives. She also found that communication; training, practice, feedback, rewards and persuasion were also utilized in managing human dimension of change. It was noted that change initiators were management board, senior management, and the directors/ dean but lower level management and employees were rarely involved.

Mutwol (2009) whose study was on the employee perception of the people dimension in change management at Kenya Revenue Authority (KRA) observed people management of change revolved around communication and re-assignment function strategies. It was also found that top management used financial rewards as a motivational tool, team building, incentive compensation, job re-design and promotion as strategies of reinforcing change. However, the research observed that change implementation in the organization excluded the essential details and use of proper communication strategies. It overlooked at the need to gain behavioral alignment and development of trust.

Induli (2015) researched on integration of business and people dimension of change at Eregi Teachers Training College, Kenya pointed out team building as key in realization of people and business dimension of change. It was noted that top managers and heads of departments were change initiators; and employees were hardly involved. It was also found that even though changes were made in procurement department but the college lacked procurement officer.

The above studies have worked on either integration of business dimension and people dimension of change or the people dimension of change management. However, people dimension of change is a critical factor for the success of business dimension. Furthermore, all these studies were done on either institution of higher learning or profit making companies but not non-governmental organization like KEMRI/CDC Kisumu which is not profit making organization. Finally, the studies were applied in different context and different organization's uniqueness makes the findings inapplicable at KEMRI/CDC Kisumu and this is where the gap lies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology to be used to conduct this study. It outlines research design that were used, data collection and analysis methods. Based on the chosen methods it was possible in probing how the people dimension of change is managed at KEMRI/CDC, Kisumu, Kenya.

3.2 Research Design

The study was carried out using case study. According to Yin (2009) case study is an observed probing about present event that is set within a practical context when there is vague evident among the phenomenon and context limits. Simons (2009) pointed that case study is an in-depth exploration among individual views of the complexity and uniqueness of a specific institution in real life. Flyvbjerg (2011) exerted that in a case study, an individual case can be studied from both qualitative and quantitative perception; this places more emphasis entirely on analyzing a restricted number of occasions and their interrelations. It can assist in identify reasonable issues of an individual or group design of conduct as fully integrated.

A case study design provided an in-depth investigation of cases and various sources of evidence are employed on specific situation. This provided a lot of information on behavior pattern of individual or groups studied directly in relation to the people dimension of change at KEMRI/CDC, Kisumu that helped to answer questions of how and why; and both theory building and testing (Yin 2009). Finally, case study was most suited in collecting qualitative data and description of cases experienced in data gathering process.

3.3 Data collection

The study made use of both primary and secondary methods of data collection. Primary data was gathered through the use of an interview guide. The interview guide had been framed in line with the study objectives and administered through personal interview. The personal interview also made the researcher get the required answers for the study. This allowed for immediate correction of errors and ambiguity hence offers high flexibility with exceptional chance to investigate further a high response rate.

The interviewees were the heads of various departments namely Procurement, Finance, Human Resource, Laboratory, Transport, ICT, Library, Internal audit, Program manager and Principle Investigator (PI). The heads of department was purposely chosen since they were much aware of change processes that were happening at the departmental level. The researcher self-administered the interview. The direct personal interview method was preferred in this case study, so as to obtain in-depth information from the interviewee and clarifying any issue not clear to the respondent for an accurate information gathering. Finally, it enhanced feedback frequencies from the interviewees.

Secondary data was gathered from the Government of Kenya Evaluation Report of 2015, KEMRI/CDC websites, East African Consortium for Clinical Research (EACCR) Report of 2015 and Human Resource Database. The government of Kenya reports contained financial audit and performance results for the last five years. Organization intranet had frequent communication made on change while human resource database showed the number of personnel transferred from one department to the other, and employees separated through

contract termination. EACCR report had employee capacity building information from both within the organization and neighboring nations.

3.4 Data Analysis

The study made use of content analysis technique to advance comprehensive facts gathered from personal interview method. Content analysis is a method of studying and analyzing communication in a systematic, objective, and quantitative manner for the purpose of measuring variables (Kerlinger, 2000). Content analysis is a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding. This makes it accept inferences to be deducted and validated using other forms of data collection. Such analysis is a valuable skill that accepts to discover and describe the focus of individual, group, institutional; or social attention (Gao, 1996).

The researcher made appointment with the interviewees in their offices and opportunity granted for the exercise. An interview guide was used to pose question and immediate responses recorded on the same sheet. Cases of ambiguity on understanding questions posed were corrected by further explanation of what is needed by the researcher and answers edited in line with research objectives. Data gathered from each head of department through interview guide was studied and grouped thematically. Feedback that is either same or different is placed into fewer content and grouped alongside the research objectives or common sub themes. Observed reaction, attitudes, feelings and ideas were analyzed and described hence presented in narrations. Inferences were made based on careful selection of available information on the organization.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, findings and discussion of both the primary and secondary data. The key objective of the study was to determine how the people dimension of change at KEMRI/CDC, Kisumu, Kenya has been managed. Primary data was obtained through personal interview using a comprehensive interview guide while secondary data was made available in some departments that use database as a tool in their daily activities. The interview guide was self-administered to nine respondents namely Procurement, Finance, Human Resource, Laboratory, Transport, ICT, Library, Internal audit and Program manager at KEMRI/CDC Kisumu. Interviewees were able to answer the entire questions as required due to prior arrangement made between them and the researcher. The response from the interviews were received directly and recorded on the interview guide sheet by the researcher. The data was analyzed using content analysis based on the objectives of the study and the findings presented as per various themes.

4.2 Organizational Change at KEMRI/CDC Kisumu, Kenya

The study interrogated interviewees on whether there have been changes at KEMRI/CDC Kisumu in the past few years. The interviewees observed that KEMRI/CDC Kisumu had experienced both behavioral and systemic changes in the past. Interviewees asserted that with the adoption of ISO 9001: 2008 requires automation of work processes and activities to embrace change towards ISO certification. Various departments formulated SOP's to guide their daily activities. For any work performance in the organization, reference was made to ensure quality

end results. Tryggvi (2008) said that for organization to be unique and identified with its clientele they must not compromise quality, quality.....quality at all cost possible.

According to the interviewees the establishment of ISO 9001: 2008 made KEMRI/CDC Kisumu initiated changes in work processes. International Standards of Organization guides the work activities in such away people can see the need of change and if there is no change realized then the whole work process is revised and the process commence afresh. Interviewees asserted that quality was the main focus on research findings for international acceptance of the research report. This led to certification and accreditation of various labs, and establishment of automated reporting system for the work process to be ISO compliance. One interviewee asserted that;

“Change is always with us and it is here, you have to change or if you ignore it the cost and consequences are irreparable. Even the best plans and giant companies die in this volatile environment that is accompanied with rapid technological change otherwise change is good; it helps nurture good cultures, compliance processes and required behavioral change in people.”

The interviewees confirmed with the documents seen that restructuring resulted to merging of stores and procurement forming one department, communication department abolished and some employees from various divisions were release off their jobs. Restructuring is one of the methods large organization respond to global changes to remain viable and competitive advantages in the market (Staurt, 2011). New departments created led to appointment of new management to manage the operation of organization. Some of the officers appointed to head various departments were Program manager to head the program, Research manager heads research, Non-research manager, ICT manager, Transport pool manager and new quality assurance officer. The procurement process that was automated was out of order and employees resorted to manual way of doing things. An interviewee said;

“Re-structuring was done to provide leaner system for easy management. Unlike before the structure was so big that required huge resources to manage. People in some departments were almost doing nothing; they had serious activities during Kisumu show or big functions of the organization but earn huge salaries. Yes. Restructuring is viable.”

According to the interviewees there was an established open door policy system on communication to sustain change. This was confirmed from the library database that has correspondence made from the office of the director to employees and vice versa. Employee could also walk freely into the director’s office without appointment and timely feedback was ensured. There was an enhanced flow and dissemination of information on change amongst the stakeholders. An interviewee confirmed that;

“Change is really good. Nowadays, the employees can access the authority with ease and attention is given to anyone with problem and immediate feedback is received. Even though I feared change before but this opportunity we were denied and I hope the system will be maintained.”

The interviewees observed that the HR database showed some employees were release off from their duties during re-structuring. This action resulted to resistance to change, absenteeism and go-slow by the employees since they were not sure of their future. Records from the library department showed that there were employees’ strikes. These strikes were carried by employees to register their grievances and as a show of solidarity to the affected employees. An interviewee lamented;

“No. I cannot support what the organization is doing. Few employees should not be victims of management misfortunes. It is unacceptable and sad to see fellow employees who have no disciplinary cases going home without any clear explanation. The employees must seek legal address for compensation with the organization.”

An interviewee asserted that employees had mixed reaction to organizational change causing slow acceptance to the change characterized with expression of disappointment and anxiety. This reaction was managed by extending change period to create time for manipulation and cooperation. Employees who accepted change and achieved the desired results were recognized by rewarding either in form of monetary or non-monetary incentives to motivate them further. They are the higher achievers that lead and assist groups in accommodating changes. Disappointed employees are counseled and guided by the HR department on the path towards achieving change objectives. Besides, top managers ensured direct link with other divisions to demystify fears, rumors and discuss the need for change. The interviewee said;

“Yes. I was full of anxiety and later disappointed when our comfort was being altered. This change is of no good, our department was dissolved and I was transferred to the department that I have no experience to the field of operation. Some of my colleagues were demoted and no job satisfaction accompanied from what they do.”

The interviewee observed that after the implementation of the change process, change initiatives achieved desired results. It provided leaner structure, automation of the work processes and sizable workforce that resulted to accountability from the staff. Productivity and better utilization of the resources was enhanced by the establishment of automation. Change implementation needs proper budgeting and planning to smoothly facilitate the process. These change initiatives are successfully realized when there is behavioral change among the people affected. Environment must be created for employees to perceive change as growth and personal gain as firm get human behaviors that sustain changes and delivers organization targets.

According to the interviewees there was continuous monitoring and evaluation to ensure desired behavior is reinforced and employees do not go back to old ways of doing things. The success of the organization depends on the people actions and efforts made towards needed change. This

behavior change to withstand test of time, employees' performance needs frequent evaluation in reference to expected organization results. Managers encouraged working with groups to handle behavior change in organization. The work groups efficiently and effectively facilitated behavior change of individual employee.

4.3 The People Dimension of Change in KEMRI/CDC Kisumu, Kenya

The interviewees reported a number of changes that have been initiated by KEMRI/CDC in their departments. Some of these changes include merging of other departments forming one department, creation of head of quality assurance, installation of the Enterprise Resource Planning System in the Procurement department, structure and work process establishment, electronic vehicle management system, timesheet clocking, cloud storage, new management, job reclassification and role adjustment. These findings show that KEMRI/CDC's recent change initiatives have been challenged by technological evolution. Some of the change initiatives such as Personnel Transfer, terminations, electronic clocking has targeted the employees. One interviewee posits;

“Through the electronic clocking system, the organization has effectively managed to monitor the reporting/departure time of the employees. It has also helped track the record of absenteeism by the staff who fail to clock in the system the whole day. In my opinion, this has been the best change to be effected since it has increased the staff efficiency and productivity.”

Interviewees noted that the change process at KEMRI/CDC Kisumu was met with a mixed reaction. Most of the staff showed low acceptance to the change, characterized with expression of disappointment and anxiety. According to Wanjiku (2011) slow acceptance of change from employees is due to mixed reaction towards the change needs. This reaction resulted to the

extension of change period to create time for manipulation and cooperation. To some, the change was a course of worry and suspicion. They suspected that the change being introduced was an attempt to lay off some of the staff, but came to like the changes after their implementation.

“I was very skeptical. I saw the change as an attempt by the management to lay some of us off. Although I attended the trainings and meeting on the change, I realized my mind was not receptive of that idea at all. I lived in fear of the unknown for a while, but I have seen the change was for a better, effective and productive KEMRI/CDC.” one of the interviewees said.

An interviewee said the new management created quality assurance department to be headed by a lead employee with health science background. Quality audit was to be done to the work processes and laboratory reports to ensure continuous ISO compliance. The interviewee asserted that this marked the beginning of nurturing an improvement culture of quality for the research findings and results to compete for funding with other prestigious research organizations worldwide.

The interviewees asserted that the new management released off some employees from their engagement with the organization. This was as step up measure in making the organization reassess existence change strategies. Records showed nearly over 400 employees were affected and caused negative reaction by the remaining employees to show solidarity with affected staff. All the interviewees concurred that delay in salary payment without clear information on the same provoked employees resulting to strikes as a way of registering their grievances. Several strikes were witnessed in an attempt to push new management to listen to their demands and provide information on the current status of the program. One of the interviewee confirmed;

“Yes. The employees were right to demonstrate their displeasure in any manner so long as they are not violent. They were disappointed by the actions and high handedness of issues by the acting chief operation officer. The officer made unilateral decision without consulting other managers and the branch chiefs of various projects. No. I do not support

the employees strike or resist changes that were being made, but unethical culture of dictatorship leadership style accompanied with threats of firing that the office exercised.”

The interviewees observed that the HR database showed some employees resorted to absenteeism, poor performance, coming late to work and go-slow because they were not sure of their fate. Records from the information department showed that there was also constant power blackout, machine breakdown and picketing as a way of sabotaging work. An interviewee said;

“No. I cannot support what the organization is doing. Few employees should not be victims of management misfortunes. It is unacceptable and sad to see fellow employees who have no disciplinary cases going home without any clear explanation. The employees must seek legal address for compensation with the organization.”

An interviewee pointed that the MoH through KEMRI managed to pay salary to the remaining staff to reduce change resistance in form of employees strike and sustain life threatening projects like Hiv, neglected tropical diseases and malaria projects till funding is normalize by donors. KEMRI Board of Management arranged for all hands meetings to communicate to employees the need for change. An open discussion was encouraged to enhance staff involvement and participation to change processes. An interviewee commented;

“I was not opposed to any change in the program but I am against how change is handled and communicated to employees, with what has happened to my colleagues, the fear of unknown and lack of trust on the management is in me, the next victim to termination might be me. Otherwise, I strongly support change fully when there is culture of open door policy, I wish the board can embrace this culture in handling employee’s matters, they would have better change management process, and not experience this shame.”

The interviewees lamented that heads of functional units were tasked by the new management to form work teams to explore ways of adjusting and reclassifying jobs to suit the current employees who were not affected by job separation. The exercise was to bridge gap caused and helps the organization accomplish mission. One interviewee said;

“It was a tedious exercise, merging a number of jobs that were being done by several employees to fit few employees left, no salary adjustment to cover the process and to motivate employees in their new roles. It was hard to convince the employees, at one time they try to resist but resorted to go slow due to fear of victimization by the management.”

The interviewees pointed out that work groups were established in the organization to analyze how automation of functional units and work process can be made. These work groups were representatives from each department to join hands in information communication technology department to help establish automated work management systems. The groups were mandated to seek workers opinion on automation of work process and bring out lean management system that is highly efficient and effective in performance. This motivated the employees since it brought a sense of belonging and ownership leading to a unified suggestion on electronic fleet management system. Several workshops, seminars, team building trips, forums held between the employees and the groups; and all hands meetings were schedules to obtain various feedbacks before actualizing the intended proposed change. Communications through emails were made frequently to keep employees posted on any new development. For those who cordially welcomed the change, it was a time for automation of the various systems at KEMR/CDC, Kisumu. One of the interviewees posits;

“The reaction was positive as it was geared towards operational efficiency of the organization. Through the changes that are technology-born, a lot of innovation can be realized in the organization, faster information passage, communication and feedback on employees change made through emails. For me it was a noble move of change by the management towards achievement of operational efficiency.”

An interviewee said that the introduction of electronic vehicle management system has helped the company track the movement of the vehicles through road base and webcam system as well as recording of fuel consumption of the vehicles. The interviewees reported that the electronic vehicle management has helped in monitoring and evaluating the skills of the drivers. Such

changes have ensured accurate data and information on employees and fleets. Individual vehicle report are generated in a central pool helping the transport department track mileage and costing of vehicle maintenance incases of tare and wear. The interviewee asserted that the finance department uses this road base system information to calculate charges on transport to all projects that utilize these vehicles.

All the interviewees asserted that establishment of information networking system in Library department have helped employees in timely and effective information passage. Several research publication and currents organizational events are in library database. These create awareness among employees and enhance their desire of being associated with the organization.

The interviewees further asserted that the new management merged and dissolve some departments. Subsequently, there was divisional transfers of employees and restructuring of lean program to accommodate change effects. This was done to make the program sustain its core activities and delivers it mandates to the public. Almost all the interviewees said they were force to buy the idea but the office of chief operation was making some decision wrongly without joint consultation with every employee affected. One employee posits:

“No. I do not resist change because change is good as a rest, but I query unilateral decision making in boardrooms or hotels that are unethical change practices in current change management. Evidently, if you are changed from a department you were placed due to your professional qualification to another department you have not worked in your employment life, you will query the decision and that is what I have reservation for.”

4.4 Managing the People Dimension of Change in KEMRI/CDC Kisumu, Kenya.

The interviewee noted that following the mixed reaction about the changes that were introduced by KEMRI/CDC Kisumu, the management came up of a number of strategies that would help them in the transition process. The strategies helped the institution to avoid change backlash

caused by negative reaction from employees and reduces resistance which are sometimes costly to an organization. The importance of managing people dimension of change is to incrementally execute change in the system reducing or eliminating behavioral resistance from employees, resulting to effectiveness and efficiency in operation. It was an emergent change so it required urgent attention or else the program could not withstand the magnitude. One interviewee said;

“Since the management learnt of mixed reaction from the staff on the changes they were introducing, they started taking us through constant trainings and workshops to strengthen our awareness on the changes being introduced. The management also offered mentorship and increased the number of departmental meetings that helped in smooth transition.”

4.4.1 Creating Awareness for Change

According to the interviewees, prior to initiation of the change process at KEMRI/CDCKisumu, there were preparations by the new top managers to communicate need for transformation. The program principle investigator clearly communicated to the employees that change in essence is essential for the program to sustain its research activities and rebrand itself to attract more donor funds otherwise it will lose its renowned outstanding research publications. Communication was made through internal memos, emails, suggestion boxes, leader mentorship, counseling, bulletins, circulars, newsletters and work group meetings. An interviewee said;

“People were not aware of the need to change, but the top management prepared them through internal communication channels preferably mails, memos, leader mentorship but some were still up beat and fear of losing social status overwhelmed them making head of departments to use counseling and work group session to communicate the need for change.”

The interviewee further observed that principle investigator and the director adopted open door policy in the management system to respond to emergent issues and meet employees who are disgruntled with change initiatives. No appointments were made to see senior managers

regarding any kind of information about people's change. The policy enhanced the effective flow of information from top to down and vice versa. It enabled employees to comprehend and appreciate diverse capabilities of employees in other sections; and seek clarification where difficulties were met during and after change process. In addition, the donor held teleconferencing with senior managers to assess change progress. Organizations that embrace open door system of management enhance behavioral change amongst employees through unified decision factoring varied ideas (Ortenzo 2012).

The principle investigator shared her vision of turning KEMRI/CDC Kisumu a program that can withstand forces of times that operates in rapidly changing environment. The management made a campaign focusing on ethical research practices that meets international recognition. This means being ISO compliance by ensuring accreditation of laboratory, ERP lab reporting system and real time financial reporting to donors to gain competitive advantages over research institutions competing for the same funding.

4.4.2 Developing a Desire to Support Change

The interviewees pointed out that the board of management shared a successful history of KEMRI/CDC Kisumu from the time of its inception, demonstrated that the fate of the program lies in hands of individual employee. Outdoor seminars and workshops were conducted to help solicit employees' ideas relevant to achieving desired outcome. The employees voiced a concern of changing some top managers and incorporate the centre director in key decision making, made them crave for their suggestion to be implemented as a matter of urgency.

The interviewees confirmed management developed desire for supporting change through providing incentives to the best change achievers. Employees presented with certificates of achievement and promotion with pay to recognize effort made. Assurance of equal opportunities to all and a promise to an open, transparent and fair treatment in decision making, work groups, involvement and participation made a strong appeal for change among the employees resulted to more ambitious and abled workforce that was ready to go extra miles.

Further respondents said close follow up were made and counselling done to the employees who experienced difficulties of internalize change. It made the employees who had formed loose trade union to have one on one talk with managers about challenges they had met. Close follow up were done by divisional managers and employees representatives focusing on targeted outcomes. Likewise, HR department provided counselling to employees with depression and emotional withdrawal during and after change.

The interviewee asserted that announcement made by board of management about the appointment of fiduciary agent to manage donor funds and change the top managers whose term were coming to an end created sense of urgency in executing change among the employees. The management made assurance of equal opportunities to all and a promise to an open, transparent and fair treatment in decision making through open discussion, work groups, involvement and participation ignited the spirit of change among the employees with the hope of bright future.

4.4.3 Developing Knowledge Base to Change

The respondents asserted that KEMRI/CDC Kisumu organized seminars, workshops, trainings, departmental forums, team building, education and learning session. This was under the guidance of human resources department to explain and explore the necessity of the change.

Change agents were nominated from each department as a representative of a group to take part in high level meetings and subsequently pass the understanding to their respective sections bringing all the groups to the same level of knowledge to appreciate the motive of the change. Change agents observed that there was need to bar old behaviors and motivate the employees to embrace new behaviors.

According to the respondents new behavioral change approaches were adopted by managers and align groups towards common objectives. Exchange programs and benchmarking with organizations that has successfully implemented changes were organized to provide rich knowledge and values of successful change. E-learning programs facilitated by the library department provided vast knowledge that resulted to greater understanding of change process and offered scholarship to nominated staff from various groups to undertake change management certificate courses resulted to a pool of talented employees who can easily effect change. Heads of departments were also attached and seconded to work in main CDC program that run the entire donor funded projects to broaden their knowledge based on the best change practices and skills through leader mentorship program.

The respondents said that managers were offered opportunities for career growth through promotion to a more challenging assignments to acquire various skills and experience. Recognition of good people efforts through intrinsic and extrinsic rewards enhances behavior change making new behavior valued and bars the unwanted behaviors from recurring. They further lamented that managers encourages motivation through rewards in the organization to sustain good behaviors. Promotion accompanied with job enlargement and salary increment was used as sustainability strategies of supporting good behaviors and change implementation process.

Nearly all the interviewees agreed that there were meetings facilitated prior to change implementation. Workshops and seminars were organized to train employees on how to contribute to changes needed. These were the time management educates and pass the required information on change. Employees knowledge and skills on change were enhanced through this process, so that they easily embrace change. Lastly, change agent was nominated from each department to lead change and assist employees in facilitating change in their respective docket.

4.4.4 Developing the ability to implement Change

The interviewees agreed that KEMRI/CDC Kisumu provided specialized trainings in various institutions of higher learning abroad; provided trainings at East African Consortium for Clinical Research, conducted workshops and seminars, established e-learning programs for professional courses, facilitated on job training, facilitated ISO certification training, provided knowledge transfer, induction and mentorship among employees, attaching and seconding heads of departments to Division of Parasitic Disease for global exposure, coaching staff, offered role play to staff, facilitated exchange programs and benchmarking with change consulting companies to enrich the staff with specialized knowledge on the people change management. Top managers had better skills to manage and minimize tensions whenever change was implemented.

The interviewees said functional unit targets were aligned to the overall organizational objectives with an aim of building and nurturing an improvement culture among the employees. Managers likewise supported change culture through allocation of enough resources to help facilitating the achievement of desired behaviors and results. They further provided essential planning and budgetary allocation necessary for stable foundation for behavioral change. Interviewees agreed that the organization incorporated the management growth and extended the change period to

ensure timely feedback. In cases of strong resistance from the employees change period was extended to further explain and convince individuals the benefits of change. The interviewee said;

“Yes, the management has been very supportive of the current changes at KEMRI/CDC. To them, this is the best way of achieving better accountability amongst their staff. At least people can move away from old tradition of doing things which has created work dominance in some divisions.”

As reported by the interviewees, top managers established policies that guides ways of doing work and behavior change within the organization. It enhanced staff cohesion in various divisions creating a unified direction towards required performance and desired behavior. Employees saw the sense of change through working with teams and imitate others that achieved excellent performance. Employees were encouraged to change their behavior and attitudes through teamwork to help achieve organizational objectives.

The respondents observed the presence of a well-developed Knowledge base of employees in the organization. There was continuous learning program facilitated by EACCR to build capacity of the employees that provided resourceful skills much needed for change reinforcement. Top managers ensured there was continuous learning process and refresher trainings in a bid to update employees in various divisions with latest change strategies.

4.4.5 Reinforcement to Sustain Change

The interviewees observed that top managers built and nurtured improvement culture that guides the desired behavior in the organization. Managers encouraged team work to influence the psychological being of change resistant employees towards change culture that was needed among staff. The improved culture instilled morale in individual employees creating

suitable environment for joint efforts that influenced roles and values required to achieve overall organization goals. Recognition to teams that excelled and maintained an improvement culture was done either through monetary rewards, trips to unfamiliar places, certificate award and/or scholarship to study change professional certificate course. The interviewee said;

“Yes. I am one of the beneficiaries that have been given scholarship to be trained on change management. What a wonderful experience.... Change is good and after the training, I was promoted to lead other employees with salary increment.”

The interviewees observed that continuous monitoring and evaluation of improvement were done by the quality assurance department to reinforce desired behaviors from employees. Appraisal technique was established in which performance of individual employee was moderated by functional managers to ascertain how staff related with other work groups in delivering impressive results. Employees who met higher rating on behavior change after the analysis were rewarded while those who maintained bad behavior are counseled or punished to improve towards the desired behaviors. Further, opinion court and forums are established to conduct an open discussion to ascertain how teams are going on with changes. Feedback from employees experiences with change were collected for review to improve and take corrective measures. The interviewees said;

“Quality is the key in any research findings. Quality management system was established to eliminate any deviations in the research process. Employees that exhibit and surpasses the desired result is rewarded but dismal performance call for separation. Suggestions from staff are welcomed in open forums and feedback received for any question raised. I would be excited to be associated with renowned quality findings from our organization.”

The respondents observed that close follow up made by change initiators to validate change progress. Deviations on change caused by employees through negative attitude, absenteeism, lack of cooperation and general resistance are treated with utmost care in these meetings in form of group discussions so that change processes are not blown out of proportions. Close follow up

made daily in laboratory department ensured challenges met in lab reports channeled through ERP be addressed timely so that ISO compliance maintained.

The interviewees pointed out that the managers encouraged working with groups to handle change issues in departments. Employees were nominated from various functional units to seek workers opinion and incorporate their views in the change process. This enhanced the morale of employees since it brought a sense of belonging and ownership when their suggestions were part of decisions made by senior management. Managers thought of working with groups to efficiently and effectively effect behavioral change of individual employee without resistance. They held workshops, seminars, team building trips and forums which provided clear road map on how change was effected to meet the program objectives. The interviewees said;

“Yes. Working with groups improved individual performance. Each individual employee recognized the need for behavior change. Naturally, people like socializing and this made us to identify individual uniqueness and strength; weaknesses were being neutralized by the group objectives that were tailored from the overall objectives of the organization.”

4.5 Challenges of managing the people dimension of change in KEMRI/CDC Kisumu

The respondents noted that even though KEMRI/CDC Kisumu had most of the above systems, change management skills and resources but there had been some challenges faced during change initiation period. There was slow acceptance of change by employees due to fear of unknown. Most employees resulted to go slow, absenteeism and lateness to protest to the changes targeted people. Meetings that were held sometimes turn chaotic with majority of staff wanted clear state of the organization since they had rumors of the program being closed down and moving to neighboring country.

The interviewees commented that even though KEMRI/CDC Kisumu, Kenya had the best communication channels but sometimes there was frequent breakdown of the server that support email network and ERP system used to decimate vital information to staff, partially contributed to ineffective communication and lack education. Ineffective communication leads to lack of ideas that can be presented to help people see the need for and the logic of a change. The interviewees also said few employees created time to read memos, bulletins and drop their views in the suggestion boxes around and top managers failed to fully utilize these platforms to pass proper information on change to employees in time threatening the stability of the organization.

The interviewees established that there was lack of goodwill and poor attitude among employees and some managers towards change since they were not sure of their fate. This led to sabotage by the employees to hold or slow down the whole process. They asserted that most of the employees resorted to continuous complaint of equipment breakdown and desired results were not being achieved. Besides, heads of departments were suspicious with top managers due to unpredictable actions that are being directed on employees regardless of the work levels. They said that work environment was full of confusions and no single employee is comfortable with the situation at hand.

An interviewee said that the cost of trainings, workshops, seminars and exchange programs abroad is too expensive to sustain. These programs were initiated to impact and prepare employees with the requisite change skills but application fall short of expectation. This made managers to reduce the frequencies of arranging and conducting training of any kind. The interviewee also pointed that employees were now offered on the job training through senior staff who is more experienced on change initiatives.

The interviewees said that change was met with resistance from employees who feared loss of social and economic status. Even though the heads of departments had brave face in urging the junior staff to change but sensed mistrust on the part of top managers whose actions was unpredictable. Behavioral resistance was strong since the employee saw the change to more loss than gain on them. One interviewee confirmed that employees feared change that targeted them since termination of contract spared no level of employment.

One of the respondent said that the top managers involved heads of departments and other nominees in the change process but excluded subordinate staff. This made the subordinate staff not to be aware of change goals instead preoccupied themselves with their own unit objectives that were crafted before existence of the current change. Subordinate staff felt of unfair segregation which resulted to non-committal and withdrawal in change facilitation. He further said change needs involvement of all employees in an organization to eliminate push and pull direction that makes the overall objectives of change not achieved. When there is a cohesive approach, employees easily understand the need for change resulting to smooth change implementation process.

4.6 Remedies to Challenges of Managing the People Dimension of Change at KEMRI/CDC

According to the interviewees there were few challenges during the change process. There was slow acceptance of change processes amongst employees and top management managed it by extending change period to create time of explaining and making assurance to them of better things ahead. The employees were also offered rewards and professional growth as a form of enticement to speed acceptance of change process. The rewards were in form of both monetary and non-monetary to appreciate positive efforts made by employees towards achieving change goals. The introduction of electronic clocking helped in curbing employee absenteeism and

lateness in reporting to work. This made an improvement on staff attendance and the managers established payment format that account for numbers of days worked. Further top managers ensured direct link with other divisions to demystify fears, rumors, eliminate go slow, and discuss the need for change in staff meetings.

On poor communication, top management resorted in procuring a new network service provider to provide unlimited network that created platform of continuous information flow. In addition, change agents and HR department organized campaigns in between work breaks during work hours encouraging staff to properly exhaust the use of communication channels available to access new information on change. They also encouraged working with groups to discuss and educate people on change needs across divisions. Employees were urged to create time during these work breaks to pass by the available notice boards to read memos, bulletins and those who fear of speaking their opinion openly, to drop written notes in the suggestion boxes available.

The study established that top management created other post similar to those held by managers before transition and maintained the same benefits and assurance of job security to all employees so as to enhance employees' goodwill and positive attitudes towards change. Employees who achieved desired result were recognized while those who continuously breakdown equipment are punished or separated. One interviewee asserted that a fully equipped maintenance department was formed to urgently respond to equipment breakages and complaint on the same to be registered in founded real time program. However, Board of management crafted a work plan to communicate and guide heads of departments on gradual change implementation to eliminate suspicions and confirm the next step of change.

The interviewees pointed out that the high cost incurred on trainings, workshops, seminars and exchange programs abroad was managed through resorting to in house trainings, on job trainings, seminars and workshops facilitated in the organization hall by change specialist from institutions abroad. It resulted to an average reduction on the overall cost of training. The interviewees also pointed that the rate at which trainings were conducted was minimized. The training needs were evaluated through testing and daily target rating of change to remain focus on the overall change objectives. Employees who exhibit excellence on behavior change were recognized through giving certificates and incentives.

The interviewees observed that change resistance was mitigated through frequent meetings, face to face communication, counseling by the HR department, staff bulletins and workshops. Negotiation and agreement skills were used to manage an employee or a group who is losing out in change, as well as where that group has considerable power to resist. These practices led to containment of behavioral resistance that bared employees from accepting much needed changes in the organization. Employees were given an alternative financial packages as a compensation for the working period to those whose jobs were terminated and promise of come back to work without competitive interview.

They further noted that non-inclusion of the subordinate staff made the change objectives not to be achieved by the lower level employees. Top managers managed this through re-addressing change strategies by including subordinate staff to participate and involved in the change process. They communicate the change needs in advance and educate people on the benefits of effecting change in the organization. An inclusive approach gave the staff an opportunity to air their views, share knowledge and experiences; and discuss change problem openly. The staff had

their objectives rooted from the change objectives of the organization creating easy facilitation and achievement of desired behaviors.

4.7 Discussion of Findings

The research established that for successful behavioral change in an organization, there must be an open door policy that encourage free for all system of management. This provides an easy access to top managers by employees of all levels. It is frequently argued that organizational change may be unsuccessful with a fixed system that creates buffer zones in management hierarchy and controls information flow (Hallgrimsson, 2008). The study found that KEMRI/CDC Kisumu embraced open door policy system in managing people dimension of change. The policy encouraged flow of information freely that helped employees to be involved in decision making and provided commitment to change processes. This deduction is in agreement with Bwaley (2014) argument that organization that embrace open door system of management easily implement behavioral change amongst employees due to unified decision made based on varied ideas.

The study further observed that whether it is business or behavioral change, there must be resistance to change from the employees. This is in line with Gilley (2009) who asserted that, people fear change because of the feeling that they may fail to suit in the system. Employees can doubt their abilities to conform to changes, and this makes them resist any attempts of introducing change. The study found that KEMRI/CDC Kisumu had relative resistance to change and was caused by employees who feared losing social and economic status. This contradicted with Induli (2015) argument that the major reason why there is behavioral resistance in any organization is fear of losing comfort zone that an individual has enjoyed over the years. People

are used to behaviors that seen as a routine to them and will result to absenteeism, go-slow and strikes to evade change implementation.

The research established diverse strategies that when used in managing employees through change process and minimize level of change resistance. In view of this Stoner (2008) noted that education and communication; participation and involvement; facilitation and support; negotiation and agreement; manipulation and cooption; explicit and implicit coercion as strategies; role modeling, counseling, top management support and timing as strategies of managing people's change. Kotter (2008) also said that managers in the organization has to provide leadership that aligns firm's change strategies and culture towards achieving overall vision and objectives. The study found that above strategies were used by the top management to manage employees change and behavioral resistance. This is in line with Milo (2015) argument that communication and education; training and development, facilitation and support, feedback, rewards and persuasion are some of the strategies used in managing human dimension of change.

The research established that any organization that experience change whether it is of beneficial or not, employees will react differently. Mugambi (2013) said that people react differently to change due to self-interest and these interest needs to be effectively managed for successful change process. The study found that employees had mixed reaction to changes that occurred in the organization. Most of them showed low acceptance to the change characterized with expression of disappointment and anxiety. These actions were due to suspicion that change being implemented was an attempt of punishing those people who are not close to management. This was in agreement to Wanjiku (2011) argument that slow acceptance of change between employees is always caused by mixed understanding of the benefits or losses of the change.

During the study it was found that KEMRI/CDC Kisumu had quality assurance office to audit work processes and laboratory reports for continuous ISO compliance. ISO 9001: 2008 guided work activities and procedures that meet international quality. According to Burnes (2009) organization whether in business or not always aim at meeting international standards for worldwide recognition of their products or services. This was in agreement to Kiilu (2012) argument that quality production or service provision creates a house brand name in the minds of customers and maintains ISO compliance. The study also observed that although there had been improved communication channels and systems; there had been constant breakdown of network server and ERP hence causing communication gap during change period. Managers responded by replacing the whole system with wireless network to ensure unlimited network provision. This concurred with Bwaley (2014) argument that system that experience network problem needs replacement with unlimited network system for efficient information passage in the organization.

It was established that there are actions that are need by organizational managers to effectively manage the people dimension of change. Hiatt (2010) provides ADKAR model that describes five actions namely creating awareness of the need for change prior to initiating the process. Developing desire for employees to participate in and support the change. Developing knowledge base to change. Facilitating the ability to implement required skill and behavior; and reinforcement done by providing required resources for change implementation. The research confirmed that the organization employed model in managing change. This is the same as Wanjiku (2011) argument that behavioral change management success depends on creating awareness through communication, trainings, leader mentorship, counseling, work group

meetings and involvement in the process. These assist employees in understanding the need for change and eliminate resistance.

The study confirmed that after the implementation of the change process, change initiatives achieved desired results. Change provided leaner structure, automation of the work processes and sizable workforce that resulted to accountability from the staff. This was in agreement to Mutwol (2009) argument that automation of work processes result to real time relay of outcomes and the accountable performer of the job. The research also noted that in the process of change implementation there was budgeting and planning to facilitate the process, management growth incorporated to support change, change period extended incases of slow acceptance to ensure timely feedback, managers supported change culture through rewards and other incentives; facilitation of frequent meetings and workshops to educate people on the need for change.

The research established that for change to be successfully initiated in the organization there has to be behavioral change among people that will be affected or else backlash caused in the process. Ajzen (1988) said that perceived behavioral control and intention may be used directly in the prediction of behavioral achievement. Environment must be created for employees to perceive change as growth and personal gain as firm get human behaviors that sustain changes and delivers organization targets. The study found out that KEMRI/CDC Kisumu planned specific behavior of interest and provided the same context that the behavior was occurring to meet change initiatives. This was in agreement to Mugambi (2013) argument that employees are the best media for implementing successful change initiatives and their desired behaviors are pre-planned by top management.

The study found that there is continuous monitoring and evaluation to ensure desired behavior is reinforced and employees do not go back to old ways of doing things. The success of the organization depends on the people's actions and can change when there are changes in behavior. This behavior change to withstand the test of time, the employees' performance needs frequent evaluation in reference to expected organization results.

The research established that managers encouraged working with groups to handle behavior change in organization. Lewin (1948) believed that since the organizational design was becoming more team based to achieve the organizational objectives, individual's behavior must be a function of the group environment. According to Burnes (2004) when people in organizations work in groups, individual behavior must be seen or modified in the light of groups' prevailing practices and norms to change and it was useless to focus on changing the behavior of individuals in the organization if change was to succeed. The study confirmed that managers recognized working with groups, seminars, team building trips, frequent meetings, secondment and attachment to smoothly effect change in the organization. It was in concurrence to Milo (2015) argument that working with various groups in organization help influence and modified an individual's desired expertise to achieve overall objectives.

The study observed that restructuring resulted to merging of stores and procurement forming one department, communication department removed and some employees from various divisions were released off their jobs. The procurement process that was automated was out of order and employees resorted to manual way of doing things. Finally, the study also found that some of these actions caused resistance and affected timely dissemination of the right information to employees and stakeholders. This was in agreement to Mutwol (2009) argument that people management of change revolved around communication and re-assignment function strategies.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter contains summary of the findings, conclusions and recommendations of the study.

The findings are based on research objectives that later helped in making conclusions and highlights recommendations that the researcher provides to the management of KEMRI/CDC Kisumu, Kenya.

5.2 Summary of Findings

The study found that the people dimension of change at KEMRI/CDC Kisumu has been managed by the use of open door policy to access and pass change information. It encourages the flow of information freely and provided feedback promptly. This resulted to gathering diverse suggestions from all stakeholders and later provided unified decision. Further, managing people's change needs close follow up by the initiators for a smooth implementation and retention of desired behaviors. The study also identified some of the skills used by managers in guiding employees to internalize behavioral change and minimize resistance includes education and communication; participation and involvement; facilitation and support; negotiation and agreement; manipulation and cooption; explicit and implicit coercion; role modeling, counseling, top management support and timing.

It was found that the organization used actions such as creating awareness of the need for change, developing desire for an individual employee to participate in and support the change, developing knowledge base to change, facilitating the ability to behavior change; and

reinforcement of the acquired change to effectively manage the people dimension of change in an organization. These actions when used simultaneously, the desired behavioral change is achieved.

The research observed that change is not easily accepted when an employee has negative feeling about it. Employees will use all the energy to resist change from being implemented in the organization and it was one of the challenges experienced in managing change. Some of the causes of resistance that the study noted are fear of losing social and economic status, unpredicted future, anxiety, selective perception, lack of information, fear of the unknown, habit and resentment towards the initiator. It was noted that some of the signs of resistance to change that was seen from employees are absenteeism, go-slow and strikes. Resistance was mitigated through frequent meetings, face to face communication, counseling by the HR department, staff bulletins and workshops.

The study found that top managers involved heads of departments and other nominees in the change process but excluded subordinate staff. This made the subordinate staff not to be aware of change goals instead preoccupied themselves with their own unit objectives that were crafted before existence of the current change. Subordinate staff felt of unfair segregation which resulted to non-committal and withdrawal in change facilitation. Top management later held close door meetings with lower level cadre to educate and communicate the need for change regardless of work levels in the organization.

The research established that employees have mix reaction to organizational change causing slow acceptance to the change characterized with expression of disappointment and anxiety. This reaction can be managed by extending change period to create time for manipulation and

cooperation. Employees who accept change and achieved the desired results are recognized by rewarding either in form of monetary or non-monetary incentives to motivate them further.

The study established the cost of trainings, workshops, seminars and exchange programs abroad is too expensive to sustain. These programs were initiated to impact and prepare employees with the requisite change skills but application fall short of expectation. This high cost hampered change facilitation in the organization. Top management managed high cost on training programs through in house trainings, on job trainings, seminars and workshops facilitated in the organization hall by change specialist from institutions abroad.

It was established that change initiatives achieved desired results when there is presence of behavioral change in an organization. KEMRI/CDC Kisumu managed challenges of the people's change through proper budgeting and planning, management growth incorporated in change, change period extension in cases of strong resistance, adoption of suitable change culture, workshops facilitation and provision of enough resources.

The study found that top managers were also working with groups; organize workshops, seminars, team building trips, forums, frequent meetings, secondment and attachment to smoothly effect change in the organization. Finally, the research also observed that organization only do restructuring to respond to changes that are a threat to their existence otherwise change is feared from all quarters.

5.3. Conclusion

From the above findings, for effective management of the people dimension of change in any organization, there is need for the use of ADKAR model that identified five actions namely

creating awareness of the need for change, develop desire to participate in and support the change, developing knowledge base to change, facilitating the ability to behavior change; and reinforcement of the acquired change. Even though the above model was used by KEMRI/CDC Kisumu to manage people's change but the top management also adopted an open door policy to enhance the communication flow and feedback. In addition to these, there is need for the use of close follow up by the managers and skills such as education and communication; participation and involvement; facilitation and support; negotiation and agreement; manipulation and cooption, counseling, top management support to achieve desired behavior.

However, the major challenge to behavioral change is employee resistance. People will always reject change because of alteration their routine behavior. They will have mixed reaction to change and support change when there are more benefits than loses. Change agents needs to closely keep watch on the obvious signs of resistance to change from employees such as absenteeism, go-slow and strikes. Regular meetings, face to face communication, counseling by the HR department, staff bulletins containing change information and workshops facilitation needs to be put into consideration and allocated enough resource to prepare employees in advance on the need of change.

The remedies to the challenges of the people dimension of change in the organization are working with groups, nurturing an improvement culture, training, allocation of enough resources and planning and budgeting. Change plans need not to be for the few top managers affair drafted in board rooms and enforced upon employees of an organization to execute it. The plans require advance communication before implementation for easy understanding and acceptance amongst the employees. Likewise, continuous monitoring and evaluation is required in reinforcing and supporting the achieved desired behaviors. The change strategies above create sense of

ownership and purpose that make each individual member of the organization feel valued in the whole process.

The findings of this study support the group dynamics theory Lewin (1948) that emphasized on bringing about organizational transformation through work groups behavior rather than individuals. For successful behavioral change implementation, individual behavior must be seen and modified in the light of groups prevailing practices and norms. The findings largely concurred with other studies like Milo (2015) who found out that working with various groups in organization help influence and modified an individual desired expertise to achieve overall objectives, Mugambi (2013) argued that employees are the best media for implementing successful change initiatives and their desired behaviors are pre-planned by top management and Bwaley (2014) argued that organization that embrace open door system of management easily implement behavioral change amongst employees due to unified decision made based on varied ideas.

Further, all the three theories are supported by the study findings. The organization managers who encourages working with groups in facilitating change helps an individual in conforming to desired behavior asserts the group dynamic theory (Lewin, 1948). Through working with groups, people learn by observing others who excelled in meeting change needs hence support the social cognitive theory (Bandura, 1977). For success of any change, there must be planning of the desired behavior. The specific attitudes toward the behavior in question can be expected to predict that behavior and this support the theory of planned behavior (Ajzen, 1991). The study findings supported are open door policy, working with groups, nurturing improvement culture, participation and involvement are strategies employed in managing the people dimension of change. The study found that change resistance was due to fear of losing social and economic

status which contradicted Induli (2015) argument that the major reason why there is behavioral resistance in any organization is fear of losing comfort zone that an individual has enjoyed over the years.

5.4 Recommendations for Policy and Practice

The study established that the people dimension of change at KEMRI/CDC Kisumu has been managed by the use of open door policy to access and pass change information. This policy helps in gathering different views on change from all stakeholders and creates an environment of inclusive participation and involvement. There is need for close follow up by the change initiators for a smooth implementation and retention of desired behaviors. The skills such as education and communication; participation and involvement; facilitation and support; negotiation and agreement; manipulation and cooption; explicit and implicit coercion; role modeling, counseling, top management support and timing are needed by top management to use in change implementation. The research therefore recommends that there should be a policy on communication and passing of information to employees.

The research established that there are actions needed for effective management of the people dimension of change in an organization namely creating awareness of the need for change, developing desire for an individual employee to participate in and support the change, developing knowledge base to change, facilitating the ability to behavior change; and reinforcement of the acquired change. These actions were adopted by top managers in their daily operations to steer the organization towards achieving desired objectives. The study recommends for a policy on employee training be in place.

The research observed that change is feared from all quarters regardless of the size of the company or work levels. KEMRI/CDC Kisumu experience relative resistance to change from employees at all levels. It was noted that some of the signs of resistance to change that was seen from employees are absenteeism, go-slow and strikes. There need for having frequent meetings with all stakeholders, face to face communication, guidance and counseling on change issue, staff bulletins and workshops. The employees should be assured of their job security in order to reduce their resistance to change. This leads to recommendation of a policy on resistance and grievance management.

The research recommended that top managers should see all employees regardless of their level as valuable resources of an organization whose efforts when managed to the direction required, success is a reality. There should be close door meetings with lower cadre employees to educate and communicate the need for change otherwise unfair segregation may lead some cadre non-committal and withdrawal to change initiatives. In view of these, management needs to invest more in activities that promotes strong employee-employer relationship for better working environment. There should be a policy on equal opportunity and representation of all employees on organizational matters.

The study found that top managers were working with groups; organize workshops, seminars, team building trips, forums, frequent meetings, secondment and attachment to smoothly effect change in the organization. These neutralized employees mixed reaction that resulted to slow acceptance of change characterized with expression of disappointment and anxiety. Finally, the research also observed that organization only do restructuring to respond to changes that are a threat to their existence but there is need for continuous adjustment to easily accommodate either

planned or emergent change. The research recommends a policy on employee secondment and attachment to other sister organization.

The study established that top management economized training costs through conducting in house trainings, on job trainings, seminars and workshops facilitated in the organization hall by change specialist from institutions abroad. Beside, change initiatives achieved desired results when there is presence of behavioral change in an organization. KEMRI/CDC Kisumu needs to improve on management of the people dimension of change to reduce cases of employees' discontent with change process. Even though there was relative resistance that resulted to the strike but the organization has better skills managers requires guiding employees through change in the organization. The study recommends for KEMRI/CDC Kisumu to put in place a policy on budgeting and resource allocation to change.

The policy makers, monitors and government in general have an opportunity to understand the dynamics of the people dimension of change to minimize behavioral resistance in an organization. Scholars and researchers at large will find the outcome of this study valuable for further research. The findings will also be of importance to health research sector in difficult times.

5.5 Limitation of the Study

The study was limited to the people dimension of change in KEMRI/CDC Kisumu, Kenya. The study did not explore the extent to which reaction of different people to change influence research findings of KEMRI/CDC Kisumu, Kenya. It only concentrated on the people change ignoring the business dimension of change even though there might be a relationship between

them. The study should have tested the influence of varied mixed reaction of employees on the research publication during the past three years (2014-2015) of change.

The study was carried out using case study that was limited to KEMRI/CDC Kisumu, Kenya. Information collected did not include the views of stakeholders in other organizations of the same sector research. It was difficult to make inferences on people's change due to few interviewees and unpredictable human behavior.

The study was limited to KEMRI/CDC Kisumu, Kenya which is not a representative of the health sector research. It is donor funded organization but most decisions made on change are in consultation of two governments namely Kenya and USA. The findings are unique and this may not be sufficient to arrive to a general conclusion on managing the people dimension of change.

5.6 Suggestions for Further Research

The study suggests that the same study needs to be conducted in future to explore further the extent to which the reaction of different people to change influences research findings of KEMRI/CDC Kisumu, Kenya. Further research on the success level of the changes introduced in KEMRI/CDC within the last 2-3 years needs to be done to effectively assess improvement made.

The research was done using case study that focused on KEMRI/CDC Kisumu as one organization and information collected did not include the views of stakeholders in the same health sector research. Using different methodology, a similar study needs to be replicated in other organization in the same health sector research to provide information that represents views of the larger sector stakeholders. It will be easy to make references due to increased number of interviewees.

The study suggests that similar studies need to be done on other health research sector with same change decision making organ to get overall reaction of people to change and to compare with the findings of this study. Several studies done using different context will assist gather a lot of information for analysis and provide better insight people change. Findings might also be validated during replication.

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APPENDICES

Appendix 1: Interview Guide

**TOPIC: Managing the People Dimension of Change at Kenya Medical Research Institute/
Centre for Disease Control Kisumu, Kenya**

PART A: ORGANIZATIONAL PROFILE

Designation:.....

Department:.....

1. How long, in years have you worked with KEMRI/CDC Kisumu, Kenya?.....

2. How many years have you been in your current position?.....

PART B: THE PEOPLE DIMENSION OF CHANGE

1. Which change initiative has KEMRI/CDC initiated in the recent past?

.....
.....

i) Which change initiatives targeted the personnel?

.....

2. How were the people prepared for the change?

.....
.....

3. How did the employees react to various changes initiated in the organization?

.....
.....

4. How has the management of the people dimension of change at KEMRI/CDC been undertaken?

5. Was there resistance to the changes that were being introduced? Explain.

.....
.....

6. What were the causes of the resistance to the changes initiated?

.....
.....

7. What are the challenges of managing the people dimension of change?

.....
.....

9. What are the remedies to challenges of managing the people dimension of change?

.....
.....

10. The following are skills needed to be employed in guiding people through change process in an organization. What are the skills used by managers in KEMRI/CDC to address change among the people:

- i) Education and communication
- ii) Participation and involvement
- iii) Facilitation and Support
- iv) Negotiation and Agreement

11. In the process of change implementation, did any of these activities take place?

- i) Budgeting and planning done to facilitate the change process.
- ii) Management growth incorporated in the change procedure.
- iii) Change period extended to ensure timely feedback.
- iv) Managers' support change culture? Explain.
- v) Facilitation of meetings and workshops.
- vi) Enough resources provided for change implementation.

12. After the implementation of the change, did change initiatives achieve the desired result?

Describe.....

13. Explain how the desired behavior is reinforced to ensure that the people do not go back to their old ways of doing things?

.....

14. What did management do to assist employees to understand and accept the changes?

.....

THANK YOU FOR YOUR COOPERATION

Appendix II: Letter of Authority



UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

KISUMU CAMPUS

Telephone: 732160 Ext. 208
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 19134-40123
Kisumu, Kenya

Ref: CHSS-SOB D61/76338/2014

July 18, 2016

TO WHOM IT MAY CONCERN

The bearer of this letter **John Alal Dede**

REGISTRATION NO: D61/76338/2014

The above named student is in the Master of Business Administration Degree Program. As part of requirements for the course, he/she is expected to carry out a study on "**Managing the people dimension of change at Kenya Medical Research Institute/Centre for Disease control Kisumu, Kenya**". He/she has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

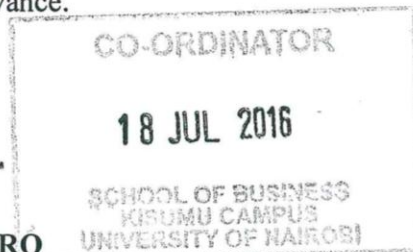
The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

DR. NIXON OMORO
ASST. COORDINATOR, SOB, KISUMU CAMPUS



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Appendix III: Letter Requesting Permission to Carry out Research

25Th July, 2016

The Director,
KEMRI
P.O Box 54840,
Nairobi.

Thro'

Director,
CGHR,
P.O Box 1578,
Kisumu.

Dear Sir,

RE: RESEARCH STUDY

I am a final year student at the University of Nairobi Kisumu campus undertaking Master of Business Administration Degree. As part of the requirements for the completion of the course, I am expected to carry out a research study and I have identified KEMRI/CDC Kisumu, Kenya for the purpose.

I kindly request your office to grant me permission to collect data for this purpose.

Attached is a copy of the University's letter of approval to proceed to the stage of collecting data.

Thank you.

Yours faithfully,

John Alal Dede

P/no. 21855

Appendix IV: Turnit in Report

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Turnitin*Originality Report*

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