

CHRISTIAN SERVICE UNIVERSITY COLLEGE

COMMUNICATION AS A TOOL FOR ORGANIZATIONAL CHANGE

(A CASE STUDY OF ABURASO HEALTH CENTRE IN THE KUMASI METROPOLIS)

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STATEMENT OF AUTHENTICITY

We have read the university regulation relating to plagiarism and certify that this report is all our own work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

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ABSTRACT

Change is inevitable and organizations are undergoing changes continuously of which Ghana Health Services is no exception. Change can only be achieved when effective communication is used as a tool during change. Change relative to communication as students research work is lacking in the study area and needed attention. For this reason it was found appropriate to undergo a study on communication as a tool for change in Aburaso Health Centre.

The study aimed to identify communication as a tool for change, to ascertain employer-employee relationship during change, to find out the relevance of communicating change and make appropriate recommendation. The methodology used was qualitative, where questionnaires were administered to get the responses of 30 respondents consisting of 40% males and 60% females. SPSS software was then used to analyze primary data collected for results.

The key results were: communication works effectively as a tool to successfully effect change. Employees affirmed that sixty percent of the changes failed due to no communication. Training and education help face-to-face communication to bring cordial relationship in sharing their responsibilities. Communication brings understanding for the need to change, makes it easier for employers to effectively implement change, curbs resistance and help the change process to happen. These show that employees do not want change to be imposed on them but want their involvement in the planning and accessing timely and adequate information during change.

To conclude, employees do not want employers to be biased in their relationship with them during change but to adequately communicate with them and considering their feed-backs, suggestions and proposals as well.

We therefore recommend that, communication must be planned in order not to fail. A system must be put in place to respond to employees' feedback. Change information system is important to encourage authentic information sourcing to deter rumor mill that brings conflicts during change. Managers need training in managerial and communication skills as well as good rapport building. For business practices in policies, employers must considered communication as tool for changing the people first in order to achieve and sustain the desirable change. Further studied on the topic can be extended to other health services in the metropolis.

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DEDICATION

To our Heavenly father for His provisions and persistent protection throughout the course.

To all loved ones and Lecturers, your sincere help came from you to us consistently, you are the true reflection of God's love for our lives. Oh! What a perfect love.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND TO THE STUDY

As managers contemplate the future of their organizations in the 21st century, they cannot escape the inevitability of change. Change is certainly among the most frequently used words on the business pages of every newspaper in the world today. Not only have entire country and empires gone through drastic and wrenching changes, but also have companies such as IBM, Oracle, Intel, and recently in Ghana, Vodafone taking over Ghana Telecom.

Employees as the working force of the organization are faced with greater concern of change socially, emotionally, psychologically and economically, which in turn affects the developmental goals and competitiveness of the individuals and the organization as a whole. Statistically, seventy (70) percent of Business Re-engineering projects failed said the re-engineering guru Michael Hammer. Senior Executives cannot continue to misinterpret the nature of dynamism but the difficult beast – “change” if driven by communication in managing the root cause – resistance, may lead to a desirable change being achieved.

Recent study involving employers and employees on the issue of “two-way communication” with the employees and active involvement in implementation shows that employers believed that they are communicating with employees at a considerable higher level than was reported by employees. Chartered Institute of Personnel and Development (CIPD) research has identified seven areas of activity that make successful change happen: - choosing a team, crafting the

vision and path, consulting stakeholders, coping with change, capturing learning and including communication which drives all the six associate activities as a tool for change to happen.

Every functioning organization demand a high degree of communication but this is precisely the point at which most public organizations in Ghana find themselves. A Ghanaian Professor of Sociology has observed; in Ghana at least in the urban areas the problem of communication is a real one. At work place we meet with all categories of workers; for the system to function there must be an honest and frank discussion on issues affecting the people, exchange of ideas and acceptance of proposal on change implementations. But somewhere along the line there is almost always the certainty that people do not reveal their true wishes and fear which prompt a communication gap. Truly the real intensions are not revealed. Thus some people may pretend to agree to an important issue in another context of social relations they may shift their stand, making an effective change difficult to attain.

Though things may vary from organization to organization there is no much difference. The practice during change may be Top-down approach, Force-coercion strategy – (managing change through power), rational persuasion, shared power and the traditional approach to managing change. But change must be direct concern, personally professional and economically to all those working in the organization. Change agent proceeding as if those who do an organization's work are either not well informed or too deeply entrenched to contribute to change would result inevitably in failure. Failing to plan change communication at the front end of change project they inevitably suffer at the back end through employee resistance and sabotage. For example Federal Express closed its European operation, the way and manner the

transparency with which the closure was conducted ensuring communication of every detail, witness very low levels of worker sabotage during the final welt despite of massive redundancy.

People naturally do not like change, regardless of whether it is positive or negative. The feeling of fear, ambiguity, unknowns, loss of control and power and the like result in people not feeling naturally comfortable with making a change that could potentially put them in a better situation. These feelings or impacts result in paralysis to act and can often result in people acting irrationally and not in the best interest of the organization. So, with any change initiative it is absolute and mandatory that change initiators think through what the impact may be to the employee, who ultimately has to adopt the new change in order to best serve the customer.

Though each organization is different, whatever the specific tactics used, and the process that may be deployed as unique and specific to that organization, one thing that is common to all is effective communication of change. Communication as a tool mitigates, resolves, limit, and deal with and prevents in an authentic way the impacts of change burdening employees and gives them the mindset to organizational culture to change for employees to rather thrive through change.

For example in the Ghana Health Service Changes have been happening continuously in different dimensions in the day-to-day activities of this sector some of which were in 2004 when the extra duty allowances were abolished and the nurses had to do extra duty without these benefits pay. The other was grand transfers with little prior information.

In 1986/87 there was a massive redundancy nationwide under the “Structural Adjustment Programme”. A lot had been done on communication which minimized the impact it would have had on the employees, though almost one-third of the workers were sent home. Training on entrepreneurial skills were provided and other beneficial programmes were put in place before releasing their benefits pay. This benefitted most of them to establish their own trades.

1.1 STATEMENT OF THE PROBLEM

It has been observed and proven by researchers that most change initiatives failed due to no or minimal communication in our organizations. Communication assists organizational members to achieve both individual and organizational goals, implement and respond to organizational change without which change suffers serious problems like resistance and eventually failure. Laurie J. Mullins (2005), as quoted by Appiah-Kubi (2009). The researchers being concerned with the above stated problem decided to research into communication as a tool for organizational change and find possible solutions to the problem.

1.2 OBJECTIVES

The main objective of the study is to identify communication as tool to change at Aburaso Health Centre.

Specific Objectives

1. To ascertain the relevance and effects of communication in an organization during change
2. To find out the link/ relationship between managers and employees during change.
3. To make appropriate recommendations and suggestions in using communication as a tool in initiating change in an organization.

1.3 RESEARCH QUESTION

- What role does communication play in your organizations during change?
- What are the effects of communication on change at Aburaso Health Centre?
- How can communication be a useful tool to both change managers and employees during organizational change?
- What is the relationship between employers and employees during change in an organization?

1.4 SIGNIFICANCE OF STUDY

The importance of the study in relation to possible application of the findings would help curb resistance and strike actions during change and increase productivity. It would be cost effective and as well save time and improve managerial practices in communicating change to ease managers from change hazards. It would improve performance and increase productivity in employees' service to the public which would impact positively on the socio-economic development of the company, industry and Ghana as a whole.

1.5 SCOPE OF THE STUDY

With the help of theories and literature reviews the study seeks to collect and analyze data through designed questionnaires for thirty (30) sampled employees at Aburaso Health Centre, Kumasi for results and recommendation.

1.6 LIMITATION OF THE STUDY

Time is a limiting factor for the researchers who find it difficult matching the secular work to their studies at the start. However, it became manageable and does not have any effect on the validity and outcome of the research results.

1.7 ORGANIZATION OF THE STUDY

The study is structured in five main chapters as follows:

Chapter one is the general introduction of the study. This includes the background of the study, statement of the problem, objectives, significance, scope, limitation and the organization of the study.

Chapter two is focused on the literature review, devoted to review relevant literatures of the concept and theoretical foundations of communication in organizational change, employee participation or involvement, models and meaning of change.

Chapter three is developed on the methodology of the study mainly the population, sampling and sampling techniques, data collection, methods and procedures for data analysis and interpretation of the research findings.

Chapter four is devoted for data analysis and findings of the research.

Chapter five, which is the final chapter consist of the summary, conclusion and recommendations of the major findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Chapter two talks about relevant literatures of the concept and theories of communication and organizational change, employee participation or involvement, models and meaning of change and good managerial practices in achieving and sustaining a desired change.

2.1 MEANING AND DEFINITION OF ORGANIZATIONAL CHANGE

According to Mahatma Gandhi, you must be the change you wish to see in the world. Change is the process of moving from an unsatisfactory present state to a desired state. In other words, it is an alteration of an organization's environment, structure, culture, technology, or people.

“Change” means rethinking the way in which work is done. It is a continuous adoption of corporate strategies and structures to changing external conditions. (Oliver Reckiles, 2011). According to Oxford Pocket School Dictionary, difference in doing something compared to existing situation.

“Organizational Change” also means making a difference, variation in routine or organizational culture – Cole (2002).

Organizational change as defined by Meyer and Botha (1998) “the move of people from a current state through a set of planned and integrated interventions”. Individual teams or organizations that do not adopt to change in timely ways are unlikely to survive.

Chartered Institute of Personnel and Development (CIPD) research has identified seven areas of activity that make successful change happen of which communication is one.

The seven C's of change:

- Choosing a team
- Crafting the vision and the path
- Connecting organization-wide change
- Consulting stakeholders
- Communicating
- Coping with change
- Capturing learning

2.1.1 MEANING AND DEFINITION OF COMMUNICATION

It is a process or ongoing event of information and understanding from one person to another; social intervention; attempt to transmit our thoughts, ideas, wishes or emotions to others. In organizational context, Wilson et al., (1996) defines communication as “an evolutionary, cultural dependent process of sharing information and creating relationship in environments designed for manageable goal oriented behaviour”. Communication comes from a Latin word “Communicare” which means “to make common” or “to share”. Communication can therefore be defined as the process by which meaning is exchange between individuals through a common system of symbols, signs or behaviour.

In the words of Mary Ellen Guffey, (1998) “Communication is the transmission of information and meaning from one individual or group to another”. The most important element is meaning, for the key objective of communication is the transmission of meaning, for the key objective of

communication is the transmission of meaning “communication is successful only when the receiver understands the sender’s intended idea.

Newman and Summer (1998) also define communication as “an exchange of facts, ideas, opinions or emotions by two or more person”. Further defined by Lehman and Dufrene (2002) as the process of exchanging information and meaning between or among individuals through a common system of symbols, sign and behavior”. Other words frequently used to describe the communication process include speaking, conversing, expressing feelings, corresponding, writing and listening.

Stnart Sillas (2000) defines communication as “the giving, receiving or exchange of information, opinions or ideas by writing, speech or visual means-or a combination of the three-so that the material communicated is completely understood by everyone concerned.”

2.2 TARGETS FOR CHANGE

According to Laurie (2005), change can be internally directed toward a wide variety of organization components such as structure, culture, task, strategy, objectives, technology and people.

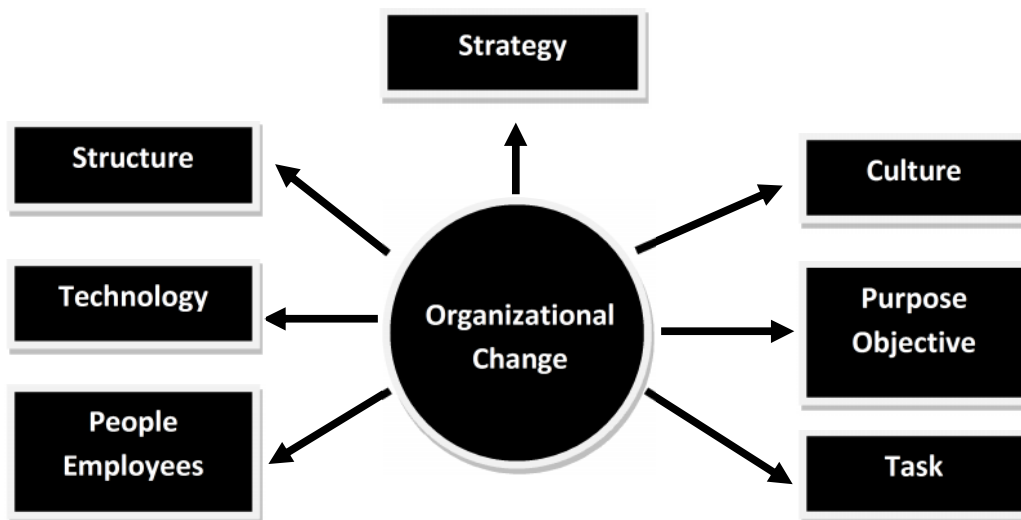


Figure 1: Targets of Organizational Change

Source: Laurie J. Mullins 7th Ed.: Management and Organizational Behaviour (2005).

Research indicates that organizations are undergoing major changes approximately once every three years. Whiles smaller changes are occurring almost continually. There are no signs that this pace of change would slow down.

A study of over 12,000 managers in different countries illustrate the types of changes occurring: major reconstructions, mergers, decentralization, acquisitions, downsizing and international expansion – No matter what type of change, employees must be considered during change through communication of information needed to effect the change and sustain it.

Therefore “Communication as a tool for Organizational Change” means communication is a management tool or as a device that can ensure change happens. Rational use of effective communication during change works as a driving force to bring employees’ understanding of the need for change, and minimizing the hazards to bring change to the desirable level in the

organization. Communication as the main key supporting enablement of change relief employees from the trauma they go through for change to happen. Michael Hammer argues that failure to communicate and communicate effectively had been the rationale behind 70 percent of the organizational changes which suffer sabotage, resistance and failure.

2.3 TYPES OF CHANGE

In Bridges' opinion, broadly speaking, there are two types of change an organization could experience; these are:

1. Continuous Incremental change
2. Discontinuous change

2.3.1 Continuous incremental change – Sends Small Signal.

This type of change is the type that has a clear start point but a protracted and structured process that spans a considerable period. The incremental nature of this kind of change is such that the change process is piecemeal with particular emphasis put on stages and periods. There is usually careful, consistent and gradual planning and implementation. Change in this form is not drastic hence may not have the usual “shaky” connotations. This is due to the protracted and gradual nature of it.

In this change, there is a sense of motion in both the process and the people involved such that everyone involved eventually gets turned to the way the change agenda is expected to proceed. This picture is one of processes translating from one stage to the other. It is therefore discernable and comprehensive. Anxiety and confusion is minimized as there is ample time for issues to be explained and clarified – thus making good use of communication a lot in implementing this

kind of change otherwise known as incremental planned change. It allows for reflection, review and redress of what goes on.

2.3.2 Discontinuous Change-Drastic

As the name suggests this kind of change is such that there are terminal point that may not have an outlet for translation in the line of the old order. In most cases it involves a complete abandonment of a particular system, approach or product line. It sometimes arises out of a situation that are not easily predictable but may arise and require a drastic and instant response. In most cases, it may require that some urgent action is taken to salvage the organization in a particular direction with very little time flexibility for prolonged planning. Other times there is so little for processes to be explained. In the entire thing to note however is not the type of change but how to implement change such that both the organizational interest and the interest of the human capital elements are kept in a healthy balance. Communication must be used wisely and effectively here to achieve success because this can be the Human Resource officer's nightmare.

2.4 CONCEPTS, DRIVERS AND APPROACHES TO CHANGE MANAGEMENT

The Different Models of Organizational Change - CIPD Members only E-resource

Much has been written on the subject of change and various models of change proposed. The three main contrasting models are from Lewin, Beer and Shaw.

These models of change can be picked and applied by change managers strategically for good results.

2.4.1 Lewin's Model (Simplest)

This model considers that change involves a move from one static state (unfreezing) via a state of activity (changing-bringing the best of something out of others) to another static status quo (refreezing). These stages involve creating a level of dissatisfaction, which creates conditions for change to be implemented and organizing and mobilizing the resources required to bring about the change.

2.4.2 Beer et al

They advocated a model that recognizes that change is more complex and therefore required more complex, albeit still uniform set of responses to ensure its effectiveness.

They prescribe a six-step process to achieve effective change. They concentrate on “task alignment” whereby employees’ roles, responsibilities and relationships are seen as key to bring about situations that enforce changed ways of thinking, attitudes and behaving.

1. Mobilize commitment to change through joint diagnosis
2. Develop a shared of how to organize
3. Foster consensus, competence and commitment to shared vision
4. Spread the word about the change
5. Institutionalize the change through formal policies
6. Monitor and adjust as needed

2.4.3 Shaw's Model

The model looks at change in a different form. Change is seen as both complex and evolutionary. The startup point is the environment of an organization is not in equilibrium. Change mechanisms within organizations to be “messy” and operates in reverse to the way outlined by

Lewin that the organizations are not static entities but rather the forces of change are already inherent in the system and emerge as the system adapts to its environment.

Such different models would have implication on the organizations and the way their leaders view change, the way they manage change and the effectiveness of any change initiative.

2.5 APPROACHES TO CHANGE MANAGEMENT

CIPD Members only E-resources argued that managers can undertake organizational change in various ways. Something at the expense of short-term loses in exchanges for long-term benefits.

Examples of approaches used to bring about change are:

2.5.1 Force-Coercion Strategy

(Managing change through power)

This is the application of power to bring about change, implying the use of coercion. Managers have access to power/authority and can use their power to coerce non-managerial employees in the direction they desire. They can implement change through their control over rewards as well as sanctions. They determine the conditions of employment, including promotion and advancement, thereby effecting change, through their influences. A potential issue with this process is that once the power is removed individuals may revert to previous behavior.

2.5.2 Rational Persuasion

(Managing change through reason)

This is based on the dissemination of information prior to the intended change. The assumption is that reason alone would prevail and that the participants and parties to the change would make the rational choice. The approach appeals to the sensibilities of those who take a utopian view of organizational worlds.

2.5.3 Shared Power (Normative)

(Managing power through re-education)

This is the middle group approach towards change based on what they value. Re-education implies a particular set of activities that recognize neither power nor reason can bring about desired change. A shared power strategy actively and sincerely involves people who would be affected by a change in planning and making key decisions relating to this change.

2.5.4 Action-Centered Strategy

This focuses on problem solving, looking at problems and focusing on remedial actions. Thus problems are specifically bracketed out and dealt with rather than wanting it to be seen as an issue requiring a system wide solution.

Regardless of the chosen strategy, it is always the best to remember that the presence of resistance typically suggests that something can be done to achieve a better fit among the change, the situation, and the people affected. A good change agent deals with resistance to change by listening to feedback and acting accordingly. This is where effective communication plays a big role as a tool for change to happen. - Wayne F., Cascio (1992)

2.5.5 A Negotiation and Agreement Approach offers incentives to actual or potential change resisters. Trade-offs are arranged to provide special benefits in exchange for assurances that the change would not be blocked. It is most useful when dealing with a person or group that would lose something of value as a result of the planned change as in the case of Vodafone-Ghana.

2.6 IMPLEMENTING CHANGE (COMMUNICATION APPROACH TO CHANGE)

Cole (2002), as Attami (2009), in their submission, to successfully implement change, it is important as a first step to be able to anticipate change so that preliminary strategy could be put in place to meet them when they arise. Knowing that the ability to anticipate change may be easy or illusive and unpredictable just like in the event of war leading to staff or logistic flow difficulties, then in his /her outfit when implementing change may seek these assistances;

- Explaining the decision making is concern process leading to the change including those who were or were not included.
- Feedback as communication is concern completes the two-way communication process of change, is listening careful to people's comments and concerns.
- Avoiding defensiveness.
- Asking for suggestions and proposals as to how best the change can be implemented.
- Genuinely considering the suggestions of staff and negotiating new options where possible.
- Keeping people informed of the change content and process and outstanding milestone yet to be attained.
- Create clear communication channels so that authentic information channels are known. This would ensure that rumor mill is disable and gossip rendered irrelevant.
- Ensure that disputes do not degenerate into open confrontation. This is done through effective communication between the employers and employees in effecting change.

2.7 RESISTANCE TO CHANGE

This happens as a result of the reaction to the impact of change on employees.

Various dimensions for consideration are;

- Individual versus collective

- Passive versus active
- Direct versus indirect
- Behavior versus verbal or attitudinal
- Minor versus major

Similarly two broad types of resistance can be considered;

- Resistance to Content of change
- Resistance to Process of change (CPID E-resource)

2.7.1 Resistance to Content of Change

This resistance is directed to what the change contains for example, a specific change in technology, the problem is in the introduction of what a particular reward system entails or change to the use of computerized payroll system. They may wonder whether the new system would eventually be need as justification for “getting rid” of some of them.

2.7.2 Resistance to the Process of Change

It is a resistance which concerns is targeted towards the way a change is introduced rather than the object of change in reality. For example, when management re-structure jobs without prior consultation with affected employees. Management needs to be aware of these different dimensions to ensure they respond appropriately.

Bridges W. (1987) suggested some reasons for resistance an loss of control, shock of new, uncertainty, inconvenience, threat to status (inertial) competence fears, false beliefs, misunderstanding and lack of trust, fear of failure, leaving a comfort zone and losing something

of value. All these denote the trauma of change employees go through during organizational change psychologically, socially and economically.

It is important to diagnose the cause of employee resistance as this would help determine the focus of effort in trying to reduce/remove if possible that issue. Then the issue is what can be done to make change management more effective?

In reality change is complex and there is not a single solution. However, a number of key areas of focus emerge, of which using communication as a tool for change is one, which would be focus on in our study. Effective communications during change would curb resistance which employees apply to justify the impact of change on their lives.

2.8 MANAGING AND CONTROLLING RESISTANCE THROUGH COMMUNICATION

Change is inevitable, yes! Managers have to be able to introduce organizational culture to embrace change without fear, manage change to ensure their organizational objectives of change are met, ensuring that they gain the commitment of their people (human resource component) more involve participatorily both during and after or at the front-end and the back-end of change.

With the notion that people support what they help to create, communication helps the employees to make informed decisions which would produce the desired results. At the initial stage, if employees are not involved there is always a resistance. Bridges clearly stated that, those who do the work in the organization have the right and an expectation to be consulted, informed and involved in that change which would automatically affect their lives. Change as

put requires the participation of people who must themselves change for the organization transformation to succeed.

Until there is a change from proceeding as if those who do an organizational work are either not well enough informed or too deeply entrenched to contribute to change, there would not be a good result. A vital part of communication is that managers are prepared to talk about all aspect of change even if to their detriment.

Element in the Communication Process

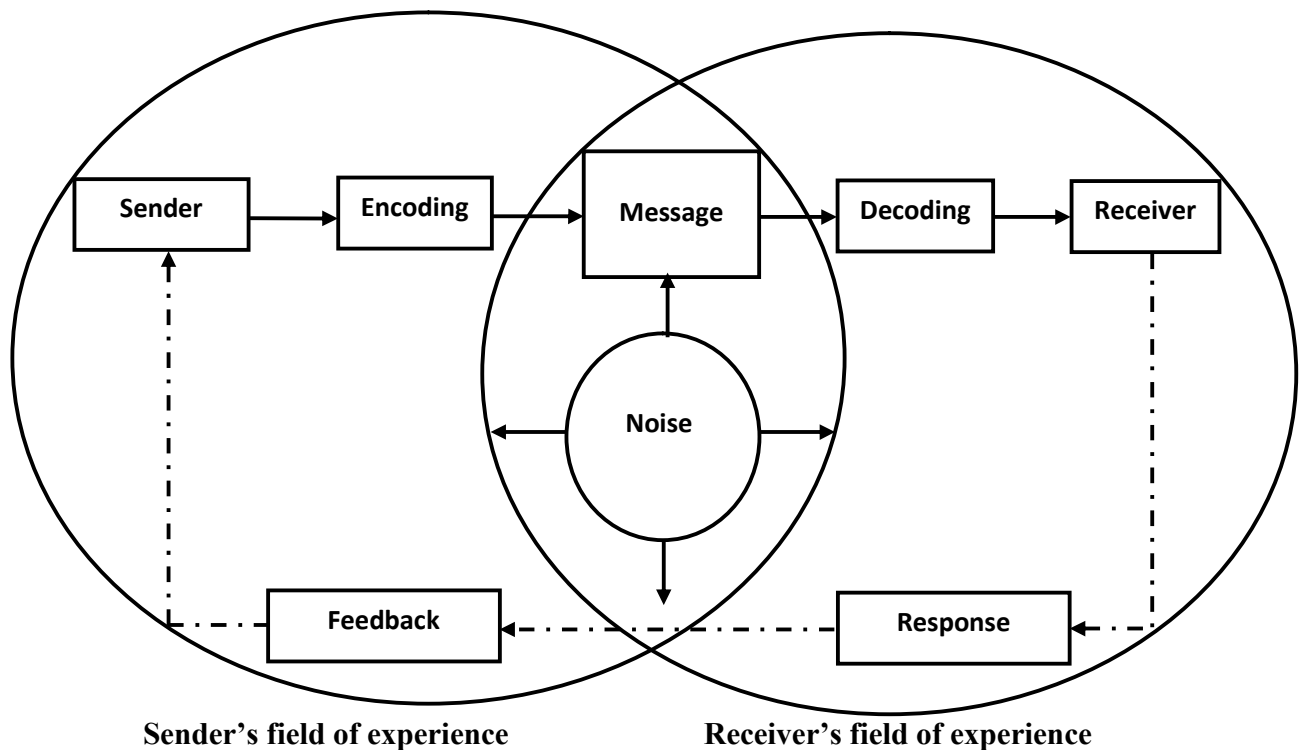


Diagram 1: Communication Model

Source: In Market Communication; Researchers own (Based on Schoamin (1995) and Sharon and Weaver (1962).

2.8.1 Methods of Communication

According to Schoamin (1995), communication method answer the question of how decision or information propelled passed from management to employees and vice versa. The three basic types employed in organizations include:

1. Written method
2. Oral method or sound language in organizations where there are physically impaired
3. Electronic method

2.8.2 Supporting key enablement of Change

1. Effective leadership
2. Appropriate and timely training
3. Project and programme management skills
4. Two-way communication with employees
5. Active participation-For example a recent study involving employers and employees on this issue, employers believed that they were communicating with employees at a higher level than was reported by employees.
6. Linking all the change initiative within an organization coherently rather than completing change in isolation is vital to ensure that change effectiveness is maximized.

Source: CPID E-resource

2.8.3 Some Strategies

CPID research recommends that, as HR manager resistance to change can be manage through the following:

1. Education and communication

2. Participation and involvement
3. Facilitation and support
4. Manipulation and cooptation-(make use of covert attempts to influence other, selectively provide information and consciously structuring events so that the desired change occurs)
5. Explicit or implicit coercion.

2.8.4 Relevance of Communicating Change

Communication Experts, Wilson et al., (1986) are of the view that communication is a fundamental aspect of everyday life for all employees and organizations. Achieving and maintaining effective communication is always a problem in any organization of which the Ghana Health Services in study is no exception, mainly because the change is underrated. Communication experts believe that poor communication is the root of many problems and that effective communication is one solution to these problems of which resistance to change and fail cannot be underrated.

Communication is the glue that holds organization together. It assists members to accomplish both individual and organizational goals, implement and responds to organizational changes, coordinate organizational activities and engage in virtually all organizations' relevant behaviours.

It would be extremely difficult to find an aspect of the manager's job that does not involve communication. Serious problems arise when directives are misunderstood or when there is a communication gap, casual kidding in a work group lead to anger or when information remarks by top-level managers are distorted. Change as a managerial aspect of the organization has to be communicated well in order to have a good grounding to happen.

2.9 ACHIEVING AND SUSTAINING A DESIRED CHANGE CULTURE

Mishra et al., (1998) argued that, human capital concerns continue to take centre stage dominance in change management, organizations tends to work towards developing a culture that recognizes the indispensability or essential of change and develop attitude that welcome and deal with change rather than developing fear, dislike and resistance to change. The emphasis from human capital management perspective is therefore to work at creating this culture. But achieving and attaining a desired change culture is as difficult as it may be slow. It is however possible when the following focal areas are dealt with strategically.

2.9.1 Popularizing the issues in a positive light

It is understood that the underpinning realities calling for change may be devise, within the control or outside the control of management. Response to the required change may therefore be positive, understanding and welcoming or repulsive, misinterpreted and unwelcoming, if the issues in the entire change agenda are not popularized in a positive light. When this is done, the tendency is for the unofficial reasons and motives to hijack and derail the process when they assume frontline prominence.

2.9.2 Sanitizing the motive, allowing all feeling to be freely expressed

It is not all cases that unhealthy feeling emanate from a lack of understanding or misunderstanding. It is possible that unhealthy feelings are generated when people perfectly understand the issues. The HR officer may not easily get to know the range and gravity of these feelings. Creating a forum or outlet for these feelings to be expressed helps in bringing sanity into issues. Otherwise the change process may suffer due to bottled up negative feeling that staff who are part of the change implementation process still carry within them, has the capacity to

render the change agenda frustrating both to management and staff which negative effects would be enormous and devastating .

2.9.3 Clarifying the goals and developing systems to work towards them.

Goals clarification is important for any change situation to achieve and sustain a desired change culture. Normally human capital is tuned towards the new set of goals in any change situation, for the appropriate effort and attitudes to be generated and completely directed. These strategies would reduce fear of change thereby leading to situation whereby the culture of change takes root as suggested by Mishra et al., (1998)

2.9.4 Communicating change initiatives can tone down if not eliminate these psychological reactions resulting into these behavioral reactions during change and restructuring, said Bridges (1987), in *Managing Transitions*, Addison-Wesley, Reading, M.A

Psychological and Behavioral Reaction (Negative Feeling)

Psychological reactions	Behavioral reactions
Lowered morale/motivation	Lowered performance
Loss of commitment	Resistance to change
Insecurity/anxiety	Unwillingness to take risks
Mistrust/suspicion	Poor co-operation
Anger	“Politicking”
Cynicism	Rivaling
Confusion/uncertainty	Gossip
Frustration/powerlessness	Rumor mongering
Stress	Poor concentration
Sadness/Loss	Increase absenteeism
Guilt	Rise in turnover
	Loss of key/skilled staffs

Table 1: Reaction to change and restructuring

2.9.5 Attitude to change brings psychological reaction which ends with recognizing what has changed, and then it moves into the behavioral reactions in the transition state as the longest period, marked with adjustment to the new requirements. The transitional state also ends with exploration – explore together learning new things (changes) new thinking possibilities and knowledge required for the change you need. A trying moment or period of beginnings – acceptance of the new status quo. Throughout these processes education and effective communication help in managing the human resource component to arrive at the new status quo.

Figure 2: The Individual adoptive process (Bridges)



Source: Industrial and Commercial Training Vol. 35 Issue 6, 24/5/04. 13

Attitude to Change

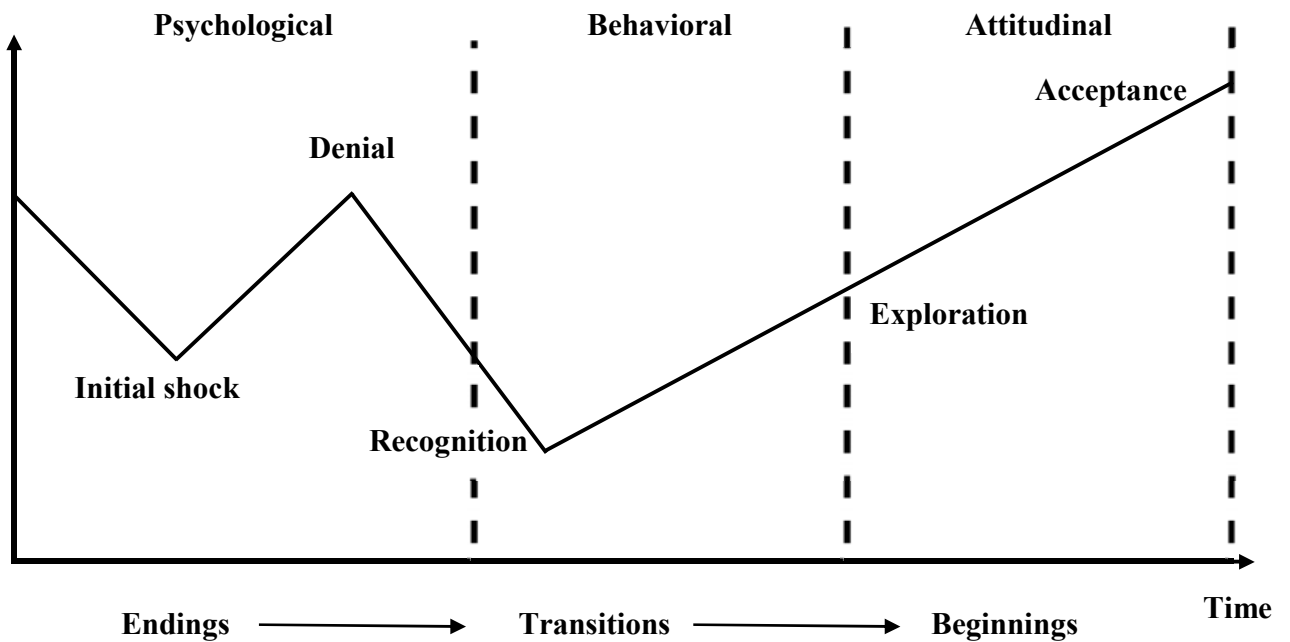


Figure 3: Individual attitudes to change

Source: Industrial and Commercial Training Vol. 35 Issue 6, 24/5/04. 13

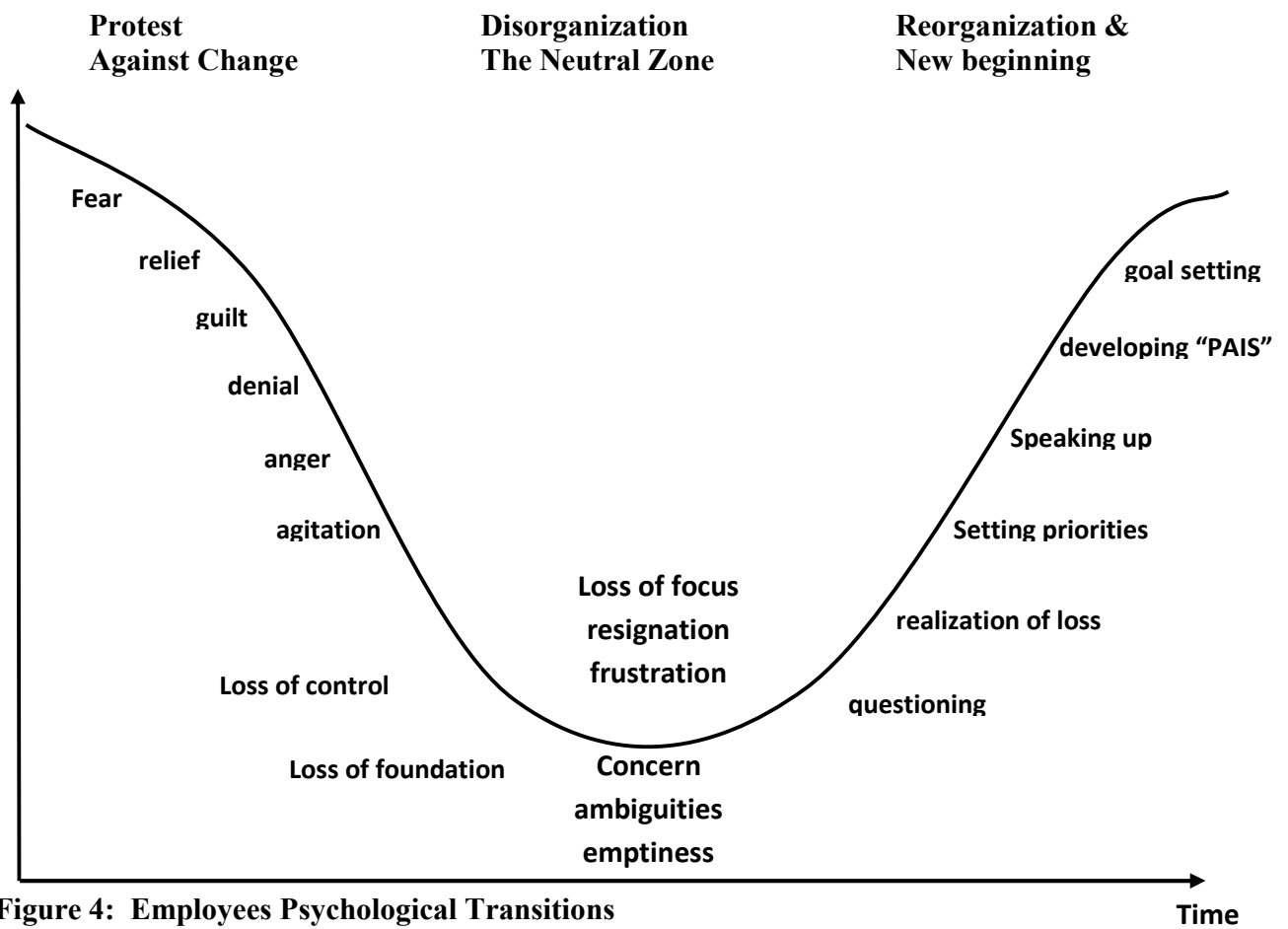


Figure 4: Employees Psychological Transitions

Source: Industrial and Commercial Training Vol. 35 Issue 6, 24/5/04.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter discusses the specific research methods that were used to answer questions relevant to the study. It contains the study area, population of the study, sampling and sampling techniques, and explains the method and procedures for data collection, analysis and interpretation of the research findings.

3.1 STUDY AREA

The study area chosen was Aburaso Health Centre in the Kumasi Metropolis. This health centre was selected for its proximity to the researchers who work there. It represents the cross-section of all workers and the relevant characteristics of the accessible population of the study.

3.2 POPULATION

The population of the study was made of all health workers from one health centre i.e. Aburaso, precisely their various department such as the Administration, Records/OPD, Pharmacy/Dispensary, Laboratory, Health Insurance and the Patient Wards. It covered both male and female workers in the study area.

3.3 SAMPLING AND SAMPLING TECHNIQUES

A sample size of 30 workers who can read and write were selected at random to represent the number of all workers in the larger population. The sampling technique used was probability

sampling in which the researchers had a significant measure of control over who is selected to ensure gender balance. This also allowed for representative cross-section of the population identified or targeted. The method of simple random sampling in selecting the respondents at random was used to ensure equal chance for each worker. Bearing in mind the sample size the questionnaire was distributed to 30 workers comprising of 12 males and 18 female workers.

3.4 DATA COLLECTION

The instrument employed in the data collection was questionnaires. The researchers paid attention to the general form, question sequence and question formulation and wording. Questionnaires used were designed into structured questions with both open-ended and close-ended forms of questions to collect primary data. They are definite, concrete and re-determined questions printed in the same wording and order to all respondents too ensure uniformity and generation of results. Each questionnaire was designed to take 20 questions starting with the explanation of the purpose of the study. The researchers ensured that the questions were easy to answer, simple, clear, straightforward and as short as possible but to include all the possible questions needed to cover the purpose of the study.

3.4.1 ADMINISTRATIVE PROCEDURE

The researchers first contacted the Medical Doctor In-Charge of the unit through the administration, to explain the purpose and significance of the study. The idea was welcomed and approval was given to administer the questionnaires to the respondents personally. The researchers were given enough cooperation as a result of their desire and interest expressed in the research work. The majority responded to the questionnaires and handed them over at the close of that same day and the rest were collected the third day.

3.5 METHOD AND PROCEDURE USED FOR DATA ANALYSIS

A primary data was collected using questionnaires and the response analyzed technically using SPSS Software. The results were interpreted and put into graphical presentations to communicate the key findings. The researchers carefully presented this qualitative data in order to retain and preserve the validity and reality of the data in using this method.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.0 INTRODUCTION

This chapter consists of a systematic presentation of research findings presented in logical sequence and splitted into readily identifiable sections relative to the research questions or study objectives. It also explains, discuss, draw inferences, interpret the findings and demonstrate understanding implications that flow from the results of the study.

4.1 FINDINGS

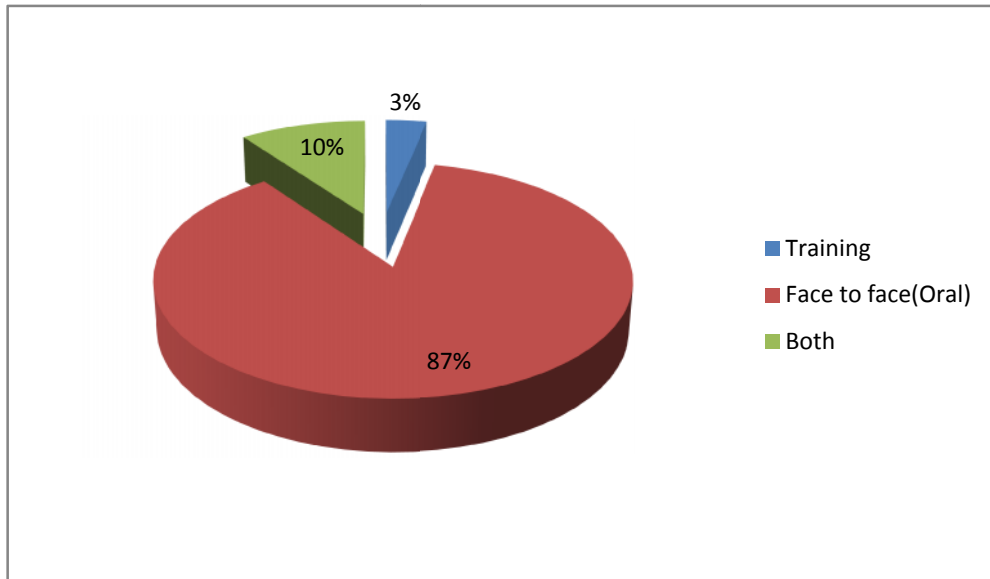
Total number of respondents were 30 being 100% of sample size constituting 40% males and 60% females. It was realized that change happens almost every day. For change to be successful, initiators need to communicate effectively well with employees. It is necessary that feedback or suggestions are taken note of in the direction of the change.

Based on the response, face-to-face or oral communication was the most effective way to communicate change. This was given 86.7% preference.

Table 4.1.1: Type of communication engaged

Type of communication engaged	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Training	1	3.3	3.3	3.3
Face to face(Oral)	26	86.7	86.7	90.0
Both	3	10.0	10.0	100.0
Total	30	100.0	100.0	

Source: Data Survey 2011



Graph 4.1.1: Graphical presentation of types of communication engaged

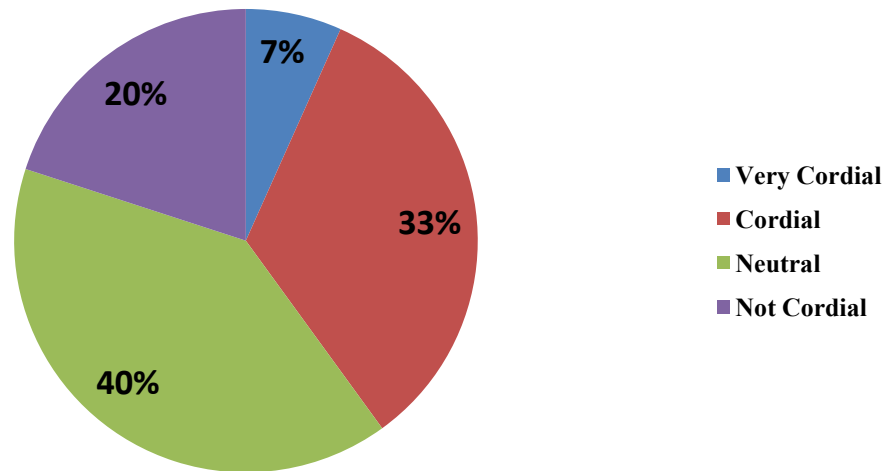
Relationship between the employer and the employees required to be cordial without any bias. Employees’ concerns stood as high as 80%. This allows communication flow for successful and sustainable change.

Table 4.1.2: Relationship during Change

Relationship between employers and employees during change	Frequency	Percent	Valid Percent	Cumulative Percent
Very Cordial	2	6.7	6.7	6.7
Cordial	10	33.3	33.3	40.0
Neutral	12	40.0	40.0	80.0
Not Cordial	4	13.3	13.3	93.3
Not very Cordial	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: Data Survey 2011

Relationship between Employer and Employees during change



Graph 4.1.2 Graphical presentation of relationship during change

Hundred percent employee involvements in change process make it easier for change to happen and that no employee would like change to be imposed on them without any or adequate communication. 97% were in agreement to that effect. i.e. Beer et al model advocated on employee roles seen as key to bring about change as joint diagnosis, shared responsibility and spreading the word about change to achieve effective change.

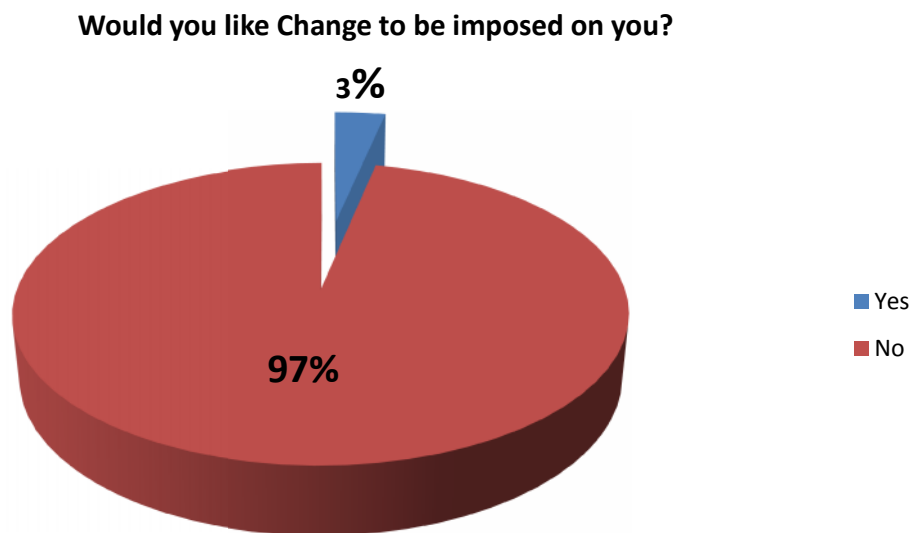
Employees realized that imposed change does not stand the test of time and cannot be sustained when the force or authority was withdrawn. This would not benefit the aspiration of individual and the organizational goals to be realized.

Table 4.1.3: Responses on imposed change

Would you like a change to be imposed on you?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	3.3	3.3	3.3
	No	29	96.7	96.7	100.0
	Total	30	100.0	100.0	

Source: Data Survey 2011

Graph 4.1.3: Responses on change imposed



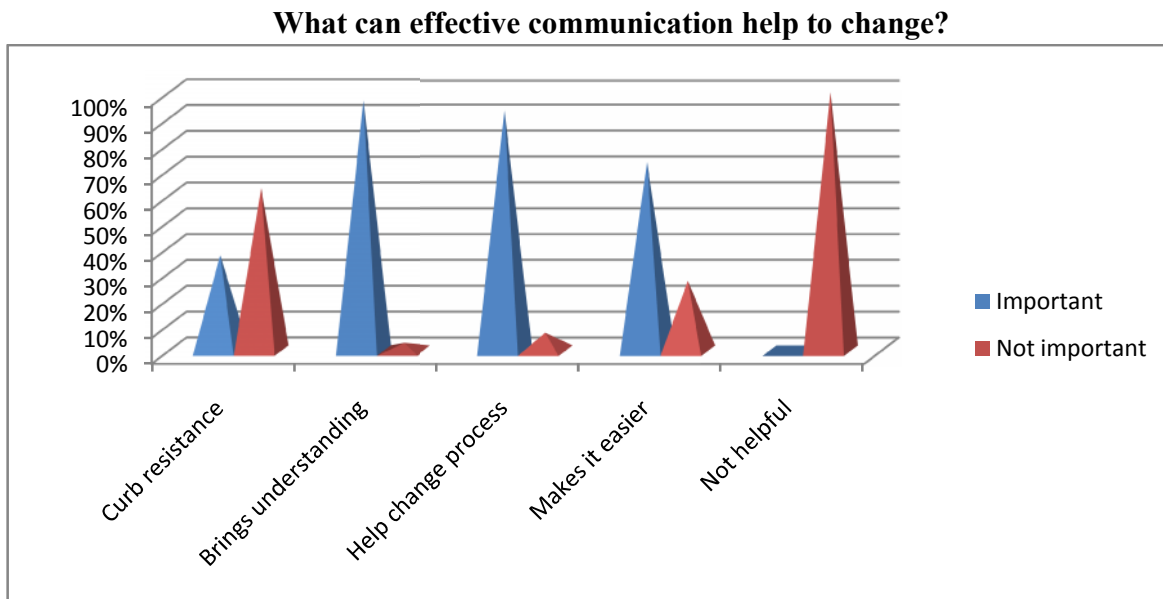
Effective communication helps to bring understanding for the need to change, again, it helps the change process to happen and as well make it easier for employers to effectively implement change i.e. details of the results in Appendix B. Employees responses have shown that, no effective communication of change was hundred percent (100%) or totally in itself not helpful to the change process.

Table 4.1.4: Importance of effective Communication

Communication	Curb resistance	Brings understanding	Help change process	Makes it easier	Not helpful
Important	37%	97%	93%	73%	0%
Not important	63%	3%	7%	27%	100%

Source: Data survey 2011

Graph 4.1.4: Response on Importance of effective communication



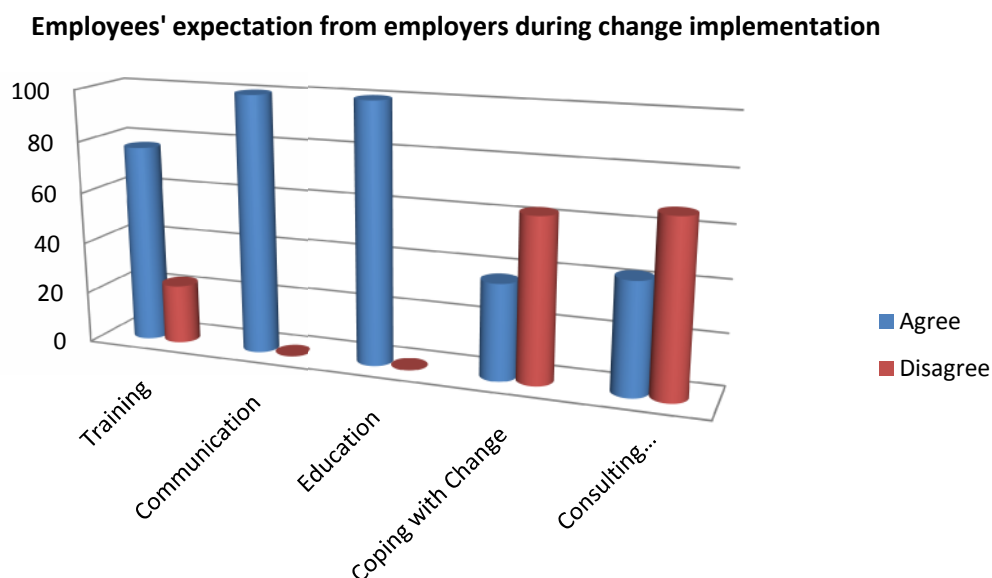
Employees' expectations from employers during change were communication representing 100% of the respondents, education 100%, and training 77% in that order. According to the respondents education and training are the efficient methods to employ during change that makes communication more effective tool in effecting change. Employees want the employers to do

the right things to the aspiration of the individuals and the organizational goals during change initiatives. i.e detailed results are in the table of analysis Appendix B pg 44.

Table 4.1.5: Responses on Employees’ Expectation during Change

Response	Training	Communication	Education	Coping with Change	Consulting Stakeholders
Agree	77%	100%	100%	37%	43%
Disagree	23%	0%	0%	63%	67%

Source: Data Survey 2011



Graph 4.1.5: Responses on Employees’ expectation during change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

The final chapter summarizes the major findings obtained from the study. It was used to draw conclusion and make the necessary recommendation.

5.1 SUMMARY

Organizational changes are happening almost every day. Whether minor or major change, it can only be driven into success by effectively communicating change to the employees. Change when imposed on the workers cannot stand the test of time but cordial relationship between the players could easily push effective communication to a higher level of achieving desirable change.

Communication therefore works effectively as a tool in effecting organizational change easier without which outcomes are difficult to be realized.

5.2 MAJOR FINDINGS

It was found out that:

- Effective communication of change can be made efficacious through, trainings, education on the need for change and sustainability as well as face-to-face or oral communication.
- Employee feedback or suggestions are also vital to make communication complete.
- Effective communication brings cordial relationship between the employer and employees in effecting and sustaining change.

- Effective communication does not impose change on employees but makes it easier for the change to happen, brings understanding for the need to change, curb resistance and help the change process to happen.

5.3 CONCLUSION

Employees would not like change to be imposed on them but rather like change to be communicated for effective change to be achieved. Communication help to easily effect change and can perfectly be used as an effective tool to bring understanding of the need to change and efficiently help change process to happen.

The responses affirmed that 37% of the changes without communication failed and only cordial relationship between employer and employee can make the difference. Therefore communication works effectively as a tool for organizational change.

5.4 RECOMMENDATION

- A system must be put in place to respond to employees' feedback, suggestion and proposals for consideration during change.
- Change communication information system must also be put in place to allow for easy access to deter rumor mail.
- A platform to involve employees in decision making concerning organizational change must be welcomed. With the notion that people support what the help to create.

- In as much as making use of education, training, coping mechanisms, consulting stakeholder are vital, face-to-face communication is recommended and must be given much attention during change.
- Failure to plan to communicate change is planning to fail change implementation. It is necessary for managers to plan to communicate change because it serves as road map and makes it easier for employers to efficiently effect change without employees' resistance.
- Employers need managerial skills and training on employer-employee relationship during change initiatives.

5.5 SUGGESTIONS FOR FURTHER STUDY

It would be better to extend subsequent research on change and communication to the other sub-metro health service in Kumasi metropolis for variety and comparison. Further studies useful for research work under this topic are:

- Types and levels of communication and their influences on change in the organization.
- Comparison of how effective communication works in two different corporate organization of choice during change and the way forward.

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APPENDIX I
QUESTIONNAIRE

TOPIC: Communication as a tool for Organizational Change.

The information in this questionnaire is purposely for research work. Your sincere answers would contribute immensely to the work. Any information given will be treated very confidential.

Please, supply the correct information by ticking (✓) where there is a box and fill in the blank spaces where necessary.

PERSONAL DATA:

1. Sex: Male [] Female []
2. Age: 16-20 [] 21-30 [] 31-40 [] 41-50 [] 51-60 []
3. Department:
4. How long have you worked with your employer?
5. Have you ever witnessed any change in your workplace? Yes [] No []
6. How often? Daily [] Not very long (more than a year) [] Currently []
Less than year [] Years Past []
7. Has the change become successful in implementing? Yes [] No []
8. Was there any communication from the change initiator to you as workers before the change?
Yes [] No [] Not sure []
9. How was it communicated? Very well [] Well [] Averagely Well []
Not at all []
10. How would you describe the relationship between employers and employees like during change? Very Cordial [] Cordial [] Neutral [] Not Cordial [] Not Very Cordial []

11. What type of communication you were engaged in or would you like to be engaged in?

Training [] Face to face /Oral [] Both []

12. How effective was this to the change implementation? Very effective [] Effective []

Not Effective [] Not very effective []

13. What can effective communication help to change in your organization?

Please rank your answers in order from 1 (most important) to 5 (less important) by priority:

1. Curb resistance of employee to change []

2. Brings understanding for the need to change []

3. Help the change process to happen []

4. Makes it easier for employers to effect change []

5. Is not all that helpful during organizational change []

14. What was your reaction to this change? Resistance [] Suggestion [] Acceptance []

15. Was your suggestion/feedback noted by your employer? Yes [] No []

16. What do you think is the course of employee resistance during change?

1. Not well communicated []

2. Employees are left out of decision making []

3. Due to effect of change on employees []

4. All the above []

5. None of the above []

17. Would you like a change to be imposed on you? Yes [] No []

18. Would you like a change without any or inadequate communication? Yes [] No []

19. Would you have suggested anything better in the way of making that change happen?

Yes [] No []

20. If you were given a chance what would have been your expectation from your employers during change implementation. **Tick (✓) whether you agree, disagree.**

	Strongly Agree	Agree	Slightly agree	Disagree
1. Training	[]	[]	[]	[]
2. Communication	[]	[]	[]	[]
3. Education	[]	[]	[]	[]
4. Coping with change	[]	[]	[]	[]
5. Consulting Stakeholders	[]	[]	[]	[]

Thank You.

APPENDIX II - TABLE OF ANALYSIS

1. Total Number of Respondents

Gender	Frequency	Percent	Valid Percent
Male	12	40.0	40.0
Female	18	60.0	60.0
Total	30	100.0	100.0

2. Age Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30	17	56.7	56.7	56.7
31-40	5	16.7	16.7	73.3
41-50	5	16.7	16.7	90.0
51-60	3	10.0	10.0	100.0
Total	30	100.0	100.0	

4. Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	6	20.0	20.0	20.0
1-3 years	3	10.0	10.0	30.0
4-6 years	4	13.3	13.3	43.3
7 years and above	17	56.7	56.7	100.0
Total	30	100.0	100.0	

5. Have you ever witness any change in your workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	30	100.0	100.0	100.0

6. How often

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Daily	8	26.7	26.7	26.7
Not very long (more than a year)	4	13.3	13.3	40.0
Currently	10	33.3	33.3	73.3
Years past	8	26.7	26.7	100.0
Total	30	100.0	100.0	

7. Has the implementation been successful?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	17	56.7	56.7	56.7
No	13	43.3	43.3	100.0
Total	30	100.0	100.0	

8. Was there any communication from the change initiator to you as a worker before?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	12	40.0	40.0	40.0
No	8	26.7	26.7	66.7
Not sure	10	33.3	33.3	100.0
Total	30	100.0	100.0	

9. How was it communicated?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Well	1	3.3	3.3	3.3
Well	9	30.0	30.0	33.3
Averagely Well	13	43.3	43.3	76.7
Not at all	7	23.3	23.3	100.0
Total	30	100.0	100.0	

10. How would you describe the relationship between employers and employees like during change?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Cordial	2	6.7	6.7	6.7
Cordial	10	33.3	33.3	40.0
Neutral	12	40.0	40.0	80.0
Not Cordial	4	13.3	13.3	93.3
Not very Cordial	2	6.7	6.7	100.0
Total	30	100.0	100.0	

11. What type of communication were you engaged in or would you like to be engaged in?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Training	1	3.3	3.3	3.3
Face to face(Oral)	26	86.7	86.7	90.0
Both	3	10.0	10.0	100.0
Total	30	100.0	100.0	

12. How effective was this to the change implementation?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very effective	1	3.3	3.3	3.3
Effective	13	43.3	43.3	46.7
Not effective	11	36.7	36.7	83.3
Not applicable	5	16.7	16.7	100.0
Total	30	100.0	100.0	

13. What can effective communication help to change in your organization?

a.) Curb resistance of employee to change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	13.3	13.3	13.3
2	3	10.0	10.0	23.3
3	4	13.3	13.3	36.7
4	11	36.7	36.7	73.3
5	8	26.7	26.7	100.0
Total	30	100.0	100.0	

b.) Brings understanding for the need to change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	15	50.0	50.0	50.0
2	9	30.0	30.0	80.0
3	5	16.7	16.7	96.7
4	1	3.3	3.3	100.0
Total	30	100.0	100.0	

c.) Help the change process to happen

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	6	20.0	20.0	20.0
2	10	33.3	33.3	53.3
3	12	40.0	40.0	93.3
4	2	6.7	6.7	100.0
Total	30	100.0	100.0	

d.) Makes it easier for employers to change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	16.7	16.7	16.7
2	8	26.7	26.7	43.3
3	9	30.0	30.0	73.3
4	7	23.3	23.3	96.7
5	1	3.3	3.3	100.0
Total	30	100.0	100.0	

e.) Is not all that helpful during organizational change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	9	30.0	30.0	30.0
5	21	70.0	70.0	100.0
Total	30	100.0	100.0	

14. What was your reaction to this change?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Resistance	1	3.3	3.3	3.3
Suggestion	18	60.0	60.0	63.3
Acceptance	11	36.7	36.7	100.0
Total	30	100.0	100.0	

15. Was your suggestion or feedback noted by your employer?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	12	40.0	40.0	40.0
No	18	60.0	60.0	100.0
Total	30	100.0	100.0	

16. What do you think is the cause of employee resistance during change?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not well communicated	1	3.3	3.3	3.3
Employees are left out of decision making	4	13.3	13.3	16.7
Due to effect of change on employees	1	3.3	3.3	20.0
All the above	24	80.0	80.0	100.0
Total	30	100.0	100.0	

17. Would you like a change to be imposed on you?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	1	3.3	3.3	3.3
No	29	96.7	96.7	100.0
Total	30	100.0	100.0	

18. Would you like a change without any or inadequate communication?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	1	3.3	3.3	3.3
No	29	96.7	96.7	100.0
Total	30	100.0	100.0	

19. Would you have suggested anything better in the way of making the change happen?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	29	96.7	96.7	96.7
No	1	3.3	3.3	100.0
Total	30	100.0	100.0	

20. If you were given a chance, what would have been your expectation from your employers during change implementation?

a.) Training

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	30.0	30.0	30.0
Agree	14	46.7	46.7	76.7
Slightly agree	7	23.3	23.3	100.0
Total	30	100.0	100.0	

b.) Communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	13	43.3	43.3	43.3
Agree	17	56.7	56.7	100.0
Total	30	100.0	100.0	

c.) Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	33.3	33.3	33.3
Agree	20	66.7	66.7	100.0
Total	30	100.0	100.0	

d.) Coping with change

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	10.0	10.0	10.0
Agree	8	26.7	26.7	36.7
Slightly agree	13	43.3	43.3	80.0
Disagree	6	20.0	20.0	100.0
Total	30	100.0	100.0	

e.) Consulting stakeholders

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	7	23.3	23.3	23.3
Agree	6	20.0	20.0	43.3
Slightly agree	16	53.3	53.3	96.7
Disagree	1	3.3	3.3	100.0
Total	30	100.0	100.0	