

MANAGING RESISTANCE TO ORGANIZATIONAL CHANGE: THE CASE OF STANDARD GROUP

MERCY MUTUA (2010)

ABSTRACT:

With the current dominance of service oriented markets, an organization and its employees need to adapt to changes within the markets and the employees to changes within the organization. However employees may have concerns about changes at their workplace and could appear to be resistant. Recognizing the nature of change, its mode of implementation and its consequences, is the key to understanding the reasons for employee reaction to change. This study seeks to determine the factors influencing resistance to change at standard group and suggest measures that could be employed to overcome the resistance and enhance the success of change management.

A case study design was undertaken using a representative sample of staff members based at the head office in Nairobi. The study utilized both qualitative and quantitative techniques in the collection of data. A semi-structured questionnaire, which was the main data collection instrument, enabled the researcher to gather in depth information on phenomena under investigation.

For purposes of the study, the data was analyzed by employing descriptive statistics such as percentages and frequencies. Computation of frequencies in tables, charts and bar graphs was used in data presentation. Further the findings of this study were presented and discussed as per the objectives of the study. From the data collected, there were various ways of managing resistance to organizational change in the standard group and such included participation of employees, use coerciveness and managerial authority and management supporting change by explaining need for organizational change by providing moral support.