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DEPARTMENT OF BUSINESS STUDIES

EMPLOYEES' PERCEPTION AND ATTITUDE TOWARDS CHANGE MANAGEMENT STRATEGIES: A STUDY OF CAMEROON OPPORTUNITY INDUSTRIALIZATION CENTER, BUEA AND ENERGY OF CAMEROON, DOUALA

A thesis submitted to the Department of Business Studies in Partial Fulfilment of the Requirements for the Award of a Master of Science (M.Sc.) degree in Strategic Human Resource Management.

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THESIS FINAL SUBMISSION FORM

This is to confirm that I have formally submitted my thesis titled "**Employees' perception and attitude towards change management strategies The case of Energy of Cameroon, Douala and Cameroon Opportunity Industrialisation Center, Buea**" to the Pan African Institute for Development – West Africa (PAID-WA) as an original research report for the award of the ***Master of Science (MSc) in Strategic Human Resource Management*** this ***03/08/2016***.

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DEDICATION

This work is dedicated to the Sone’s Family

CERTIFICATION

This is to certify that this thesis titled "**Employees' perception and attitude towards change management strategies The case of Energy of Cameroon, Douala and Cameroon Opportunity Industrialisation Center, Buea**" is the original work of **Sone Thelma Mponge** (PAIDWA00024)and meets the requirements and regulations governing the award of a Master's degree in Strategic Human Resource Management from the Pan African Institute for Development - West Africa (PAID-WA), Buea.It is therefore approved for its contribution to scientific knowledge.

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I hereby declare that this thesis titled **"Employees' perception and attitude towards change management strategies: The Case of Energy of Cameroon, Douala and Cameroon Opportunity Industrialisation Center, Buea"** written by Sone Thelma Mponge (PAIDWA00024) is the record of my research efforts. It has not been presented before in any application for a Master's degree. All borrowed ideas have been duly acknowledge by means of reference and quotation mark.

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ABSTRACT

This study seeks to appraise the factors that influence employees' perception and attitudes towards change management strategies in an organization with special reference to organizations in Cameroon, namely; Energy of Cameroon (ENEO) and Cameroon Opportunity Industrialization Centre(COIC). Both primary and secondary data were used for the study. The primary data was collected through random sampling technique using questionnaire and interviews. The sample size for the study was 109 respondents. Secondary data for the study was collected from books and organizations archive's. Data was analysed using the descriptive approach and presented on bar charts, tables, and percentages. The study found that leadership role, communication patterns and involvement are important determinants of the employees' attitude towards change management strategies. The results will help management identify and readjust where there are gaps. It can also be used as a way of promoting positive attitude towards change in the organization because employees' perceptions are considered. Further research can be conducted in the area of employee perception and its influence on the organizational productivity. The study recommends that there is need for the Management of ENEO to improve on communication lines between employees and management and also provide training ahead of time to accompany a change in the organization, while the Management of COIC needs to make use of external companies that have a system of getting employees perceptions on change management approaches for evaluation

Key words: ***Leadership, communication, involvement, participation, perception and change.***

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GLOSSARY and ABBREVIATIONS

AES- American Electricity Supply Company

COICI- Cameroon Opportunity Industrialization Centre International

DPDC-Dibamba Power Development Corporation

ENEO- Energy of Cameroon

ENELCAM- Electrical Energy of Cameroon

EDC- Electricity of Cameroon

GCE ‘AL’- General Certificate Examination- Advance Level

GCE ‘OL’-General Certificate Examination- Ordinary Level

KPDC-Kribi Power Development Company

MW- Megawatt

PESTEL- Political, Economic, Social, Technological, Environment and Legal

POWERCAM- Cameroon Electricity Corporation

SONEL- Cameroon National Electricity Company

USA- United State of America

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globalization and modernization have converted the world into a global village; a village where there is an ever increasing stream of contention, competition, customer-driven market and technical development among organisations (Gilley & Ann, 2005). These increase competition among organizations is a cause of extreme change in organizations, regarding strategies, structures, systems, boundaries and expectations of staff and managers. This need for change means that the organisation must change and manage behavior to adapt rapidly to shifts in the market. Carnall (1990) explain that people's behavior and attitude are difficult to change as people are more satisfied with what they have learned or knew due to fear of risk taking.

Dean and Linda (2001) provide the various ways through which change has evolved within organizations in the past that is from pre-history to modern times. They explained that before the 1970s, leaders paid relatively little attention to their external environment, including their customers, competitors or the marketplace in general. Leaders were only limited to their market share. During the 1970s, technology, innovation, and deregulation began to boost up many industries for example; automobile, steel, manufacturing, communications, banking, and retail trade. These environmental forces began to alter the marketplace requirements for success in industries. As leaders struggled to differentiate their organizations' strategic advantages, strategy development became a great necessity to leaders. Led by a few large consulting firms, many companies began to review and evolve their business strategy systematically and seek to comprehend their business imperatives (Dan, 2012). As a result, there was a noticeable enhancement in the delivery of goods and services. In the late 1970s, the scope of change increased, further causing leaders' focus to turn to the organization and how to improve it. Productivity improvement, restructuring, downsizing, work redesign, quality, and process improvement became the primary concern for most large and small scale businesses. This focus on organisational development became intensive in the mid-1980s with the quality movement, then again in the early 1990s with the re-engineering enthusiasm, and continues today with the information technology change and enterprise resource planning efforts. Till date, most change efforts have focused on external drivers.

Beer and Nohria (2000) explain that many change projects and development programs produce unsatisfactory results. Therefore, to increase the ability to change, the change competence must increase. During a change management process, counter resistance from employees needs to be aligned to the overall strategic direction of the organization. Perception of the employees needs to be taken on the right track regarding change (Revati, 2012).

Schneider and Dan (2007) explained that people could work very hard, to work hard, they need to be informed why they should do it and what the goal is. According to Wageeh (2014), change in the organization can be effective only if there is a change of attitude. One of the necessities of organizational change management is by initiating and implementing successful change which is necessary to conduct a complete and systematic process for transforming the organizational realities. Leadership development plays a paramount role, being an essential factor in the process of organizational transformation that can explain the shift from a competitive level to another one. Change in organizations may be classified into; technological changes, product or service changes, administrative changes and people change which involves attitudes, expectations and behaviors (Yared, 2013). The new global situation for companies combined with the particular change of situation is studied in the case of ENEO and COIC where some major change programs are identified in the organizations. The significant changes in ENEO are a change in the name, the vision and the managerial positions. On the other hand, the on-going change in COIC is that of managerial positions. The reason for chosen these organization’s is to enable the researcher to appraise employees perception towards the factors of change management in both organizations.

The headquarters of the electricity supply company of Cameroon, ENEO is situated in the economic capital, Douala, Littoral Region, Cameroon. The history of the electricity supply corporation dates back to the colonial period.

English-Speaking Cameroon- 1929: Inauguration of the hydro-electric power plants of luermann and Malale, which supply electricity to the region of Muyuka, notably households and Colonial factories (private initiative). In 1946, a public electricity utility was created to supply electricity which was brought mostly from private plants installed by colonists. 1958: construction of the Yoke power plant.

French-Speaking Cameroon- Before the war of 1939-1945: the first electricity plants in Nkongsamba, Douala and Yaounde were created by the administration and operated through private management companies or directly by the companies themselves.

In 1948: The mixed economy company "Electrical Energy of Cameroon (ENELCAM)" was created and was in charge of constructing the Edea I hydro-electric power plant along the Sanaga to supply electricity to Douala and Edea as of 1st January 1953. This power plant originally had two Generating Units of 11 MW. It was supported between 1955 and 1958 by the Edea II power plant that had 6 Generating Units of 20.8 MW each; concomitantly, the third Unit of 11 MW was installed in Edea I. This new equipment was installed to supply energy to the heavy electrochemical machinery recently installed by the company ALUCAM in Edea. The Edea power plant was subsequently extended thanks to a step-by-step installation of machines between 1966 and 1976 by ENELCAM and later SONEL, followed by the creation of Edea III (five Units of 20.8 MW each).

Independent Cameroon -1962: The Cameroon Electricity Corporation (POWERCAM) was created in West Cameroon. In 1963, a mixed economy company was known as 'Electricity du Cameroon (EDC) was established with majority shares owned by the State of East Cameroon and local councils. It was meant to manage all public distribution of electricity, and consequent generation and transmission facilities, except the Edea power plant that was run by ENELCAM.

In 1973, the state of Cameroon started a discussion that led to the merger of ENELCAM and EDC to form a new company. On the 18 of May 1974, the Cameroon National Electricity Corporation (SONEL) was created with a mission to manage public power distribution systems, including that of the former West Cameroon. The constituent general assembly meeting of SONEL adopted the articles of association according to which SONEL became a mixed-economy public company with an industrial and commercial nature for the generation, transmission, distribution and use of electrical energy in Cameroon. In 1975, POWERCAM was taken over by SONEL.

AES-SONEL

- 2001 (17 July): Privatization of SONEL taken over by AES-Sirocco Limited, a subsidiary of AES-Corporation, which controls 51% of the capital; the State of Cameroon 44% and Personnel 5%.

ENEO CAMEROON

- 2014 (23 May): The Government of Cameroon signs the agreement to transfer 56% of AES-SONEL, KPDC and DPDC to the British investment fund, ACTIS.

The Cameroon Opportunity Industrialization Centre (COIC) is situated in South West Region of Cameroon, the head quarter of Fako Division. COIC is an affiliate of Opportunity Industrialization Centre International; founded by Rev Leon Hope Sullivan of Philadelphia, USA in 1964 with headquarters of COIC International.

Chief Ethias.E.Kome was the founder of Cameroon OIC. He introduced the idea of OIC to Cameroon after a successful operation from Sierra Leon. COIC was established in 1986 with registration No: 00076/22/05/1990 as a non-profit, community-based, non-formal skills training program. It was created as a local Non-Governmental Organization placed under the supervision of the Ministry of Employment and Vocational Training after a Protocol Agreement signed between the government of Cameroon and Opportunity Industrialization Centre International. The objective of COIC is to provide young Cameroonians and foreigners with marketable skills which will enable them to establish small and medium size business of their own once they complete training or job placement for those graduates who may not have the opportunity to start businesses of their own. Its goal is by industrializing opportunities for the under privilege and brings hope to the hopeless.

The organization is governed by rules and regulation on the labor code. Each department has its specific duties and norms 'house style' at such Cameroon OICI runs with its distinct manners.

1.2 Statement of the Problem

Adopting and managing changes in organizations have always been a problem in the ability of organizations to achieve their goals. Most change efforts are not always smooth processes readily accepted by all stakeholders of the organizations. Some may resist change, while others may adjust to change. The degree of change to be admitted depends on management's ability to communicate properly the change programs to employees to give an understanding of change, facilitate the change process and reduce resistance to change (Kotter and Cohen, 2002). Where a change program is not fully interpreted, understood and well perceived by employees, it may cause some uncertainties. Where uncertainties persist, more employees are likely to view organization change as driving towards achieving the organization’s objectives without any direct benefits for the employees. Poor perception may also result from the organization’s compensation policy and poor information flow on the change programs. It is, therefore, needful to determine the factors that drive the perception of employees; this is necessary since as rightly noted by Edwards and Walton (2000), poor perception about a change may cause employees to develop resistance that is counterproductive. Therefore, there is a need to determine the drivers of employees’ perception in Cameroonian organizations, using COIC and ENEO as a case study.

1.3Objectives of the study

The principal aim of the study is;

To appraise the factors that influence employees’ perception and attitudes towards change management strategies in an organization.

The specific objectives include:

1. To examine the impact of an organization’s compensation plan on employees’ perception of organizational change programs and work attitude.

2. To assess the impact of leadership style and information flow between management and employees on their perception of organizational change and work attitude.

1.4 Research Questions

This study aim at answering the following questions:

1. What are the impacts of an organization’s compensation plan of employees’ perception of organizational change and work attitude?

2. What are the effects of information flow between Management and the employees on their perception of organizational change and work attitude?

1.5 Hypotheses

From the research questions above, this study attempts to test the following hypotheses:

1. H_0: Communication is not significantly relevant to employee perception and attitude towards change management process.

H_1: Communication is significantly relevant to employee perception and attitude towards change management process.

1.6 Scope of the Study

This study is limited to COIC Buea and ENEO Douala. COIC is a vocational training institution which also provides catering and hotel services, and ENEO is an electricity supply company with the provision of products and services. The study focuses on employees' perception and attitude towards change management strategies in the chosen organizations. The reason for these selected organisations was based on the fact that they have witnessed significant ongoing managerial changes.

This study focuses on the managerial changes that took place in COIC from the year 2015- 2016 and at ENEO it concentrates on the changes (change of name from AES Sonel to ENEO and managerial changes) since 2014-2016. This period is convenient because the researcher can collect current data that can be useful for future decision making.

1.7 Organization of the Study

The first chapter introduces the background of the research. Included are the research objectives and research questions.

The second chapter addresses the conceptual and theoretical review of literature in line with the research objectives. Besides, this section includes factors that cause a change in organizations, leadership role in managing change, resistance to change and ways of overcoming resistance to change. It also includes some theories of change and change management.

Chapter three covers the research methodology, which includes the study design, sampling method of data collection and data analysis. Questionnaire and interview guide are enclosed in the appendix.

Chapter four covers an analysis of the findings discussed based on the research questions. Results from an empirical study were also considered in the work based on the impact of employee perception on change management.

The last chapter, which is chapter five, explains the summary of findings, conclusion and recommendations. The chapter also includes suggestions for further research.

1.8 Significance of the Study

This study is important for organizations because it provides an appreciation of perceptions geared towards effective accountability on employee's reaction to change. This study provides such grounds for recognition, communication, motivation, and involvement activities which aim at high performance. The study presents a universal approach whereby the employees are considered as active participants in the change management processes and perceive change as positive in line with managers. In the case of ENEO and COIC, this study does not only highlight the importance of getting employees involved in the change efforts of the organization. It also establishes the areas that are crucial in developing a positive employee perception that will lead to a favorable employee attitude in the change processes; this will help the organization deal with non-compliance attitudes while promoting commitment that leads to employee satisfaction. Also, managers can better appreciate the different perceptions held by employees and how it shapes their behavior on the job site. Furthermore, this study will guide readers to develop a theoretical and conceptual understanding of change management strategies. It is expected that other stakeholders will develop a knowledge framework concerning change management that will contribute to their development and other research programs.

1.9 Definition of Terms

Perception: This is defined by Chaiporn, (2005) as a complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world. In other words, Nancy and Stephen (2007) define perception as the process by which an employee organizes and interprets his/her impressions to give meaning to his/her environment and thus, it influences significantly his/her workplace behavior as explained in the work of Kleanthis *et al*.(2014).

Attitude: An attitude is defined as a learned predisposition to respond in a concisely favorable or unfavorable manner concerning a given object (Kreitner and Kinicki, 1998). Employees with a positive attitude towards the job tend to maintain their positive attitude. Negative attitude employees tend to remain negative.

Change management is defined as the principles, tools and processes for managing the people side of a particular organizational change to meet the objectives. It involves appreciating and promoting the individual behavioral and workflow changes that a particular initiative requires (Prosci 1996, 2014). Change management is also defined by Gerard (2008) as a scientific, systematic and structured approach to dealing with change so that there is a smooth and efficient transfer from the current state to the future desired state. Organizational change management is the means of recognizing, controlling, and managing human emotions and reactions towards change in a way that minimizes fall in productivity. Managing change in organizations is usually a difficult situation because it may be harder for organizations, leaders and change agents to manage change such that it satisfies both the organization and its employees.

Change competence; According to Beer and Nohria (2000), Change competence is described as the ability to manage change in the working environment and to be able to form a continuous renewal of the change process. Change competence is also about taking a change strategy that matches the organization and its member's experience of change processes.

Organizational change; Ravati (2012) defines organizational change as the process by which organizations move from their current state to the desired future state to improve their effectiveness. On the other hand, Lindbeck and Snower (2000) define organizational change as a transition of an organization which is specialized, centralized and adapted to a stable environment.

Transformational change; Trahant, Bill et al. (1997) defines transformation as the radical shift from one state of being to another, so significant that it requires a change of culture, behavior, and mindset to implement successfully and sustain over time.

CHAPTER TWO
LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Literature Review

This section focuses on the literature review regarding employees' perception of change, types of change and factors affecting change in organisations. It also includes resistance to change and the reason why people resist change in organisations. Furthermore, the literature focuses on change management approaches and theories on change and change management.

2.1.1 Employee Perception of Change

Perception is a process by which individuals organize and interpret their impressions to give meaning to their environment (Nancy, 2007). According to Chaiporn (2005), "Perception is a complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world." Perceptions may have significant influences on the work behavior of employees. If perception is based on incomplete information, a perceptual bias will occur, and thus influence a person's decision. It is no doubt that several perceptions of change are working as determinants of employees' responses to change. That is, individuals usually try to make sense of what has happened, what is going on, and what will happen. (Rebecca and Indradevi, 2015).The perceptions or responses of any two people are not necessarily the same, even when they are describing the same event. Perception serves as a means through which information passes before it has an effect on people. The quality of a person's perception also has an impact on his or her responses in a given situation; Perceptions are influenced by determinants in the perceiver, the object or target being perceived, and in the context or situation (Nancy and Stephen, 2007). Employees may see change as threatening because of their feelings of being defenseless and fear of losing security and difficulties in accepting and adjusting to the new environment. It is therefore in the organisation's interest to provide clearly defined roles and motivations to employees to embrace change and to work towards the goal of the organization.

2.1.2 Employee Attitude towards change

Employees' perception influences their attitudes in response to change. Kreitner and Kinicki (1998) state that "attitude is a learned predisposition to respond to a concisely favorable or unfavorable manner in a given object. "Chaiporn (2005) identified two important aspects of view: one aspect is the belief; it uses cognitive processes to describe an object and its relation to other objects, the other is an active character that leads to liking or disliking an object. To understand the role of attitude on human behavior, Chaiporn (2005) explain that an individual's positive or negative beliefs about an object form an attitude towards that object; this attitude determines the individual's intention to behave concerning the object; the intention to act is related to the actual behaviors acted. In this sense, managers or employees who have a negative attitude towards organisational change are more likely to resist efforts to change. In the same way, managers or employees who have a positive attitude toward organisational change are more apt to support efforts to change.

2.1.3 How Organizations Work /Organisation Metaphors

Esther and Mike (2009) made use of the metaphor to express assumptions of how organisations work, developed through a combination of experience and education when it comes to change in organizations. The metaphor is used as an important way to express the assumption of organisations. They classify organisations as machines; organisms; brains; cultures; political systems; mental prisons; flux and transformation; and instruments of domination. According to Esther and Mike (2009), they selected four primary metaphors that provide the most useful insights into the process of organisational change: Organisation as Machines, Organisation as Political Systems, Organisation as Organisms and Organisation as Flux and Transformation.

Organisations are treated as machines where one view them as responsible enterprises designed and structured to achieve predetermined ends.' This picture of an organization implies routine operations, well-defined structure and job roles, and efficient working inside and between the working parts of the machine (the functional areas). Methods and standards are clearly defined and are expected to be adhered to (Suchman, 2011); this has a link to the behavioral views of change with the key belief that; each employee has only one line manager, and labor is divided into distinct roles, each is managed by objectives. Teams represent no more than the summation of individual efforts and management controls employee discipline.

The descriptions of organizations as political systems refer to democracy and autocracy of how organizations are managed. Here we are describing the style of power rule employed in that organization. The political metaphor is useful because it recognizes the important role that power play, competing interests, and conflict have in organizational life. The fundamental beliefs are; Employees can't stay out of organisational politics, Employees need to build supportive approach to making anything happen, Employees need to know who is powerful, and who they are closed to. There is an important political map which reverses the published organizational structure. Coalitions between individuals are more important than work teams. The most important decisions in an organisation concern the allocation of scarce resources, that is, who gets what, and these are reached through bargaining, negotiating and vying for a position. These keys beliefs lead to the following assumptions about organizational change: the change will not work unless an influential person supports it, the wider the support for change the better.

Organizations are described as Organisms. This metaphor represents the organization as an open system. Organizations are seen as sets of interrelated sub-systems designed to balance the requirements of the environment with internal needs of groups and individuals (This approach implies that when developing organisations, the environment should be taken into consideration). Emphasis should be laid on scanning the environment, and developing a healthy adaptation to the outside world. The external environment has natural and social conditions that influence the organisation; as a result, organizations must be able to adapt and respond to change (McShane and Von, 2005). Individual, group and organisational health and happiness are essential ingredients of this metaphor. The assumption is that if the social needs of individuals and groups in the organisation are met, and the structure is well designed to meet the needs of the environment, there is a possibility of the healthy adaptive functioning of the whole system (socio-technical systems).The key beliefs are: There is no one best way to design or manage an organization. The flow of information between different parts of the systems and its environment is key to the organisation's success. It is important to maximize the mood between individual, team and organisational needs; this leads to the succeeding premises about organizational change: Changes are made in response to changes in the external environment rather than using an internal focus because communication of information constitutes systems. It is communication within the system and communications between the system and external environment that defines a system (Charlton and Andras, 2003).Individuals and groups need to be aware of the need for change to adapt. The response to a change in the environment can be designed and developed. Participation and psychological support are necessary strategies for success.

Organizations as flux and transformation: It focuses on areas such as complexity and chaos in the organisation. The key beliefs are: Order naturally emerges out of chaos. Organisations have a natural capacity to self-renew (Morgan, 2006). Organisational life is not governed by the rules of cause and effect. Fundamental tensions are significant in the emergence of new ways of doing things. The formal organisational structure (teams, hierarchies) only represents one of many dimensions of organizational life. The following assumptions about organisational change are made: Change cannot be managed it emerges. Managers are not outside the systems they control this is because they are part of the entire environment. Anxieties and conflicts are an important feature of emerging change. Managers act as enablers. They enable people to interact and focus on significant differences (Esther and Mike, 2009).

2.1.4 Purpose for Organisational Change

There are many reasons why planned organisational changes may be necessary. In most organisations, change is typically used to improve organizational performance in some capacity and may involve targeting one or more of four categories: structural, cost-cutting, process, or cultural change (Joellen, 2013).

- Structural change involves reconfiguring areas to achieve greater overall performance (e.g., restructuring organisations or divisions to facilitate increased collaboration and communication across program areas). Structural changes can also occur due to strategic changes as in the case where a company decides to acquire another business and must integrate it as well as due to operational changes or changes in managerial style.

- Cost-cutting or saving. These are those changes that occur when an organization attempts to reduce costs to improve efficiency. Richard, (2003) explain that adjustments may include identifying and eliminating nonessential activities or more importantly, identification of areas where resources may be leveraged.

- Process change focuses on improving or making functions and processes more efficient and reliable. It may include changes in the procedures used to accomplish work. For example, new computer systems may create the need to change how paperwork is completed.

- Cultural change focuses on the “human” side of the organisation. An organisations culture is its shared set of assumptions, values and beliefs (Michael and Nitin, 2013). It focuses on the areas such as the company’s approach of doing business or the relationship between management and employees. It is an example of a shift from command and control management to participative management.

2.1.5 Factors Influencing Change

Conceptually, the change process starts with an awareness of the need for change. An analysis of this situation and the factors that have created it leads to a diagnosis of their distinctive characteristics and an indication in which actions needs to be taken. Change signifies the willingness of the affected parties to embrace and function in a newly established order and their commitment to effect and implement the changes (Amstrong, 2004). Change can come within or outside the organization. Regulatory bodies can impose it or made necessary by the actions of competitors. It can emerge from a perceived need within the organization as a result of a planned process of strategic review, as a consequence of a crisis or a change in leadership (Mike, 2007). The pace of change is quicker, and the future becomes more unpredictable, this development is predicted to continue as the organisation experience a fast rate of change. To have the ability to follow this fast rate of change, it is important that the organizational managers and decision makers understand and be aware of the factors that trigger the organisational change (Senior and Fleming, 2006). Organisations change for many different reasons. According to Saral et al. (2004), organisations are impacted by two set of external factors: the macro and micro environment. They explained these set of elements are also called the far and near environment. These forces for change are summarized as shown in the figure below:

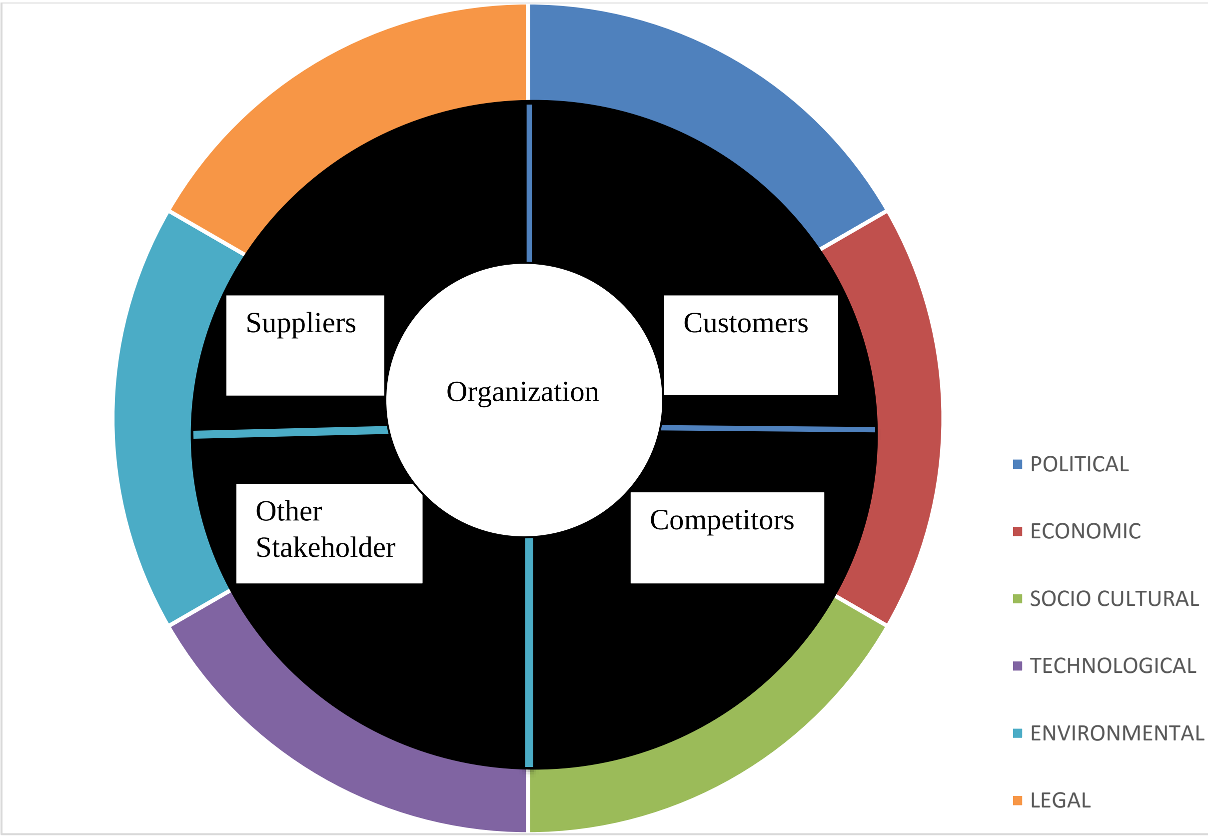


Figure 1: Forces or factors that influence change in the organization

Source: Sarah Cook et al (2014)

2.1.5.1 External Forces for Change:

An organization can only perform efficiently through interaction with the broader external environment of which it is part (McSchane and Von, 2005). To guarantee the success of the organisation, the organization must be readily adaptable to the external demands or pressures placed upon it. These factors are encompassed through PESTEL

- Political Pressures: These come from challenges in the interaction of government policies which affect the way in which regulations are interpreted, the pattern of state expenditure and the economic climate. Crisis: According to Robert and Peter (2011) September 11 is the most dramatic example of a crisis which caused counted organizations, and even industries such as airlines and travel agency to change. The financial crises apparently created may changes in the financial services sector as organizations attempted to survive. Robert and James (2008) explained that unpredictable or unavoidable, catastrophes have, and always will, be a source of disruption and despair. He proposed that if they cannot be avoided, then they must be effectively managed when they occur.

- Economic Pressures: This arises from changes in the economies of countries in which the organisation operates. To an extent economic change interacts with political changes, in that government determines national economic policies such as interest rates, economic growth, exchange rates and taxes.

- Social/ Demographic Pressures: This arises from such factors as birth and mortality rates, social taste and fashion and public attitudes. For instance, an aging population affects production and marketing decisions thereby influencing change.

- Technological Pressures: Technological opportunity emphasizes the importance of organized activities of research and development in companies as cited in the work of Nebojsa et al., (2008). The need of new technology and more efficient and economical methods to perform work. Continuous innovation in communication and information technology provides the means to improve efficiency and open up new ways of doing business.

- Environmental Pressures: This principally arises from customer demands and the competitive environment. Customer demands are the way in which the public expectations of both product and the way of interaction with the organization. Actions of competitors are also significant since organizations have to compete with other agencies offering the same or substitute products.

- Legal: Legislative changes have a considerable direct impact on organizations regarding employment laws, health and safety requirements, data protection, packaging and recycling.

- Mergers and Acquisitions: Mergers and acquisitions create change in some areas often negatively impacting employees when two organizations are merged, and employees in duel functions are made redundant.

2.1.5.2 Internal Forces for Change

Asil and Erdem (2003) explain that the internal context of change relates to management philosophy, structure, culture and the system of power control. An assessment of the way in which the organisation is currently operating regarding meeting its objectives will exert its pressure. Change within the organisation will be required to build on strength and resolve weaknesses, and this can be managed through careful planning. Internal triggers for change will, therefore, include factors such as:

- Employee demands: The employees of an organization are an important stakeholder, and their interest and expectations should not be undermined. Through their demand for pay, increase working conditions and activities which are seen as necessary to their satisfaction, motivation and commitment require much attention that can ignite change (Wang, 2013).

- Performance Gaps: When the organization's goals and objectives are not being met, or other organizational needs are not being satisfied. Changes are required to close these deficiencies. It is important to note that poor performance will require strategy change while good performance will show strength and equally trigger a change in other areas that need a similar performance.

- Innovation: This means the development of new ideas or products which have an impact on the operational procedures and practices of the organization and its output. It may mostly happen within an organization that may embark on research to make its products have a competitive advantage in the market.

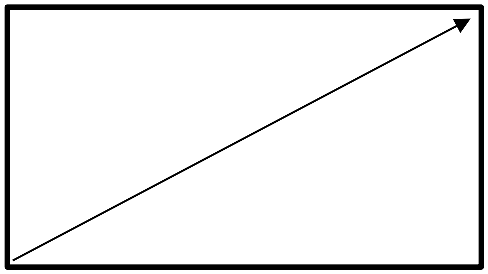
- Sounds Good. Another reason organisations may institute change is that other organisations are shifting the old quality circles and renovating. It sounds good, so the organisation tries it.

- Planned Abandonment: Changes as a result of abandoning declining products, market, or subsidiaries and allocating resources to innovation and new opportunities.

- Change for the Purpose of Change: Often an organisation will appoint a new CEO. To prove to the board developments are made, and he will make changes just for their sake.

2.1.6 Types of Organisational Change.

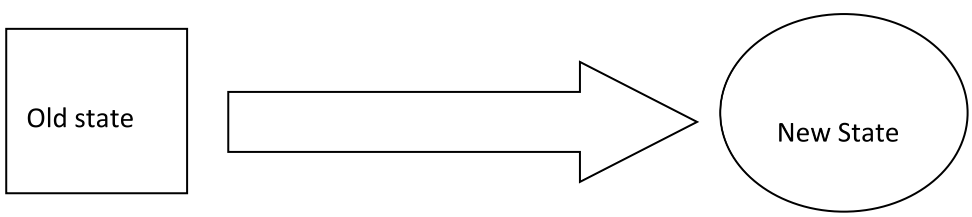
Dean & Linda (2001) distinguished between three most prevalent types of change occurring in organizations as developmental change, transitional change, and transformational change.



1. Figure 2:Developmental Change

Source: Dean & Linda (2001)

Developmental change may be either planned or emergent; it is first order, or incremental. It changes that enhances or corrects existing aspects of an organization, often focusing on the improvement of existing skill or process, performance standard, or condition that does not measure up to current or future. The new state is an enhancement of the old state, rather than a radical or experimental solution requiring profound change. Developmental change is usually a response to relatively small shifts in the environment or marketplace requirements for success or just the result of a continuous need to improve current operations (process improvement). As compared to the other type of change, development change has small factors that trigger it. It does not mean that developmental change is not significant or challenging. However, the risks associated with developmental change, and the number of unpredictable and volatile variables tied to it, are considerably fewer than with the other two types of change.



(2) **Figure 3 : Transitional Change.**

Source: Dean &Linda (2001)

Transitional change attempts to achieve a known desired state that is different from the existing one. It is episodic, planned and second order, or radical it has its foundations in the work of Lewin (1951) who conceptualized change as a three-stage process involving: unfreezing the existing organizational stability; advancing to a new position; and refreezing in a new equilibrium position. Transitional change requires a response to more significant shifts in environmental forces or marketplace requirements for success. Rather than simply improve what is, transitional change replaces something entirely different.

Transitional change occurs when leaders recognize that a problem exists or that an opportunity is not being pursued and that something in the existing operation needs to change or be created to serve current or future demands better. Organization must let go of the old way of operating and move through a transition while the new state is being put into place. Examples include; reorganizations, simple mergers or consolidations, installation and integration of new technology and Creation of new products, services, systems, processes, policies, or procedures that replace old ones.

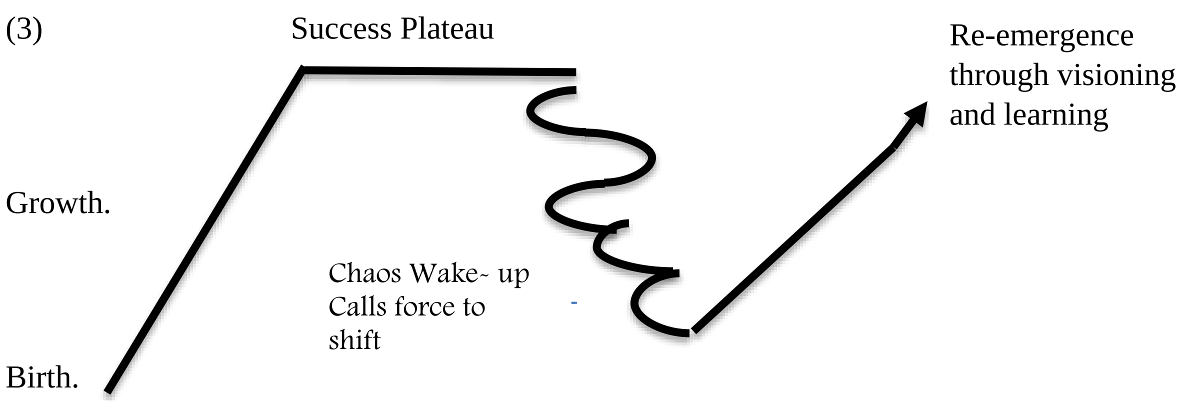


Figure 4 : Transformational Change.

Source: Dean & Linda (2001)

Transformational change is a radical shift from one state of being to another. It requires a change in assumptions made by the organization and its members. In other words, it requires a shift in culture, behavior, and mindset. Also, transformation demands a change in human awareness that completely alters the way the organization and its employees see their customers, their work, and themselves. Here, the environmental and marketplace changes are so significant that a profound breakthrough in people’s worldview is required even to discover the new state with which they must replace current operations.

2.1.7 Resistance to change

Kilian (2003) explains that resistance is commonly considered to be a natural reaction to organizational change. He describes resistance as an almost inevitable psychological and organizational response that seems to apply to any change, ranging from rather modest improvements to far-reaching change and organization transformation. Kilian (2003) exerts that change and resistance go hand in hand: change implies resistance and resistance mean that change is taking place.Peter and Merrick (1992) also explain that resistance to change and acceptance of change are crucial elements in managing organizational change and development. They explained that we must be careful to understand manifestations of resistance to desired change as normal and from some viewpoints, valuable mechanisms to protect the existing systems. Organizations as a whole also manifest behavior related to that of individuals when met with the demand to change. The relation between individual and organizational resistance to change is necessary. An organization is a complex system of relationships between people, leaders, technologies, and work processes. From this interaction emerge organizational behavior, culture, and performance (Nancy and Robert, 2000). Individual resistance to change can contribute rise to organizational resistance. Mullins (1999) defines resistance as the forces against change in work organizations. He sees resistance as a common phenomenon as people are naturally cautious of change. In his work, he gives a clear distinction between the sources of individual and organizational resistance to change.

2.1.7.1 Individual Resistance to Change

- Habit: Mullins (1999), explain that habits provide security and comfort and guide actions in well-established routines which have presumably at some time proved to be useful. Proposed changes to well-established habitual behavior often meet with individual resistance. Even where the necessity for changes is accepted, individuals may still find it difficult to change habitual behaviors.

- Security: People with a high need for security are likely to resist change because it threatens their feeling of safety. Another factor noted by Mullins is that many individuals find security in the past, whereas a future which looks as if it will be rather different from the past may be regarded with suspicion.

- Economic Factors: Changes in job task or routines can arouse economic fear if people are concerned that they won't be able to perform a new task or methods to their previous patterns, particularly when pay is closely tied to productivity. Mullins notes that individuals will resist proposed organizational changes which appear directly to reduce their financial rewards from work lessen their job security, or increase the level of work requiring the same pay. The situation may be described as being hard and resisting changes which are perceived by employers as imperative for organizational survival.

• Fear of the Unknown Change: Many aspects of organizational change can produce uncertainty and consequently anxiety for those individuals who will be affected.

• Fears about having to Increase Commitment to the Organization: New work practices and processes may require higher levels of commitment from individuals. Some people fear that it gives additional responsibilities and that their performance will be closely monitored.

• Failure to accept or recognize the need for Change: When people feel that what they are already doing is successful, they will be reluctant to work in a new way, if they see that there is no need for it‟. People will support the change and make a meaningful contribution to the implementation of the new strategy when they are well informed of the necessity for change and the role they are expected to play to make a collective contribution towards the successful implementation of the new strategy and the organisational achievement goals.

2.1.7.2Organizational Resistance to Change

• Structural Inertia: Organisations have built-in mechanisms such as their selection processes and formalized regulations to provide security. When an organization is faced with change this structural inertia acts as a counteract to sustain stability. First, the perceived importance of stability and predictability, especially by large organizations, tends to lead to the maintenance of rigid structures, job specialization, tight definitions of authority and responsibility, established work methods, and laid-down rules and procedures (Jackson, 2005).

• Limited Focus of Change: Organizations consists of some interdependent systems. One can't be changed without affecting the other. Berbaoui (2012). So limited changes in subsystems tend to be nullified by the large systems.

• Group Inertia: Peoples norms may act as hindrance though they may want to change their ways. Various groups within the organisation may perceive proposed change as a threat to their influence and power, particularly with decision-making and control over resources and information. This protection of organizational territory may be especially severe where managers suspect some potential diminution of their power.

- A threat to Establish Power Relationships: Any distribution of decision-making authority can threaten long-established power relationship within the organization. In some organisations change may be seen as a threat to the power or influence of certain groups within the organization, such as their control over decisions, resources, and information. For example, managers may resist the introduction of quality circles because they see this as increasing the role and influence of non-managerial staff and a threat to the power of their position.

2.1.7.3 Overcoming Resistance to Change

Bateman &Zeithmal (1993) explained that there are many steps managers can take to help overcome resistance to change. Of course, no method is appropriate to every situation, and some different methods may be combined as needed. Some of the ways of overcoming resistance to change include:

- Education and Communication: Communicating the logic of change can reduce employee resistance on two levels; firstly, it fights the effect of misinformation and poor communication; if employees receive the full facts and clear up the misunderstanding, resistance should subside. Secondly, communication can help announce the need for change by delivering it accurately. Employees can be informed about the nature of the change and the logic behind it before it takes place through reports, memos, group presentations, or individual discussions. Honest and transparent communications are the key to setting the stage for successful change and helping employees to feel calm about their situation (Wageen, 2014).

- Participation and Involvement: Assuming participants have the expertise to make a meaningful contribution, their involvement can reduce resistance, obtain commitment and increase the quality of the change decision (Fred, 2010). However, against these advantages are the negatives which include a potential for a weak solution and high consumption of time. Another critical component of overcoming resistance is inviting employee participation and involvement in the both design and implementation phases of the change effort. Employees share the enthusiasm for change in the organization when they are involved in decisions and understand the change better and committed along with their leaders.

- Building Support and Commitment: When employees fear, and anxiety is high, counseling and therapy new skill training, or short paid leave of absence may facilitate adjustment. When managers or employees have a profound emotional commitment to changes, they favor the status quo and resist it. Employees are also more accepting of changes when they are committed to the organization as a whole. Another way to managing resistance to change is through facilitation and support. Managers should be sure to provide employees with the resources they need to make the change, be supportive of their efforts, listen to their problems with empathy, and accept that their performance level drops initially.

- Implementing Change Fairly: One-way organizations can minimize negative impact is to make sure a change is implemented fairly. Procedural fairness is especially important when employees perceive an outcome as negative; it is important that employees see a reason for the change and view its implementation as consistent and fair.

- Manipulation and Co-optation: Manipulation refers to secret influence attempts. Turning facts to make them more attractive; withholding information and creating fake rumors to get employees to accept change are example of manipulation. Co-optation on the other hand, combines manipulation and participation. It seeks to buy off the leaders of the resistance group by giving them a key role, seeking their advice not to find a better solution but to get their endorsement. Other organisations resort to manipulation, or using subtle tactics such as giving resistance leader a prominent position in the change effort. Fred (2010) explains that manipulation and co-optation are inexpensive ways to influence potential resisters to accept change, but these techniques can backfire if the targets become aware they are being tricked. Once discovered, the leader's credibility may suffer.

- Appointing People who accept Change: Research suggests the ability to easily accept and adapt to change is related to personality. Some people simply have more positive attitudes about change than others. Such individuals are open to experience, take a positive attitude toward change, are willing to take risks and are flexible in their behavior.

- Coercion: A final option is coercion, which involves punishing people who resist change or using force to ensure their cooperation. This method can be useful when speed is of the essence, it can have lingering negative effects on the company.

2.1.8 Reasons for Failure in Implementing Change

According to Peter & Merrick (1992), Change, even potential change can be very unsettling for those organisational members who will be or think they will be affected either positively or negatively. Many organizational change efforts fail because their effects on the human subsystems are not adequately managed. The reasons for failure in successfully implementing change emanates in most cases from within the organization. This could be as a consequence of the following:

- Lack of planning and preparation. The lower the preparation, the higher the resistance to change, and the higher the probability of organization changes to fail. It is often said that proper planning and preparation for change prevents failure. Therefore when changes are well planned, it leads to smooth running of the programme.

- No clear vision, when planning the organisational change, members often take the change activity too seriously, but neglect the change goal itself. During change programmes, members participate in the activity actively, but the activity is very inadequate. Poor management in change process is another usually made error. Many factors have to be acknowledged and served to in the unfreezing, moving and freezing steps. Overlook several factors many lead to total failure of the organizational change.

- The search for quick results. They often assume introducing a set of organisational changes can resolve all the problems, and hiring an outside consultant can assist on everything. With this expectation, the organization will depend on the consultant too much, and invest too little, and will end the change plan too early if the achievement does not meet their expectation.

- Failure may arise based on the little attention given to developing the skills people require to make a new technology work. The organization must develop experiential training that provides real-time hands-on experience with new processes and procedures. The physical environment must also reinforce these changes. (Michael, 1999)

2.1.9 Leadership Roles in Change Management

Managing people and change within an organization is a matter of leadership. According to Noer (1997), a leader, as a person, is the most prominent means for change. The leader's vision, insight, wisdom, compassion, values, and learning skills are all important aspects in the capabilities to lead others to embrace change and redesign. It is the leadership's behavior that makes the change situations more efficient (Higgs and Rowland, 2005). Hence, managers must have certain qualities for a competent management of every organization. A study of Kanter et al (1992) explains that leaders and managers are responsible for change strategy, implantation and monitoring, thus they function as change agent. As a consequence, the challenge of managing change is one of the most important and enduring roles of leaders. Nilakant and Ramnarayan (2006) identified four leadership roles in managing change, which are: Appreciating change, mobilizing support, executing change, building change capability.

Appreciating change/Cognitive Tuner

By appreciating change, it requires the leader to follow the mental models inside the organisation and forces of change impacting on the organisation. In other words, the leader must tune into both the prevailing mind-sets inside the organisation and the forces of change in the environment. Nilakant and Ramnarayan (2006) refer to this process as cognitive tuning because it is largely a process of reflection, analysis, and thinking. It occurs through the medium of dialogue and conversations. Leaders must be skilled in initiating dialogue in the organisation to both understand prevailing mind-sets and make people aware of their mind-sets. They also need to pay attention to the environment and understand how the environment of an organisation is evolving. Cognitive tuning is all about paying attention to mental models both inside and outside the organisation.

Mobilizing Support/People Catalyser

Change leaders need to inspire and persuade people to reflect on and change their mental models. They need to mobilize support to the idea of change. Leaders see themselves as supporting others and working towards a united outcome. They are willing to take all blame and share all victories (Warren, 2004). Change leaders don't bring about change; they facilitate its emergence. Individuals relinquishing their old mental models and embracing new ways of thinking and acting bring about change. The function of a leader is to serve as a catalyst to speed up the process of letting go of old mental models and adoption of newer ones. Change leaders catalyze change by helping people to redefine their mental models cognitively. To do this, they need to have the skills for influencing and persuading others. They need to be able to design the change process in a way that permits people to let go of their old mental models. They may also need to build support through negotiations, if necessary.

Executing Change/Systems Architect

Executing change involves creating the right structures and processes in an organization. It is of particular importance to establish effective coordination mechanisms. One way to do this is through cross-functional teams. It is also important to sustain the momentum of change by ensuring that people are highly focused and energized during the change process. Change leaders play a vital role in executing change because that can facilitate or derail change by the kind of architecture that they put in place for the change process. One reason why many change efforts slowdown is that leaders do not think of change in systemic terms. They fail to appreciate that they have a crucial role in designing, building and sustaining a social architecture that can facilitate others to change. Leaders underestimate the importance of establishing new routines that can replace old mindsets or mental models. The role of a systems architect is vital in ensuring the success of change efforts in an organization.

Building Change Capability/Efficacy Builder

The essence of capacity building is making people believe in their ability to face challenges and master new tasks. Change leaders play a central role in creating and sustaining a positive climate that enhances people's self-efficacy in an organization. They perform this function by improving the aspirations of people inside the organization to face challenging tasks. It requires them to pay attention to creating positive role models for others to emulate. They need to design incentives that induce people to set high goals for themselves. They must ensure that there are support mechanisms to help people achieve their goals. They need to promote learning as a desirable goal in the organization. Change leaders need to structure opportunities for people to set challenging goals and achieve them. Effective change leaders make change happen by engendering a feeling of optimism and hope in the organisation; this fosters a positive belief in people that they can face the challenges of change and overcome them.

Leaders should be able to create an understanding in the organisation as to the necessity for change (clear thinkers, very effective communication, be able to define clear strategies, be flexible in adapting to changing situations, be a good listener, passionate, and motivating). They are exemplary, role-models by setting personal examples, pace setters, truthful, honest, open, and of unquestionable integrity. Such managers win respect from employees grudgingly with an ever-increasing momentum of support and admiration. (Gilley et al. 2009)

2.1.9.2 Approaches to Managing Organisational Change

There are four approaches to managing organisational change namely Lewin's classic three step model of change process, Kotter's eight-step plan, action research and organisational development.(Stephen and Timothy,2013)

a) Lewin's classic three step Approach:

According to Esther and Mike (2012), Kurt Lewin (1951) developed his ideas about organisational change from the perspective of the organism metaphor. Lewin introduced force field analysis, which examines the driving and resisting forces in any change circumstance. The background principle is that driving forces must outweigh resisting forces in any case if a change is to happen. Lewin proposed that organisational changes have three steps. The first phase involves unfreezing the current state of affairs It means defining the current situation, surfacing the driving and resisting forces and picturing the desired end state. The second phase is moving to a new state through participation and involvement. The third focuses on refreezing, reinforcing and formalizing change rewarding success and establishing new standards. These key steps are illustrated in figure 5.

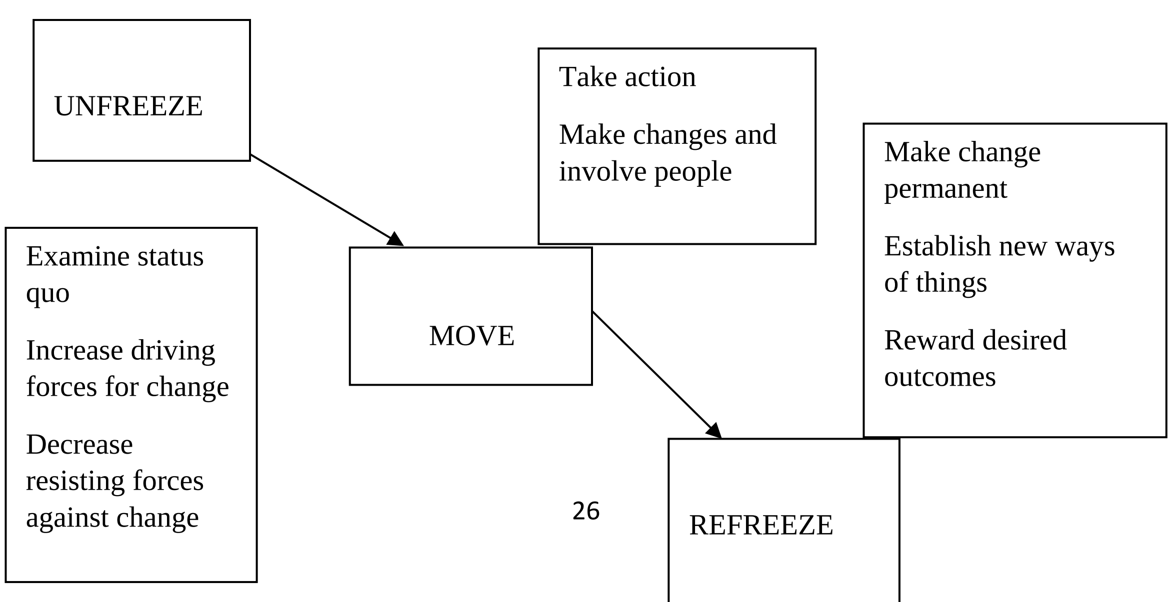


Figure 5: Lewin's three-step model of change.

Source: Esther & Mike (2012)

Lewin's three-step models are described by Esther and Mike (2012) using the organism metaphor of organisations; they explain this as the tendency of an organisation to maintain its equilibrium in response to disrupting changes. It that any organisation has a natural tendency to adjust itself back to its original state. Lewin argued that a new state of equilibrium has to be intentionally moved towards, and then firmly established so that change will stand. Lewin's model was designed to facilitate a process consultant to take a group of people through unfreeze, move and refreeze stages. For example, if a team of individuals began to see the need to alter their recruitment process radically, the consultant would work with the team to surface the concerns, move to the wanted new state and reinforce that new state.

Lewin's force field analysis is an excellent way of enabling a management team to address and agree on the driving and resisting forces that exist in a change circumstance. When this analysis is applied in combination with a collaborative definition of the common state and the desired end state, a team can instantly shift to outlining the next levels in the process of change. These next steps are usually a combination of communicating the gap between the contemporary state and the end state to the principal players in the change process. It works to minimize the resisting forces; working to maximize or make the most of the driving forces, and agreeing on a change plan and a timeline for achieving the end state. This model is sometimes used as a planning tool for managers rather than as an organisational development process. Unfreeze becomes a planning session. The move translates to implementation. The refreeze a post-implementation review.

Step 1- Unfreezing: This is to create the motivation for change in the workforce. It is a concern with breaking dawn old patterns and behaviors of the existing culture. People should be explained why change is necessary, its benefits to individuals and organisation. To unfreeze the resistance to change, managers need to increase the tension for dissatisfaction with the present situation to enhance the desirability of the alternative.

Step 2-Changing: Change is concerned with identifying what the new behavior/process is or should be, and encouraging individuals and groups to adopt the new behaviors. New information needs to be made available to them. Gerard (2008) explains this step as the modification process which involves a transition from the current state to the desired state. This transition may be a little uncomfortable for most employees, but with proper motivation and good leadership, the firm will still be able to implement the change. The period of modification may be very critical because it involves a lot of training and skills transfer.

Step 3-Refreezing: This final stage involves consolidation of the change to prevent people from slipping back into the old ways'; This can be done by setting up employee suggestion schemes, giving staff greater input into the decision-making process, creating team spirit, producing company newsletters, making managers more open and visible to employees.

B) John Kotter’s Eight-Step Approach

Kotter’s Eight Step Change Model of Management explains that there are eight essential steps in an organisation’s change management. They are as follows:

Step 1: Develop a sense of urgency around the need for change. It helps to spark the initial motivation to get things moving. Organisations need to open an honest and convincing dialogue about what is happening in the marketplace with their competitor. It can be done by identifying potential threats and opportunities and then requesting support from other stakeholders. This sense of urgency should be translated to employees to drive people out of their comfort zone (Kilpimaa, 2006).

Step 2: Build a Powerful Coalition. Assure people that change is necessary; this often takes strong leadership and visible support from key people within the organisation. A guiding coalition should be powerful enough, regarding titles, expertise, reputation and relationship to lead change effort. It should encourage the group to work together as a team and help them develop a shared view of their company’s problem and opportunities, and create a minimum level of trust and communication.

Step 3: Create a Vision for Change. This concept is linked to an overall view that people grasp easily and remember. When people see for themselves what you are trying to achieve, then the directives they are given tend to make more sense.

Step 4: Communicate the Vision. The purpose of the vision is to clarify the direction and help direct the change effort. According to Gerard (2008), organisational vision needs to be communicated properly, and employees must be able to understand it thoroughly, and comply with the company's vision of the future.

Step 5: Remove Obstacles. At this stage, it is important to put in place the structure of change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward. Here the initiator needs to hire change leaders whose main role is to deliver the change. Look at the organisational structure, job descriptions, and performance, compensation systems to ensure they are in line with your vision.

Step 6: Give your company taste of success early in the change process. Without these critics and negative thinkers might hurt your progress. It is important to create short-term targets and make sure a change team works very hard to come up with wins. Early targets that are expensive, it is important to analyse the pros and cons each target thoroughly and reward people who help you meet goals.

Step 7: Build on the Change. Kotter argues that many change projects fail because victory is announced too early. Quick successes are only the beginning of what needs to be done to achieve long-term change. Each success provides an opportunity to build on what went right and identify what can be improved. There is a need for goals to be set by continue building on the momentum you have achieved. Keep fresh ideas by bringing in a new coalition between the change agents and leaders.

Step 8: Support the Changes in Corporate Culture. By and large, to make the change stick, it should become the core part of an organisation. Your corporate culture often determines what gets done, so the values behind your vision must show in the day-to-day work. Make sure that change is seen in every aspect of the organisation. This approach will give it a solid place in your organisation's culture. Tell success stories about the change process and repeat other stories. Introduce the change ideals and values when hiring and training new staff. Publicly recognize key members the fundamental change coalitions.

C) Action Research Approach

Action research is a change process based on the systematic collection of data and selection of a change action on what the analysed data register. Its value is in implementing a scientific methodology for managing planned change. Action research consists of five steps-Diagnosis, analysis, feedback, action, and evaluation. The change agent usually an outside consultant in action research starts by:

Gathering information on problems, concerns, and needed changes from members of the organisation. In action research, the change agent asks questions, review records and interview employees and listen to their concern. Esther & Mike (2012), explain this process as organisms where the first phase is a research phase in where data is gathered on the relevant issue made of customer feedback and employee survey.

The second phase is the presentation of data to those responsible for making changes. There is discussion about what the data means, and then what needs to be done. A solution is collaboratively designed and moved towards, with maximum participation. Training and support are given to those who need to make significant changes.

The third phase is followed by analysing; what problems do people key on and what models those problems seem to take. The change agent integrates this information into primary concerns, problem areas, and possible actions. Action research requires people who will participate in any change program to help identify the problem and determine the solution.

Feedback requires sharing with employees what has been found from the first and second steps. The employees, with the help of change agent, develop action plans for bringing about any needed change. The action component of action research is set in motion. The employees and the change agent carry out the specific actions they have identified to correct the problems.

Evaluation consistent with the scientific underpinnings of action is evaluation of the action plans effectiveness, using the initial data gathered as a benchmark.

Action research provides two distinct benefits. First, it is problem focused. The change agent objectively looks for difficulties, and the type of the challenges determines the type of change action. The change agent has an ideal solution, for example, flexible time, team building program and seeking out problems that the solution fit.

Secondly, because action research engages employees so thoroughly in the process, it reduces resistance to change once employees have actively participated in the feedback stage.

D) Organisational Development Approach

According to G.A Cole (2002), Organisational development is an approach to change which embraces the organisation as a whole, unlike many other localized efforts to promote change. Organisational development is fundamentally strategic activity which is founded on a system concept of organisations. Therefore change is seen as a function of the external environment and the internal transactions between the various subgroups within the organisation. The fundamental thrust of organisational development is influenced primarily by humanistic psychology. Its main concerns are with the development of effective organisations which encourage the growth and learning of organisation members and which are capable of thriving in a changing environment.

Organisation development emphasis is placed on the use of change agents, who collaborate with organisation members to produce a self-directed change. Asil and Erdem (2003). Often an attempt is made to create new organisation structures and cultures to support any new systems or approaches introduced; This should be done to because it is assumed that all organisation functioning involves some organisation components working together, and to change any part of the system requires an adjustment of the entire system. OD change agents seek to enhance the capacity and motivation of those in the organisation to learn, improve, and change through their future efforts. They emphasize development in human growth and improvement

Stephen and Timothy (2013) states that organisational development is a collection of planned change intervention, built on a humanistic, democratic values that seek to improve organisational effectiveness and employee well-being. Organisational development methods value human and organisational growth, collaborative and participative processes and a spirit of inquiry. They proposed some organisational development techniques or interventions for bringing about change is also explained in the work of Roger (2006).

- Sensitivity Training: This method comprises of training groups that seek to change behavior through unstructured group interaction. From their research, members were brought together in an open environment in which participants discuss and interacted loosely and were directed by a professional behavioral scientist that created the opportunities on specific concepts, beliefs, and attitudes without taking any leadership role. The group was process oriented, which means individuals learned through observing and participating rather than being told.

- Survey Feedback; it entails the use of questionnaires to identify discrepancies among member perceptions; discussion follows and suggested remedies. Here, all employees complete a questionnaire about their perceptions and attitudes on a range of topics, including decision-making practices, communication effectiveness, coordination among units and satisfaction with the organisation, job peers, and immediate supervisor. Data from the questionnaires are tabulated with data about an individual's department and to the entire organisation and then distributed to employees. This data becomes springboard in identifying problems and clarifying issues that may be creating difficulties for people.

- Process Consultation. The purpose here is for an outside consultant to assist a client, usually a manager, to perceive, understand, and act upon process events with which the manager must deal with. This event might include workflow, informal communication channels. Process event is a task directed, where consultants are there to give the client insight into what is going on around him and other people. They guide or coach the client to solve his or her problems after jointly diagnosing what needs improvements. The client develops the skill to analyse processes within his or her unit and can continue to call on it long after the consultant is gone. Because the client actively participates in both the diagnosis and the development of alternatives, he or she arrives at a greater understanding of the process and remedy, and he is less resistant to the action plan chosen.

- Team Building. Team building technique uses increase interaction of group activities to increase trust and openness among team members, improve coordinative efforts, and increase team performance. It may emphasize or exclude certain activities, depending on the purpose of the development effort and the specific problems within which the team is confronted. Nonetheless, team building uses high interaction among members to increase trust and openness.

e) Bullock and Batten, planned change model

Esther & Mike (2009) explain the Bullock & Batten's (1985) planned change as change built on the disciplines of project management. Bullock and Batten describe steps to changing organisation model this include the exploration, planning, action and integration.

Exploration involves verifying the need for change, and acquiring any specific resources necessary for change to continue.

Planning is an activity comprising key decision makers and technical experts. A diagnosis is completed, and actions are sequenced in a change plan.

Actions are completed according to plan, with feedback mechanisms which allow some re-planning if things go off track.

Integration phase can start once the change program is fully taken into action. Integration involves aligning the change with other areas in the organisation, and formalizing them in some way via established mechanisms such as policies, rewards and company updates.

The model implies that change can be defined and moved towards in a planned way. This approach implies that the organisational change is a technical problem that can be solved with an obvious technical solution. It is also observed that this approach works well with isolated issues but works less well when organisations are facing complex and unknowable change which need those involved to discuss the current circumstance and possible futures at greater length before deciding on one approach (Esther & Mike, 2004).

2.2 THEORETICAL FRAMEWORK

There are many different models and theories of change as change defies mere attempts to categories and agonies. Some of the key ideas that have influenced change management include:

2.2.1 Systems Theory

The system approach represents organizations as open systems with inputs, transformations, outputs, and feedback. It involves two approaches: Hard systems and flexible systems (George and Jones, 2007). The systems concept views organisations as constantly interacting with their environment. The organisational environment is comprised of a set of relationships between agents or stakeholders and other factors that may be beyond the control of the organisation. Systems theory is a concept that began from biology, economics, and engineering, which explores principles and laws that can be generalized across various systems. In other words, a system comprises of subsystems whose interdependence move toward equilibrium within the larger system.

The general system theory is a distinction between open and closed systems. While closed systems approach consider the external environment and the organisation's interaction with it Julian (2004), to be for the most part inconsequential, open systems approach views the organisations' interaction with the external environment as vital for organisational survival and success. In open systems, any change in any elements of the system causes changes in other elements. The lack of coordination between the organisation and its external environment in closed systems inhibit the organisation's capacity to import sufficient energy from its environment for sustenance.

Since systems theory considers the input and output component and their interactions both with them and with the external environment, the elements of purpose, people, structure, techniques and information must be coordinated and integrated with the managerial system, to maximize value for the organisation. In open systems, the goal of transformation is to improve the horizontal and vertical fit of the subsystems with each other, and within the organisation. There must also be a burst between the organisation and its external environment. For example, an organisation will need information about certain characteristics of its tasks, its employees and its structural features to fit its employees with the tasks they face in particular organisational positions. Thus, in analysing organisations, the open-systems approach investigates the repeated cycles of inputs, transformation, and output, which comprise organisational systems and subsystems. With the ever-increasing complexity of the organisational environment, the systems concept does not looks adequate in dealing with complex events. This weakness, among others, has led to the development of complexity theory which centers on the use of terms as entropy, non-equilibrium, instability, and the emergence of new patterns and structures. In the complexity paradigm, systems are usually considered to be evolving or self-organising into something new.

2.2.2 Complexity Theory

Complexity is defined as the measure of diversity in internal and environmental factors such as departments, customers, suppliers, socio-politics, and technology. Complexity theory focuses on how parts at a micro level in a complex system affect emergent behavior and overall outcome at the macro level. It is regarded with the study of emergent order which may be considered as chaotic systems. As the complexity of system increases, the ability to understand and use of information to plan and predict becomes complicated. Over time, the rising complexity leads to more change within the system. According to Rhee (2000), the characteristic structural and behavioral patterns in a complex system are due to the interactions among the system's parts. Complex systems evolve through a phase of instability, which eventually reaches another verge where a new relationship is established between its internal and external environments and itself. Systems that operate on an approach of instability tend to exhibit creativity and produce new and innovative behaviors at the level of the whole system.

Francis (2008) explains that systems and complexity theories are theories with implications for organisations. Organisations are dynamic systems of adaptation and evolution that contain multiple parts, which interact with one another and the environment. The ability of organisations to change rapidly in response to Intra and interrelationships is at the heart of an adaptive organisation. Carnall (1990) explained that the external environment is generally beyond the control of any organisation and comprises of the competition, the economy, social, cultural, demographic factors, political, legal governmental aspects, technology, and the natural environment. Since organisations are complex systems, an implication is that the organisation can learn from its environment and change its internal structure and it's functioning over time (French et al., 1999), thus changing the behavior of individual elements. These changes in environmental factors can lead to turbulence in the organisation in response to rapid, unexpected change in the environmental. Increase environmental instability can result in a reduction of orderly competition, an increasing need for information, innovation, quicker cycles of development, and more difficulty in predicting customer, product and service requirements. The system and complexity theory form the basis of two organisation change approaches that can be valuable in explaining the behavior of organisations in coping with continuous change. They provide a conceptual foundation that can help in prioritizing system performance levels and examine how they proactively and collectively seek to solve and adapt solutions. It implies that changes are produced by several interconnected causes and effects.

2.2.3 Contingency Theory

The contingency approach is founded on the theory that the structure and performance of an organisation are dependent on the situational variables that it faces. The difference between the views of organisations as closed or open systems affects how far individuals working within it are passive or active agents of change and how far change needs to be bottom-up rather than top-down(Julian, 2004).

Dunphy & Stace, (1993) argued that the complex nature of environmental conditions mitigates against the creation of a unitary model of change. The contingency school of thought proposes that 'managers and consultants need a model of change that is essentially a situational or contingency model' that indicates how to vary change strategies to achieve 'optimum fit' with the changing environment. Contingency theories of change like planned change share the opinion that change can be directed through a series of steps. However, they part company with the step approach in showing that the nature of direction depends on a range of organisational factors such as the scale of the change, the urgency of change and receptivity to the change. Managers, therefore, need to take different types of steps, depending on the confluence of various factors. The strength of the contingency theory is that it explains the organisational change from a behavioral viewpoint where managers make decisions that account for specific circumstances, focusing on those that are directly related, and intervening with the most appropriate actions. The contingency approach proposes no formulas or guiding principles for organisational change; instead, the focus is on achieving alignment and a proper fit to ensure stability and control. Critics of the contingency approach maintain that the theory assumes that organisations and managers do not have any significant influence and choice over situational variables and structure. Instead, they argue that an organisation does not significantly have to adapt to the external environment. Burnets (1996) supports an approach of choice, suggesting that there is certainly evidence that organisations wishing to maintain or promote a particular managerial style can choose to influence situational variables to succeed with the situation. Rather than having little choice and being than forced to change their internal methods to fit in with external variables, organisations can exercise some choice over these issues. Despite such criticisms, the flexible nature of the contingency perspective means that change can be fast or slow, small or large, loosely or tightly controlled, driven by internal or external triggers, and appropriate to varying levels of uncertainty.

2.2.4 The Individual Perspective School

Change can be achieved by changing the behavior of individuals. Change in organisations is most often driven by economic pressures, making the emotional elements frequently considered unimportant. However, the results of neglecting employees and the role they play in the success of change processes is recognized by managers reflecting on failed change programs, as one of the most significant reasons for failure (Callan, 1993). Organisational change may not be efficiently realized without the participation and commitment of individuals, for change to occur in any organisational setting individuals must change. Individuals must think differently and do things differently. This only implication, therefore, makes organisational change intrinsically personal. Following Burnes (2004) the supporters of the Individual Perspective School can be arranged into two schools; the Behaviorist and the Gestalt-Field. Within the Behaviorist school individuals are seen as conditioned students of behavior. Conditioned by expected consequences, behavior modification involves manipulation of stimuli. The Gestalt school, however, sees learning as a process wherein individuals gain and change insight. The difference between the two schools can be summed up in that the Gestalt school sees behavior not only as a product of external stimuli but as a thought process involving understanding and a conscious will to change. This approach to change is the foundation of the Culture-Excellence school which recommends both tremendous individual incentive and internal reflection. For proponents of Culture-Excellence, the world is essentially an ambiguous place where detailed plans are not possible, and flexibility is essential. Instead of close supervision and strict rules, organisational objectives needed to be promoted by loose controls, based on shared values and culture and pursued through empowered employees using their initiative (Burnes, 2004).

2.2.5Group Dynamic School (Three-step model of change)

Change can be achieved by changing the groups and teams, rather than the workers. A study of Tryggvi (2008) explains that the Group Dynamic School originates with the classic work of Kurt Lewin and sees organisational change as a group- rather than an individual process; the reason being that people in organisations tend to work in groups rather than only as individuals. In his work on group dynamics Kurt Lewin is concerned with two fundamental questions. Lewin suggests that group behavior is an intricate set of symbolic interactions that affect individuals. Therefore he argues that individual behavior is a consequence of group environments, to which he refers to as environmental “fields” (Burnes, 2004). If it is possible to understand, identify and map these areas then it is achievable to recognize what elements of the environment need to be altered to bring about change. Also, maintaining that it is to no consequence changing the behavior of individuals solely because individuals in isolation are constrained by the pressures of conforming to groups. According to Burnes (2004): “Lewin’s work stemmed from his concern to find a practical approach to resolving social conflict through changing group behavior by considering learning and involvement as the key to achieving behavioral change. The Group Dynamic School identifies groups as never being in a state of equilibrium, but continuously in mutual adaptation with its environment. Lewin believed that stability of behavior was based on “quasi-stationary equilibrium” supported by both restraining and driving forces (Burnes, 2004).

2.3 Gaps Identified in the literature and how the work shall attempt to fill them

The research shows that authors and models for this topic mainly concentrated on changes that take place within organisations and little work is done to consider that evaluations are made when a proposed change is implemented. Usually, the direct implications of such change are expected to relate positively to the process. These assessments may have positive or negative results; the positive results of implemented changes may not need a further change. Meanwhile, negative results may imply an increased capacity in managing change. Also, several gaps are made to the review on how perceptions influences change management in organisations.

CHAPTER THREE
METHODOLOGY OF THE STUDY

3.1Study Design

The study considers the causal-comparative design as a blueprint for the conduct of this work. The causal-comparative design is suitable seeing that it examines the aspects of employees’ perception and attitudes towards changes in an organisation, and how these attitudes tend to effects on the organisation’s success. The information was collected using the primary and secondary data. Primary data collection included questionnaires, semi-structured interview conducted with managers from COIC and ENEO, and the study also made use of observation. The secondary data collection included the collection of relevant literature from books and consulting documents from the organisations archives.

The study population is made up of 1,252 employees from COIC and ENEO. The total number of workers at COIC is currently 126, and ENEO has a total of 1,126 employees. The researcher made use of top management, middle management, and lower management. A simple random sampling technique was used to collect data from the respondents. Each of the respondents of the various companies was approached by the presence on the day of data collection and first come first serve basis. The questionnaire was the main instrument of this study because the study seeks to ascertain employees' perception towards change management strategies. Samples of 215 questionnaires were distributed, and 204 were completed and returned. The researcher also conducted interviews with seven (7) managers from both organizations.

Sample	**Cameroon OIC**	**ENEO Cameroon**	**Total**
Total no of employees	**126**	**1126**	**1252**
Total sample size	**80**	**135**	**215**
Questionnaire administered	**80**	**135**	**215**
Questionnaire returned	**76**	**128**	**204**
No. of interview cases	**5**	**2**	**7**

Table 1: Population distribution of the study

Source: field study, 2016

3.2 Analytic Approach

The researcher made use of both quantitative and qualitative method of data analysis. The quantitative method of data analyses included a distributive statistics from questionnaires. The responses are discussed according to items in the questionnaire to provide a clear picture of each reply to the questionnaire. The qualitative method of data analyses included information from interview and observations. The qualitative and quantitative methods of data analysis are descriptive methods that provide information on some people exhibiting certain behavior and attitude. The findings were analysed according to the four sections in the questionnaire, to address the research questions of the study. A statistic package for social sciences (SPSS) software and Microsoft excel were used to analyse the data from the questionnaire, and the chi-square is also used to test the hypothesis. The results are displayed on bar charts and tables showing total percentages and frequency enhanced by interpretation or analysis of data.

3.3 Validation of Results

The researcher assures that the results of this study is valid and can be used for generalization. Firstly is the fact that the sample size meets the acceptable standard of reaching at least ten percent of the total population of the study. Also, since the study is limited to selected organizations in the southwest and littoral region, the researcher guarantees that the choice of the organisation will be representative enough to reflect the views of other such sectors. Being the headquarters and because most of their employees have experiences working in the other regions of Cameroon, their responses or the result will also reflect this fact. Thus the findings will also consider the views of the local branches and therefore the results can be conveniently generalized to the entire population of the study.

CHAPTER FOUR
PRESENTATION AND ANALYSIS OF FINDINGS

This chapter presents the analysis and interpretations of results on employee perceptions of change management strategies.

4.1 Demographic Information of Respondents

A study of Olive (2013) explains that demographic information of the respondents is considered necessary because it allowed the researcher to determine whether the target audience was being reached and if the information sought was being gathered. Furthermore, if the study aims for a representative sample of a population, knowing the distribution of the demographic characteristics, respondents will help the researcher in determining how close the sample replicates the population.

4.1.1Gender distribution of respondents

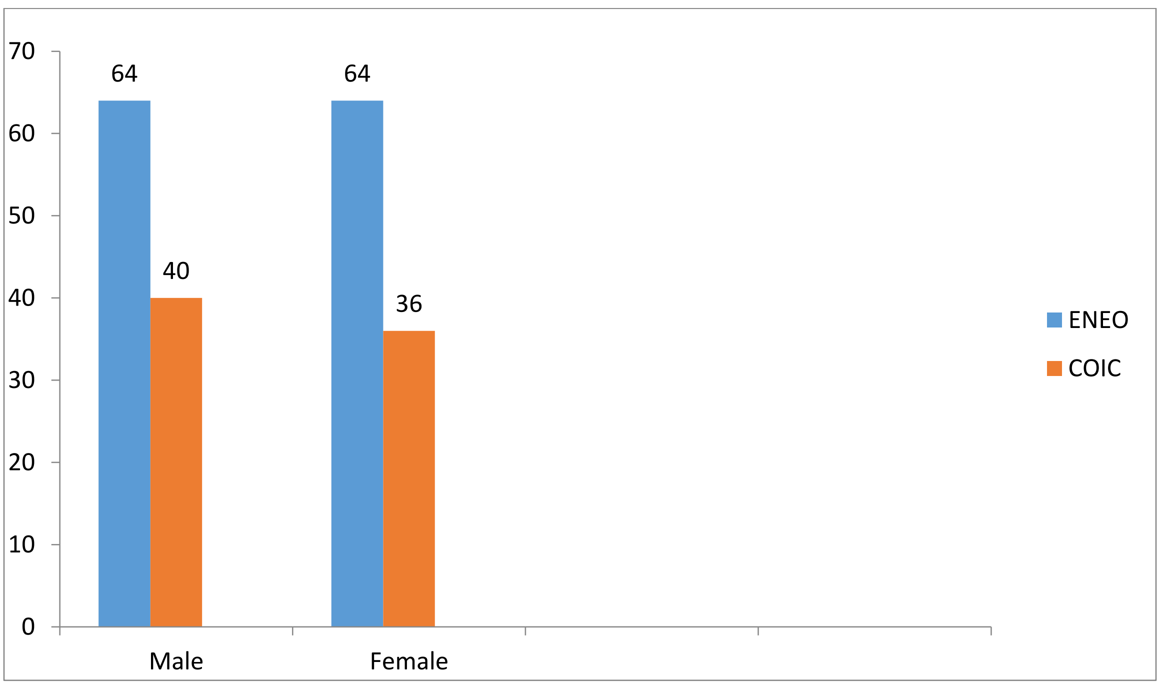


Figure 6: Gender of respondents

Source: Field Study, 2016

An indication of the bar chart above shows that there are an equal majority of respondents 64(50%) of both male and female at ENEO. Whereas, 40(52.6%) of the respondents make up the male population of COIC and 36 (47.4%) make up the female respondents. Gender distribution explains that perception of male and female differ concerning attitudes. Therefore figure 1 is a representative sample of perception of employees in both organisations. It also depicts a level of gender balance of the employees in both organisations.

4.1.2 Age of Respondents

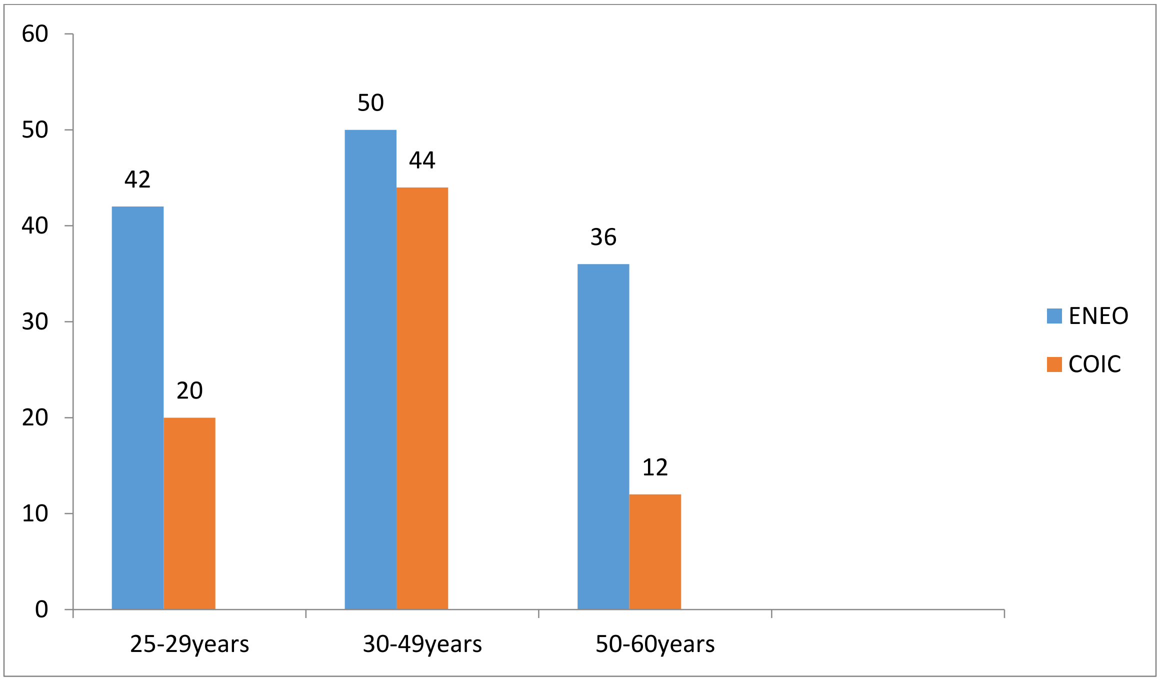


Figure 7: Age distribution of respondents

Source: Field Study, 2016

Figure 7 shows that 50(39.1%) indicates that greater majority of the respondents at ENEO had served for over 30-49years, 42(32.8%) of the respondents had served the organisation for over 25-29years, 36(28.1%) had served the organisation for over 50-60years. At COIC, there is an indication of a greater majority 44(57.9%) of respondent had served the company for over 30-49years, 20(26.3%) had served the organisation for over 25-29years and 12(15.8%) respondents had served the company for over 50-60years. This age distribution is a representation of age group at COIC. Young people are receptive to changes and will corporate with managers in bringing about changes. People above 50 are less likely to accept changes for example people of this age have been working for long in a particular system and see no need for change. Attitude demonstration may be positive or negative concerning knowledge in a given situation. This age group is an outstanding representation of the response of this study based on their experience on the job.

4.1.3 Highest level of education

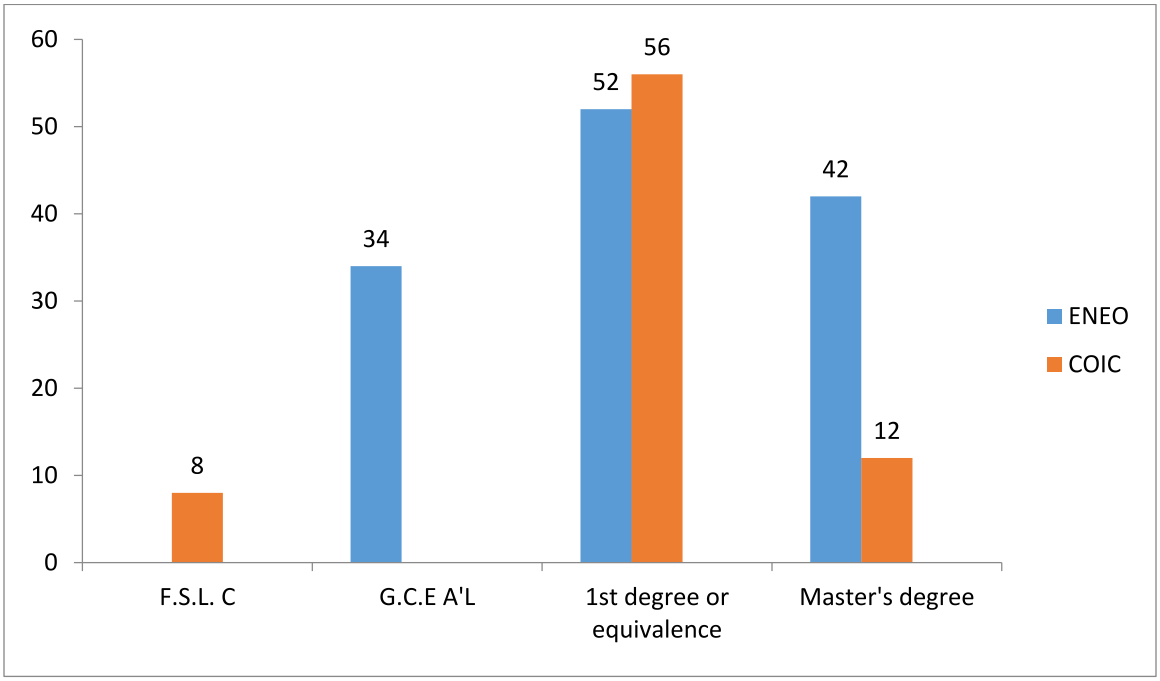


Figure 8: Highest level of education distribution

Source: Field Study, 2016

At ENEO, 52(40.6%) of the respondents highest level of education is the 1stdegree qualification or its equivalence, 42(32.8%) indicated their highest level of education as a master degree, 34(26.6%) indicated their highest level of education as G.C.E A’ Level. At COIC 56(73.7%) of the respondent highest level of education 1st degree or equivalence, 12(15.8%) indicated master degree and 8(10.5%) reported First School Leaving Certificate. The standard of education presented in figure 3above measures the level of response from the respondents based on their level of education.

4.1.4 Length of service

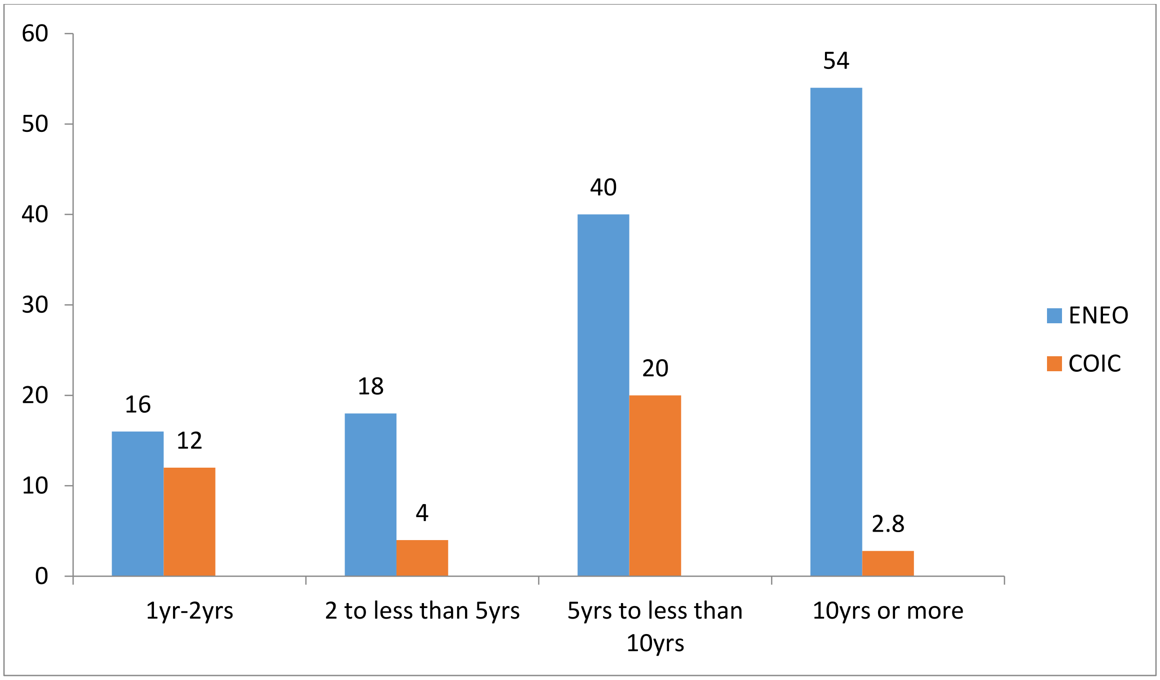


Figure 9.Distribution on the basis of length of service

Source: Field Study, 2016

At ENEO, an indication of 54(42.2%) of respondents had served the organisation for 10years or more. 40(31.1%) had served the organisation for 5years to less than 10years, 18(14.1%) had served the organisation from 2years to less than 5years, and 16(12.5%) had served the organisation for 2years and below. Respondents, who indicated working for 2years and below, are more likely to be committed to the organisation and therefore less resistant to changes probably because they are still learning the structures and working systems of the organization. These groups may also be resistant to changes whereby they tend to be young and have no family and social responsibilities and are highly mobile. At COIC, 40(52.6%) of respondents had serve the organization for over 10yrs or more. 20(26.3%) had served the company for 5years to less than 5years, 4(5.3%) had served the organization for over 2 to less than 5years and 12(15.8%) had served the organisation for 1year to years. It is likely that because a significant percentage of people in both companies have been there for more than 10years, there is a better understanding of the organisation's change management approaches.

4.2. Research Question One: What are the impact of organisational compensation plan and motivation schemes on employees' perception of organisational change and work attitude?

4.2.1 Do you receive compensation for changes in your organisation?

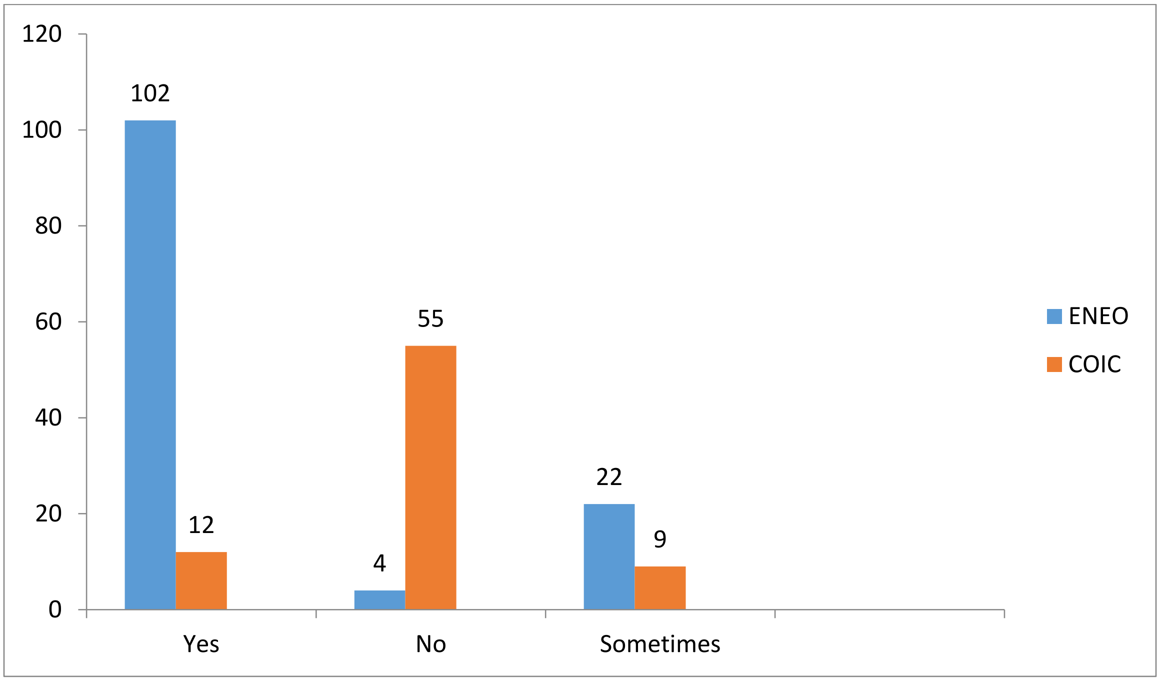


Figure 10: Compensation for Change.

Source: Field Study, 2016

At ENEO, a majority of the respondents 102(79.7%) indicated that they receive compensation for change. 4(3.1%) responded reported No. However, 22(17.1%) respondents share the view that they are sometimes motivated. The result implies that ENEO gives work benefits to employees to motivate them and accompany a change in the organisation. At COIC, a majority of the respondents 55(43.0%) indicated that they do not receive compensations during a change in the organisation. 12(15.8%) respondents reported that they do receive compensation during a change. 9(11.8%) respondents indicated that they sometimes receive compensation during a change; This is an indication that little motivation is given to workers at COIC to accompany a change in the organisation.

4.2.2 How would you rate compensation during change?

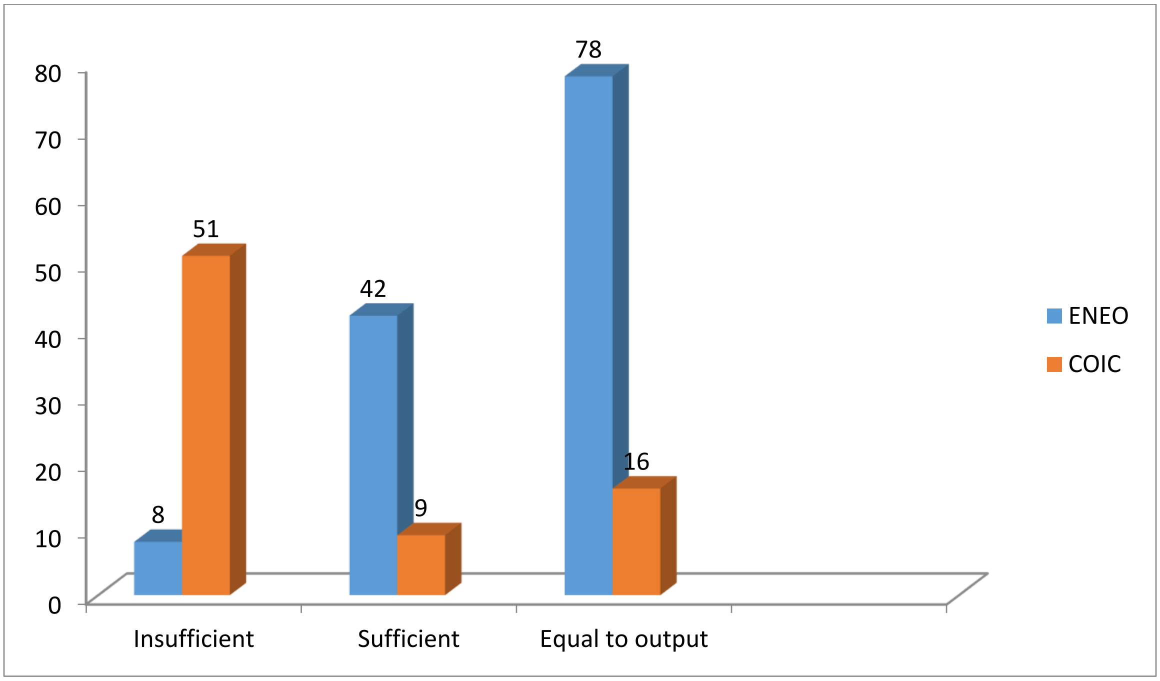


Figure 11: Bar chart representing employee compensation

Source: Field Study, 2016

At ENEO, 8(6.25%) respondents perceive compensation in the organisation to be insufficient. 42(32.8%) respondents perceive compensation to be sufficient. 78(60.9%) respondents were of the opinion that compensation is equal to output. The responses indicate that compensations in the organisation are made based on performance. At COIC, a majority of the respondents 51(67.1%) stated that compensation is insufficient. 9(11.8%) respondents perceive that compensation is sufficient. 16(21.0%) respondents indicated that compensation is equal to output. The responses imply that the organisation does not take into consideration employees' performance for them to be motivated.

4.2.3What are the areas of motivation for change in the work attitude of employees towards change in the organisation?

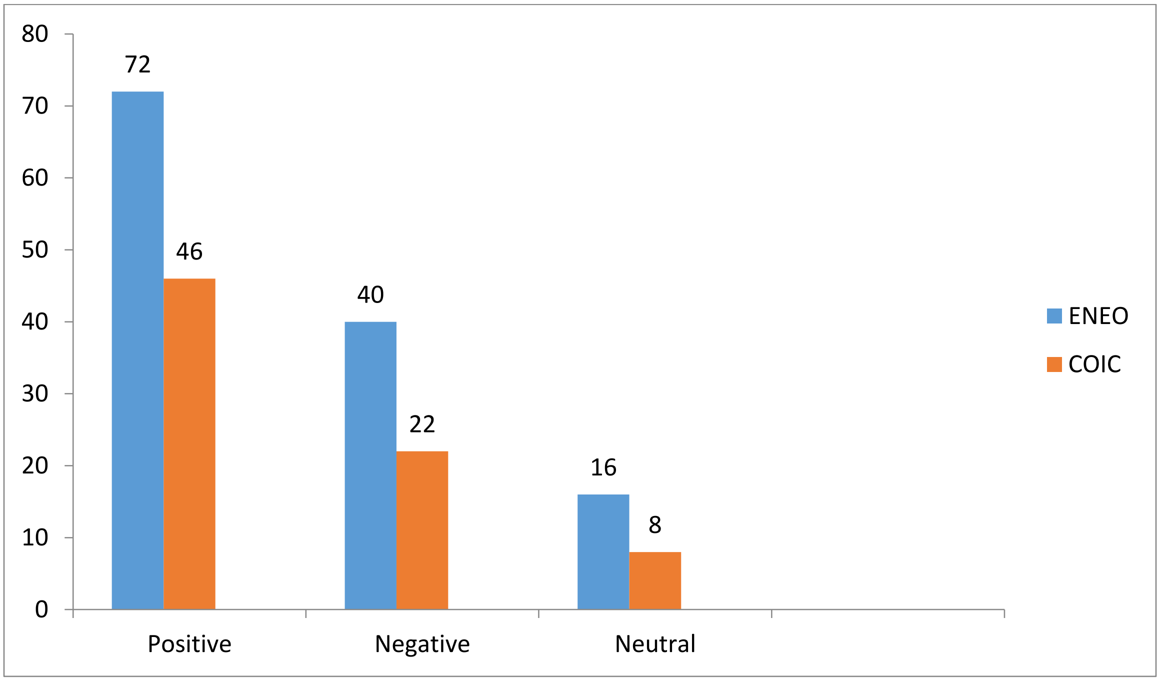


Figure 12: Distribution based on motivation of change in the attitude of other employees.
Source: Field Study, 2016

Figure12 shows a high positive attitude of respondents at ENEO giving a total of 72(56.3%), 40(31.3%) indicated negative and 16(12.5%) indicated neutral. At COIC a positive attitude was reported by the respondents making a total of 46(60.5%), 22(28.9%) showed a negative attitude and 8(10.5%) indicated neutrals. The findings of this work prove that employees from both organisations demonstrate a positive attitude towards change. A positive attitude may be explained due to management strategy of managing change most especially at ENEO. ENEO has an incentive policy whereby a bonus is added to the salary of employees based on their performances after a yearly evaluation. This situation might cause workers to remain positive or indifferent based on their satisfaction. At COIC workers would likely remain indifferent.

4.3 Research Question Two: What are the impact of leadership style and information flow between management and employees on the perception of organisational change and work attitude?

4.3.1Do you think changes in the organisation are more employee oriented or organisation oriented?

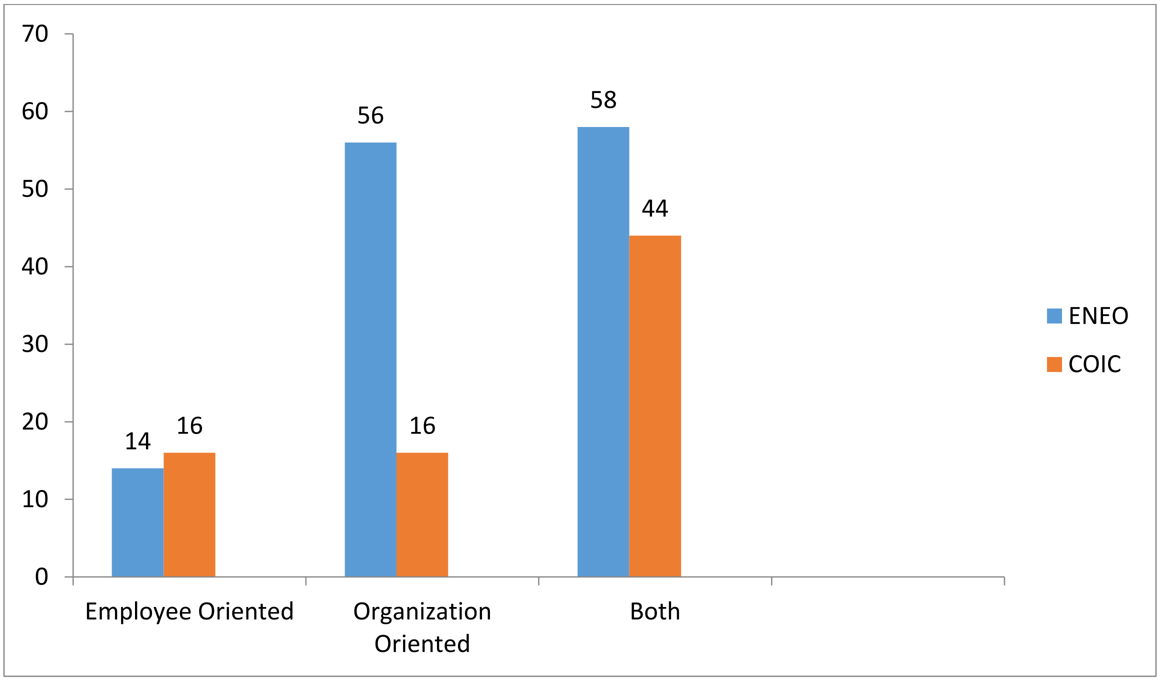


Figure 13: Distribution based on change orientation

Source: Field Study, 2016.

Figure13 shows that 58(45.3%) of the respondent at ENEO indicated that changes in the organisation are both employee and organisation oriented, 56(43.8%) respondents reported changes are organisation oriented and 14(10.9%) stated that changes are employee oriented. At COIC, 44(57.9%) respondent indicated that changes are both employee and organization oriented, 16(21.1%) respondent reported an employee oriented change and organisation oriented change respectively. There is an indication that both organisations are driven to meet needs of employees and not just to achieve the goal of the organisation. Although changes are driven to meet the needs of employees and organisations, employees have a different perception of changes which often differ from that of the organisation. Employees often do not see or believe that changes are for their good. And as a result, they may not corporate with managers in making sure that changes go smoothly.

4.3.2. Do you experience any of the following towards changes in your organisation?

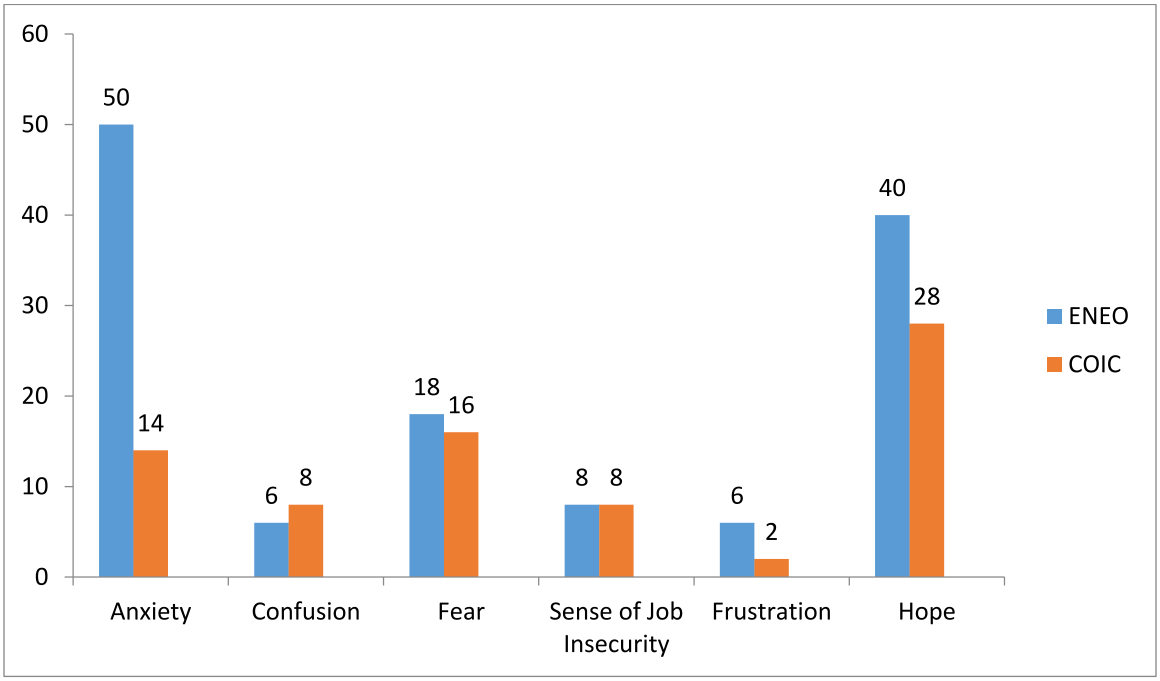


Figure 14: Distribution based on feelings towards change.

Source: Field Study, 2016

A majority of the respondent at ENEO 50(39.1%) indicated a feeling of anxiety towards change. Their reason for anxiety is because of the uncertainty of what change can bring at all levels in the change processes and also the uncertainty of attitude of others which is usually positive or negative. Many respondents 6(4.7%) experienced the feeling of frustration due to insufficient communication, incompetence, and choice of leaders. At COIC majority of respondent 36(36.8%) indicated a sense of hope towards change in the organisation because of the new system of work in place, individual contribution for change is made, hope is also indicated because there is better performance due to variations in the attitude of staff towards work. Some respondents 16(21.1%) experience fear because of lack of policy for change in the organization. Sarah et al. (2004) described these reactions as the phases of the transition curve and the symptoms that one may experience during a change in organisations.

4.3.3Is communication for change given to you as team or individuals in the organisation?

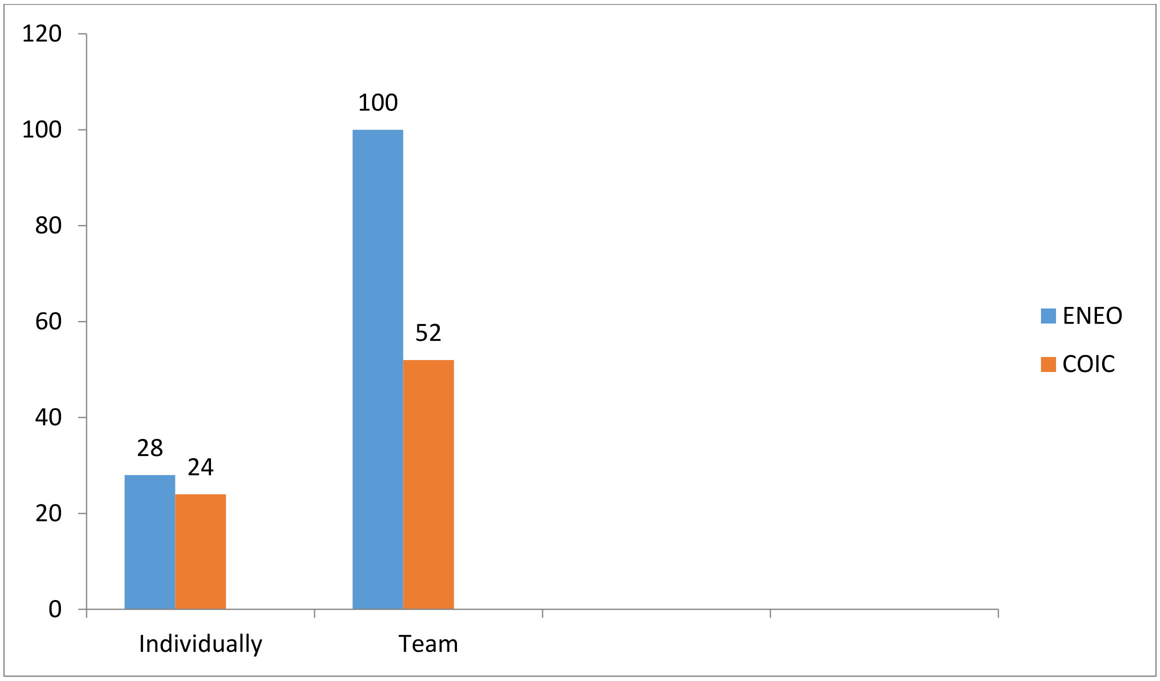


Figure 15: Distribution based on communication for change

Source: Field Study, 2016

At ENEO, many respondent 100(78.1%) indicated that change is communicated to them as a team, and 28(21.9%) stated that changes are communicated individually. At COIC, 52(68.4) indicated communication for changes is given in team, 24(31.6%) respondent stated that is communicated individually. Communicating change to employees in the team gives unity information and eradicates false dissemination of information. A combination of both individual contacts and team information has been found to be beneficial when changes are being introduced. Susan (2015) explains that a small group of employees learns valuable information about change and change management. If they fail to share the information with the rest of the employees, the remaining employees will have trouble catching up with the learning curve.

4.3.4It is important for management to communicate change before it is implemented?

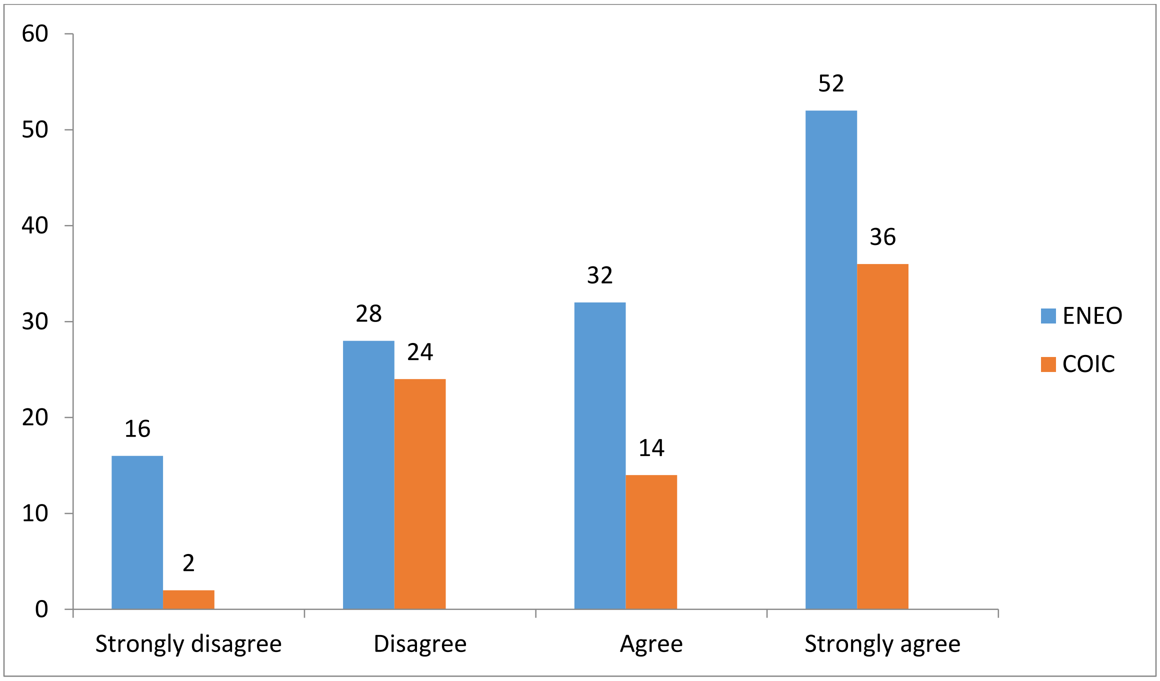


Figure 16: Distribution based on the importance of communication for change.

Source: Field Study, 2016

At ENEO total of 52(40.6%) respondents strongly agreed communication is essential before implementation of change, 32(25.0%) agreed, 28(21.9%) disagreed and 16(12.5%) strongly disagreed that it is not necessary for management to communication change to them before implementation. At COIC, 36(47.4%) of respondents strongly agreed that it is important for change to be communicated before it is implemented, 24(31.6%) disagreed, 14(18.4%) agreed and 2(2.6%) strongly disagreed. Based on the findings above, it is evident that both organisations value and respect communication between management and employees before and during a change process. The responses from the two organisations show a representative percentage of those who disagreed and strongly disagreed. The population may represent a percentage of those that see changes as both employee and organisation oriented because they already acknowledged that the management recognizes them as contributors to the success of the organisation so therefore may not see the importance of communication before a change.

4.3.5 How do you rate communication during a change process in your organisation?

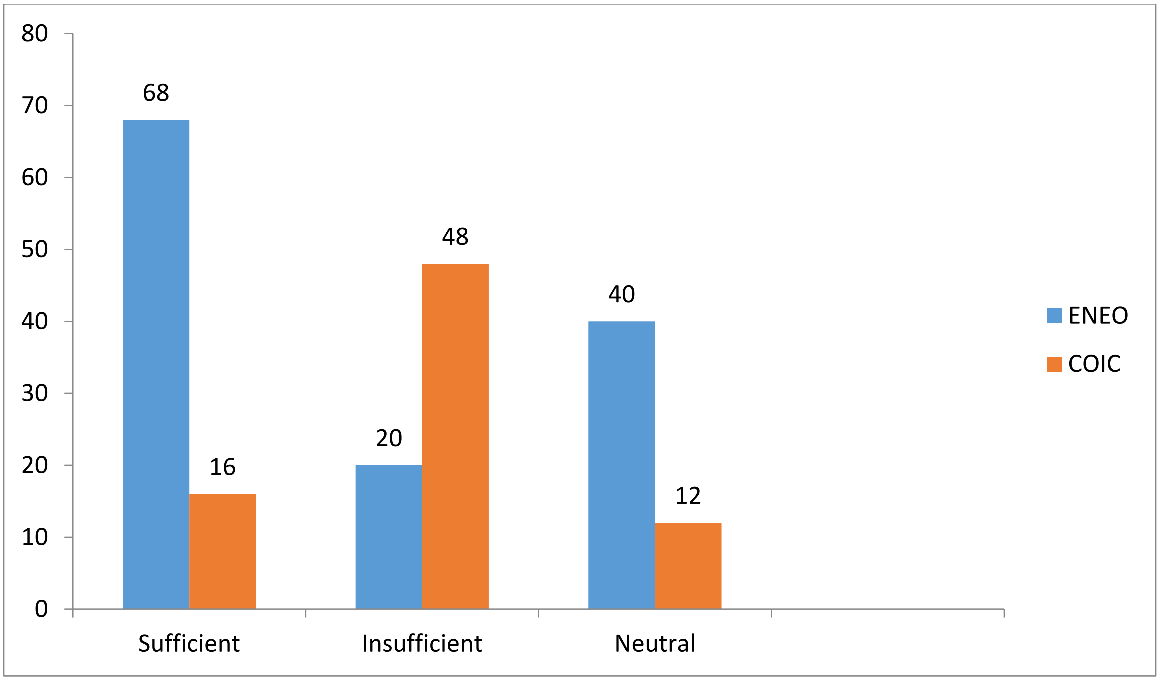


Figure 17: Distribution on the rating of communication during a change process

Source: Field Study, 2016

An indication of 68 (53.1%) respondent at ENEO show that sufficient information is given for a change, 40(31.3) indicated neutral. At COIC 48(63.2%) of the respondent reported insufficient communication, 16(21.1%) indicated sufficient information and 12(15.8%) indicated neutral. A good communication channel is essential to help workers understand change benefits before, during and after the change process. Most respondents at COIC claim that they are not well informed about a change with honesty. The result of this question indicates that management should promote effective communication and share of information in the workplace for employees to be committed, build trust and engagement with the organisation. Sarah et al. (2004) noted that when people are starved of information rumors and mistrust can arise. It is important to communicate regularly with employees to keep them informed of the business position and provide relevant information which affects them.

4.3.6 In your opinion, which area does management allow employee involvement in the change process?

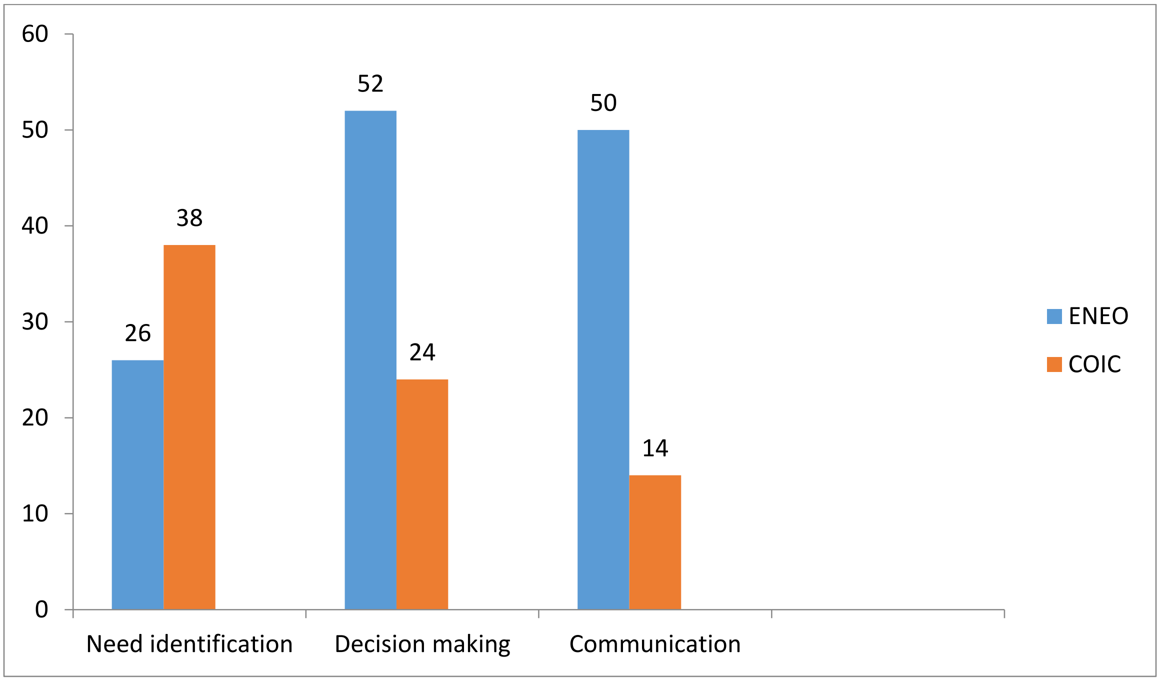


Figure 18: Distribution based on employee involvement during the change process.

Source: Field Study, 2016

At ENEO 52(40.6%) of the respondents indicated that management should allow employee involvement in the decision-making process of change, 50(39.1%) stated that management should allow employee involvement in the communication process and 26(20.3%) indicated involvement in need identification process. At COIC 38(50.0%) of the respondents indicated management should allow employee involvement during the need identification process, 24(31.6%) mentioned decision-making process and 14(18.4%) respondents indicated involvement in the communication process of change. The results from the above chart show that during change programs, employees perceive that their involvement should not only be in the communication processes but in the other processes that they see themselves as active contributors to the success of the organisation. They perceive that management should also involve them in identifying the need for a change and also involving them in the decision-making processes.

4.3.7 Please grade the level of involvement in need identification.

Please grade the reason for your choice (s) above)_Need identification

Name of corporation			Frequency	Percent	Valid Percent	Cumulative Percent
ENEO	Valid	0-25 %	4	3.1	14.3	14.3
		26-50%	6	4.7	21.4	35.7
		51-75%	10	7.8	35.7	71.4
		76-100%	8	6.3	28.6	100.0
		Total	28	21.9	100.0	
	Missing	System	100	78.1		
	Total		128	100.0		
OIC	Valid	0-25 %	4	5.3	10.5	10.5
		26-50%	4	5.3	10.5	21.1
		51-75%	14	18.4	36.8	57.9
		76-100%	16	21.1	42.1	100.0
		Total	38	50.0	100.0	
	Missing	System	38	50.0		
Total	**76**	**100.0**				

Table 2: Distribution based on level of involvement in need identification

Source: Field Study, 2016

At ENEO, 4(3.1%) respondents graded 0-25% involvement in need identification, 6(4.7%) graded 26-50% involvement, 8(6.3%) indicated 76-100% involvement and 10 (7.8%) graded 51-75% need identification. At COIC, a number of 16(21.1%) of the respondent indicated 76-100% involvement, 14(18.4%) indicated 51-75% involvement, 4(5.3%) indicated 26-50% and 26-50%

involvement in need identification. The chart above shows that most respondents at ENEO indicated a greater rating of 51-75% involvement in need identification; here, employees perceive that they are more involved in identifying the need for a change. At COIC the respondent indicated a 76-100% involvement in need identification. According to Gerard (2008), Change management will not succeed if it comes from the idea of one and is not supported by all. Change involves careful planning and implementation. The people affected by the change should be consulted and involved. An imposed change to an individual may cause problems. Change management should be realistic, attainable and measurable.

4.3.8 Please grade the level of involvement in decision-making

Please grade the reason for your choice (s) above_ Decision making

Name of corporation			Frequency	Percent	Valid Percent	Cumulative Percent
ENEO	Valid	26-50%	6	4.7	12.0	12.0
		51-75%	22	17.2	44.0	56.0
		76-100%	22	17.2	44.0	100.0
		Total	50	39.1	100.0	
	Missing	System	78	60.9		
	Total		128	100.0		
OIC	Valid	26-50%	4	5.3	16.7	16.7
		51-75%	20	26.3	83.3	100.0
		Total	24	31.6	100.0	
	Missing	System	52	68.4		
	Total		**76**	**100.0**		

Table 3: Distribution based on the degree of involvement in decision making

Source: Field Study, 2016

At ENEO 22(17.2%) indicated 51-75% involvement in decision making, another set of 11 (17.2%) respondent indicated 76-100% involvement in decision and 6(4.7%) respondent reported 26-50%

involvement in decision making. At COIC 20(26.3%) indicated 51-75% involvement in decision making and 4(5.3%) indicated 26-50% involvement in decision making. The table above explains that the greatest percentage of respondent are more involved in the decision-making process of change than at than at need identification and communication processes of change. The smallest percentage indication of the respondent may be a representative group of workers in the lower management who are not given full opportunity to the decision-making of the organisation. One specific method of communication that strongly impacts employees' reactions is employee participation in decision making. Involvement in decision making is a process in which decision making is shared between superiors and their subordinates (Bordia et al., 2004).

4.3.9Please grade the level of involvement in communication

Please grade the reason for your choice (s) above_ Communication

Name of corporation			Frequency	Percent	Valid Percent	Cumulative Percent
ENEO	Valid	26-50%	4	3.1	8.0	8.0
		51-75%	10	7.8	20.0	28.0
		76-100%	36	28.1	72.0	100.0
		Total	50	39.1	100.0	
	Missing	System	78	60.9		
	Total		128	100.0		
OIC	Valid	51-75%	10	13.2	71.4	71.4
		76-100%	4	5.3	28.6	100.0
		Total	14	18.4	100.0	
	Missing	System	62	81.6		
	Total		**76**	**100.0**		

Table 4: Distribution based on level of involvement in communication

Source: Field Study, 2016

At ENEO, 36(28.1%) of the respondents indicated 76-100% involvement in communication for change, 10(7.8%) indicated 51-75% involvement in communication and 4(3.1%) indicated 26-

50% involvement. At COIC 10(13.2%) of respondents indicated 51-75% communication for change and 4(5.3%) indicated involvement in communication. Gray and Laidlaw (2002) argued that the more embedded the processes of communication are within management, the more efficient the outcomes are because they enhance the quality of working relationships, harmony, and trust.

4.3.10.Your opinion is regarded in the process of change implementation in your organisation.

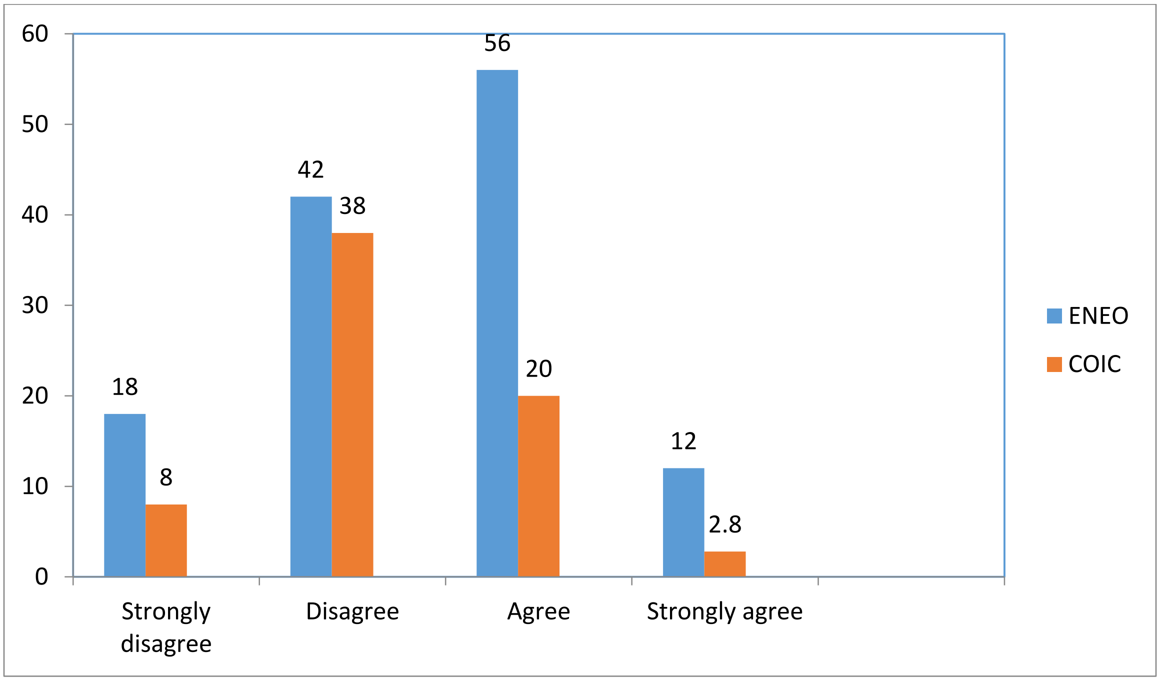


Figure 19: Distribution based on respondents' choice regarding their opinion for implementation of change.

Source: Field Study, 2016

At ENEO, 56(43.8%) and 12(9.4%) of respondents agree and strongly agree that their opinion is regarded in the change implementation processes of the organization, 42(32.8%) and 18(14.1%) of respondent disagree and strongly disagree that their opinion for change implementation is regarded. At COIC, 38 (50.0%) and 8(10.5%) disagree and strongly disagree that their opinion is considered in the change implementation process. 20 (26.3%) and 10(13.2%) of the respondent agree and strongly agree respectively to the point that their opinion for change is regarded for change implementation. Study findings indicate that employees should be able to express their views and feelings during a strategic change to support the organisation in the change initiative and increase their performance and turnover (Jafri, 2010).

EMPIRICAL ANALYSIS: Impact of employees' perception and attitude to change.

Employee attitudes towards change are considered as an influence on their work input and organisational productivity. An empirical study of the work of Ali (2012), explained that employee attitudes toward change could impact their morale, productivity, and turnover intentions. Employees with a positive attitude to their job are more likely to make helpful suggestions or ideas that help the business grow. On the other hand, workers with negative attitude may only be concerned with producing enough to get by while having little interest in innovation. Elain et al. (2005) explain that employees who feel good about their jobs may pay little attention for greener pastures, helping companies to minimize the productivity gap associated with turnover. Employees with negative attitudes may eventually seek an improved work situation and decide to leave the company. Khushboo et al. (2015) explained that even though there has been an improvement in the tools and processes for communicating and managing change, the people side remains a challenge. Some employees are fundamentally inclined to embrace change, while others will continue to be stable. The results of Khushboo et al. (2015) show that employees who prefer stability tend to be less engaged than employees who prefer change. One in three employees who prefer stability and who rate their organisation poorly on change effectiveness is at high risk for turnover. This empirical analysis shows that the attitudes of employees at organisations going through significant changes tend to be less favorable than those of other employees across all work-related areas with the largest attitudinal gaps in company image (-14percentage points) and leadership(-9percentagge points). On the other hand, employees at high performing organisations tend to have much more favorable opinions than those at organisation undergoing significant changes or than employees overall. The largest gaps between these organisations and top performing organisations are in the areas of company image (24%points), communication (22% points) leadership (20%points) and competitiveness (19%points)

The results from Table 4 shows that most employees who prefer change agree that their organisation is changing at the right pace (61%) and that it implements changes well (62%).

Meanwhile, only one-quarter of those who prefer stability (25%) approve of the pace of change, and even fewer (21%) agree that the changes are implemented well.

At my Organisation	Employees who prefer stability	Employees who prefer change
We are changing at the right pace	25%	61%
Changes are well implemented	21%	62%

Table 5: Employees ‘attitudes towards organisational change reflect their preferences toward change

Source: Khushboo Chaudhary, Richard Luss and UrviShriram (2015)

The study shows that 25% of employees who prefer stability tend to be less engage than employees who prefer change (Table 5). More than half of all employees who prefer changes 61% are also highly engaged-three time the percentage of employee who prefers stability (57% versus 19%).

Sustainable engagement group	Employees who prefer stability	Employees who prefer change
Highly engaged	19%	57%
Unsupported	16%	18%
Detached	19%	12%
Disengaged	46%	12%

Table 6:Employees who prefer change are also more engaged

Source: KhushbooChaudhary, Richard Luss and UrviShriram (2015)

Highly engage employees are attached to the organisation, receive the support they need to feel enabled and are energized at work. As a result, they are also likely to be better equipped to embrace change within the organisation. Also, disengaged employees may suspect worst from any change or fear they will not get the support they need to navigate these changes successfully and therefore have a preference for stability.

This empirical study also shows that one in three employees who prefer stability and who rate their organisation poorly on change effectiveness are at high risk for turnover, with most of the rest representing less than a fully engaged employee. Among employees who prefer change, more than half of those who think their organization has managed change poorly are at a risk for turnover. Employees who both prefer change and consider that their employer manages changes well are less likely to be in these high-risk groups; and yet, while 86% are highly engaged, more than 20% still would be considered significant turnover risk.

A summary of these findings shows that employees who prefer change might be headgears of change but represents turnover risks, while employees who prefer stability may resist change and represent productivity risks.

4.3.11.How do you perceive your supervisor's/leader's role during a change in the organisation?

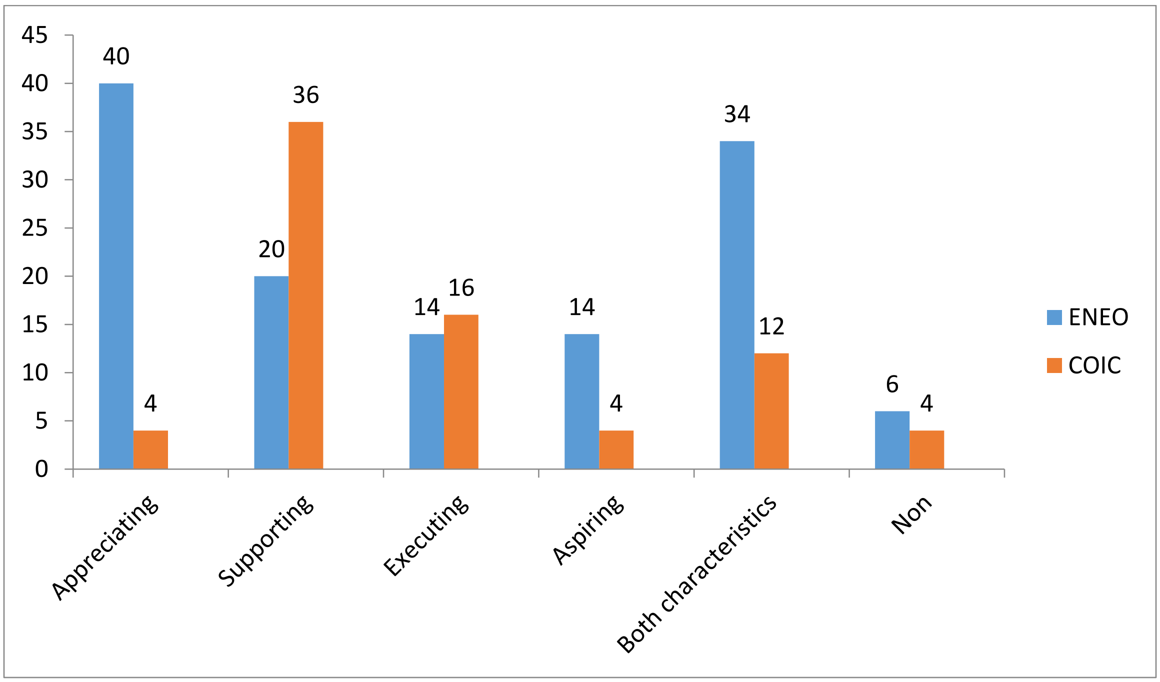


Figure 20: Distribution based on leaders' role during a change.

Source: Field Study, 2016

The figure above shows that 40(31.3%) of the respondent at ENEO perceive their leaders' role as appreciating. It explains that leaders must be skilled in initiating dialogue in the organisation to understand prevailing mindsets and make people aware of their mindsets. Meanwhile, 34(26.6%)

indicated both leadership role in managing change which encompasses all the characteristics. 14(10.9%) respondent stated Executing, which means a leader must create the right structures and processes in an organisation in managing change. Another 14(10.9%) indicated Aspiring that is making people believe in their ability to face challenges and master new tasks. A smaller number, 6(4.7%) respondent realized none of these roles from the leadership. At COIC 36(47.4%) of the respondents indicated supporting change. It explains that change leaders need to influence and persuade people to reflect on and change their mental models and adoption of new ones. The model of change management explains that leaders must have the necessary skill through a change process. Nilakant and Ramnarayan (2006) identified the four leadership role in managing change indicated in figure 15.

4.3.12Do you receive adequate training to enable you to cope with change?

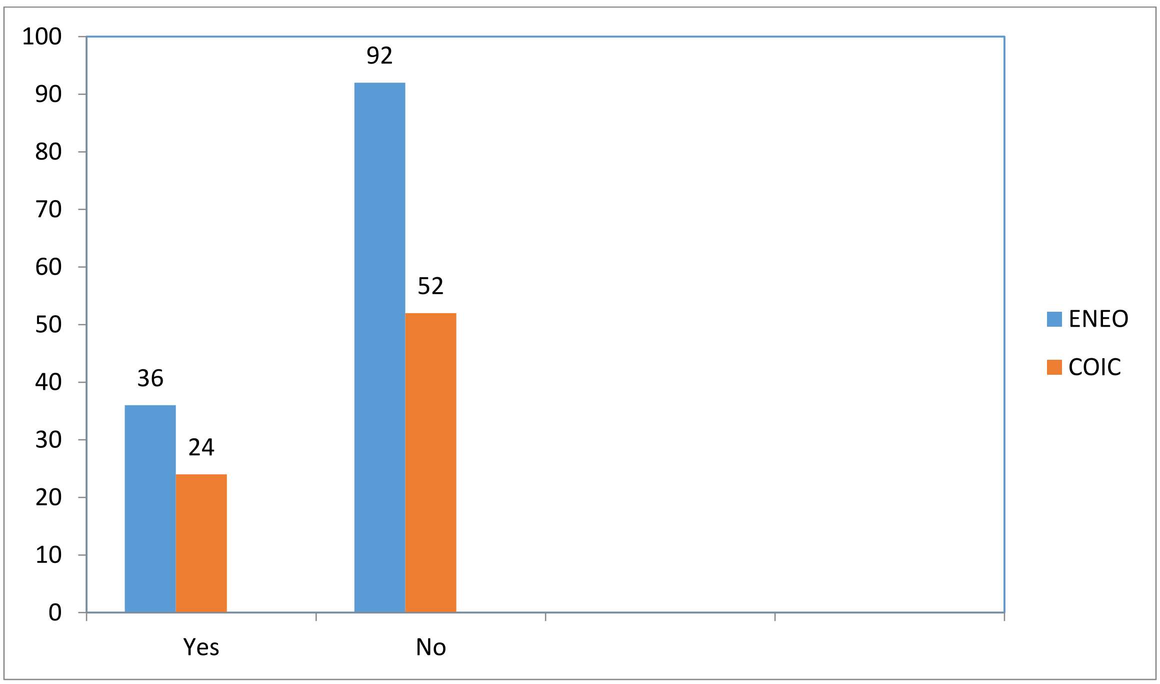


Figure 21: Distribution based on adequate training for a change.

Source: Field Study, 2016

At ENEO, 92(71.9%) of the respondent indicated Yes and 36 (28.1%) responded No. At COIC 52(68.4%) respondent indicated No and 24(31.6%) indicated Yes. It is important that, when an organisation asks people to perform new functions, it should help them establish and develop the necessary competencies by providing appropriate training. Without adequate training, change efforts may fail. Peter and Merrick (1992), explains that organisations must develop experiential training that provides real-time hands-on experience with new processes and procedures.

4.3.13. What do you do if you are not happy with a change process?

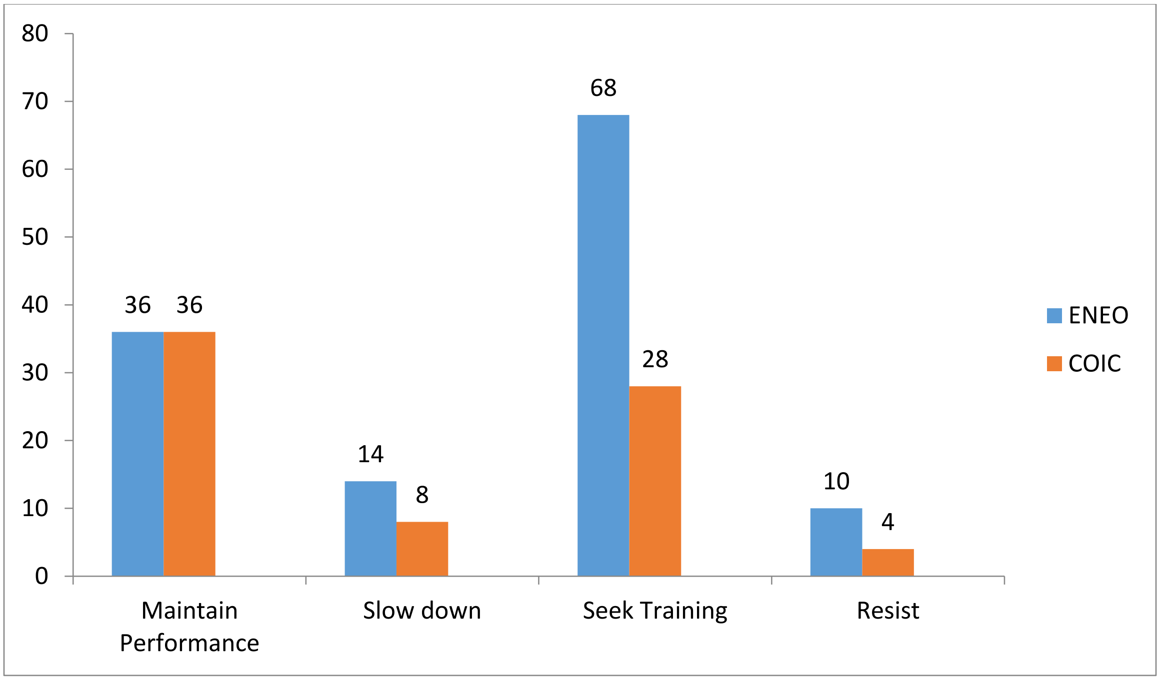


Figure 22: Distribution based on respondents' reaction towards change.

Source: Field Study, 2016

Figure 22 shows different approaches employees may demonstrate towards a change process knowing that employees may react positively or negatively based on the type of change. 68(53.1%) of respondent at ENEO seek for training, 36(28.1%) respondent maintain performance, 14(10.9%) of respondent slow down and 10(7.8%) resist change. At COIC 36(47.4%) of the respondents maintain their performance when they do not feel happy with a change process, 28(36.8%) of respondents seek for training, 8(10.5%) respondents slow down, and 4(5.3%) resist change.

4.4.2Results and Discussion of Interview with Management Staff at COIC and ENEO

Kindly identify some changes your organisation has experienced in the past

There have been several changes made at COIC and ENEO in the past. At COIC, there had been changes of administrative heads and management staff this was due to the incompetence of the management staff. There have also been changes among executive board members, reduction of tuition fees, reduction of workers' motivation/allowances, financial and financial policy changes, and administrative changes and procedures in the year 2015.At ENEO, in a period of one year, there have been changes in top management; with a new General Manager. There was also an increase in the number of shareholders. The new General Manager brought in some new workers to occupy some positions in fuel management. The organisational chart has changed. New units were created to enhance decentralization in the administration and finance of the organisation and efficient management. The vision of the company has changed with the introduction of non-traditional values such as integrity, coercion, engagement, assiduity, and respect.

Can you possibly explain the kind of policy your organisation has towards change management?

There are no major policies used in the COIC and ENEO to manage change programs. The results from the interview with the management revealed that though changes should be guided by an article of association and internal rules and regulations, there is no written policy to guide major change programs in COIC. Any changes in policy are at the discretion of the program director. However, it was revealed that policy changes are necessary for an organisation like this. At ENEO, the General Manager is in charge of the attainment of the objectives of the organisation. He represents the organisation in important meetings and other functions. The policies towards change are affected by the use of the company's rules and regulations.

Does management communicate change programs and activities to employees?

In COIC changes are communicated to employees based on the type of change. Respondents revealed that changes that concern the general welfare of workers are communicated while managerial decisions are not. Changes are communicated in meetings, memos on the notice boards and workshops. The board committee take issues that concern management. The board of directors and management team meets for changes that involve a particular unit. After the management meetings, the unit heads also convene their departmental meetings where information is given to the rest of the staff. Field survey results revealed that at ENEO, changes were communicated to employees through the media, the internet, intranet, and meetings. The General Manager expressed his policy and vision for the organisation. Significant milestones were made clear and strategies to be used put in place. He laid emphases on safety and decentralization in the administration.

Kindly explain the kind of challenges the organisation witnesses in the process of implementing change?

The study showed that people are stagnant in accepting changes, especially if these changes are not in their interest. It was revealed that at COIC, appointments are sometimes baseless as tribalism, nepotism and other aspects of influence corruption appointments. Meritocracy is not considered, and wrong persons are promoted. It was also reported that adoption and adaptation to changes take time. These depend on the level of education and category of the staff. Resistance to these sometimes creates ineffectiveness social unrest (industrial strike action) in the organization. There is, therefore, need for reorientation through awareness raising, sensitization and capacity building. This comes along with financial and material cost. At ENEO, resistance to changes is the main challenge. Expectations are high on the part of the employees while fear of the unknown continues to urge the administration to skepticism.

As a follow-up, could this be the reason why the organisation will not want to involve employees in the change process?

The study showed that challenges cannot deter organisations from getting involved in change processes. At COIC the challenges come when all subordinate are allowed to involve in a change process. It is usually a challenge because as many as the number of involvement, the greater the diverse opinions of staff. It takes too much time to sort the views of all the employees involve in a change program. The staff delegate represents employees in decisions that concern the general welfare of all. At ENEO, employee resistance is the greater challenge to change. There is usually challenge where employees take time to adapt to a change program. Notwithstanding you need to communicate and involve subordinates to give an understanding the organisational goals. This is done to share the vision of the organization with all the staff.

In your view, do you think employees readily accept change? Do you think the change program was welcome by employees in the organization?

At COIC, the changes that are readily accepted by employees are those changes that were communicated to them. Changes that were not communicated were resisted. Employees did not respond positively to change that has to do with their general welfare most especially with allowance cut. There was the feeling of low job satisfaction. At ENEO, there is a mixture of feeling being on the verge of change in the organisation. This is because most employees will not quickly adapt to change. They quickly accept the changes that are of beneficial to them and for those that are not of their benefits they wait for the final results.

What employee feedback mechanism do you employ to assess the success or failures of a change program or activity?

Monthly and Yearly evaluations are made at the respective organizations of COIC and ENEO. At COIC, the management carries out a monthly assessment of individuals to assess their performance for a target. Each head of a department is liable to present a written report to the program director. The program director forwards the results to the board committee with an expected feedback. ENEO is using formal inquiries in the form of perception as in the time of AES. At the beginning of a change program, there is a goal set up mid-term evaluation of employees evaluating the top, face to face interaction with subordinate with feedback for improvement. Also, the organisation hires external company to get the perception of employees in the form of questionnaire. Feedback for the exercise is giving to the organisation and the organisation also communicates the feedback to the employees in through the intranet.

4.4 Hypothesis

H0: Communications of change before implementation is not significantly relevant to employee perception and attitudes toward change management processes.

H1: Communications of change before implementation is significantly relevant to employee perception and attitudes toward change management processes

		How do you rate the general implementation of change in the attitude of other employees in the organization?		
		Positive	**Negative**	**Neutral**
Is it important for management to	Strongly disagree	12	6	0

communicate change before it is implemented?	Disagree	8	32	12
	Agree	34	10	2
	Strongly agree	64	14	10
Total		**118**	**62**	**24**

Table 7.Is it important for management to communicate change before it is implemented? * How do you rate the general implementation of change in the attitude of other employees in the organisation? Cross tabulation Count

Source: Field Study, 2016

Table 6 above shows a cross tabulation between the general implementation of change in the attitude of other employees and the importance of communicating change before implementation. The presentation shows that out of a total of 12 respondents who strongly disagreed that it is important for change to be communicated before implementation, 12 respondents indicated a positive attitude of change from employees, 6 respondents reported a negative attitude and 0 neutral. Also, Out of 8 respondents who disagreed, 8 indicated a positive attitude from employees, 32 reported a negative attitude and 12 showed neutral. The positive behavior from employees who disagreed and strongly disagreed could mean that some employees are not concerned about being informed about change but may be interested in the general involvement and participation of a change management processes. The finding also shows that out of 34 respondents who agreed that it is important for change to be communicated before implementation. 34 indicated a positive attitude of change from employees, 10 reported negative two neutrals. Also, out of 64 respondents who strongly agreed with the importance of communication before a change, 64 respondents indicated a positive attitude, 14 respondents reported negative attitude and ten indicated neutral.

Chi-Square Tests

	Value	df	P. value Sig. (2-sided)
Pearson Chi-Square	55.665[a]	6	.000
Likelihood Ratio	61.125	6	.000
Linear-by-Linear Association	11.217	1	.001
N of Valid Cases	204		

a.1 cells (8.3%) have expected count less than 5. The minimum expected count is 2.12.

Table 8. Chi-Square Test

Source: Field Study, 2016

Interpretation: - to determine the relationship between management to communication of change before it is implemented and the general implementation of change in the attitude of other employees in the organisation. The chi-square test had a value of 55.665 and is statistically significant at 95% level of significant. Since the p.value (.000) is less than .05. Therefore the null hypothesis (H0) is rejected and the alternative (H1) accepted. Therefore, In other words, the researcher takes the theory that communication is significantly relevant to employee perception and attitude towards change management process.

4.4 Limitations of the Study

This study is limited to employee's perception and attitude towards change it focuses on two significant changes that have occurred in COIC and ENEO which are the leadership and managerial changes. It would have been important for the work to expand effectively on other past changes in the organization whereby the researcher can assess employees' perception and attitude towards work effectiveness. Little research has been done on the influence of employees' perception and attitude towards change management. It also acts as a limitation for the researcher to assess the impact of attitude to change management.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1Summary of Findings

The results from the findings with the use of questionnaire, interview, and observations established the perceptual outcomes and attitudes of the respondents to the questions provided by the researcher. The study objective was to appraise the factors that influence employees' perception and attitudes towards change management strategies in an organization. In order to accomplish the objectives, it was necessary to reach some prerequisite objectives. The objectives were investigated from different perspectives: compensation plan and motivation scheme, leadership role, and information flow. Some of the findings reflect the relevant literature of this work.

5.1.1 Objective One: To examine the impact of an organization's compensation plan and motivation scheme on employees' perception and work attitude.

The researcher found that employees are motivated when they are given some benefits in the organisation to accompany a change. It was revealed that ENEO has a compensation policy aimed at motivating the performances of employees in the organisation as indicated by the majority of respondents who affirmed that they are compensated based on their output. At COIC, respondents reported the highest percentage of insufficient compensation towards a change in the organisation. Lack of motivations has an impact on their attitude at work where a majority of the employees portray a negative attitude towards change.

5.1.2 Objective Two: To assess the impact of leadership style and information flow between management and employees on their perception of organizational change and work attitude.

A study of Kanter et al. (1992) explains that leaders and managers are responsible for change strategy, implementation, and monitoring. This study found that the managerial functions of supporting, appreciating and evaluating change applied in the change processes of both organizations to an extent. Both organisations implement the aspects of communicating change programs and involving employees in the organisation. The results also prove that not all the change programs are communicated to employees in both organisations as well as there is a limit to employee involvement most especially in the decision-making processes. Some of the areas where employee involvement is limited are those areas that concern key managerial decisions. The results show that though there is a mixture of positive and negative attitude of employees towards change, the positive attitude remains the dominant behavior of employees towards change in both organisations. Job security and management motivation strategies of rewarding performance are some tools that make employees react positively towards change.

The findings show that despite the approaches of managing change in both organisations, employees perceive these methods differently. A majority of the respondent at ENEO and COIC indicated that it is important for change to be communicated before it is implemented. The results show that sufficient communication is not given to accomplish the change program. A majority of respondents from both ENEO and COIC indicate that they will seek for training where they are not satisfied with a change process to improve their performance.

Employees with a negative attitude towards change are more resistant to change. This group of employees' pays little effort to innovations to the organisation which may lead to low productivity hence increase turn-over to the organisation. Employees with a positive attitude are more likely to make suggestions that help the business to grow to accompany the organisations productivity.

5.2 Conclusion

It is concluded that the management of COIC and ENEO play an active role in managing change that reduces resistance from employees in the organisation. Employees from both organisations are recognized as active contributors to the success of the organisation based on the management compensation plan and motivation, leadership role, employee involvement and information flow in the change management programs. Managing change in organisations cannot be done without a mixture of positive and negative feelings and attitudes from employees. Employees will react positively towards change processes because they need to secure their job and to attain a reward given by the management based on their performance at work. Changes most especially radical change involves sudden, substantial changes to organisational processes and routines. The identity, vision, strategies and values of the organisation are redefined resulting in significant and permanent changes to the organisation's structure. Top management approaches in managing such changes often demand coercive leadership. A relative lack of employee participation in such change is likely to lead to more negative attitudes about the change.

5.3 Recommendations

5.3.1 Recommendation for COIC

To ensure that the vision for change is readily accepted and effectively adopted there is the need for the management of COIC to increase employee participation and involvement before, during and after the change implementation processes. Involving employees in change management activities increases a level of employee acceptance of change, reduce resistance to change and increases positive attitude towards change. This approach makes the employee feel that they are active contributors to the success of the organisation.

Also, there is a need for the management of COIC to employ an external company to carry out an evaluation of change activities. The external company does this by issuing questionnaires to employees to get a view of their perceptions towards change management activities. By using this method, employees can express themselves better. This approach can be useful when the organisation can't get employees perception through internal evaluation. The external company is eligible to provide feedback of results to the organization at the end of the exercise.

5.3.2 Recommendation for ENEO

There is a need for the management of ENEO to provide full support to employees that can boost their performance and job satisfaction and also enable them throughout a change process in the organisation. Early training should be given to employees in the organization because it builds their capacity of understanding of the changing purpose and boosts their performances. It will also allow employees to progress more quickly towards change acceptance.

5.4 Suggested Areas for Further Research

A further research study can be carried out in the area of employees' perception of change management programs and its influence on organisational productivity. Research can be effectively conducted in this area to create an understanding of how employee attitudes (positive or negative) affects the success of an organization.

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APPENDICES

Appendix 1: Questionnaire Used for the Study

I am Sone Thelma Mponge, a student from Pan African Institute for development Buea, I'm carrying out a research work entitled "Employee perception and Attitude to change management strategies". This is in partial fulfilment of an MSc degree in Strategic human resource management. I will like you to participate by responding to the provided questions below. The information you will give will remain confidential and use solely for academic purpose. Kindly give a tick () in the boxes provided.

SECTION A. DEMOGRAPHIC INFORMATION

1. Gender

Male ☐ Female ☐

2. Age

20-24 ☐ 25-29 ☐ 30-49 ☐ 50-60 ☐

3. Highest level of education

FLSC ☐ G.C.E O'L ☐ G.C.E A'L ☐

1st degree or equivalence ☐ Master degree Doctorate ☐

4. Length of Service

1yr-2yrs ☐ 2to less than 5yrs ☐

5yrs to less than 10yrs ☐ 10 yrs. or more ☐

SECTION B: RESEARCH QUESTION ONE

5. Do you receive compensation during changes in your organization?

Yes ☐

No ☐

Sometimes ☐

6. If YES, what type of compensation do you receive?

7. If NO, why don't you receive compensation?

8 If sometimes when? For examples

9. How would you rate compensation during change?

Sufficient

Insufficient

Equal to output

10. What are the areas of motivation of change in the work attitude of employees in the organization?

Positive (Interested to learn new things, enthusiastic about the new change, willing to cooperate)

Negative (Refusing responsibilities brought about with change, unwilling to leave old habit)

Neutral (They are either showing positive or negative behaviour at work)

SECTION C: RESEARCH QUESTION TWO

11. Do you think the changes that take place in the organization are more employee oriented or organization oriented?

Employee oriented

Organization oriented

Both

12. Do you experience any of the following towards changes in your organization?

Anxiety   Confusion   Fear

Sense of job Insecurity   Frustration   Hope

13. Is communication for change given to you as team or individuals in the organization?

Team

Individual

14. It is important for management to communicate change before it is implemented.

Agree

Strongly agree

Disagree

Strongly disagree

15. How would you rate information flow during a change process?

Sufficient

Insufficient

Neutral

16. In your opinion, which area does management allow employee involvement in the change process?

Need identification

Decision making

Communication

17. Please grade the level of involvement for your choice (s) above.

Need identification	0-25 %		26-50%	
	51-75%		76-100%	
Decision making	0-25%		26-50%	
	51-75%		76-100%	
Communication	0-25%		26-50%	
	51-75%		76-100%	

18. Your opinion is regarded in the process of change implementation in your organization.

Agree Strongly agree Disagree Strongly disagree

19. How do you perceive your supervisor's/leader's role during change in the organization?

Appreciating others (leaders who promotes dialogue to give an understanding of a mind-set and making people aware of the mind set)

Supporting others (influencing and persuading people through negotiation to work to a united outcome)

Executing (Ensuring that people are highly focused and energized during change, by creating effective coordination mechanisms)

Aspiring (Making people believe in their own ability to face challenges and master new tasks)

Both characteristics

Non

20. Do you receive adequate training to enable you cope with change?

Yes No

21. What do you do if you are not happy with a change process?

Maintain Performance

Slow down

Seek training

Resist

22. In your Opinion, what can be done to improve employee motivation during change?

Appendix 2: Interview check list

1. Kindly identify some changes your organization has experienced in the past
2. Can you possibly explain the kind of policy your organization have towards change management?
3. Does management communicate change programs and activities to employees
4. Kindly explain the kind of challenges the organization witnesses in the process of implementing change?
5. As a follow up, could this be the reason why the organization will not want to involve employees in the change process?
6. In your perception, do you think employees readily accept change Do you think the change programme was welcome by employees in the organization?
7. What employee feedback mechanism do you employ to assess the success or failures of a change program or activity?

Appendix 3. Bonus Pay to Employees

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NOTE DE SERVICE

Date de diffusion : 10 FEB 2016	Référence : DRH/DG/PNB/N°635/2016
DESTINATAIRES POUR ACTION : - Directeur des Ressources Humaines	**DESTINATAIRES POUR INFORMATION :** - Directeur Financier
OBJET : MODALITES DE DETERMINATION ET PAIEMENT DU BONUS 2015	
SOMMAIRE : Paiement du Bonus 2015	
DATE D'APPLICATION :	**VALIDITE :** ☒ Permanent : jusqu'à la prochaine modification ☐ Temporaire jusqu'au :
DOCUMENTS RATTACHES	
☒ Création : ☐ Fait référence à : ☐ Annule et remplace le/les documents :	☐ Modifie : ☐ Complète : ☐ Pièce jointe :

Page : 1/4	DIRECTEUR GENERAL
Date	10 FEB 2016
Signature	Le Directeur Général Le Directeur Général ★ eneo The energy of Cameroon ★ BP 4077 DOUALA Tél.: 233.43.00.33 Joël NANA KONTCHOU

Bonus standard par Groupes socioprofessionnels

<table>
<tr><th>Groupes socioprofessionnels</th><th>Grade Poste/Emploi</th><th>Bonus standard (Target Bonus)</th><th>Observations</th></tr>
<tr><td>Employés et Ouvriers</td><td>OS, AE1 & AE2</td><td>8% du salaire annuel théorique</td><td rowspan="5">Le salaire théorique exclut les heures supplémentaires ainsi que tous les éléments non récurrents du salaire</td></tr>
<tr><td>Agents de maitrise</td><td>TA, TE1, TE2,
TS1 & TS2</td><td>9% du salaire annuel théorique</td></tr>
<tr><td>Cadres administratifs et Opérationnels</td><td>CAD, CAS, CO1, CO2</td><td>11% du salaire annuel théorique</td></tr>
<tr><td>Cadres Gestionnaires</td><td>CG1 & CG2</td><td>14% du salaire annuel théorique</td></tr>
<tr><td colspan="2">CG3, CD1 & CD2</td><td>Modalités définies par notes séparée</td></tr>
</table>

Eligibilité

Sont éligibles au bonus de performance de 2015, tous les employés Eneo inscrits aux livres de l'entreprise à la date de la mise en paiement du bonus et justifiant d'un temps de présence de 9 (neuf) mois consécutifs au minimum au cours de l'exercice 2015.

Sont également éligibles, les personnes mises en retraite normales (non anticipé) ayant travaillé au moins 9 (neuf) mois consécutifs au cours durant 2015.

Les employés licenciés, démissionnaires ou ayant pris leur retraite par anticipation ne peuvent prétendre au présent bonus.

Lorsque le temps de travail ouvrant droit au bonus est inférieur à 12 (douze) mois consécutifs, le bonus est payé au prorata du temps de travail effectif.

Les périodes de suspension légales du contrat de travail sont considérées comme temps de travail effectif.

Le Bonus 2015 sera calculé et payé cette année selon les mêmes modalités que l'an dernier. Le paiement effectif se fera avec la paie de ce mois de février 2016.

A titre de rappel, le bonus sera fonction des résultats réalisés par Eneo au cours de l'année 2015 suivant le score card ci-dessous.

ENEO SCORE CARD 2016

		Max.	Score	Observations
1	Sécurité & Environnement	20%	5%	Décès enregistrés et Permis obtenus
2	Rendement de distribution	20%	8%	69,86% vs 71,5% ciblé
3	EBIDTA	20%	12%	36,3 Milliards vs 50 Milliards
4	Recouvrement	20%	14%	95,29% LV 99,2%
5	Qualité de service	20%	15%	SAIDI – 15,4% d'amélioration
	Total	**100%**	**54%**	

Les performances individuelles

Pour chaque employé, le bonus à percevoir sera aussi fonction de sa performance individuelle. La performance individuelle s'apprécie sur la base de l'évaluation faite en fin d'année par les comités mis en place à cet effet et relativement aux objectifs 2015 de l'employé, validés par son superviseur.

Modalités d'attribution

Le tableau ci-après définit les modalités de calcul du bonus en fonction des KPI et performances individuelles dans les différents groupes socioprofessionnels.

	Employés et agents de maitrise	Cadres	Cadres dirigeants & CG3
Performance Eneo	15%	30%	60%
Performance individuelle	85%	70%	40%

Performance individuelle	Coefficient
« Outstanting »	1,5
« Exceed exceptations »	1,3
« Meet exceptations »	1
« Need Improvment »	0,5
« Significant Gap »	0

Paiement du bonus.

Les bonus individuels calculés comme ci-après seront payés à tous les employés éligibles au mois de février 2016.

Employés & Agents de maitrise	Bonus standard × [Score card Eneo × 15%) + (Coef. Perf. Individuelle × 85%)]
Cadres (hors dirigeants)	Bonus standard × [Score card Eneo × 30%) + (Coef. Perf. Individuelle × 70%)]
Cadres dirigeants	Bonus standard × [Score card Eneo × 60%) + (Coef. Perf. Individuelle × 40%)]

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