

**FACTORS INFLUENCING CHANGE MANAGEMENT IN
ORGANIZATIONS: A CASE STUDY OF WORLD FOOD
PROGRAMME – KENYA**

**BY
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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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ORGANIZATIONS: A CASE STUDY OF WORLD FOOD
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BY

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**Project Proposal Submitted to the Chandaria School of Business in Partial
Fulfillment of the Requirement for the Master of Science Degree in Organizational
Development (MOD)**

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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STUDENT DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

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Date: _____

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This research proposal has been presented for examination with my approval as the appointed supervisor.

Signed: _____

Date: _____

Fred Newa

Signed: _____

Date: _____

Dean, Chandaria School of Business

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ABSTRACT

This study will be driven to determine factors affecting change management in organizations. The study will focus on World Food Program (WFP) in Kenya. The study will answer the following research questions: To what extent does employees attitude influence change management in organizations? To what extent does leadership influence change management in organizations? To what extent does organizational culture influence change management in organizations?

This study adopted a descriptive survey research design. This study had a population of 399 employees at WFP. A stratified sampling design was used to select managers and employees based on departments. The study had a sample size of 120. Data collection was conducted using structured closed ended questionnaires. Data was eventually analyzed using descriptive and inferential statistical analysis using Statistical Package for Social Service (SPSS) version 24. The findings have been presented using tables and figures

The first research question for this study sought to determine the extent to which employee attitude influences change management at World Food Programme. Employee attitude consisted of individual factors, change content factors, and change process factors. The findings show that there exists a significant relationship between employee attitude and change management in organizations.

The second research question examined the extent to which organizational leadership influences change management at World Food Programme. Leadership influence consisted of setting of change environment, setting of change management goals, formulating the change plan, and implementation of the change. The findings show that there exists a statistically significant relationship between leadership influence and change management in organizations

The third research question examined the extent to which organizational culture influences change management at World Food Programme. Organizational culture in this case consisted of organizational values and norms, organizational structure, and organizational sub-culture. The findings show that there exists a significant relationship between organizational culture and change management in organizations

This study concluded that all components examined under employee attitude including employee individual factors, change content factors, and change process factors are important in enhancing change management within an organization. Equally, this study concluded that leaders' ability to set change environment, leaders ability to set change management goals, leaders ability to formulate change plan, and leaders' ability to formulate change implementation plan all contributes to effective change management in an organization. This study concludes that organizational culture components examined under this study including organization values and norms, organizational structure, and organizational sub-culture are all important in enhancing change management in an organization

The study recommended the need for management at World Food Programme to invest more in training employees on importance of emotional quotient that enhances their ability to adapt to change. There is also needed to ensure that individual factors such as cognition and employee communication skills are enhanced. This means investing more in management training on how to set change management goal, how to develop change plans, how to develop change implementation plan and schedule. This study recommended for the need for WFP management to establish well-structured values and norms that are all inclusive, and well developed to adapt to a dynamic changing operational environment

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DEDICATION

I would like to dedicate this research study to my friends and family for their continuous and unceasing support during this research project. Most importantly to my Mother who walked the journey with me, My Allah bless you abundantly.

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LIST OF ACRONYMS

EI:	Emotional Intelligence
EMOP:	Emergency Operation
FAO:	Food and Agriculture Organization
HR:	Human Resource
INGO:	International Non-Governmental Organization
LMX:	Leader-Member Exchange
NGOs:	Non-Governmental Organizations
NPOs:	Not-for-Profit Organizations
PDM:	Participation in Decision Making
PRRO:	Protracted Relief and Recovery Operations
SPSS:	Statistical Package for Social Science
UN:	United Nations
UNGA:	United Nations General Assembly
WFP:	World Food Programme

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

In a world of new technologies, transforming economies, shifting demographics, reforming governments, fluctuating consumer preferences and dynamic competition, it is not a question of whether organizations should change, but of when and how organizations must change (Sugarman, 2010). Just like living things, organization must and do undergo change. As such, organizations should constantly align themselves with their environments either by reacting to both internal and external events that shape business operate (De Wit & Meyer, 2010). Change is something that forces one out of their comfort zone and it is either for better or for worse depending on the angle the perceiver views it from (Vakola & Nikalaou, 2015). Just like living things organizations experience change as they go through their existence. Therefore, for effective change to happen within an organization, change management is both essential and necessary (Sugarman, 2010).

Change management is a structured and systematic approach to achieving a sustainable change in human behavior within an organization. It involves moving the people in the organization to a certain characteristics and behaviors which are desired by the organization (Senior & Swailes, 2010). Change management is a strategic program that is meant to redirect the organization into the future. (Davis & Holland, 2012) posit that change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost-effective manner and completed within the targeted time frame and with desired results. Change management is the process tools and techniques to manage the people side of business change to achieve the required business outcomes also to realize that business change effectively within the social infrastructure of the workplace (Burnes, 2010).

In postmodern era, globalization has brought an avalanche of organizational operational challenges that calls for organizations to change and reinvent themselves every so often to remain relevant, and competitive (Layne, 2010). Change management has therefore become tedious, dynamic and very elastic (Michela & Burke, 2009). Different organizations deal differently with change management. This is due to divergent aspects of

organizational culture, leadership, operations, environment among other factors (Hay & Hodgkinson, 2014).

Change management started in the US and Europe more than 30 decades ago. The first wave of change management began in late 1980's (Holmes, 2013). During this time, the focus of change management was to improve the collective understanding of human beings and systems. This era saw Kurt Lewin (1948) introduce the three stages of change management including unfreezing, moving and refreezing, as well as the force field analysis as a mechanism for change management (Layne, 2010). The second phase included the change acceleration era dubbed the 'radar era' where topic like managing change, changing the way we change, leading change were notably used in change literature and organizations (Kazik, 2012; Elrod and Tippet, 2010). The third phase of change management dubbed the formalization and discipline era, where the Posci ADKAR Model was developed which included managing individual orientation in change management, examining the organizational structures, process and tool (Layne, 2010). The third phase has been in place since the early 2000 until now.

In Africa, change management was an import of internalization and globalization of multinationals such as Baclays, Coca-Cola, Proctor and Gamble, and other humanitarian organizations such as the United Nation Agencies (UN), and international non-governmental organizations such as World Food Program (WFP), World Vision (WV), Oxfam and Plan International among others (McCarthy & Dolfisma, 2012). The import from the West has significantly influenced countries, particularly those with large number of multinational operations such as South Africa, Egypt, Kenya, and Nigeria (Kazik, 2012). According to Phillip and Lee (2011) south Africa leads other African states in business development and change management processes due to its robust business environment, competitiveness, and large presence of multinationals. In Kenya, in as much as change management was the import of multinationals, the same has equally been adopted by local companies undergoing different forms of change including mergers, acquisitions, restructuring, innovations, downsizing among other change measures (Kazik, 2012).

Leadership is defined as the activity of leading a group of people or an organization or the ability to do this (Hay & Hodgkinson, 2014). It involves: establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the

conflicting interests of all members and stakeholders (Vakola and Nikalaou, 2015). Leadership needs to be transformational if it is aimed to serve the organization. In many instances, the type of leadership required to change culture is transformational, because culture change needs much energy and commitment to achieve outcomes (Lok and Crawford, 2013). Theories of transformational leadership emphasize that change is accomplished through the leader's implementation of a unique vision of the organization through powerful personal characteristics designed to change internal organizational cultural norms (Hay and Hodgkinson, 2014). Leaders influence change in that they are the organization's warden tasked with the responsibility to make decisions and give the organization direction (Lok and Crawford, 2013). Vakola and Nikalaou (2015) note that, leaders are confronted with environmental complexities, ambiguous situations, and conflicting demands from multiple constituencies, and thus they need to be skilled at managing such environmental complexities and uncertainties as well as respond promptly to these changes.

Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization (Burnes, 2010). According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members. Understanding culture can be useful in two ways. First, cultural insight provides awareness of the extent to which organization members are willing to accept change and a cultural assessment is likely to determine the root cause of the problems that need stronger performance (Chatman and Eunyoung, 2013). Culture is the sum of the beliefs that shape behavior and dictate the ways things get done. A parallel definition of culture is given by Burnes (2010) who emphasizes on the meaning of events that are occurring in the workplace, and how they influence how ways of doing things are introduced. According to Chatman and Eunyoung (2013), culture is the final element and the basis for the behavior of a significant group of people within an organization. They state that, culture determines the way people think, feel, and face certain challenges: and they note that, if we cannot change people's way of thinking and feeling we will only make them act differently by imposing it and this will weaken the sustainability of a change.

The World Food Programme (WFP) is both a humanitarian and development United Nations (UN) agency. World Food Programme (WFP) is the leading humanitarian

organization fighting hunger worldwide, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience. In emergencies, it distributes food where it is needed to save the lives of victims of war, civil conflict and natural disasters (DAC, 2011). After the cause of the emergency passes, it focuses on development, using food to help communities rebuild their lives (Peer Review, 2012). It was established in 1961 by the Food and Agriculture Organization (FAO) and the United Nations General Assembly (UNGA) (Annual Evaluation Report, 2010). In recent years, WFP has shifted its delivery mechanisms from “food aid” (focus on the shipment of food) to “food assistance” (including cash transfers, rather than physical food, where appropriate). WFP has also taken a leadership role in the global humanitarian coordination cluster system for global logistics and emergency telecommunications (WFP, 2012).

WFP ensures its aid is concentrated on pre-identified, food-insecure areas inside recipient countries – usually rural areas of low productivity, areas prone to natural disasters and areas vulnerable to periodic food shortages (DAC, 2011). It also works in towns and cities with high concentrations of malnutrition. Special Operations are short-term operations designed to speed-up the movement of food aid and involve logistics and infrastructure work (for example, infrastructure repairs, intermittent airlifts and provision of common logistics) designed to overcome operational bottlenecks (WFP, 2012).

WFP like any other organization is not immune to change and has been exposed to changes in its environment within which it operates including but not limited to technological, operational and economic changes, which has inevitably led to change in its size of operations and scope (Peer Review, 2012). These changes have had an impact on the organization as well as its various stakeholders; partners, suppliers and employees. The organization’s mandate requires it to work in various states that have different demographics, the institution is forced to always change in accordance to the environment that it works in. These environmental changes make WFP a good case study on how various internal factors influence its change management (WFP, 2012). There is need to study the management of change at WFP as the findings are expected to give a clear understanding of the nature of changes at WFP as well as the approach with which they have been managed including the factors that affect the change process in the organization, and the results of this study may be used as a benchmark for the organization during its change

management process.

1.2 Statement of the Problem

Various research studies have been carried out on change management in organizations based in Kenya. Some of these studies look at organizational change from several perspectives. For example Saanun (2011) studied change management practices at Bomu Medical Centre a Non-Governmental health facility operating in Mombasa. In addition, Misoi (2011) studied the change management practices at PZ Cussons East Africa. Maraka (2009) studied change management at International Federation of Red Cross and Red Crescent Societies, an International Non-Governmental Organization (INGO), and Oranga (2009) looked at strategic change management practices at Uzima foundation.

Studies conducted on employees and change management tend to focus on how the latter affects the former and not vice versa for instance: Sidikova (2011) studies the impact of change on employees' motivation; Wittig (2012) studies employees' reactions to organizational change; Fedor and Herold (2004) studied the effects of change and change management on employee responses; and Seo and Hill (2015) focused on managing employee engagement during times of change. All these studies are unidirectional in terms of focus and hence the need to study how employees influence change management in organizations.

Leadership studies like: Apostu (2013) focused on non-governmental organization leadership and development. Carreras, Iglesias and Sureda (2009) focused on successfully transforming NGOs leading change. Karamat (2013) focused on the impact of leadership on organizational performance. Wong and Yeung (2014) focused on permission-based leadership and change management in Hong Kong's non-government organizations. Hailey (2006) studied NGO leadership development. Sherman (2011) focused on change management strategies to help non-profit leaders make the most of uncertain times. These studies focus on various issues with regards to leadership in NGOs, but none focuses on how leadership influences change management and this leaves a gap that the study could explore with regards to influence of leadership in change management with a focus on WFP.

Studies on organizational culture include: Wagoki (2015) influence of organizational

culture on implementation of strategic plans in non-governmental organizations. Duke and Edet (2012) studied organizational culture as a determinant of non-governmental organization performance in Nigeria. Ahmadi *et al.* (2012) studied the relationship between organizational culture typologies and dimensions and strategy implementation. Janicijevic (2012) focused on the influence of organizational culture on organizational preferences towards the choice of organizational change strategy. These studies focus on various issues with regards to organizational culture in NGOs, but none focuses on how the organizational culture influences change management and this leaves a gap that this study explored with regards to influence of organizational culture on change management with a focus on WFP. With regards to the identified study gaps, there was a need to carry out a study on how employees, organizational leadership, and organizational culture influenced organizational change management, with a key focus on WFP.

1.3 Purpose of the Study

This major drive for this study was to determine factors affecting change management in organizations. The study focused exclusively on World Food Program in Kenya.

1.4 Research Questions

The study was guided by the following research questions:

- 1.4.1** To what extent does employees attitude influence change management at the World Food Program Kenya?
- 1.4.2** To what extent does leadership influence change management at World Food Program Kenya?
- 1.4.3** To what extent does organizational culture influence change management World Food Program Kenya?

1.5 Significance of the Study

This study will be of significance to various stakeholders who will benefit directly and indirectly. These stakeholders and the study's significance is as follows:

1.5.1 World Food Program

The study is useful to WFP managers. The study will help elaborate how different stakeholders (employees and leaders) as well as the organizational culture impact change management in the organization. This offers WFP management an insight on how their organization has been impacted, giving them an opportunity to understand the organization

well. The study offers recommendations that the managers can implement to maximize their ability of dealing with change.

1.5.2 Non-Governmental Organizations

It is well known that the factors influencing change management in NGOs and not-for-profit organizations (NPOs) differ from other industries. This study will offer stakeholders in these NGOs and NPOs an opportunity to understand how various factors affect change management within their industry. They will also have a platform to benchmark with and implement suggested recommendations in accordance to their organizations.

1.5.3 Future Researchers and Scholars

Finally, this study is a great addition to the non-existent literature on the factors affecting change management at WFP. This study will subsequently serve as a source of reference material for future researchers interested in related topics. The study will indicate all the areas that it will cover and indicate the study gaps that future researchers and scholars can use as a foundation for their studies.

1.6 Scope of the Study

As indicated, the study will be driven to examine factors influencing change management in organizations with a bias focus on WFP. This results and findings are therefore limited to WFP. The study included all employees of WFP Kenya and the research was carried out between the months of November 2017 – January 2018.

1.7 Definitions of Terms

1.7.1 Change

Change is something that forces one out of their comfort zone and it is either for better or for worse depending on the angle the perceiver views it from (Vakola & Nikalaou, 2015); its architecture involves the design and construction of new patterns or the re-conceptualization of old ones, to make new, and probably more productive (Sugarman, 2010).

1.7.2 Change Management

Change management is the process tools and techniques to manage the people side of business change to achieve the required business outcomes also to realize that business change effectively within the social infrastructure of the workplace (Burnes, 2010).

1.7.3 Employee

This is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties, also called worker (De Wit & Meyer, 2010).

1.7.4 Leadership

This is the activity of leading a group of people or an organization or the ability to do this (Hay & Hodgkinson, 2014). leadership is the art of motivating a group of people to act towards achieving a common goal. It involves: establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders (Vakola & Nikalaou, 2015).

1.7.5 Organizational Culture

Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization (Burnes, 2010). According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members.

1.8 Chapter Summary

This chapter has elaborated on the study background on factors that influence change management in organizations. The chapter has discussed the various internal and external factors, and has elaborated on three factors that are the study's focus: employees, leadership, and organizational culture. The chapter has elaborated on the research gaps that exist with regards to employee studies and change management, leadership and change management, and finally organizational culture and change management. The chapter has indicated the scope of the study as well as stated its limitation and it has elaborated on the various beneficiaries of the study. The chapter ends by offering definitions to key terms. The chapter two discusses the literature review, chapter three presents research methodology, chapter four focuses on the results and findings, and chapter five presents the study discussions, conclusions, and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Literature review based on the study research questions is presented in this chapter. Literature on change management is presented first, followed by literature on the extent to which employee attitude influences change management at World Food Program Kenya; to what extent leadership influences change management at World Food Program Kenya; and finally, the extent organizational culture influence change management World Food Program Kenya. At the end, a chapter summary will be provided as an analysis of key literature areas presented in this chapter.

2.2 Influence of Employees Attitude of Change Management

Change in some organizations is a process misunderstood by many employees, for whom there are no ready-made guidelines to an understanding of change. Employees are defined as individuals who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties, also called worker (De Wit & Meyer, 2010). Employees have to struggle to understand and modify practices and processes that are complicated, in a constant state of renewal, and difficult to comprehend (Davis & Holland, 2012). It is for this reason that Vakola and Nikalaou (2015) emphasize the role of the employee in the organization based on the factors influencing the forces of change, which also include leadership style requirements. Employees attitude therefore plays a key role that influences change through either acceptance or resistance to organizational change (Davis & Holland, 2012).

Various scholars including Bovey and Hede (2011); Waldersee and Griffiths (2010) contend that there exists a significant relationship between employees' attitude and success of change management in organizations. In cases where employees resist change, negative attitude towards perceived results of change is usually the leading cause of the resistance towards change management initiatives. Equally, Beer and Nohria (2011) posit that the attitude that employees bring to an organization determine whether they will be change agents or resisters. As such, employees normally react differently to change within organizations. In other instances, employees attitude is influenced by fear and anxiety of

the unknown (Vakola & Nikalaou, 2015). To this end, it could be argued that employees' attitude towards change can be influenced by a number of factors ranging from individual factors, change content factors, change process factors, and change context factors.

2.2.1 Individual Employee Factors

According to Armenakis, Bernerth, Pitts and Walker (2007) individuals working in any given organization can have different attitudes and reactions towards change and change management. Self-efficacy, and locus of control are important factors for individuals in organizations (Bovey & Hede, 2011). Any time an organization goes through significant change, individual employees can feel a certain threat to their self-efficacy and control. As such, the reaction of employees to loss of control during change can attract negative attitudes towards change itself, and those agents driving the change, and in extreme cases, sabotage the change (Beer & Nohria, 2011). It is reasonable therefore, to expect employees to react negatively to processes of change that involve going from the known to the unknown, and when employees react, it is important to distinguish between the symptoms of their reactions and the causes behind them (Bovey & Hede, 2011).

Armenakis et al., (2007) argue that there exist three factors that influence employees' individual attitudes to change, including: employees' emotions and cognitions, communication, and employees' participation in decision making. Evidence suggests that these factors explain much of an employee's attitude, arguably more than other factors present during organizational change. Although these factors are closely related and can even be considered interwoven in many ways, each factor contributes individual and important information. According to Ertuk (2013), organizational change efforts fail since change agents underestimate the importance of the individual employees' cognitive-affective nature of change. An employee's cognitive-affective states are trigger points for attitudes since they are attached to emotion connectors that make the employee feel good or bad about the change, and the resultant support for, or resistance towards the change (Pessoa, 2013).

During change, employees create their own interpretations of what is going to happen, how others perceive them, and what others are thinking or intending, which significantly influences employees' attitudes towards change (Bovey and Hede, 2011). Ultimately, individual employees' defense mechanisms arise involuntarily in response to perceptions

of danger and are adopted to alleviate anxiety (Bovey and Hede, 2012). According to Bovey and Hede (2011), employees who are unconsciously inclined to use maladaptive defenses are more likely to resist change. Employees with a tendency to unconsciously adopt adaptive defenses are less likely to adopt an attitude that resist change. There are several other individual factors that influence an employee's attitudes toward change. This includes employee's gender, tenure, educational attainment, and social systems (Vakola, Tsaousis & Nikolaou, 2014; Oreg, 2006). Stanley, Meyer and Topolnytsky (2014) identified that a relationship exists between employees' cynical attitudes and resistance.

2.2.2 Change Content Factors

Employees attitude towards change and change management in an organization can be triggered by change content factors either within their control, or outside their control (Meyer & Stensaker, 2012). This argument is in line with arguments advanced by Armenakis et al., (2007) who posit that change elements and the contents of the change itself can be disruptive to employees' sense of security and routine. For instance, if employees are required to undergo further training as a guarantee continuous employment during change, there will be a tendency for employees to resist this kind of change, or the components associated with managing such change. Ultimately, it is incumbent upon the organization to ensure that adequate training is done way in time before change processes begin as a way of limiting change resistance (Diefenbach, 2012).

Another argument advanced by Lok and Crawford (2013) notes that employees attitude towards change is enhanced in cases where the change threatens their current job structure. In this regard, say for instance, an organization is going through restructuring, merger or acquisition, which new management seeking to scrap off existing job lines. Any time employees feel their existing jobs are going to be extinguished, they are bound to resist such attempts. Thus, making change happen without destroying well-functioning aspects of an organization and harming subsequent changes requires both capabilities to change in the short and long term, and capabilities to maintain daily operations, while instigating long term changes that are not quite disruptive (Burnes, 2010). Therefore, employee management during disruptive changes is very essential as this helps mitigate conflict between employees wants and expectation from those being advanced by the organization that might be contentious (Vakola et al., 2014; Oreg, 2006).

According to Lewis (2012) change processes involve communication systems and employee involvement. If change processes are not well communicated, or employees not adequately involved, this affects their attitude towards supporting change venture. Since the success of organizational change initiatives are to ride on the support of employees, it is crucial to for employees to be involved (Wanberg & Banas, 2013). Lack of deliberate and effective communication enhances employees' uncertainty. Thus, as argued by Gray and Laidlaw (2012) and Elving (2005), a negative correlation exists between change uncertainty and employees' willingness to accept change. The amount and quality of information that is communicated to employees can influence employees attitude, and how they react to change (Wanberg & Banas, 2013).

Other scholars like Lines (2015), Sagie and Koslowsky (2014), and Dachler and Wilpert (1978) contend that change content is largely a matter of constant and consistent communication between management and employees. Communication and inclusion strongly impacts employees 'participation in change initiatives, and thus, change management becomes easier to navigate within an organization. As such, the need for ensuring a sense of shared vision, common direction, mutual respect, and trust, are key elements in change management (Erturk, 2013). Elving (2005) on the other hand argues that change has never been comfortable, and the mere fact that an organization should make provision for open constant communication is not a panacea to effective change management, or even a pointer to positive employee attitude. Particularly, disruptive change, has no better way to do it.

Further, Elving contends that in cases of mergers and acquisition, change is usually difficult, and more so, resisted by employees losing their jobs, or control over their work. These sentiments are also alluded by Bordia *et al.*, (2014) who posit that communication and inclusion in decision making does not necessarily change or improve employees attitude towards change. Predetermined resistance towards change can only but soften hardliners, but it is not a guarantee that change management will be easy, or effective. In as much as Sagie and Koslowsky (2014), argue for quality inclusion, disruptive change usually has minimal likeable options for employees.

2.2.3 Change Process Factors

Employees attitude is significantly influenced by the process through which change management is conducted. According to Sigler (2009). There exist several change processes. This includes incremental change processes, disruptive change processes, and new technology. As such, management within organizations must be clear on the change process they are engaged, to be able to select effective change management plan that works for their organization. Utilizing a change management plan for disruptive change that was meant for incremental change might not be effective. An effective change management plan must be congruent with the type of change that is seeks to formulate and guide. Absence of such inhibits effective change management processes (Jones & Smith, 2011). According to Sigler (2009), change management is as good as the process itself. If stakeholders, and particularly employees feel aggrieved during change process, they are bound to resist change management initiatives altogether. Phrases such as “eliminate employee resistance” (Jones and Smith, 2011) and “gain employee acceptance” (Sigler, 2009) may indicate that organizations can reach these milestones in change initiatives process, if this is done well. However, defining how well a process is done is still subjective, since employees’ attitude and reaction to change are based on organizations established internal culture and way of doing things (Vakola et al., 2014; Oreg, 2006).

It should be noted that employees’ reaction and attitude towards change management, or the level of resistance and acceptance, are usually polar opposites on a spectrum (Jones et al., 2012). Employees are always located on the spectrum of change process, and their location is determined by the strength of their reaction to the processes. The scale of the spectrum is considered both ordinal and cardinal, depending on the feeling, reaction, attitude it elicits from the employees, who are drivers of change management initiatives (Sigler, 2009).

2.3 Influence of Leadership on Change Management

Leadership is the ability to inspire or influence others towards the leader’s goal (Maraka, 2009). According to Hay and Hodgkinson (2014), leadership is the ability of influencing others to voluntarily make decisions that enhance the prospects for the organization’s long-term success while maintaining long-term financial stability. Different leadership approaches impact the vision and direction of growth and the potential success of an

organization, and its successive change and change management initiatives. To successfully deal with change, all executives need the skills and tools for both strategy formulation and implementation. A leader can choose to concentrate decision-making power at the executive level or spread it throughout the organization. Each approach has implications on follower motivation and commitment (Davis & Holland, 2012).

In change management, leaders are the drivers, the vision bearers, and implementers of change (Vakola & Nikalaou, 2015). For instance, the decision to have change is defined and instigated at the top level of management. However, leaders have to make concerted efforts to share decision-making responsibility with different levels of employees and mid-level managers. According to Hay and Hodgkinson (2014) failure to show leadership in organizational change and transition processes are major causes of failure in change management. This means that organizational leaders are the custodians of change within an organization. It is incumbent upon these leaders to develop change management frameworks that work for their respective organization.

Leaders are also responsible for setting the change environment; explaining the importance of the change, the process, and the ultimate goal of change (Maraka, 2009). For instance, it is not only important for leaders to explain why the organizational vision and a mission are changing, but also, how they are changing. Involving employees as noted by Wanberg and Banas (2013), helps organizational leaders to enlist change agents that are critical to change management process. Similarly, leadership is important in that it helps explain organizational goals and strategies in the change process, and who will be required to play what role at different seasons and times (Maraka, 2009). There are several other key influences that leaders play in change management process. This includes setting the change environment, developing change management goals and milestones; and developing change implementation plan (Sagie & Koslowsky, 2014; Bovey & Hede, 2012).

2.3.1 Setting the Change Environment

Change management requires focused leadership that can set the environment for change, and navigate the entire organization through the rough and tumbles of the change processes (Hay & Hodgkinson, 2014). One of the most important activities of leadership is understanding the type of industry and general environment in which the organization operates. Change management processes cannot be effective if the leaders and drivers of

change do not understand their operational environment. Setting the change environment involves being able to identify and interpret emerging trends before they become evident to everyone else (Hay & Hodgkinson, 2014), and utilizing these trends to initiate change processes for competitive advantage (Miller & Page, 2014). According to Maraka (2009), setting the change environment does not necessarily mean that managing disruptions, but rather, setting a conducive atmosphere where change ideas are shared, communicated, and implemented

Similarly, Farr-Wharton and Brunetto (2015) posit that the challenge of globalization has made it difficult for leaders to effectively manage change environments, particularly when they are competing against well-established multinationals. Increasingly, leaders are confronted with environmental complexities, ambiguous situations, and conflicting demands from multiple constituencies. This means that the need for constant adjustments during change management process is necessary, and essential (Capon, 2013). Complexity as a characteristic feature occurs and grows when interdependence of the elements within the system becomes relevant. According to Miller and Page (2014) leaders need to clearly understand their role in spearheading change management initiatives. One of the tragedies of unclear leadership roles, or lack of leadership initiative in managing change is that change process gets convoluted, while at the same time, acquires different meanings and definitions based on who is perceived to be in charge at any given change management stage. Lack of leadership initiative in setting change environment allows employees with stronger personalities to define what change is, which might in essence, mislead, or misdirect the change initiatives into un-desirable outcomes, or resistance altogether (Hay & Hodgkinson, 2014).

It could therefore be argued that organizational leadership adaptation of change initiatives to operational environment greatly determines the success of change management. A study by Vakola and Nikalaou (2015) revealed the existence of a positive relationship between operational environment and change management. The authors further noted that organizations internal operational environment define culture which is essential in resisting or accepting change management initiatives.

2.3.2 Setting Change Management Goals

Goals are the desired long-term outcomes that an organization seeks to achieve for its various stakeholders - employees, customers, suppliers, stockholders, government agencies, activists, and other community groups (Lok and Crawford, 2013). Change management goals are set by an organizations' leadership. For effective change to happen, organizations develop both financial and strategic change goals. Financial change management goals refer to both short and long-term measures put in place by organizational leadership to fund the change processes (Senior & Swailes, 2010). Strategic change management goals may include restructuring of internal operations, new channels of acquiring more talent into the organization, how to acquire more or new customers, markets, or new product and service lines (Lok & Crawford, 2013). A study by Miller and Page (2014) in the US revealed the existence of a significant relationship between leadership goals, and success of change management processes.

Commitment to organizational change management goals is achieved when there is broad participation in goal setting, and rewards are linked to goal achievement. Senior and Swailes (2010) posit that effective leadership develops and galvanizes employees and other stakeholders 'buy-in' into organizations' change management initiatives. It is the responsibility of management to establish goals that are understood by those implementing the day to day activities of change initiatives. This is based on the underlying premise that one's conscious goals affect what one achieves (Senior & Swailes, 2010). Goal-setting theory asserts that people with specific goals (often called "stretch" goals) perform better than those with vague goals (such as "do your best") or easily attained goals. Change management goals are like stretch goals, which are difficult yet achievable goals. Stretch goals have been found to improve organizational effectiveness, enhance personal growth, professional development and facilitate organizational change and change management processes (Farr-Wharton & Brunetto, 2015). Leaders who use change management have been found to be effective in implementing change management since their goals and objectives are based on specifics which allows for effective and efficient implementation of change.

According to Hay and Hodgkinson (2014), leaders are vital in organizational change management processes because, they help focus everyone in the direction of change. To this end, leaders influence assimilation and implementation by the goals they set out

to/achieve,/which in essence, guide change management. It should be noted that the function of leaders within organizations include effective planning, organizing, leading, and controlling activities (Stewart & Gregersen, 2011). One cannot effectively plan for change without specific goals and objectives the organization is seeking to accomplish. Conversely, Salipante and Golden-Biddle (2012) argues that making goals specific, measurable, achievable, results-based, and time-specific does not necessarily guarantee the success of change management within organizations. Myriad of factors have to work in concert to ensure change and change management processes are successful. Merely expecting leadership goals to champion the success of change is myopic (Gray & Laidlaw., 2012; Elving, 2005).

2.3.3 Formulating the Change Plan

An organization without an effective change management plan will not achieve change objectives (Erturk, 2013). The ability to formulate a change plan is a core competence that allows an organization to perform extremely well in comparison to competitors (Capon, 2013). A change plan should incorporate an organization's unique strengths and capabilities the organization can ride on to implement change initiatives (Walderssee & Griffiths, 2010). Core competencies are a source of sustainable competitive advantage that ensures change initiatives are fruitful and substitutable. Sadler (2013) further states that, the sustainability of change management initiatives is pegged on well-crafted change management plan. Erturk (2013) defines a change management plan as a set of steps that need to be undertaken at given intervals, stipulation persons responsible for each action activity, and resources required to undertake such activities. Without a change management plan, it becomes difficult to monitor the success of change initiatives (Chatman & Eunyoung, 2013). In formulating change management plan match the opportunities available in the external environment and consistently generate performance (Erturk, 2013).

2.3.4 Implementing Change

Effective change implementation means that objectives have a greater chance of being met and thus results in better change management (Burnes, 2010). change implementation has been described as the most important and most difficult part of the change management

process. Strong leadership is considered one of the most important tools for successful change implementation (Davis & Holland, 2012). Change implementation requires galvanizing the organization's employees and managers at all levels to turn formulated change plans into action (Wanberg & Banas, 2013). If change initiative plans are poorly implemented, an organization will not achieve its change management objectives. A study by Miller and Page (2014) revealed the existence of a positive relationship between change implementation, and change management success. Meaning, for an organization to effectively achieve its change goals, the implementation plan is essential.

There are obstacles to effective change initiatives implementation. Most change actions fail for lack of resources, poor leadership, and poor implementation plan (Lok & Crawford, 2013). The ability for leaders to be careful and rational during change implementation is important, however, this is not sufficient condition for change management success. Organizational leaders must avoid becoming trapped in the vicious cycle of rigidity and inaction that prevents change action in a timely fashion (Wanberg & Banas, 2013).

According to Hay and Hodgkinson (2014), leadership must make every effort to eliminate policies, procedures, and behaviors that undermine the change efforts. Followers who are charged with implementing change must see in the behavior of their leaders an honest effort to share in the challenges of the change. Sagie and Koslowsky (2014) also note that, the leader must be willing to alter his or her own behavior if it will minimize resistance. A leader must embody the change that he or she wants to see in followers. Finally, effective change agents must be good listeners. Elving (2005) in his study noted that, effective listening helps a leader to have a better understanding of the root causes of resistance. A better understanding of the reasons followers are resisting a particular change initiative can help the leader to come up with better solutions for resolving the issues.

Ultimately, the role of the leader is to implement change that results in better organizational performance; however, the question has always been how to do it effectively and successfully, given the stress, discomfort, and dislocation associated with it (Bovey & Hede, 2012). For example, a change in leadership may affect members' initial trust in the new leader, communications with the new leader, motivation to perform, job satisfaction, and even turnover. The change management process described above enhances the chances of successful change implementation and the likelihood that more people will support and

commit to the change effort rather than resist it. It is a tool, or the means to get to the end result.

2.4 Influence of Organizational Culture on Change Management

Schein (1997) defines culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, and that have worked well enough to be considered valid and therefore taught to new members as the correct way to perceive, think and feel in relation to those problems. Culture is therefore quite profound, and is set within the very essence of an organization. It is a combination of basic assumptions, feelings, beliefs, values and behavior that are shared by an important number of its members. Culture is what often explains the differences between organizations, and can be referred to as its character or personality. It is what is shared (values, norms, conduct, traditions, criteria) and sufficiently rooted, is stable and provides a model for the coherent integration of different elements.

The organization's internal environment is represented by its culture and is construed by the assumptions and beliefs of the managers and employees (Bovey & Hede, 2012). Organizational Culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm's competitive advantage (Salipante & Golden-Biddle, 2012) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008).

The operational systems dimension is concerned about the degree to which an organization has developed the systems needed to support its daily operations (for example, accounting, promotion, delivery, personnel, etc.). On the other hand, the management systems dimension focuses on the extent to which the institution has developed the systems (planning, performance management, organizational structure, and management development) needed to support its long-term performance. The other dimension is corporate culture which reviews the degree to which an organization has developed the systems to explicitly manage its culture. The last dimension focuses on financial results. This dimension looks at the extent to which an organization has put capacity and systems in place to effectively manage the financial aspects of the business (Bovey & Hede, 2012).

Putting organization culture and performance together, Chatman and Eunyong (2013) argues that the key to change management is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore, organizational culture has an active and direct role in change management. Yilmaz (2008) notes that research on culture will contribute to the understanding of change management. In addition, Chatman and Eunyong (2013) asserts that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other.

Culture determines the behavior norms of a group, and is reflected but also configured by language, customs and traditions (Chatman and Eunyong, 2013). The main ideologies and institutional policies, the values manifested by the organization and the skills it respects are implicit elements that make up the very essence of culture. Schein (1997) considers that the culture of an organization can be analyzed on three levels, and understood as the degree to which the cultural phenomenon is visible to the outside observer. The three levels are interrelated and when one is modified it affects the others, although not all to the same extent.

According to Chatman and Eunyong (2013), culture is the final element and the basis for the behavior of a significant group of people within an organization. They state that, culture determines the way people think, feel, and face certain challenges: and they note that, if we cannot change people's way of thinking and feeling we will only make them act differently by imposing it and this will weaken the sustainability of a change within the organization, thus affecting change management. It is more obvious in organizations where control mechanisms and culture is usually "vague". As explained by Chatman and Euyong (2013) control norms and regulations are only useful to provide an answer for standardized and foreseeable situations. In an ever-changing world, where prediction is complex, building a strong culture is increasingly relevant. A strong culture therefore greatly influences what is valued, and the content of these values. A strong culture allows people to commit to a certain way of understanding their environment and organization and makes certain

elements a priority over others; leading to an implicit way of behaving (Salipante and Golden-Biddle, 2012). A strong culture makes it easier for people to act as they are expected to, as the organization would require, without having to use any control measures or strict orders (Schein, 1997). In fact as Chatman and Eunyong (2013) point out that, the irony of leadership through culture is that the less formal direction you give employees about how to execute strategy, the more ownership they take over their actions and the better they perform which greatly influences change management within organizations.

Salipante and Golden-Biddle (2012) state that, cultural change is even more complex in organizations with a strong culture, and it is where transformational leadership becomes absolutely essential. And Chatman and Eunyong (2013) note that, a transformational leader will mark the change, accompany it and provide solid solutions to reduce the general anxiety produced from abandoning its underlying assumptions. According to Salipante and Golden-Biddle (2012), measures that encourage both cultural and organizational change include: incorporation of new members in the organization or replacing the leaders, promoting certain cultures, supporting and training employees, and reformulating the structure of the organization. Another factor under culture and organizational change is the incorporation of new members within the organization.

2.4.1 Values and Norms

One of the most powerful ways to introduce change management in an organization is by incorporating people that fit its values, norms and forms of behavior (Kotter & Cohen, 2003). The transformational value of incorporating new members in an organization is clearly greater the more authority they have. Significant change procedures effectively begin with entrenching change values and norms in the process (Trautmann, Maher & Motley, 2014). According to Cornforth and Simpson (2012) organizations that do not have tangible values and norms have a greater challenge in managing change processes. This is because employees do not know what to believe in, and how to behave and act. This in essences, minimizes the potential for change resistance (Miller & Page, 2014).

In change management processes, a real sign of the intention to transform an organization lies in the behavior, values and norms exercised within the organization. According to Kotter and Schlesinger (2008), values and norms are embedded in organizational internal culture. Values and norms help employees to know how to act in specific situations, and

particularly in moments of change. It is therefore important that organizations make their values and norms clear to all employees and stakeholders they wish to enlist as drivers of change (Trautmann et al., 2014).

2.4.2 Organization Sub-Cultures

An organization culture, usually precipitates multiple sub-cultures driven by different or alternate ideology compared to one advanced by the organization (Kotter & Schlesinger, 2008). In most instances, organizational sub-cultures arise as a result of revolt, or alternative survival within organizations' rules, procedures, and regulations. Sub-cultures are generally connected to different departments, or personalities (Stewart & Gregersen, 2011). Sub-cultures can be used to drive change, or resist change. It is therefore important that in advancing change management plans, organizations need to identify different type of subcultures, and how this sub-culture could impede forward progression of change in an organization (Senior & Swailes, 2010). Enlisting leaders of sub-cultures eliminates the potential for conflict and resistance to change. Since leaders of sub-cultures have followers, enlisting these leaders are drivers and agents of change ensures that most of their followers support the change initiatives, thus, making change management easier to pull through (Stewart & Gregersen, 2011).

Similarly, Cornforth and Simpson (2012) argue that using and encouraging a certain sub-culture is a very efficient method for transforming an organization as a whole which positively influences change management. This can involve an explicit measure such as promoting a certain person to become a part of a sub-culture in a position that will influence the rest of the organization, or installing measures used by a particular sub-culture, or encouraging the physical proximity of certain groups to be affected (Davis & Holland, 2012). An example is to locate two departments within the same area, for one to influence the other, or moving headquarters, creating a shared work space that obliges cultures to co-exist. It can also be advantageous to mix teams, which ultimately effects a uniform management of change (Cornforth & Simpson, 2012).

Stewart and Gregersen (2011) also note that, promoting a sub-culture can also be effectuated more implicitly by the attention or recognition given to a certain group from the leader(s). Expressed more informally it becomes a clear message to the rest of the organization for what is considered positive, and the change they aim to promote. The

promotion of certain sub-cultures according to Cornforth and Simpson (2012), can visually transmit and socialize the ideas considered to be most important, thus influencing change management. Some sub-cultures within an organization complement the dominant culture; they may present certain different characteristics but do not actually contradict any aspect of the main culture, and this leads to its influence of change management (Stewart and Gregersen, 2011). These factors is supported by employee support and training.

2.5 Chapter Summary

This chapter has presented literature review based on the research question of the study. Literature on the influence of employees' attitude on change management, followed by influence of leadership on change management, and finally, literature on organizational culture on change management. The next chapter discusses the research methodology.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights in detail the research design selected for the study; it gives the population and the sampling design that was used in the study. The chapter also explains the data collection instrument that was used as well as the data collection methods that was employed by the study. The research procedures have also been explained and finally the data analysis and presentation methods have been explained.

3.2 Research Design

Devine and Heath (2009) define a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. Weathington, Cunningham and Ittenger (2010) define a research design as the researcher's overall guide for answering the research question or testing the research hypotheses. This study adopted descriptive research design. A descriptive study is one in which information is collected without changing the environment (nothing is manipulated).

A descriptive study involves collecting data that test the validity of the hypotheses regarding the present status of the subjects of the study (Wodak & Meyer, 2009). Bryman, Becker and Sempik (2008) state that descriptive research design is used to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately and for this study, a descriptive study was used to determine the factors affecting change management in organizations. This method was preferred because it allowed for a prudent comparison of the research findings through the collection of data and processing of the frequencies on the research variables.

3.3 Population and Sampling Design

3.3.1 Population

Target population can be defined as the part of the population a researcher is interested in researching (Given, 2008). Babie and Halley (2007) define target population as the entire aggregation of respondents that meet the designated set of criteria within a study.

According to Onwuegbuzie and Leech (2005) a population element is the subject such as a person an organization, customer database, or the amount of quantitative data on which the measurement is being taken. The population for this study was composed of 399 staff working at WFP as shown in Table 3.1.

Table 3.1: Population Distribution

Department	Distribution	
	Number	Percentage
Programmes	151	37.8
Logistics	71	17.9
Finance and Administration	151	37.8
Human Resource	8	2.0
Information and Technology	18	4.5
Total	399	100

(WFP, 2017)

3.3.2 Sampling Design

Sampling involves a process of selecting a sub-section of a population that represents the entire population in order to obtain information regarding the phenomenon of interest (Noy, 2008). Fielding (2010) defines sampling as a method of selecting a portion of the population for conducting a study in order to represent the population adequately. He further states that, this is usually done because it is impossible to study an entire population because of limited time, financial constraints and errors which may discourage the researcher, and lead to their surrender of the study. The design is divided using a sample frame, sampling technique and a sample size.

3.3.2.1 Sample Frame

A sampling frame is the source, material, or device from which a sample is drawn (Lohr, 2010). It can also refer to a list of all those elements within a population that can be sampled, and may include individuals, households or institutions (Singh, 2008). Sampling frame can therefore be defined as the actual set of units from which a sample has been drawn. For this study, the sampling frame was adopted from the official list of employees working at WFP in 2016, and was obtained from the human resource department at WFP.

3.3.2.2 Sampling Technique

This study used the stratified sampling technique. A stratified sample is a probability sampling technique in which the researcher divides the entire target population into different subgroups, or strata, and then randomly selects the final subjects proportionally from the different strata (Lohr, 2010). Stratified sampling technique was used to select the respondents from among the list that was provided by the HR department in order to capture all levels of managers and staff who are the study's strata. This type of sampling is used when the researcher wants to highlight specific subgroups within the population (Vogt, Gardner & Haeffele, 2012). Since the study will target the different departments within WFP, stratified sampling will be the most convenient sampling technique for the study. This method also is simple and it easily applies to the population.

The study population was divided into five strata comprising of the major departments within WFP and it included: the programmes department, logistics, finance and administration, human resource, and information and technology (IT). Simple random sampling which is an unbiased surveying technique was used to select population elements from the study strata. According to Lohr (2010), simple random sampling is a basic type of sampling, since it can be a component of other more complex sampling methods. The principle of simple random sampling is that every object has the same probability of being chosen, and for this reason, it was deemed appropriate for the study.

3.3.2.3 Sample Size

A sample is defined as a small proportion of an entire population; a selection from the population (Lohr, 2010). Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Singh, 2008). The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample (Noy, 2008). A sample size allows the researcher to make generalizations about the population.

Vogt, Gardner and Haeffele (2012) state that when carrying out a study, 25% - 50% of the population yields an adequate sample. This study selected 30% of the total population to be the representative for the study. The researcher used 30% of the study population was large and 30% yielded an adequate sample and is above the required threshold. Therefore,

the sample size of the study was 30% of the total number of the population from each stratum which established the sample size to 120 respondents as shown in Table 3.2.

Table 3.2 Sample Size Distribution

Department	Population		Sample		Sample Size
	Manager	Employees	Manager 30% selection (Anything below 3 is that number)	Employees 30% selection (anything below 3 is that number)	
Programmes	10	141	3	42	45
Logistics	5	66	1	19	20
Finance and Administration	8	143	3	43	46
Human Resource	1	7	1	2	3
Information and Technology	1	17	1	5	6
Total	25	374	9	111	120

3.4 Data Collection

Data collection is a systemic way of gathering information, which is relevant to the research purpose or questions (Onwuegbuzie & Leech, 2005). Primary data was be collected for the study using a self-administered questionnaire. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Verschuren, 2003). Fielding (2010) defines a structured questionnaire as a formal list of questions designed so as to get the facts. This study used closed-ended questions to gather data for the study. The questionnaire was have a five point Likert scale. The Likert measure allowed the study population to rate various questions using the scales that were provided.

The questionnaire was divided into four sections. The first section sought the general information of the respondents; the second section sought answers to the impact of employees on change management; the third section sought answers to the impact of

leadership on change management; and the fourth section sought answers to the impact of organizational culture on change management.

3.5 Research Procedures

Arksey and O'Malley (2005) state that it is imperative for a researcher to test the reliability of the data collection instrument for the study results to be reliable. The researcher developed the questionnaire based on the research questions; the questionnaire was pilot tested by being administered randomly to a selected sample of 10 respondents from the target population, who were excluded from the final. The pilot was used to refine study tool to enhance reliability. This was done to ensure that the questions were able to meet the objectives of the study and that they were understood by the population. Some questionnaires were physically dropped to the respondents, while others were done via email. The researcher made calls to all respondents to ensure all questionnaires issued to the respondents were received. A three-day period was granted to respondents to fill the questionnaires completely and accurately.

Data was collected between the months of November 2017 and December 2017. The prospective organization and respondents were approached and requested to participate in the study. Bryman (2007) states that a detailed information about the study needs to be given to the population before carrying out a study. For this study, the researcher sought permission from the organization to carry out the research, and an official mail was sent to the respondents to seek consent for participation before the exercise commences. To ensure high response rate, an email reminder was sent to respondents every morning until the questionnaires were received

3.6 Data Analysis Methods

Data analysis is the systematic organization and synthesis of the research data and the testing of research hypotheses, using those data (Creswell & Plano, 2010). Data analysis also entails categorizing, ordering, manipulating and summarizing the data and describing them in meaningful terms (Pearson, 2010; Babie & Halley, 2007). The completed questionnaires were analyzed using the Statistical Package for Social Science (SPSS) Student Version 24.0.

The study used statistical frequencies and percentages for analysis. These was done to show the percentage of responses to over a given dataset. The study inferential analysis included correlation and regression analysis to test the significance of the relationships between the study variables which are: influencing factors (independent variables), and change management (the dependent variable).

3.7 Chapter Summary

This chapter focused on the research methodology that was used in carrying out the study. A descriptive research design was used to conduct the study, the population of this study comprised of all staff members at WFP who are 399 in total. Stratified sampling was used to divide the population into five strata based on the departments (programmes, logistics, finance and administration, human resource, and IT). Simple random sampling was used to select the population elements and it was used since it gave all population elements an equal chance of being selected. Primary data was used in the study and it was collected using a self-administered questionnaire which was administered by the researcher directly to the target population. Quantitative data collected was analyzed by the use of descriptive statistics using statistical analysis tool and presented through tables and figures.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings for this study. Results and findings for research question one on the influence of employee attitude on change management is presented first, followed by findings for research question two on influence of leadership on change management; and then results and findings for research question three on influence of organizational culture on change management. A chapter summary is provided at the end of this chapter. This study had a response of 70%; out of the 120 questionnaires issues out, 84 questionnaires were returned fully filled.

4.2 Demographic Data

Demographic data for this study included respondents gender, age, work department, and number of years at work.

4.2.1 Age of Respondents

When respondents of the study were asked to indicate their age. The findings show that majority (57%) of respondents were female, while (43%) were male as summarized in Figure 4.1

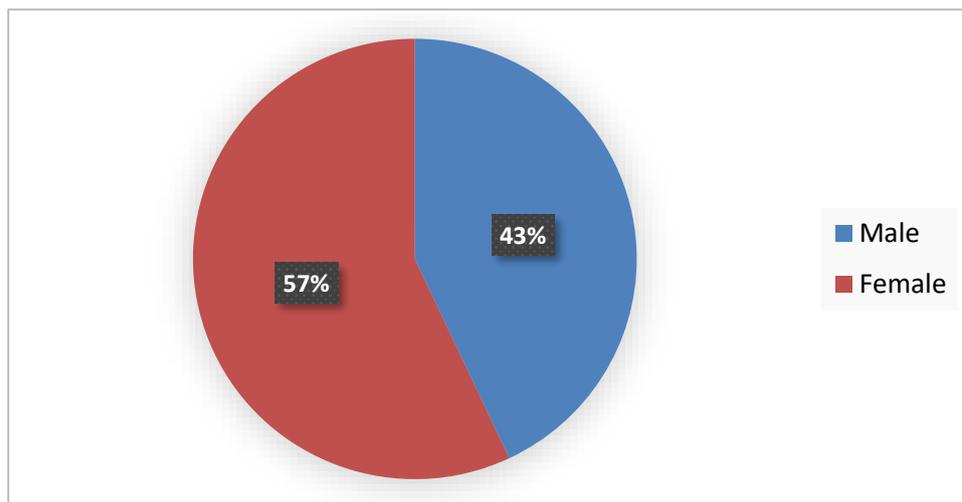


Figure 4.1: Respondents Gender

4.2.2 Work Department

When respondents were asked to indicate their work department, (42%) indicated they work in programmes, (28%) in logistics; (12%) in human resource; (11%) in finance and administration, while the remaining (7%) work in information technology department as summarized in Figure 4.2

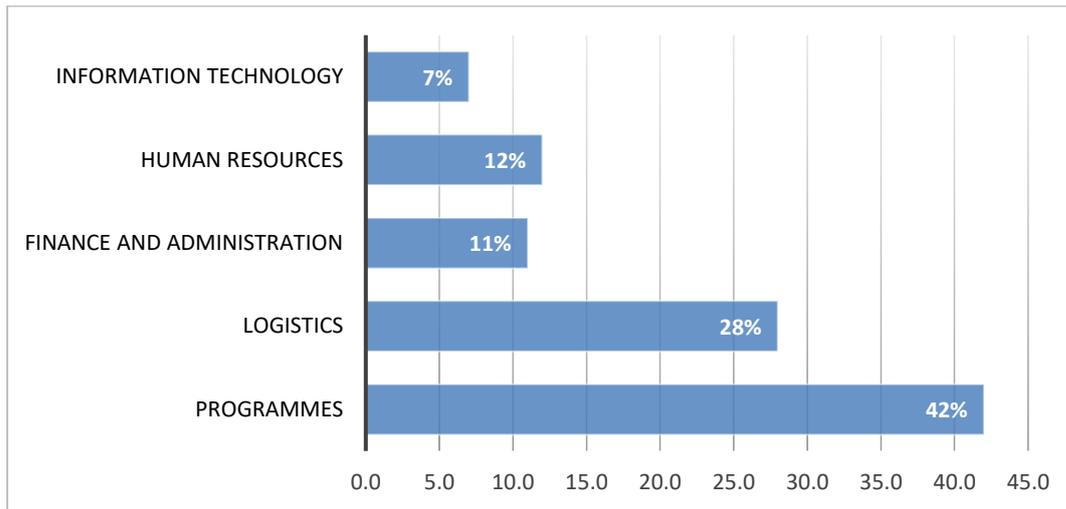


Figure 4.2: Work Department

4.2.3 Position in The Organization

On the question on whether respondents worked as managers, (11%) indicated that to be the case, while (89%) indicated they were regular employees as summarized in Figure 4.3

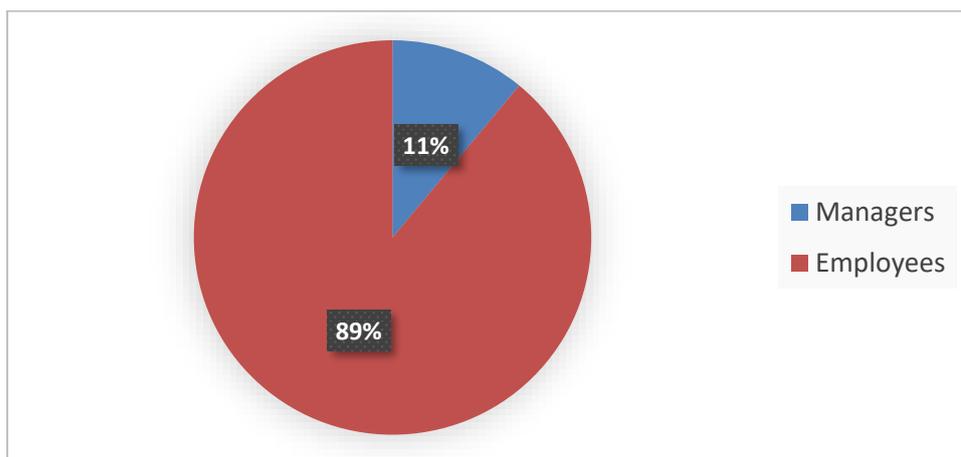


Figure 4.3: Position in The Organization

4.2.4 Years of Work at World Food Programme

On the question on number of years respondents had worked at WFP, (30%) indicated they had spent 1-5 years; (26%) had spent 5-10 years; (18%) had spent 10-15 years; (15%) indicated they had spent less than 1 year; while the remaining (11%) had worked more than 15 years at WFP as summarized in Figure 4.4

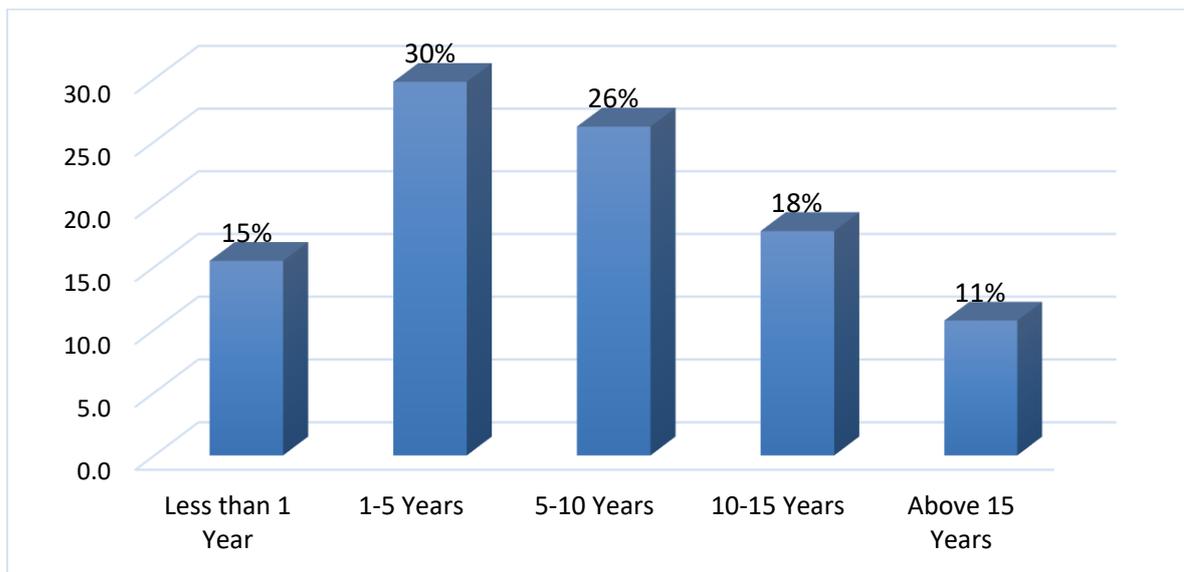


Figure 4.4: Years of Work at WFP

4.2.5 Respondents Age

On the question on the age of respondents, (34%) were above 46 years; (29%) were aged between 26 – 35 years; (26%) were aged 36 -45 years; while the remaining (11%) were aged 18-25 years

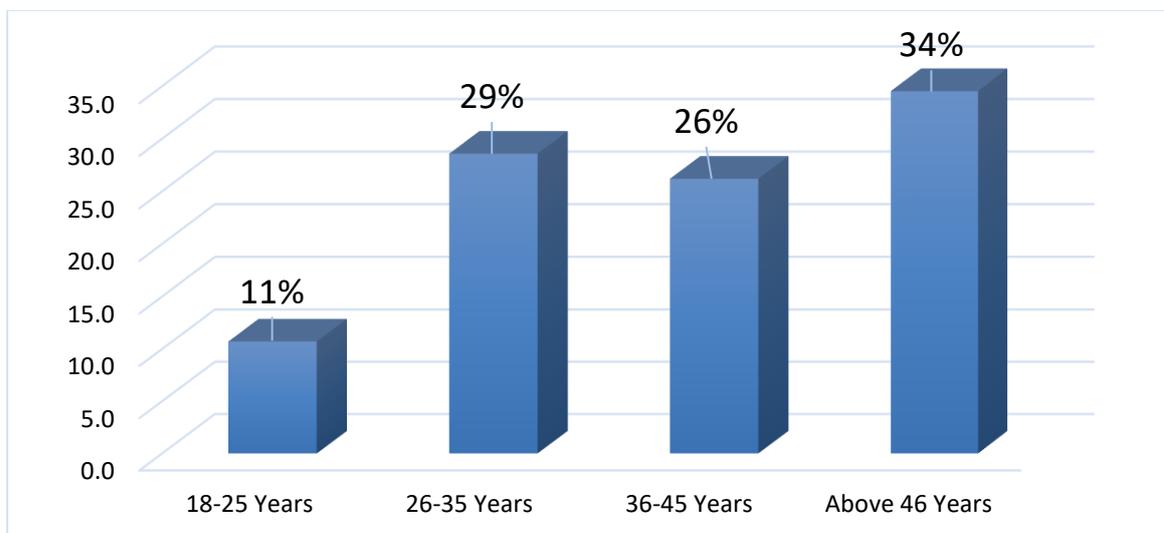


Figure 4.5: Respondents Age

4.3 Influence of Employees Attitude on Change Management

This study sought to establish whether employees attitude had influence on change management at WFP. The findings are presented as follows:

4.3.1 Employees Belief in Change Management at WFP

On the question on whether respondents believed there existed change management at WFP, (36%) of respondents agreed and strongly agreed respectively, (20%) were neutral, while (8%) disagreed as indicated in Table 4.1

Table 4.1: Belief in Change Management At WFP

Scale	Frequency	Percent
Disagree	7	8
Neutral	18	20
Agree	30	36
Strongly Agree	29	36
Total	84	100.0

4.3.2 Change Management Work Improvement

On the question on whether change management initiatives improve work performance, (44%) strongly agreed, (38%) agreed, (14%) were neutral and (4%) disagreed as summarized in Table 4.2

Table 4.2: Change Management Work Improvement

Scale	Frequency	Percent
Disagree	3	4
Neutral	12	14
Agree	32	38
Strongly Agree	37	44
Total	84	100.0

4.3.3 Employees Attitude and Change Behavior

When respondents were asked whether employees attitude affected change behavior. Forty-nine (49) percent strongly agreed, (43%) agreed, while the remaining (8%) remained neutral as summarized in Table 4.3

Table 4.3: Employees Attitude and Change Behavior

Scale	Frequency	Percent
Neutral	7	8
Agree	36	43
Strongly Agree	41	49
Total	84	100.0

4.3.4 Individual Judgement and Change Management

This study sought to establish whether individual employee's judgement influence change management behavior. The findings show that (37%) agreed this to be the case, (32%) strongly agreed, (21%) were neutral, while (10%) disagreed as indicated in Table 4.4

Table 4.4: Individual Judgement and Change Management

Scale	Frequency	Percent
Disagree	8	10
Neutral	18	21
Agree	31	37
Strongly Agree	27	32
Total	84	100.0

4.3.5 Individual Reasoning Influence on Change Management

On the question on whether individual employees reasoning influences change management, majority (54%) strongly agreed, (30%) agreed; (9%) disagreed, while (7%) remained neutral as summarized in Table 4.5

Table 4.5: Individual Reasoning Influence on Change Management

Scale	Frequency	Percent
Disagree	8	9
Neutral	6	7
Agree	25	30
Strongly Agree	45	54
Total	84	100.0

4.3.6 Change and Threat to Job Security

On the question on whether change is a threat to job security, majority (54%) agreed while (46%) strongly agreed as summarized in Table 4.6

Table 4.6: Change and Threat to Job Security

Scale	Frequency	Percent
Agree	45	54
Strongly Agree	39	46
Total	84	100.0

4.3.7 Influence of Change Plan on Change Initiatives

When respondents were asked whether change management plan influences implementation of change initiatives at WFP, (49%) strongly agreed, (36%) agreed, (10%) were neutral while the remaining (5%) disagreed as highlighted in Table 4.7

Table 4.7: Influence of Change Plan on Change Initiatives

Scale	Frequency	Percent
Disagree	4	5
Neutral	8	10
Agree	31	36
Strongly Agree	41	49
Total	84	100.0

4.3.8 Management Communication and Change Management

On the question on whether management communication on change initiatives had enhanced attitude towards change management. The findings show that (54%) of respondents strongly agreed, while (46%) agreed as indicated in Table 4.8

Table 4.8: Management Communication and Change Management

Scale	Frequency	Percent
Agree	39	46
Strongly Agree	45	54
Total	84	100.0

4.3.9 Management of Change Uncertainties

On the question on whether management of change uncertainties enhances adoption of change initiatives; (50%) strongly agreed, (40%) agreed, while the remaining (10%) were neutral as highlighted in Table 4.9

Table 4.9: Management of Change Uncertainties

Scale	Frequency	Percent
Neutral	8	10
Agree	34	40
Strongly Agree	42	50.0
Total	84	100.0

4.3.10 Disruptions in Change Initiatives

On the question on whether respondents preferred less disruptions in change initiatives, majority (54%) strongly agreed, (45%) agreed, while (1%) were neutral as highlighted in Table 4.10

Table 4.10: Disruptions in Change Management

Scale	Frequency	Percent
Neutral	1	1
Agree	38	45
Strongly Agree	45	54
Total	84	100.0

4.3.11 Incremental Change Initiatives

When respondents were asked whether incremental change initiatives are preferred in change management, (50%) agreed, (44%) strongly agreed, while the remaining (6%) were neutral as summarized in Table 4.11

Table 4.11: Incremental Change Initiatives

Scale	Frequency	Percent
Neutral	5	6.0
Agree	42	50.0
Strongly Agree	37	44.0
Total	84	100.0

4.3.12 Inclusive Change Initiative

Respondents were asked whether change initiatives in their organization, majority (54%) agreed this to be the case, while (46%) strongly agreed as indicated in Table 4.12

Table 4.12: Inclusive Change Initiative

Scale	Frequency	Percent
Agree	45	54
Strongly Agree	39	46
Total	84	100.0

4.4 Influence of Leadership on Change Management

This study sought to establish whether organizational leadership influences change management. The findings are presented as follows:

4.4.1 Documentation of Change Management

When asked whether change management initiatives should be documented, majority (58%) agreed, (39%) strongly agreed, while (2%) were neutral as summarized in Table 4.13

Table 4.13: Documentation of Change Management

Scale	Frequency	Percent
Neutral	2	2
Agree	49	58
Strongly Agree	33	39
Total	84	100.0

4.4.2 Good Leadership

On the question on whether the organization had good leadership, (54%) strongly agreed, (37%) agreed, while (9%) remained neutral as highlighted in Table 4.14

Table 4.14: Good Leadership

Scale	Frequency	Percent
Neutral	8	9
Agree	31	37
Strongly Agree	45	54
Total	84	100.0

4.4.3 Change Management Awareness

On the question on whether change management awareness enhances change adoption, (46%) strongly agreed, (38%) agreed, (8%) disagreed, while (7%) were neutral as highlighted in Table 4.15

Table 4.15: Change Management Awareness

Scale	Frequency	Percent
Disagree	7	8.3
Neutral	6	7.1
Agree	32	38.1
Strongly Agree	39	46.4
Total	84	100.0

4.4.4 Strategic Goals on Change Management

When respondents were asked whether their organization had developed change management goals, majority (67%) agreed this to be the case, while (33%) strongly agreed as indicated in Table 4.16

Table 4.16: Strategic Goals on Change Management

Scale	Frequency	Percent
Agree	56	67
Strongly Agree	28	33
Total	84	100.0

4.4.5 Leadership and Change Management

On the question on whether leadership was essential for success of change management, (74%) strongly agreed, while (26%) agreed as highlighted in Table 4.17

Table 4.17: Leadership and Change Management

Scale	Frequency	Percent
Agree	22	26
Strongly Agree	62	74
Total	84	100.0

4.4.6 Change Management Plan and Change Implementation

When respondents were asked whether change management plan enhances change implementation, (55%) strongly agreed, (42%) agreed, while (3%) were neutral as highlighted in Table 4.18

Table 4.18: Change Management Plan and Change Implementation

Scale	Frequency	Percent
Neutral	3	3
Agree	35	41
Strongly Agree	46	55
Total	84	100.0

4.4.7 Sustainable Change Management

Respondents were asked whether they believe change management should be sustainable; (55%) agreed, while (45%) strongly agreed as highlighted in Table 4.19

Table 4.19: Sustainable Change Management

Scale	Frequency	Percent
Agree	46	55
Strongly Agree	38	45
Total	84	100.0

4.4.8 Strong Leadership and Change Management

On the question on whether strong leadership was essential for change management, (49%) strongly agreed, (46%) agreed, and (5%) were neutral as summarized in Table 4.20

Table 4.20: Strong Leadership and Change Management

Scale	Frequency	Percent
Neutral	4	5
Agree	39	46
Strongly Agree	41	49
Total	84	100.0

4.4.9 Poor Change Management Initiatives

When asked whether poor initiatives affect change management implementation, (58%) agreed, (38%) strongly agreed, while (4%) remained neutral as summarized in Table 4.20

Table 4.21: Poor Change Management Initiatives

Scale	Frequency	Percent
Neutral	3	4
Agree	49	58
Strongly Agree	32	38
Total	84	100.0

4.4.10 Resources for Change Management

Respondents were asked whether they believed lack of adequate resources does inhibit change management initiatives; (54%) strongly agreed, (34%) agreed, (6%) disagreed and were neutral respectively as highlighted in Table 4.22

Table 4.22: Resources for Change Management

Scale	Frequency	Percent
Disagree	5	6
Neutral	5	6
Agree	29	34
Strongly Agree	45	54
Total	84	100.0

4.4.11 Employee “Buy-in” Influence on Change Management

When respondents were asked whether employee buy-in influences change management, (52%) strongly agree, (39%) agreed, (5%) disagreed, while (4%) were neutral as indicated in Table 4.23

Table 4.23: Employee "By-in" Influence on Change Management

Scale	Frequency	Percent
Disagree	4	5
Neutral	3	4
Agree	33	39
Strongly Agree	44	52
Total	84	100.0

4.5 Influence of Organizational Culture on Change Management

This study sought to establish whether organizational culture influences change management. The findings are indicated as follows:

4.5.1 Organizational Culture Support for Change Management.

Respondents of this study were asked to indicate whether their organizational culture did support change management. The findings show that (54%) strongly agreed, (32%) agreed, (9%) disagreed, while (5%) were neutral as highlighted in Table 4.24

Table 4.24: Organizational Culture Support for Change Management

Scale	Frequency	Percent
Disagree	8	9
Neutral	4	5
Agree	27	32
Strongly Agree	45	54
Total	84	100.0

4.5.2 Organizational Values Support for Change Management

On the question on whether organizational values supported change management at WFP, (50%) of respondents strongly agreed, (43%) agreed, while the remaining (7%) were neutral as highlighted in Table 4.25

Table 4.25: Organizational Values Support for Change Management

Scale	Frequency	Percent
Disagree	6	7
Agree	36	43
Strongly Agree	42	50
Total	84	100.0

4.5.3 Bureaucracy and Change Management

When respondents were asked whether less bureaucracy had positive influence on change management, (48%) agreed this to be the case, (46%) strongly agreed, while (6%) disagreed as highlighted in Table 4.26

Table 4.26: Bureaucracy and Change Management

Scale	Frequency	Percent
Disagree	5	6
Agree	40	48
Strongly Agree	39	46
Total	84	100.0

4.5.4 Organized Norms and Change Management

On the question on whether organized norms influence change management in organizations, (57%) agreed this to be the case, while (43%) strongly agreed as summarized in Table 4.27

Table 4.27: Organized Norms and Change Management

Scale	Frequency	Percent
Agree	48	57
Strongly Agree	36	43
Total	84	100.0

4.5.5 Strong Culture and Change Initiatives

When asked whether they believed a strong culture was essential for change initiatives, (48%) strongly agreed, (37%) agreed, (9%) disagreed, while (6%) remained neutral as highlighted in Table 4.28

Table 4.28: Strong Culture and Change Initiatives

Scale	Frequency	Percent
Disagree	8	9
Neutral	5	6
Agree	31	37
Strongly Agree	40	48
Total	84	100.0

4.5.6 Norms and Employee Behavior Towards Change

Respondents were asked to indicate whether the organizational norms that guide employees behavior influenced change management; (49%) agreed this to be the case, (39%) strongly agreed, while (6%) were neutral and disagreed respectively as indicated in Table 4.29

Table 4.29: Norms and Employee Behavior Towards Change

Scale	Frequency	Percent
Disagree	5	6
Neutral	5	6
Agree	41	49
Strongly Agree	33	39
Total	84	100.0

4.5.7 Organizational Culture and Change Attitude

When asked whether organizational culture largely determines attitude towards change; majority (55%) strongly agreed, (42%) agreed, while (3%) remained neutral as summarised in Table 4.30

Table 4.30: Organizational Culture and Change Attitude

Scale	Frequency	Percent
Neutral	3	3
Agree	35	42
Strongly Agree	46	55
Total	84	100.0

4.5.8 Flexible Organizational Structure

On the question on whether flexible organizational structure enhances change management, (46%) strongly agreed, (42%) agreed, while (12%) disagreed as highlighted in Table 4.31

Table 4.31: Flexible Organizational Structure

Scale	Frequency	Percent
Disagree	10	12
Agree	35	42
Strongly Agree	39	46
Total	84	100.0

4.5.9 Organizational Rules and Procedures

When asked whether organizational rules and procedures influence change management, (54%) agreed this to be the case, (44%) strongly agreed, while (2%) remained neutral as highlighted in Table 4.32

Table 4.32: Organizational Rules and Procedures

Scale	Frequency	Percent
Neutral	2	2
Agree	45	54
Strongly Agree	37	44
Total	84	100.0

4.5.10 Sub-Culture Leaders and Change Management

Respondents were asked whether they believed that sub-culture leaders within the organization are important; (45%) strong agreed this to be the case, (44%) agreed, (7%) disagreed, while (4%) remained neutral as indicated in Table 4.33

Table 4.33: Sub-Culture Leaders and Change Management

Scale	Frequency	Percent
Disagree	6	7
Neutral	3	4
Agree	37	44
Strongly Agree	38	45
Total	84	100.0

4.6 Correlation Analysis

To establish whether there existed any relationship between study variables, a correlation analysis was conducted. The findings show that the relationship between change management and leadership influence was the strongest, $r(0.626)$; $p < 0.003$, followed by change management and organizational culture, $r(0.572)$; $p < 0.000$, and finally change management and employee attitude, $r(0.488)$; $p < 0.000$. All the study variables were statistically significant as summarized in Table 4.34

Table 4.34: Correlations

Variables		1	2	3	4
Change Management	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	84			
Employee Attitude	Pearson Correlation	.488**	1		
	Sig. (2-tailed)	.000			
	N	84	84		
Leadership Influence	Pearson Correlation	.626**	.469*	1	
	Sig. (2-tailed)	.003	.013		
	N	84	84	84	
Organizational Culture	Pearson Correlation	.572**	.412*	.545**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	84	84	84	84

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.7 Regression Analysis

Since this study established the existence of statistically significant between the variables, regression analysis was conducted to establish the level of this relationship, particularly, when the variables are combined. The findings show an adjusted R square of (0.573), meaning that about (53%) of variability in change management is attribute to employee attitude, leadership influence, and organizational culture.

Table 4.35: Regression Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.603	.573	.50432

a. Predictors: (Constant), Organizational Culture, Employee Attitude, Leadership Influence

The study finding also an ANOVA $F_{(3, 83)} = 6.795$; $p < 0.000$, meaning the analysis of variance for the variables was statistically significant as highlighted in Table 4.36

Table 4.36: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.184	3	1.728	6.795	.000 ^b
	Residual	20.347	80	.254		
	Total	25.532	83			

a. Dependent Variable: Change Management

b. Predictors: (Constant), Organizational Culture, Employee Attitude, Leadership Influence

The findings show that leadership influence had the strongest Beta coefficient β (0.376); $p = 0.025$; followed by organizational culture Beta coefficient β (0.351); $p = 0.000$; and finally, employee attitude Beta coefficient β (0.342); $p = 0.003$ as summarized in Table 4.37

Table 4.37: Coefficients Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.838	.332		3.200	.000
Employee Attitude	.660	.342	.323	3.110	.003
Leadership Influence	.631	.376	.339	2.285	.025
Organizational Culture	.602	.351	.301	2.108	.000

a. Dependent Variable: Change Management

The regression model adopted is highlighted as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where β_0 is a regression constant

β_1X_1 is Beta coefficient for Employee attitude

β_2X_2 is Beta coefficient for Leadership Influence

β_3X_3 is Beta coefficient for organizational culture, and

e is error value

Therefore, the regression model for this study is:

$$\text{Change Management} = 01.838 + 0.342X_1 + 0.376X_2 + 0.351X_3$$

4.8 Employee and Manager Chi Square Tabulation

To determine whether there was any significant difference between management and employees on whether change management was happening at WFP. The descriptive summary indicated in table 4.38 shows that (100%) of management believed change management was happening compared to (67%) of employees who believed there was change at WFP as indicated in Table 4.38

Table 4.38: Change Management Perception Between Managers and Employees

		There is change process currently happening at WFP?					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Manager	Count	0	0	0	5	4	9
	Yes % within Manager	0.0%	0.0%	0.0%	55.6%	44.4%	100.0%
Employees	Count	7	10	8	26	24	75
	No % within Employees	9.3%	13.3%	10.7%	34.7%	32.0%	100.0%
Total	Count	7	10	8	31	28	84
		8.3%	11.9%	9.5%	36.9%	33.3%	100.0%

However, when a Chi Square test of association was conducted, the findings revealed no significant association between management and employees, $X^2_{(4)} = 4.323$; $p = 0.364$ as summarized in Table 4.39

Table 4.39: Chi Square Test Summary

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.323 ^a	4	.364
Likelihood Ratio	6.846	4	.144
Linear-by-Linear Association	3.017	1	.082
N of Valid Cases	84		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .75.

4.9 Chapter Summary

This chapter has presented study findings and results for each research questions. The main findings of the study how that there exists a strong relationship between leadership influence and change management, (0.626), $p < 0.003$; followed by relationship between organizational culture and change management (0.572), $p < 0.000$; and finally, the relationship between employee attitude and change management, (0.488); $p < 0.000$. The following chapter five presents findings discussion, conclusion, and recommendations

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study discussion, conclusion and recommendation for each research question. The chapter is presented as follows: Discussion on employees influence on change management is presented first based on the findings as the literature, followed by discussions on leadership influence, and discussions on organizational culture and employee performance. Conclusion and recommendations presented in the same order

5.2 Summary

The purpose of this study was to determine factors influencing change management at World Food Programme. This study was guided by the following questions: To what extent does employee attitude influence change management? To what extent does organizational leadership influence change management? To what extent does organizational culture influence change management?

This study adopted a descriptive survey research design. This study had a population of 399. A stratified sampling design was used to select managers and employees based on departments. The study had a sample size of 120. Data collection was conducted using structured closed ended questionnaires. Data was eventually analyzed using Statistical package for Social Service (SPSS) version 24. The findings were presented using tables and figures

The first research question for this study sought to determine the extent to which employee attitude influences change management at World Food Programme. Employee attitude consisted of individual factors, change content factors, and change process factors. The findings show that there exists a significant relationship between employee attitude and change management in organizations.

The second research question examined the extent to which organizational leadership influences change management at World Food Programme. Leadership influence consisted of setting of change environment, setting of change management goals, formulating the change plan, and implementation of the change. The findings show that there exists a

statistically significant relationship between leadership influence and change management in organizations

The third research question examine the extent to which organizational culture influences change management at World Food Programme. Organizational culture in this case consisted of organizational values and norms, organizational structure, and organizational sub-culture. The findings show that there exists a significant relationship between organizational culture and change management in organizations.

5.3 Discussion

5.3.1 Influence of Employee Attitude and Change Management

The findings of this study have established the existed of a statistically significant relationship between employees influence and change management, $r (.488)$; $p < 0.000$. This study confirms the findings by a study conducted by Vakola and Nikalaou (2015) who argued that employees' role and attitude are essential in establishing and managing change processes at an organization. They further argued that employees' attitude plays a significant role since employees are required to drive the change agenda, and if their attitude is positive, then the change processes move without much hindrances compared to change within an environment of negative employees' attitude. Other scholars such as Bovey and Hede (2011); Waldersee and Griffiths (2010) studies have established the existence of a significant relationship between employees' attitude and the success of change management processes within an organization. The study also established that since employees have different attitudes towards change, they affect / influence change management in different significant ways, which is in line with the findings of this study.

This study found that employees' belief in change influences their attitude, which influences change management. This is because different employees have different temperaments, feelings and perception towards change, that eventually influences their attitude on change and change processes. Armenakis et al., (2007) had argued that three main factors influence individual employees' attitude. This included employees' emotions and cognitions, communication and employees' participation n change decision. They further argued that employees' emotions are central components of employees' attitude. To this end, they had further suggested the cumulative effect of individual employees' attitudes

are arguably, more than factors, present during change management processes, and thus, significantly influences employees' behavior and actions towards change. Equally important towards employee attitude is employee individual judgement. Each employee has to make a judgement call, as to whether change processes are in line with their interests and those of their organization, whether real or perceived. This is in line with the findings of this study which he established that employee attitude influences change behavior. Positive change behavior is responsible for change management in organizations. As such, aligning employees attitude particularly on change behavior, cognition, communication and inclusion would guarantee effective change management process.

This study also found that individual employee reasoning is an important factor in change management processes. Organizations cannot wish away employees intelligence, competence and ability to reason and articulate issues if the organization wants to achieve success in change management processes. This is confirmed by the argument placed by Ertuk (2013) who argued that individual employee's cognitive-affective nature affects change management processes. Ertuk further noted that organizational change efforts fail since agents underestimate the importance of the individual employee reasoning to the process of change. This is due to the fact that employee's cognitive -affective forms the trigger points for attitude development, since cognitive-affective reasoning is attached to emotional connectors that are responsible for making employees feel good or bad concerning change processes happening in their organization, and the resultant change towards the change itself.

One of the other significant finding of this study threat to employee's job security affects their attitude towards change and change management in an organization. This finding is in line with Lok and Crawford (2013) argument that employees attitude towards change is usually enhanced particularly in cases that threaten employees' current job structure and survival. As such, organization going through major restructuring, acquisition, or mergers have a higher employee resistance rate compared to organizations. Stated differently, employees feeling a threat to their jobs are usually bound to resist such attempts. As such, making change happen within an organization without threat required adequate capacity and capabilities training both in the short-term and in the long term to prepare employees for the change. This guarantees employees retention, even if their job structure change.

5.3.2 Influence of Leadership on Organizations Change Management

The findings of this study established the existence of a statistically significant relationship between leadership influence and change management at World Food Programme, $r(0.626)$; $p < 0.003$. This study is in line with Hay and Hodgkinson (2014) who noted that leadership for an organization is essential for success of all change initiatives. This means that for successful change initiatives to happen within an organization, leadership is essential. Further to this, Wanberg and Banas (2013) had argued that organizational leaders are essential to change management because they are custodians of change within their organizations. It is therefore incumbent upon leaders to develop environment and change management frameworks that work for their respective organizations. Leaders equally are responsible for explaining change, the importance of change, the process of change, and the ultimate objective change management process intends to achieve at. Leaders are also responsible for enlisting change

Agents within their organizations, and setting the vision and mission for organizational change.

This study found that setting the environment for change was important to change management, particularly, documenting change processes within an organization. This study also found that change management awareness goes a long way in ensuring that organizational change succeeds. This is in line with the arguments posited by Hay and Hodgkinson (2014) that leadership provides an enabling environment for change and navigates the organization towards desirable outcomes. In setting the change management awareness as per the findings of this study, means leaders must understand the type of industry they are operating in, and the levels of power that could effectively drive change. Maraka (2009) had argued that setting the environment for change did not necessarily mean that leaders have to effectively manage disruptions only, but also must be set an environment where change ideas are communicated, shared, and implemented.

This study found that strategic goals on change management is important role that leaders driving change must develop. This means that change management is usually successful when driven on the wheels of strategic goals. Lack of proper change management goals and strategies are bound to doom change management efforts and frustrate organizations quest for flawless change management initiatives. This was equally highlighted by Miller and Page (2014) who argued that leaders driving change must understand their role clearly, so as to spearhead change management initiatives successfully. This ensures proper

coordination and management of change processes. If leadership is convoluted, then establishing change strategic goals becomes a problem, and employees lack cohesive change direction

This study found that formulating a change plan is one of the most essential components of change management. This is because a change plan acts as a guide or a roadmap to the entire change processes. A change plan guides what needs to be done at what point, and what resources are supposed to be allocated on the same at given intervals. A change plan is important as established by this study, because it helps an organization to map out their strength and weaknesses, capabilities, and how this could progress or hinder change management. This is in line with findings by Erturk (2013) and Capon (2013) who noted that an organization without a well-thought out and well-developed change management plan is bound to falter at implementing change initiatives. Similarly, they argued that formulating a change management plan is a core competence that enables organizations to effectively drive change management.

This study equally found that implementing change is the role of managers, however, management requires employee buy-in into change initiatives for the change process to be effective. This is in line with the study by Wanberg and Banas (2013) who noted that galvanizing employees around change plans is one of the greatest achievements organizations leadership can do to drive change management processes. A study that had been conducted by Miller and Page (2014) had revealed the existence of positive relationship between change implementation, and the success of change management processes.

5.3.3 Influence of Organizational Culture on Change Management

This study sought to determine whether organizational culture influences organizational change management. The findings have revealed the existence of a statistically significant relationship between organizational culture and change management, (0.572); $p < 0.000$. This finding confirms a study by Schein (1997) who argued that organizational culture significantly contributes to success of change management in organizations. This is particularly the case because in an ever-changing world with complex cultures and sub-culture. To this extent, we could argue that a strong culture greatly influences change management either positively or negatively. For example, if the culture is strong and

positive, then based on the findings of this study, we could argue that the positive culture will significantly and positively impact change management. However, if the culture is strong and negative, there is a high probability that change management will be influenced negatively. This is because a strong culture allows employees within the parameters of the culture to entrench certain beliefs that make change easy or difficult to execute. Salipante and Golden-Biddle (2012) equally noted that a strong culture enables organization to make certain priorities over others, and if the culture is change averse, then any change or change management efforts become futile. However, if the organization culture has a positive culture and perspective over change and change management, then change happens flawlessly. One of the elements that make positive change culture in an organization is transformational leadership. Stated differently, leaders who are transformational have the ability to plan for change, and champion a culture that embraces and implements change.

The findings of this study established that organizational values and norms are significantly important to change management processes within an organization. This means that organizational values shape or inform change management efforts, and the resultant success. This is corroborated by the findings by Kotter and Cohen (2003) who have argued that one of the most powerful ways to introduce change and change management is by incorporating organizational values and norms at the early stages of change processes. These guarantees employees buy-in, since they feel part and parcel of the change process. Equally, Trautmann et al., (2014) has argued that entrenching organizational values and norms in change process ensures the success. It is therefore important to note that significant import to change management begins with entrenching change management. To this end, as had been noted by Cornforth and Simpson (2012), organizations that do not have tangible values and norms usually face numerous challenges during change management processes.

The findings of this study have also established that organizational sub-cultures are important in change management. This so because sub-cultures define informal operations and functions within an organization. Therefore, if an organization fails to understand the driving force or needs of a sub-culture, then change efforts within an organization can be frustrated or completely defeated. A study by Cornforth and Simpson (2012) had confirmed this by noting that it is important for managers to encourage sub-cultures that enable adoption of change management. To this this, include identifying the leaders of sub-culture

within an organization and empowering them to be agents of change. Stewart and Gregersen (2011) had argued that promoting internal organizational sub-culture is one of the most essential ways of enhancing adoption and implementation of change agenda in an organization. It has to be noted that in as much as sub-cultures can enhance implementation and success of change management in organizations, negative sub-cultures can significantly hinder effective implementation of change initiatives in organizations. This means that the importance that is placed on positive sub-cultures should also be placed on negative sub-culture, since both can significantly affect change management.

5.4 Conclusion

5.4.1 Influence of Employee Attitude on Change Management

This study sought to establish whether employee attitude influences change management at World Food Programme. The study established the existence of statistically significant relationship between employee attitude and change management. This study concludes that all components examined under employee attitude including employee individual factors, change content factors, and change process factors are important in enhancing change management within an organization. On individual factors, individual employee's emotions, cognition and ability to communicate effectively are important to an organization in change management process. Change content factors such as guaranteeing employees job security, and job structure were also important. On change process factors, including employees in change decision making process is essential as it enhances change adoption and implementation.

5.4.2 Influence of Leadership on Change Management

This study sought to establish whether leadership influences change management at World Food Programme. This study established the existence of a statistically significant relationship between leadership influence and change management. This study concludes that components examined under leadership influence including leaders' ability to set change environment, leaders ability to set change management goals, leaders ability to formulate change plan, and leaders' ability to formulate change implementation plan all contributes to effective change management in an organization.

5.4.3 Influence of Organizational Culture on Change Management

This study sought to establish whether organizational culture influences change management at World Food Programme. This study has established the existence of a statistically significant relationship between organizational culture. This study concludes that organizational culture components examined under this study including organization values and norms, organizational structure, and organizational sub-culture are all important in enhancing change management in an organization.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Influence of Employee Attitude on Change Management

Since this study has established the existence of a significant relationship between employee attitude and change management, the study recommends the need for management at World Food Programme to invest more in training employees on importance of emotional quotient that enhances their ability to adapt to change. There is also needed to ensure that individual factors such as cognition and employee communication skills are enhanced. It is important that management at WFP invests in training employees for changing jobs and roles as a way of enhancing job security and enhance adoption of change management initiatives.

5.5.1.2 Influence of Leadership on Change Management

On leadership influence, this study recommends that management at World Food Programme should invest more in setting change environment within the organization. This means investing more in management training on how to set change management goal, how to develop change plans, how to develop change implementation plan and schedule. There is need to ensure that the change management goals and objectives developed by management are specific, measurable, attainable, realistic, and time bound.

5.5.1.3 Influence of Organization Culture on Change Management

Since this study has established the existence of a statistically significant relationship between organizational culture and change management. This study recommends the need for WFP management to establish well-structured values and norms that are all inclusive,

and well developed to adapt to a dynamic changing operational environment. Management at WFP should also invest in sub-cultures at the organization. This should include identifying leaders of WFP sub-cultures, recruiting and training them to be agents and champions of change management.

5.5.2 Recommendation for Future Studies

This study focus was limited to establishing factors that influence change management in organizations. The study examined influence of employee attitude, leadership influence and the influence of organizational culture on change management. These variables are could only explain about (53%) of attribution to change management. This means that there exist other factors that influence change management. Future studies should look at influence of technology, innovation, employee competencies and finally, operational environment.

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APPENDICES

APPENDIX I: COVER LETTER

22nd November 2017

Ayan Farah

P.O.BOX 2542-00200

Nairobi

Dear Sir / Madam

RE: Request for Your Participation in My Research

My name is Ayan Farah, currently in the process of conducting a research study entitled “*Factors that Influence Change Management in Organizations: A Case of World Food Programme*”, as a requirement for the confinement of Master of Science degree in Organization Development at United States International University

You have been selected randomly to take part in this study. Kindly take few minutes to answer the questionnaire attached to the best of your knowledge. The information you provide is confidential and will be used for that purposes only.

Thanks for accepting to participate.

Yours Sincerely

Ayan Farah

APPENDIX II: QUESTIONNAIRE

For the last six months WFP Kenya has been going through a change process to formulate a five year structural plan to re-align with the global strategic plan. The questionnaire contains question on change management and specifically on the leadership, attitude and culture during the process. This questionnaire has five sections. Kindly answer each section to the best of your knowledge.

SECTION I: GENERAL QUESTIONS

This section has general questions for you as a respondent. Kindly answer them to the best of your understanding.

1. Kindly indicate your gender

Male Female

2. Kindly indicate your work department

Programmes	
Logistics	
Finance and Administration	
Human Resource	
Information and Technology	

3. Are you a Manager?

Yes No

4. How long have you worked for World Food Programme?

Less than 1 year	
1-5 Years	
5-10 Years	
10-15 Years	
Above 15 Years	

5. How old are you?

18-25 Years	
26-35 Years	
36-45 Years	
Above 46 Years	

SECTION II: CHANGE MANAGEMENT

Kindly use the following Likert scale to answer the following questions: (Strongly disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Disagree = 5)

4

No.	Questions	1	2	3	4	5
6.	change process is currently happening at WFP?					
7.	Are you involved in the change management process					
8.	Do you believe World Food Programme (WFP) has well-planned systematic change management structures					
9.	WFP has strategic change initiatives that supports change management					
10.	You feel included in the Change management practices exercised at WFP					
11.	You understand the impact that the current change management will have on your work					

SECTION III: INFLUENCE OF EMPLOYEE ATTITUDE ON CHANGE MANAGEMENT

Kindly answer the following questions using the Likert scale provided in section II above

No.	Questions	1	2	3	4	5
12.	You believe in change management					
13.	Change management initiative at WFP will improve your work					
14.	Does your attitude affect the behavior towards change management					
15.	Does your judgment influence your attitude towards change management					
16.	Does your reasoning influence your engagement with change management initiatives					
17.	You believe that change can be a threat to job security					
18.	Change management plan enhances implementation of change initiative in WFP.					
19.	Management communication on change initiatives enhances your attitude towards change management at WFP					

20.	Management of uncertainty during change determines adoption of change initiatives					
21.	You prefer less disruption in change initiatives					
22.	You prefer incremental change initiatives					
23.	Change initiative processes should be inclusive					
24.	Change management processes should be well documented					

SECTION IV: INFLUENCE OF LEADERSHIP ON CHANGE MANAGEMENT

Kindly use the Likert scale in Section I to answer the following questions

No.	Questions	1	2	3	4	5
25.	You believe WFP has good leadership					
26.	You are aware of the change management plan					
27.	WFP has developed strategic goals on change management					
28.	You believe effective leadership is essential for success of change management					
29.	Change management plan enhances implementation of change initiatives at WFP					
30.	Change management plans should be sustainable					
31.	You believe strong leadership is essential for implementation of change management initiatives					
32.	Poor change initiative plans affect change management implementation					
33.	You believe that lack of adequate resources does inhibit change management initiatives					
34.	You believe employees 'buy-in' influences success of change initiatives at WFP					

**SECTION V: INFLUENCE OF ORGANIZATIONAL CULTURE ON CHANGE
MANAGEMENT**

Kindly use the Likert scale in Section I to answer the following questions

No.	Questions	1	2	3	4	5
35.	The current WFP culture support change management?					
36.	WFP has values that support change management.					
37.	You believe less bureaucracy makes change management easier					
38.	Organizational norms are essential in managing change					
39.	You believe a strongly culture is essential for change initiatives					
40.	WFP has norms that guide employees' behavior during change management					
41.	Organizational culture largely determines attitude towards change					
42.	Flexible organizational structure makes change initiatives easy to implement					
43.	Organization rules and procedures determines how change is implemented at WFP					
44.	The sub-culture leaders within the organization should be used as change management agents at WFP					

Thanks very much for your participation