MANAGING THE PEOPLE DIMENSION OF CHANGE AT MULTICHOICE KENYA LIMITED

by Mourine Onyango

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DECLARATION

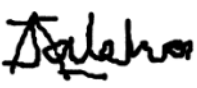This research project report is my original work and has not been presented for an award in any other university

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This research project report has been submitted for examination with my approval as the university Supervisor

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DEDICATION

I dedicate this work to my family members, especially my parents Chrisphine Tawo and Jane Onyango, my husband Alfred Odero and children Kendra Hawi, Kyle Gweth and Katie Hera for their moral support, motivation, understanding and encouragement during the period of undertaking my MBA program.

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ABBREVIATIONS AND ACRONYMS

CAK   Communications Authority of Kenya

DMTV   Digital Mobile Television

DSTV   Digital satellite Television

DTT   Digital Terrestrial Television

FTA   Free To Air

GOTV   Go Television

HD   High definition

HDTV   High-Definition Television

IBS   Integrated Billing System

KBC   Kenya Broadcasting Corporation

KRA   Kenya Revenue Authority

KTN   Kenya Television Network

MCA   MultiChoice Africa

MCK   MultiChoice Kenya

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ABSTRACT

Organizations experience change of their working methods, alteration and amendment of aims and objectives so as to cope with emerging trends in the work environment. The people dimension of change is the involvement of people issues in the change process and how they are affected. The aim of the study was to establish how has the people dimension of change been managed at MultiChoice Kenya and the objectives were to; Establish how the people dimension of change has been managed at MultiChoice Kenya, identify the challenges encountered in managing the people dimension of change and determine the measures that have been put in place to deal with such challenges of managing the people dimension of change at MCK. The theoretical underpinnings of the study included Lewin's theory of Planned Change (TPC) and the ADKAR change model. Triangulation method was used utilizing both a case study and cross-sectional descriptive research design. The target population all employees of MultiChoice Kenya but a sample of 155 employees were selected. Both qualitative and quantitative data was obtained from primary and secondary sources. Quantitative data was subjected to descriptive analysis while qualitative data was subjected to content analysis and analyzed as summary responses under thematic issues in line with the objectives. Out of 155 sample questionnaires administered to employees of MCK, 116 questionnaires were received duly filled for analysis constituting a response rate of 75%. The study found out that MCK had initiated employee training programs by constant monitoring, evaluation and encouragement of employees, provision of relevant and timely information on the change initiative and employee inclusivity that helps employees develop a feeling of ownership in the change process hence reduced resistance to change. It was also concluded that among the challenges encountered in managing the people dimension of change at MCK were employee resistance to the new system, fear of loss of jobs among the employees, poor communication or communication breakdown, slow user acceptance of the new system by employees who were not technical savvy wanted the status quo maintained and negative perception of the process of training and implementing the new system. The study recommended that MCK should establish proper change enhancing communication channels, engagement of top MCK management in gradual implementation of change process and sensitization of people through meetings and workshops on the need for change as well as using negotiation and agreement by top management to make individuals or groups grasp the change initiative and tends.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

World over, entities carry out their business in ever changing and unpredictable socio-political, economic, legal and technological environments (Fedor & Herold, 2004). The performance of such enterprises is based on their ability to adopt and align themselves in the dynamic environment by adopting diverse strategies so as to achieve or maintain a competitive edge. Therefore, organizations experience change, a process through which working methods or aims are altered or amended so as to cope with emerging trends in the work environment (Alnafjan & Almudimigh, 2011). According to Singh (2016) organizations need to take planned and structured approaches to help them align with change. The ability to succeed or fail in a change operation depends on the dedication of employees towards the change initiatives (Hiatt & Creasey 2012). Kotter (2007) states that for a successful change process in the organization, managing the people dimension of change is key. Thompson & Strickland (1999) postulate that the core competencies of an organization reside in its people and not in its physical assets. Many change processes fail because organizations have failed to manage the people dimension of change (Klein, 1996).

The theories that anchored this study were Lewin's (1951) Theory of Planned Change (TPC) and the Awareness, Desire, Knowledge, Ability and reinforcement (ADKAR) model of organizational change (Hiatt 2006). TPC suggests that successful change occurs when people perceive change as a progress towards normalizing new and desired behaviors (Lewin, 1951). The ADKAR model of change suggests that for effective change

every member of the organization has to pass through of awareness, desire, knowledge, ability and reinforcement. The model states that organizations are static but people are dynamic, therefore, people change, not organizations and that successful change occurs when individual change is in tandem with the various stages of organizational change (Hiatt, 2006).

MultiChoice Kenya (MCK) started its operations in Kenya in 1995 and has since grown into a significant contributor in the economy by revitalizing it by offering a range of products services and establishments (Multichoice, 2013). To maintain its competitive edge, MCK has expanded its customer base through alliances with other stakeholders like Kenya broadcasting Corporation (KBC), local producers, sports bodies and mobile operators as well as offering a wide range of services. Over time, MCK through its brands DSTV and GOTV has grown to be a household name all over Kenya with the resultant direct employment of 630 employees and in the supply chains, production companies and retailers (Multichoice Kenya Report, 2018). The company has also invested heavily in cutting edge technology despite changes in the internal operating and external business environment. These changes have been planned such as the structural changes that saw MCK adopt a flatter structure and emergent change such as the abrupt decision by government regarding the digital migration switch off. Other planned changes like the introduction of clarity subscriber management system were majorly instigated to improve on service delivery and also become efficient and effective.

1.1.1 The people dimension of change

Scholars have defined the people dimension of change differently but the definitions seem convergent. Cunningham, et al. (2002) defines it as the duties of the employees in

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reference to the ongoing change process in the organization. Todd (1999) defines it as achieving a sustained change in human behavior within the organization through a structured and systematic approach. The people dimension of change is the involvement of people issues in the change process and how they are affected (Burnes 2004). Church *et al.,* (1996) state that people dimension of change are employee activities related to the ongoing change processes in the organization. Similarly, Bovey & Hede (2001) define people dimension of change as active participation of the employees who are willing to change themselves first before organizational change can succeed.

There are various approaches to managing the people dimension in the change process in an organization and according to Lewin (1951), people in an organization can experience change in phases of unfreezing, change and refreezing. Accordingly, the solidity of human behavior is built on a symmetry reinforced by a huge force field of both steering and restrictive forces. Thus, in order to pave way for change, this force field has to be modified under intricate psychological conditions. Schein (1999) describes people dimension of change as an evolving process that entails distressful unlearning and demanding learning as people attempt to reorganize their feelings, thoughts, perceptions and attitudes. Hiatt (2006) describes the people dimension of change to include creating awareness, having the desire, knowledge, ability and reinforcement (ADKAR) to set seal on the change and to make it certain that it becomes part and parcel of the organization's behavior. Further, Kotter & Schlesinger (1979) proposed that the practice of managing the people dimension of change includes managing behavioral resistance of the people. Since the people dimension of change require organizations to develop the capacity for

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permanent adaptation, ADKAR which is a holistic approach to managing the people dimension of change is appropriate for this study.

Empirical literature on the people dimension of change is inconclusive. While some studies show that it can minimize resistance to change (Hiatt & Creasey 2012) others argue that it can't be managed effectively (Zajac & Shortell, 1989). Since the people dimension of change is to enable employees to adapt to the course of an organization in a dynamic environment, the specific people approach of change adopted will ultimately reduce resistance leading to a successful organization. This study will argue that effectively managing the people dimension of change will lead to a successful organization.

1.1.2 The Pay TV Industry in Kenya

Kenya currently has four players in the pay Tv market according to CAK report of 2017. MCK commands the lion's market share (subscriber base) of 63% as a result of being the first player in the market with its superior product content. Other players in the industry include, Startimes Media a Chinese firm with a subscriber base of 27%, then Zuku Cable TV which is an East African brand owned by Wananchi group at 9% subscriber base, the finally Azam TV at 1% market share. (CAK, 2017)

The rate of market penetration has been slow-paced but the demand for pay TV in Kenya has shown an upward trend despite the barrier of high subscription costs. The digital TV broadcasting signal population coverage had reached 85.8% as at December 2017 with 64 free-to air channels on the digital terrestrial Television (DTT); 178 FM radio stations and 4 pay TV providers. The report also stated that the number of Free-to-Air set top boxes

(FTA STBs) and Pay TV decoders purchased stood at 969,896 and 4,523,210 respectively (CAK, 2017).

1.1.3 MultiChoice Kenya Limited

MultiChoice Kenya (MCK) was established through a public private partnership with government owned Kenya Broadcasting Company (KBC) in February 1995 and has since achieved a majority subscriber base of 63% (CAK report, 2017). MCK offers a broad range of products that include; DSTV, GOTV, Box Office, Catch Up, Showmax, and DSTV Mobile. The broad range of products that the firm offers has made it a market leader in the business of digital television. It has become the choice in entertainment industry, providing blockbuster entertainment, latest series of movies, live news broadcast, live sports, children's programs including all sorts of music in different languages. (MultiChoice, 2013)

The organization has over time grown despite the dispiriting challenges it has faced due to factors such as rapid advances in technology and the entry of new competitors. Such changes in the pay TV industry coupled with significant progress made in broadcasting industry in terms of top-of-the-line technology, growing industry skills and knowledge that has resulted in delivering vastly improved communication, has proven to be a challenge to MCK. The company has also gone through key changes during the past five years when there was the digital migration to date. The changes took several aspects such as new company systems and structure, work process, people and technology. For example, the company recently introduced a new subscriber management system and also underwent a major restructuring program adopting a flatter structure which led to loss of

jobs (Abuya K, June 2019). The changes were necessitated by the organizations desire to offer services to customers effectively and efficiently as the key mandate of the employees.

1.2   Research Problem

Managing people is invariably a major challenge for any change program in organizations as they react differently to change (Mullins, 2005). Gimona (2016) points out that successful management of the people dimension of change calls for organizations to examine their skills in order to identify the gaps and offer pertinent training programs. Burnes (2009) noted that it is much easier to achieve employee behavior change by adopting a strategy which promotes ethical behavior and let the involved persons change willingly without coercion and imposition. According to Machuki & Bwaley (2018), to achieve excellent performance, organizations need to rationally analyze their situation and adopt change which is most appropriate for the contingencies they face. However, according to Pan (2012), it is not easy to change what executives and employees think, and their beliefs and behaviors. This is the greatest challenge organizations face when instituting change programs. In addition, studies have shown that 30 per cent of change efforts do go wrong and this shows that there is no one solution to managing the people dimension of change effectively (McKinsey, 2006).

Since 1995, MCK has undergone several changes based on the need to be efficient and effective. The changes have been occasioned by both external and internal forces such as technological innovation, changing competition, changing customers and changing environment. In 2018, MCK undertook a major system change and introduced a new subscriber management system called 'CLARITY' aimed at enhancing its customer

service and financial performance (MultiChoice 2018). In 2019 it undertook a major restructuring that saw it adopt a flatter organization structure and moved some of its operations from the regions to the head office leading to huge loss of jobs as some of the employees were laid off (Abuya 2019). Thus, it's paramount to establish how the people dimension of change has been managed at MCK.

Various global, regional and local empirical studies have been done on the area of people dimension of change. A study by Stephens (2017) on the people dimension of change management for small-to-medium organizations in New Zealand, found out that communication, culture, change leadership and empowerment, communication were significant components. Corey (1998) revealed that the management of people is likely to be linked to the competitive positioning of an organization and it was mainly the concern of line managers. Aune (1995) study established that competencies, abilities, attitude, knowledge were the key people dimensions in managing change.

Machuki & Bwaley (2018) study on integrating the people and business dimensions of change at Safaricom Kenya established that for any successful change to be realized, the business and the people dimension of change must integrate. Induli (2015) study on the integration of people and business dimension of change argue that the key success factor in any change initiative is the integration of people and business dimensions through seminars, workshops, and team building activities. Mungai (2011) study on the people dimension of change at Kenya Power and Lighting Company, established that for change to be effective and permanent it has to involve the people conducting the change. Mwangi (2009) conducted a study on people dimension of change at Family Bank and

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recommended that great emphasis should be placed on how the employees are emotionally impacted by the change initiative. Murugi (2013) study on the human dimension of change management in Kenyan Universities found out that the employees and all shareholders ought to be included in the process of change so as to reduce resistance. Gimona (2016) on managing people dimension of change at the Nairobi Securities Exchange of Kenya established that training and availing relevant knowledge and skills to the employees is a precondition for the success of any change program. Dede (2016) established that change initiatives succeed when people are involved in change implementation.

A scrutiny of empirical literature has revealed certain conceptual and contextual gaps. Some of the studies focused on the integration of the business and the people dimension of change (Machuki & Bwaley, 2018). In addition, while most of the studies were in different contexts, none focused on the pay TV market and specifically on MCK. This contextual gap is informed by the factuality of management being sensitive to the context and therefore findings from previous studies cannot be applied and generalized to apply to MCK. To address these gaps, this study seeks to answer the following question; how has the people dimension of change been managed at MCK

1.3 Research objectives

The study was objectives were to;

  i. Establish how the people dimension of change has been managed at MCK.
  ii. Identify the challenges encountered in managing the people dimension of change at MCK.

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iii.   Determine the measures that have been put in place to deal with the challenges of managing the people dimension of change at MCK.

1.4   Value of the study

The study having been built on existing theories on how people experience change, shall act as a helpful reference point to other academicians for a better comprehension of people management practices during the strategic change management process. It will also help bridge the gap in knowledge on the involvement of people during the change management process.

This study will further be significant to MultiChoice management as it will provide a view point on how the managers can carry out their activities that fuse to inform decisions while managing change during the day-to-day practice. It will also help them better understand how to manage the people dimension of change.

In addition to adding knowledge/theory, this study will also be helpful to the pay TV industry and other organizations that will go through strategic change management process by aiding in formulating policy regarding managing change and most especially the people dimension of change.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section contains the theoretical anchorage of the study and review of empirical literature linked to managing people dimension of change in organizations. This will highlight the state of knowledge and emerging research gaps that the study will specifically address.

2.2   Theoretical Foundation

Change theories aid in describing, understanding and developing new insights on the change process. The theoretical underpinnings of this study include Lewin's (1951) Theory of Planned Change (TPC) and the ADKAR change model (Hiatt, 2006). TPC suggests that successful change involves three major steps of unfreezing, change and refreezing (Lewin, 1951). This theory is seen to be of the essence as the people in an organization are compelled to go through the requisite phases in order to change their behavior so that change is successful. The ADKAR change model states the five outcomes a person must achieve for change to be successful namely; awareness of reasons for change, desire to participate in the change, knowledge on how to change, ability to implement the change program and reinforcement to keep the change in place (Hiatt, 2006)

2.2.1   Theory of Planned Change

This theory is considered the essence of change as it is suitable for all levels from personal, group and organizational change (Kaminski, 2011). Lewin (1951) posits that

successful change in an organization entails three critical steps; Unfreezing, change and refreezing. The first step unfreezing, involves destabilizing the equilibrium which is an intricate field with driving and restraining forces prior to discarding old behavior and the desired behavior successfully acquired. Kaminski (2011) put forth that unfreezing can be realized through re-educating and participating in activities that enhance morale of teams and individual growth and development and brainstorming. After unfreezing the second stage involves the process of change. It is at this that the systems and procedures are effected to attain the appropriate achievements after having analyzed the current situation and subsequently everyone involved is persuaded that the new way is more productive compared to doing things the old way (Bastedo, 2006).

In the final step of refreezing the change is established as the new routine or style so that it becomes the widely accepted way of operation. Kaminski (2011) states that the best way to refreeze the new change in an organization can be achieved through providing support, rewards and ensuring a thorough acclimatization to the new system for incoming employees. Cummings & Huse (1989) further state that refreezing might at times require an organization to factor changes into its policies, practices, culture and norms. Thus, the TPC framework theorizes that planned change could lead to successful change.

2.2.2 The ADKAR Change Model

ADKAR model of organizational change management is goal-oriented and lets teams charged with change management to concentrate their activities on certain desired organizational outcomes (Shah, 2014). ADKAR is a representation of five essential aspects and traits to be attained by an individual for change to be successful (Hiatt, 2006). For the success of the change program, the model recommends phased processes

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commencing with awareness creation, making the people have the desire to change, make them knowledgeable through training and coaching, being able to implement and reinforce the change program (Hiatt 2006). Thus, a person should achieve the elements sequentially for effective implementation and sustenance of change (Wong *et al.,* 2019).

The model can be used to expose deviations or shortcomings of the change management process and facilitate adoption of corrective remedial measures such as coaching. ADKAR model can be an effective tool for early detection of potential resistance to change from employees and facilitate a clear and harmonious transition through the creation of an effective strategy which can result in individual progress during the transition (Hiatt, 2006).

2.3   Managing People Dimension of Change

Employees form the essence part of an organization and in the absence of them being hands on in the change would translate to endangering the implementation process. Lawler & Worley (2006) note that people can learn to like change and learn to live with it, if the situation is correct. Managers should bear in mind that the greatest asset to organizations are not the people but the relationship that they have with these people (Saratooga, 2008). Washington and Hacker (2005) posit that it is not only important to ensure workforce involvement in the initiation and implementation part of the change program but also ensure there is proper communication on the urgency of change. Thus, the inaugural step in guaranteeing favorable outcome of any change program is therefore to ensure that the change initiators and implementers are ready and inclined to achieving success of the desired change outcomes (Pugh, 2016). A survey by McKinsey (2006) concluded that successful change occurs when executives significantly work towards raising employee

expectations, actively engage activities aimed at altering people's behavior, and grip the concentration of all cadres of people in the organization, from executives to the front runners. Seo *et al.,* (2012) states that the backing and dedication of the employees are inescapable for the change process to be successful. Stephens (2017) study on the people dimension of change in small to medium organizations in the New Zealand, observed that the key themes for successful change are communication, change leadership, conflict, resistance, empowerment and culture.

According to Induli (2015) the key success factor in any change initiative is constant monitoring and evaluation hence the process of managing people in an environment characterized by socio-economic changes is to have the management keenly monitor all the steps in the process and evaluate the outcomes with a view to noting deviations and taking timely corrective action to avoid derailing the change process. For an organization to gainfully roll out a change program, it is obliged to be change ready, meaning that the system and the people of the organization should be prepared for and be inclined to change in harmony. Muema (2013) observed that there should be joint effort among departments achieved teams, project structures, re-engineering and organization of periodic ex-situ strategy meetings among involving heads of departments heads and middle managers and also team bonding among the various departments to synchronize common practices before and during change.

Dede (2016) established behavioral change as the main pointer to the success of a change program in an organization. Organizations confront change due to changed circumstances; a favorable outcome of the change initiative will be realized if and only if the people and

business aspects of change are well integrated (Machuki & Bwaley, 2018). Further, Collins (2001) advises that change should be all round and ought not to be carried out in a vertical top down fashion whereby the top-level managers make all the change decisions and then force them upon the frontrunners to implement it. Rather it should be vertical horizontal therefore helping the employees develop a feeling of ownership in the change process.

2.4 Challenges in Managing the People Dimension of Change

According to Setyanto et al., (2019) change process in organizations face many challenges ranging from inadequate top management support, characterized by delayed endorsements which make actualization of changes difficult, conflicts among staff due to the feeling of vulnerability and dread associated with organizational change and lack of effective planning (Setyanto *et al.,* 2019). Kotter & Schlesinger (1979) observe that a major challenge organization face when managing the people dimension of change is resistance that can range from passive resignation to deliberate sabotage of the change process. They pointed out the main causes of resistance as parochial self - interest, misunderstanding of the change process, mistrust between change initiators and staff, divergent perceptions between employees, managers and those initiating the change, fear of breakup of work groups and low tolerance to change on the part of the employees.

According to Jones (2010) excluding people from engaging themselves in organizational change programs and discouraging the pursuit for goals that culminate to change curtails successful change. On the other hand, Kavanagh & Ashkanasy (2006) notes that leadership, change management strategy and organizational culture hindered effective

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people dimension of change especially during mergers. A study by Fachrunnisa *et al.*, (2019) established that empowered leadership and individual readiness to change was a big challenge among organizations that sought to influence the people dimension of change. Liao & Teo (2018) found out that organizational change perspective can be a hindrance in people management since the structure, culture, and individuals' roles may be in conflict with each other.

2.5 Measures to mitigate the challenges of people dimension to change

Kotter & Schlesinger (1979) identified capacity building and information delivery, stakeholder engagement, support and enhancement, ability to effectively negotiate and reach consensus on contentious matters and as well as influence and have others get on-board and empowered leadership measures that would help managers or change leaders to prevent, decrease or minimize behavioral resistance to change. Education and communication involve educating people on the need for change from the beginning and keep reminding them why change is necessary. This works well for incremental change and where information is inadequate or completely unavailable. Participation and involvement entails building ownership since when people are involved, they tend to support rather than hinder the change process. Facilitation and support where employees need to be supported at any time of need especially when the main reason for resistance is adjustment problems. Negotiation and agreement is used mostly by top management especially where individuals or groups may fail to grasp the change initiative and has the ability to resist change.

Manipulation and co-option which is ideal for situations when groups have a leader that represent them in time for change; the change leaders can use to beat resistance by bringing the resistor's leader to agree to the change. Its best used when other methods won't work and its quick and less expensive and may lead to a problematic future if group involved feel manipulated. Kotter & Schlesinger (2008) suggests that to reduce behavioral resistance as explicit or implicit coercion for when the change initiators have considerable powers. They can threaten employees with job loss in case they choose to resist. It can however be unfavorable to the organization if the people feel unhappy with the change initiators. Managing the people dimension of change requires empowered leadership that promotes a people centered management strategies that can achieve organizational change successfully through managers who believe in the culture of change, are capable of working with groups, can coach employees on matters related to change, support meetings and workshops to facilitate individual growth and development of employees and show commitment to the change (Fishers, 2009).

2.6   Summary of literature and Knowledge Gaps

A review of empirical literature has disclosed that various studies have been conducted on change management in organizations. Previous studies carried out have mostly centered on the integration of both the business and the people dimension of change (Machuki & Bwaley 2018; Induli 2015). Further Mutwol (2009) focused on employee perception towards the people dimension in change management, this raises a conceptual gap given the present study will focus on how the people dimension of change is managed. Murugi (2013) study adopted survey design, thus raising a methodological gap. Finally, most of the studies reviewed were done in different contextual settings whose findings cannot be

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replicated for this present study whose context is MCK (Dede 2016; Gimona 2016; Mwangi 2009).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research methodology to be used in conducting this study. It outlines the research design used, data capture and data analysis techniques.

3.2 Research design

The study adopted a triangulation method by utilizing both a case study and cross-sectional descriptive research design. Cross section design was utilized whereby a questionnaire was administered to selected employees to obtain the employees' perceptions and feelings regarding the change initiatives. Cross-sectional study basically an information gathering procedure where information is obtained for a specific period and is utilized because it has the potential to provide many findings leading to the creation of theories or detailed research findings (Mugenda and Mugenda, 2003).

Case study was also utilized to achieve the research objectives. Mugenda and Mugenda (2003) define a case study as an investigation that endeavors to attain a thorough comprehension of a situation. Through case studies, complex aspects of social units are investigated in their multi-variable nature of significant importance in explaining and understanding real life situations providing detailed and holistic accounts of each phenomena (Merriam 2019). Case study design was applicable to this study since it enabled a thorough and detailed inquiry into a phenomenon that is the people dimension of managing strategic change at MultiChoice Kenya Limited which is a real-life context. This study has successfully been used by various researchers like; Machuki & Bwaley (2018) and Dede (2016).

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3.3 Population of the Study

Using a cross-sectional descriptive design, the target population was drawn from employees of MCK. According to MCK website as at September 2020, there were 260 permanent employees (Appendix 1)

3.3.1 Sampling Design

Since the study population was large, a representative sample of 155 employees were selected by utilizing Krejcie- Morgan (1970) formula which indicates that:

$$S = \frac{NP(1 = P)}{d^2(N-1) + X^2P(1-P)}$$

Where;

S is the required sample size, X = 1.96, N = the population size, P = the proportion of the population, assumed to be 0.50 since this would provide the maximum sample size and d is the degree of accuracy expressed as a proportion (0.05).

The questionnaire was randomly distributed to ensure that every employee had an equal opportunity of being selected.

3.4 Data Collection

This study used combined data collection methods and sources which included interviews and questionnaires for qualitative and quantitative information respectively. The administration of questionnaires facilitated the provision of raw data. Secondary data was gathered from the human resource data base which had information on planned employee trainings and the strategies on how to minimize employee resistance to change; the MultiChoice 2019 integrated annual report provided information on leadership, people,

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budgetary allocations and expansion strategies; MultiChoice website which provided general information on change operations; and the Communications Authority report 2017 which provided the industry overview.

The questionnaires were administered to selected employees to gather quantitative data. The data collected from heads of departments and selected employees was grouped according to objectives and the findings presented in the form of narrations. The interview guide developed from reviewed literature and structured along study objectives was administered to the heads of various departments namely, Human Resources, Procurement, Operations, Finance, Sales, Marketing, DSTV, GOTV, Information Technology (IT), Super Sport, and MNET to gather qualitative data. The researcher made appointment with the interviewees in their offices and using an interview guide, posed questions to them and recorded the responses. In case of ambiguity the researcher clarified and made necessary amendments without compromising the study objectives.

3.5 Data Analysis

Quantitative data from the cross-sectional study was subjected to descriptive analysis and summarized in a meaningful way to allow for simpler interpretation and derive patterns from it and then was presented in the form of means and Percent of the various groups that were interviewed. Descriptive analysis was preferred because of its ability to give a quantitative description of the behavior of the sample data.

Qualitative data from the case study was subjected to content analysis. Content analysis enabled the researcher to establish patterns and interrelationships between study variables. Woodrum (1984) states that content analysis methodology enables the researcher to

understand other people's mental structures, tools and patterns of thought such as values, intentions, attitudes and cognition. According to Kripperdorf (2004) it is a preferred data analysis method because it is applicable to a wide range of organization situations and it is non-intrusive.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSIONS

4.1 Introduction

The chapter presents the data analysis, findings and discussions of the study on managing the people dimension of change at MCK. The study used a close ended Likert type questionnaire to the company employees and conducted a face-to- face interview on the key top-level management. Additionally, the researcher obtained general information which was thought to have bearing on the study from the respondents. The study was based on three specific objectives namely; to establish how the people dimension of change has been managed, identify the challenges encountered in managing the people dimension of change and determine the measures that have been put in place to deal with the challenges of managing the people dimension of change at MCK.

4.2 Response Rate

The researcher administered a total of 155 questionnaires to employees of MCK and from that sample a total of 116 questionnaires were received duly filled for analysis. The response rate was therefore 75% which according to Sekaran (2008) any response rate exceeding 70 per cent is sufficient for analysis and to address the study's objectives.

4.3 Demographic Information

The researcher collected demographic information on age and level of education of the respondents which helped ascertain whether they were a representative sample of the total population and establish their suitability for the study. The study sought to establish the age of the respondents and as indicated in table 4.1

Table 4.1: Age of the respondents

Age	Frequency	Percent (%)
18-30 years	30	25.9
31-40 Years	39	33.6
41-50 Years	33	28.4
51-55 Years	9	7.8
Over 56 Years	5	4.3
TOTAL	**116**	**100**

The majority of the respondents were aged between 31-40 years and comprised 33.6% of the sample, 28.4% were aged between 41-50 years old, 25.9% were between 18 and 30 years, those aged 51-55 years old were 7.8% of the population and only 4.3% were over 56 years. Therefore, the majority of the respondents were within the working age and issues of management of people dimension of change were relevant to them and they were in a better position to offer valid responses.

4.4 Managing the People Dimension of Change at MCK

The first objective was to establish how the people dimension of change has been managed at MCK and to achieve this objective the researcher administered a five-point Likert questionnaire to the employees of MCK and an interview guide was used to collect the views of the management. The responses from employees were subjected to descriptive analysis. Various responses were given as presented in Table 4.2.

Table 4.2 Managing the People Dimension of Change at MCK

Statement	Mean	Std Dev
MCK has initiated employee training programs aimed at improving the employees' understanding of the change program and how they are expected to change.	4.2	.8
Executives at MCK made sure that employees knew how change will affect them, what is expected of them and how soon it will happen.	4.2	.8
There was constant monitoring, evaluation and encouragement of employees to minimize any deviations and ensure the change stays in place.	4.0	.9
MCK management provided relevant and timely information on the change initiative to increase employee's awareness of the change program	3.9	.9
There was inclusivity which helped the employees develop a feeling of ownership in the change process.	4.2	.6

The researcher sought to establish from the employees how the people dimension of change was managed and the findings indicate that MCK had initiated employee training programs aimed at improving their comprehension of the change program with a mean of 4.2, executives at MCK made sure that employees knew how the change will affect them, what is expected of them and how soon it will happen (mean 4.2), there was constant monitoring, evaluation and encouragement of employees to minimize any deviations and ensure the change stays in place (mean 4.0), management provided relevant and timely information on the change initiative to increase employee awareness of the change program (mean 3.9), management ensured inclusivity of employees so as to create a sense of belonging and responsibility towards the change process (mean 4.2). The low variation of the standard deviation indicates that there was general consensus among the respondents on how the people dimension of change was managed.

The people dimension of change at MCK had been managed by initiating employee training programs aimed at improving the employees' understanding of the change program and how they are expected to change, making sure the employees knew how the change will affect them, what is expected of them and how soon it will happen, constant monitoring, evaluation and encouragement, providing relevant and timely information and ensuring employees are included in the change process form the onset.

The study sought to establish how the strategic change processes affected the stakeholders and how the management assisted in preparing them to cope with these changes. The interviewees affirmed that the strategic changes initiated at MCK not only affected the systems and structure but also the people with the majority being the employees.

The interviewees agreed that MCK took time to explain to the employees the importance of the strategic change about to be initiated, its impact on their day to day operations and how they were expected to change. Before any change took place, MCK undertook training of all the staff affected by change. There were organized trainings, staff meetings, seminars and workshops conducted to sensitize the employees on the change process to ensure they buy into the change initiative as was stated by an interviewee,

> "The company organized for sensitization forums and seminars and workshops in advance where all of us were encouraged attend. Everyone was provided with the opportunity to raise the concerns they had relating to the planned changes and their fears were arrayed". (Human Resource Manager)

However, there were other interviewees who felt that they were not properly made aware of the change and felt that it could be handled better and that is what gave way for rumors and grapevine.

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"The change was not very well communicated to us initially. We were left without proper information for long and employees kept second guessing what to expect and this gave way to rumors which led to anxiety and distrust among us". (Super sport Manager)

"I feel that the change on restructuring was not communicated properly. It was a flawed one-sided communication which left the employees disgruntled". (GOTV manager)

It was observed that there were changes in the human resource policies that were geared towards creating, retaining and ensuring people wellness during the restructuring program.

The HR manager stated that;

"MCK ensured all proper procedures as pertains to restructuring were followed to the letter and employees were made aware of the business reasons for the restructuring after which everyone was taken through training on financial management and how to cope with job loss". (Human Resource Manager)

Further, the researcher was able to gather from the HR manager that the HR department was revamped to offer counseling services, support and assistance to employees who have personal or work-related issues that may impact on their well-being, safety, work performance, individual and workplace morale and psychological health. Another interviewee stated that;

"We recognize the link between the health and wellbeing of our people and our business success. When employees feel healthy, respected and cared for we observe increased productivity, authentic engagement, continued innovation and superior customer service. To facilitate this, we invested in employee benefit programs and services that had a meaningful impact". (Human Resource Manager)

All the interviewees pointed out that there were competent project teams chosen from the employees put in place in order to train other employees on the change in order to gain leverage through peer training and ensure that the need for change is fully understood. They acted as task forces that walked employees through critical activities.

"The consultants with the help of management selected a team that was training us on change and need for change from among the employees. It consisted of employees who were very competent and were very passionate about the need for change at MCK and therefore provided the much-needed peer training to the employees in order to get on board the change train and also give desired performance". (Finance Manager)

Diverse techniques were used in attempt to ensure successful change process including giving rewards and tokens of appreciation to exemplary performing employees to encourage them effect the initiated change processes. However, in some situations, change was forced upon the employees and stakeholders with or without rewards.

The interviewees agreed that open communication about change and the promotion of a culture of open mindedness and freedom of expression while also encouraging authentic conversations that challenge the executives to take action was one of the main factors found to make change successful at MCK. Communications from the managing director and senior management team helped overcome fear and rally support for the change. Communications in MCK was done through emails, memos, circulars, pinned notices in the information board, staff meetings and also through supervisors. An interviewee stated that;

"Our managing director sent out a general letter weekly to the employees regarding the change the organization is initiating and the progress being made and this helped employees feel updated and crucial for the success of the change process". (GOTV Manager)

Our managing director set clear goals, was very approachable and always listened to all issues raised by us and ensured to offer solutions to all our problems". (DSTV manager)

However other employees felt rather differently and stated that they did not feel the management communicated enough and did not communicate the rationale around it but only forced the change upon them.

"I felt that management failed us by not communicating the change well and by the time they did provide any communication the change had already been decided and we just had go along with it". (Operations Manager)

The other aspect on managing the human side of change that was evident from the interviewees was the top management support. MCK management was clearly aware of the effect that top management had on any change and made a point of being present at all times during the process of change. Some of the interviewees agreed that there was top management support stating that;

"We ensured that resources crucial for change implementation were readily available and provided intensive training to all the staff on the change and how it would affect them" (Marketing Manager)

There was the launch of the 'we see you' campaign which made use of key leadership-driven actions to improve agility and collaboration, and support team members with digital skills development, career paths and cultivate a mature and agile mindset to leverage new technologies, trends and ways of thinking". (Finance Manager)

They also utilized reward and recognition to motivate employees towards solidifying and integrating change.

The study also established that there was employee involvement throughout the whole process except during the formulation of the new system as it had been done in South Africa. This helped minimize resistance and ensure the employees buy in to the change create path for smooth implementation. An interviewee posits that;

"Through cooperation between management and employees there was synergy which ensured that the change was successfully implemented. Management also led the implementation process to the end and this showed their commitment to the change program hence helped the employees believe in the change". (DSTV Manager).

Awareness for change among employees is characterized by their ability to offer a clear explanation about the change, why such change is essential and the consequences of not appreciating as well as accepting change. The study established that MCK engaged in creating awareness on the need for change among the employees that was aimed at informing all the people on the necessity for change in the midst of stiff competition and the need to capture as well as retain the largest market share. The interviewees acknowledged the efforts by MCK to sensitize employees on the need for the new system and organizational restructuring. On how the employees were notified and prepared for the upcoming changes. The interviewees had not so divergent views and an interviewee stated that;

> "Our employees were officially notified through internal circulars to their emails on the impending change programs at MCK and were taken through a series of capacity building and sensitization activities to provide them with knowledge on the upcoming changes". (Sales Manager)

Another interviewee on the same issue of employee notification of impending organizational changes stated that;

> "All MCK employees were notified through their immediate supervisors on the upcoming changes within the organization, sensitized on the need for the changes and made part of the team so that the possibility of resistance is minimized". (Finance Manager)

The interviewees noted that to develop desire to support the change, the management sold to the employees the capabilities of the new system and how it will affect how they performed their jobs by making it easier to perform tasks.

> "The new CRM was poised to be better and its superior characteristics and capabilities were presold to the entire organization more so those in the operations department that dealt with the old system on a day-to-day basis, this helped in changing the perspectives of everyone involved and ensure employees understand

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how they will be affected by the change and bring all hands on board the new system". (DSTV Manager)

"At this particular time, IBS had encountered some challenges. It had been stretched too far apart and was not able to deliver as it was supposed to, besides MCK had grown considerably in terms of customer base making it increasingly difficult to manage these customers efficiently. This meant that MCK was not living one of its values of being customer focused. This situation was used to drive home the urgency for change". (Super sport Manager)

The interviewer also established that employee needs assessment was also done in advance to determine the desire and ability to participate in the activities associated with new structure. An interviewee stated that;

"The desire to participate in and support the change was ascertained before the change was effected since the employee need assessment was done whereby all the employee skills were re-evaluated and their opinion on possible areas of training was ascertained". (Marketing Manager)

The interviewees revealed that a change agent/consultant was selected to MCK to facilitate the strategic change management process. It was established that they started by training all the employees at that time on change management. This was a very positive and commendable step towards providing the employees with the knowledge and information needed to implement the new system. According to an interviewee,

"Working together with the consultants, we continued to organize for regular trainings, workshops, seminars and offered experiential training to all the employees in order to provide the employees with a personal interaction with the system thus building confidence and expertise". (Operations Department)

Another interviewee stated that there was an online learning platform with courses on customer service and operations, compliance, engineering technology and product innovation:

"There were also E-learning programs which we were required to partake to enrich our knowledge and understanding of the change process and face to face

consultations with the supervisors was also encouraged. The consultants also provided experiential training where they took the employees through the new system while they (the employees) are operating it". (Super sport Manager)

MCK engaged the use of consultants who played the role of change agents in the change management process; these change management consultants worked together with the managers and employees of the organization. Though the management provided leadership on the day-to-day progress as the project owners, it's the consultants who were tasked with the implementation and overall success of the project. They established work teams that helped ease the implementation of the change. An interviewee stated that;

"One of the leadership strategies put in place was the establishment of project teams both in Kenya and South Africa to run activities. These acted as task forces that were in constant touch with consultants in both countries. In country consultants walked the employees through the critical activities and continued to chaperone the in-country teams even when the new CRM went live". (Operations Manager)

It is through the engagement of these teams they were able to trouble shoot unique situations that arose hence ensuring smooth transition of the whole process" Kotter (1996) states that desirable change supersedes the ordinary management which is known and practiced by most managers. It involves a direction giving, aspiration aligning, people inspiring and motivating leadership.

The study gathered from the interviewees that in order to reinforce and ensure the new change is sustained, the management engaged the use of rewards whereby they rewarded behavior that was geared towards the promotion of the new system. For example, on 2nd, August 2018 MultiChoice Kenya held an appreciation event for their clarity staff at carnivore. They also continued to provide trainings as an interviewee stated;

"When Clarity was enrolled, there was training to the old employees, agents and distributors on the benefit of using the new system the training did not end there. The

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management had to train employees to be trainer of trainers who keep on reinforcing the benefit of Clarity and always available for consultation on clarity services". (Human Resource Manager)

Interviewee from IT department stated that clarity application was installed on all the desktops and laptops at MCK offices with manual instructions on how to use the application without a struggle. Also, enterprises came up with several employee-awareness opportunities in print and electronic as well as face-to-face that were aimed at informing them on the change related happenings within the company. The platforms allowed executives connect with employees at a personal level.

The study also established from an interviewee in the super sport department that to ensure the integration of the new CRM, the management employed creating 'Top of Mind Awareness' among all the employees in the organization. Amongst strategies used included; Clarity Fridays where employees were encouraged to dress in Clarity merchandise that enabled employees all involved remember the importance of the project, the IT department installed animated Clarity Screen savers to underscore importance of the current project, at the beginning of every meeting, employees would brainstorm and engage on a question-and-answer session on clarity.

4.5 Challenges Encountered in Managing the People Dimension of Change at MCK

The second study objective was to identify the challenges encountered in managing the people dimension of change at MCK and the responses of the employees are presented in table 4.3.

Table 4.3: Challenges encountered in managing the people dimension of change at MCK

Statement	Mean	Std Dev
Employee resistance to the new system.	3.8	.9
Fear of loss of jobs creating anxiety and distrust among the employees.	3.6	.9
Communication breakdown hindering the implementation of the change program	3.8	.8
Slow user acceptance of the new system by employees who were not technical savvy wanted the status quo maintained.	3.8	.7
Employees felt the process of training and implementing the new system was tedious and involving.	3.5	1.0

From the responses the researcher established that the major challenges faced during the change process as; employee resistance with a mean of 3.8, that fear of loss of jobs (mean 3.6), breakdown in communication (mean 3.8), slow user acceptance of the new system by employees who were not technical savvy and thus wanted the status quo maintained slowed down the implementation speed of change program with a mean of 3.8. Finally, the employees felt the process of training and implementation was tedious and involving as was shown by a mean of 3.8.

From the above findings the study gathered that the major challenges experienced during the change process were; resistance of employees to the new system, fear of loss of jobs creating a climate of anxiety and distrust, communication breakdown, slow user acceptance of the new system and a tedious and involving training program.

The managers interviewed pointed out that due to fear of change and specifically fear of loss of jobs by the employees especially the 'old guards' there was resistance to change evidenced by absenteeism, go slows and deliberate lateness. Other employees resigned and

got jobs in other companies which resulted to loss of talent to competition. This was made worse by the fact that employees were required to double hat by partaking their daily roles while also taking part in the implementation. Employees preferred the status quo for fear of the unknown even with persistent reassurance that the new system is for their own good as it will make their work easier, improve productivity and ensure they deliver to their customers.

> "Some of the employees were more comfortable with what they already know and have experienced than with promises of a better future occasioned by changes within the company". (Sales Manager)

> "I did not agree with the change to a new system since I felt it was purely for financial reasons and our opinions did not matter at all". (Supersport Manager)

> "Some of our colleagues had extremely emotional reaction to the change. They felt shortchanged by the new change and were grumpy, withheld information and eventually left the company". (GOTV Manager)

> I individually resisted the change since I felt that the new system was imposed on us by management. It was meant for the South African market not for us. I just felt they could have involved us in the formulation". (Finance Manager)

> I received complaints from other managers on employees who had resorted to absenteeism from work, reporting late, taking too many sick leaves and taking longer to complete work that is necessary, this was a clear pointer that they did not support the change". (Human Resource Manager)

The study established from the interviewees that another challenge faced was slow user acceptance of the new system especially for those who found it difficult to let go of old habits as new systems required them to be technical savvy.

> "There were employees especially the old guards who took a while before accepting the new system hence slowing down the process and also putting it at risk". (Marketing Manager)

> "There were employees who needed more training in order to develop the desire to get on board the change train, they took much longer going through the basics of the new system and this was bordering on resistance of the new system". (DSTV Manager)

According to the operations manager, the employees were accustomed to a different way of operation and there was need for retraining, mentoring and attitude change in line with the new norm. MCK found it a logistical nightmare training its employees across the entire country many of whom were skeptical of the new changes, it was costly to buy new machines and carry out sensitization as well as acquire new license and pay for inspection of their systems. Another interviewee stated that;

> "I was very skeptical of having to undergo new training on how to use new machines and learning new regulations since I was accustomed with the old methods. Some of my colleagues were not technical savvy and felt threatened by the new system and went on a go slow". (Supersport Manager)

The study also established that even through there were proper established communication channels at MCK used to decimate information to all employees, there was a communication breakdown when the rumors and grapevine outshone the formal communication channels and distorted information was passed to the employees creating an environment of fear and distrust among the employees almost crippling the whole change process. It was established form an interviewee that;

> "I feel that MCK failed to establish the usefulness of communication in the initial stages of the change process. This led to a lot of murmurs and disquiet creating an environment of distrust and anxiety among the employees which could have been one of the reasons why they resisted the change in the first place". (Finance Manager)

4.6 Measures to mitigate the challenges of managing the people dimension of change at MCK

The third objective was to determine the measures that have been put in place to deal with the challenges of managing the people dimension of change at MCK. The findings were as presented in Table 4.4.

Table 4.4: **Measures to mitigate the challenges encountered in managing the people dimension of change at MCK**

Statement	Mean	Std Dev
MCK has established proper communication channels to the enhance change process	4.3	.6
MCK top management engaged in gradual implementation of change process and encouraged employee participation and support	4.1	.6
MCK management is educating people on the need for change and keeps reminding them why change is necessary	4.2	.7
Negotiation and agreement are used by top management where individuals or groups fail to grasp the change initiative and tends to resist change	4.1	.8
MCK conducts support meetings and workshops to facilitate individual growth and development of employees and show commitment to the change	4.2	.8

On the measures that have been put in place to mitigate the challenges encountered during the management of the people side of change, the employees were in agreement that the following measures have been put in place; MCK has established proper communication channels to enhance the change process (mean 4.3), MCK top management engaged in gradual implementation of the change process and encouraged employee participation and support in order to provide adequate time for all employees engaged in the implementation to readjust (mean 4.1), MCK management educated people on the need for change and kept reminding them why change is necessary (mean 4.2), negotiation

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and agreement were used by top management where individuals or groups fail to grasp the change initiative and tends to resist change with a mean of 4.1 and finally, it was ascertained that MCK conducted support meetings and workshops to facilitate individual growth and development of employees and show commitment to the change as was supported by a mean of 4.2.

The interviewer also established from the interviewees that there were few challenges faced during the change process and therefore several measures had to be put in place to deal with these challenges.

> "We experienced slow user acceptance of the change initiative at the initial stages and in order to deal with this the management together with the change consultants engaged in gradual implementation of the change process. This provided adequate time to enable all employees involved to readjust (make mistakes and learn) and eventually this helped limit the frustrations". (Operations manager)

> "The management also introduced a three months staggered course on change management done through trainings, workshops, briefs, written materials and events to ensure buy in and silence cynics. The employees were also offered rewards as a form of enticing them and speed up their acceptance of the change process. There was retraining and mentoring of the employees to encourage attitude change in line with the new normal". (GOTV Manager)

The respondents agreed that the other challenge encountered was resistance by the employees who felt threatened by the new system thinking that it would replace them and make them lose their jobs. MCK had to make it very clear that the new system was not being introduced to take away people's jobs but to improve the company's customer management climate, they also explicitly explained that the new CRM had other benefits to the third parties and even the employees themselves. They also encouraged participation by involving all employees who were interacting with the old system daily,

their views were collected using a survey and they also were encouraged to participate in attempting to offer solutions. Their challenges were keenly noted and trainers tailor made solutions to assist in overcoming these challenges. One of the interviewee's put forth that;

> "We were trained on the new technology required in the digital platform and the company acquired state of the art machines. Our work is now easier and we have embraced the change with the hopes that it will lead to job sustainability, increased company profits and better pay". (DSTV Manager)

Further, management put in place support meeting and workshops to facilitate individual growth and development of employees and show commitment to the change. The human resources department was also revamped to provide counseling to employees when in need and especially to those who faced job losses.

MCK adopted an open-door policy where employees were encouraged to feel free to walk into the managers offices for consultations and clarifications in order to abolish communication barriers that might lead to information distortion or misinterpretation. The communication channels were opened up through the utilization of suggestion boxes, an active committee handling complaint, a toll-free line with ready staff to respond to any queries and concerns. Management also made sure to never over look the importance of informal groups at the workplace and the power they have to spread information and make sure to dispense relevant information as soon as possible to avoid rumors from eating out the truth.

The interviewees stated that the executive engaged in frequent monitoring and evaluation of the change process in order to ensure that it was on course, identify any diversions and put in place measures to correct the diversions and avoid losing focus. It was established

that MCK initiated annual employee engagement surveys to better understand the levels of employee connection and advocacy in comparison with international technology and peer media groups as put forth by an interviewee who stated that;

> "We conduct formal engagement surveys annually via an independent partner to determine the effectiveness of our efforts. Our recent score demonstrated an improvement in employee engagement as teams settle into new ways of working and adjust to our new operating model. This improvement is the result of combined efforts to prioritize the people agenda at MCK". (Human Resource Manager)

4.7 Strategic change at MultiChoice Kenya

The interviewer interrogated the interviewees on whether the company had undertaken any strategic change programs in the recent past and they were all in agreement. An interviewee stated that,

> "MultiChoice Kenya recently launched Clarity a new robust billing system to replace the old IBS which seeks to make it easier for the company to interface with the subscribers through an online platform and through mobile networks where clients can call customer care and have their queries attended to''. (Operations Manager)

The interviewees agreed that the inefficiencies of IBS were affecting not only the operations of MCK but delivery of service to customers resulting to churn complaints, thus resulting to loss of revenues. From the information obtained from the operations manager, due to the vast amount of information generated, the system was compromised and it kept breaking down, was slow in its operations, kept giving wrong commands and disconnecting validly paid-up customers. This had to change and thus the system changes from the old billing system (IBS) to a new robust billing system (Clarity). An interviewee from the sales department was in agreement and added that,

> "For 15 years, IBS had been MCK's core subscriber management system and had supported complex business rules. However, billing had become complex and inflexible and many processes were manual. This resulted in a subscriber experience

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that is not so great and it would take so long to make changes and to launch new products". (Sales Manager)

MCK business had grown and their needs had become more sophisticated and needed to implement a new system to be able to respond to these ever-changing needs and to update their technology. Clarity was implemented to give a robust platform that would encompass all the challenges IBS had. According to a clarity fact sheet provided by an interviewee from the operations department, clarity consolidated all the different systems under one easy to use front-end and would provide a simpler system that was available and is easy to navigate, had a better subscriber/customer experience, simplified business processes, business rules were built into the system whose architecture was scalable and flexible, quicker time to market their products and services, and an in-house system that was fully customizable.

An interviewee also divulged that MCK recently initiated a restructure to align their structures with the company strategy and reposition the business for growth by creating new positions and merging those perceived to be operating below optimal. She stated that;

> "The company was recently forced to restructure and adopt a flatter structure with the sole aim of enhancing communication within and outside the company, reducing the costs of operation and seeking to achieve the benefits of a lean work force. This will continue in the near future to maintain our margins" (Human Resource Manager)

Another interviewee concurred and added that;

> "We have embarked on a full transformation called 'future fit' with the sole aim of revising our operating model to align organization structure to deliver on strategy of driving shareholder returns". (Marketing Manager)

The study also sought to establish what really necessitated the changes at MCK and most interviewees stated the need to retain market share and cement position as the market leader, increased competition from new entrants, the advent of new technology and

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increased internet usage as the main drivers to initiate change at MCK. An interviewee

responded by stating that;

> "The last few years have seen the pay TV sector go through several changes such as the digital migration which came with a fair share of challenges including increased market demand and the sector has become more competitive which forces us to think differently, innovate and continually look for new ways in which to entertain our subscribers''. (DSTV Manager)

Another respondent added that;

> "Increased availability of internet in homes has created a market for new entrants like Netflix and MultiChoice had to respond by creating new products and embracing new systems such as Showmax and box office". (GOTV Manager)

4.8   Discussion of Findings

The research established that MCK introduced strategic changes occasioned by the need to

provide a seamless customer experience, adopt new technology and achieve a competitive

edge by retaining the largest market share which concurred with Ragsdell (2000) who

established that through strategic change, companies achieve better states by utilizing the

available human resource. Similarly, Burnes (2004) established global phenomenon where

organizations are embracing change so as to cope with effects of competition and

operating environment which is difficult to forecast.

The research observed that change is an emotional experience and people must be

involved in it including the support staff and ignoring them would be suicidal to the

change program. The employees at MCK embraced change because they felt involved in

the implementation process from the onset and made to feel part of the change process.

The managers agreed that the employees were essential to the business as their skills and

experience are needed to drive the change and excluding them from any part of the change

process would be suicidal to any change leadership. This observation is in agreement with

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Gimona (2016) who stated that engaging all stakeholders through the change process ensures effective change. There however are managers who felt that the executives imposed the change upon them and they were not consulted or included and their ideas, feelings and observations were never that important.

The research observed that open communication and provision of relevant and timely information is a key ingredient for the successful implementation of change in an organization. When the communication channels are clear and open, employees receive instructions on new ways of working and are also able to raise their concerns in a timely manner without compromising the quality of their work. This is in agreement with Mwangi (2009) who observed that if the necessity and consequences of the change are under communicated, the change effort will systematically be obstructed. Even though both the employees and managers agreed that MCK had established proper communication channels to decimate information on change, it however emerged from the study that they undermined the power of rumors and grapevine which almost dented the change process and to counter this there was the adoption of the open-door policy which created easy access to management by employees in case they needed any information or advice. Dede (2016) agrees with this statement and stated that adopting an open door policy encourages free flow of information that helps employees in decision making and ensure buy ins.

The research established that both MCK management and the employees affirmed that they were informed of the proposed changes beforehand with only a few managers disagreeing with this statement. This information was shared via meetings where the employees were taken through the advantages of the new system compared to the current

system. Information was also shared via their organization emails and internal circulars so that at their free time they could read and internalize. These findings were in agreement with McKinsey (2006) who noted that when change is introduced instantaneously before employee are fully prepared, it causes high levels of anxiety and therefore every person should be informed of the change and fully engaged in all the activities so as to change their behavior and attitudes. MCK employees were initially anxious of the outcomes of the changes initiated by the company, they shied away from embracing the new system as they felt it would replace them leading to loss of jobs.

During the study it was found that there was constant monitoring and evaluation of employee change program activities. The employees stated that they were well monitored and evaluated on the new aspects of work occasioned by the changes adopted. This finding concurs with Induli (2015) who stated that the key success factor in any change initiative is constant monitoring and evaluation hence the process of managing people in an environment characterized by socio-economic changes is to have the management keenly monitor all the steps in the process and evaluate the outcomes with a view to noting deviations and taking timely corrective action to avoid derailing the change process.

The study observed that MCK adopted the ADKAR model as a tool for managing the people side of change by helping transition their employees through the five key faces to achieving strategic change. This finding corroborates with that of Hiatt (2006) who stated that when change is initiated in an organization, it is not only the organization that changes but rather the behaviors of individuals that changes in sequence in order for the change to be implemented and sustained. This finding also ratifies what Washington and

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Hacker (2005) posits that it is not only important to ensure workforce involvement in the initiation and implementation part of the change program but also ensure there is proper communication on the urgency of change.

The research also established that the managers who were the change leaders had to own the vision first in order to convince the employees on the urgency for change. This in turn opened the minds of employees triggering them to act and further helped management to focus motivation and inspire new behavior hence overcome opposition. MCK engaged the use of change agents who helped champion the change process by owning the vision and ensuring the employees know what the change intends to achieve. They were more experienced, provided a helicopter view of the change process and brought in new commitment and enthusiasm.

The study established that change is not always welcomed or seen as a positive thing. The employees strongly agreed that there was some form of resistance to the new system at the initial stages almost risking the success of the change program while the managers agreed but they had differing reasons as an explanation for the resistance. This ratifies what Kotter & Schlesinger (2008) stated that employees resist changes due to several reasons ranging from parochial self interest, differing assessment, misunderstanding and lack of trust and low tolerance to change. Induli (2015) was in agreement and established those various incidences of resistance to change can easily be traced to changes being implemented without proper involvement of the people who are going to be adversely affected by the change. But just because employees resist change doesn't mean that managers can't help them cope. Burnes (1996) stipulates that the best way of creating willingness to change or overcoming resistance rests in involving and aligning people with

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the change. The research findings agrees that MCK used several avenues to get around employees who resisted the change such as establishing proper and efficient communication channels and ensuring they are involved throughout the process.

From the responses of both the employees and the managers the research established that MCK empowered its employees through trainings in order for them to have the necessary skills to implement the changes. They undertook to ensure that the employees were equipped with relevant skills to undertake the new tasks pertaining to the changes together with necessary employee mobility within the organization to take up new roles and responsibilities. The trainings were provided via classroom structured trainings and experiential training that provided real-time, hands-on experience with the new system and they also made sure to create short term wins by always rewarding their best change implementers with monetary gifts or relevant trainings. This observation corroborates what Stephens (2017) states that providing training and support where necessary helps in implementation of the change program.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section contains the summary of the research findings, the conclusions from the findings and recommendations. The study adopted a triangulation method by utilizing both a case study and cross-sectional descriptive research design in which MultiChoice Kenya was investigated. The employees and the top management were engaged in the study which sought to establish how the people dimension of change has been managed at the MultiChoice Kenya, establish challenges faced in managing people dimension of change and to determine how challenges in managing people dimension of change at MultiChoice Kenya are managed. Descriptive and content analysis were done on the responses given on the questionnaire and interview guide respectively.

5.2 Summary of Findings

The study found out that MCK has managed the people dimension to change by initiating employee training programs characterized by constant monitoring, evaluation and encouragement of employees, provision of relevant and timely information on the change initiative and employee inclusivity in the midst of challenges such as employee resistance to the new system, fear of loss of jobs among the employees, poor communication or communication breakdown, slow user acceptance of the new system by employees who were not technical savvy wanted the status quo maintained and negative perception of the process of training and implementing the new system even when the change was driven by the need to be more efficient, retain market share and cement position as market leader,

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increased competition, advent of new technology and increased internet usage and which affected their stakeholders and most especially the employees and therefore, to effectively help the employees transition and cope with change, the ADKAR model was applied.

Secondly, MCK change leaders ensured that there was awareness of the proposed changes by having meetings whereby they openly explained to the employees on the changes that were to take place in the organization and clearly outlined all the necessary information with which they based their decisions. Awareness played a key role in managing resistance in that employees were not taken by surprise with the changes and the change consultants encouraged the principle of inclusivity which required the participation of both the executives and employees as a whole in order to propel the change towards the objective and that for the new change to be institutionalized, employees needed to incorporate the new changes into their daily operations. In order to solidify the new system MCK Management created opportunities to keep the employees abreast of any developments, collected feedback and took corrective action to close any gaps, and provided rewards to behavior geared towards the promotion of the new system.

5.3 Conclusions

From the above findings, it is important that employees are fully involved during the implementation of the strategic change and the management should be fully aware that people are the drivers of any change. This can be facilitated by adopting an open-door policy whereby the executive always has their doors open to anyone who wished to have any clarifications or hold consultations. The more employees the executives engage, the more the likelihood of achieving the objective of the change initiative. By ensuring

inclusivity the employees gain sense of legitimacy, have access to resources, get advice and emotional support.

The above findings underscore the importance of the ADKAR model as a tool for the management of the people dimension change. It was used to measure the level of employee involvement and reaction to the changes and ensure employees were well prepared for the changes hence address the human side of change. From the above findings, it is important for the employees to be convinced of the reasons for change. Without a clear awareness of the situation, the employees may underestimate the consequences of keeping the status quo and as a result they may not be committed to the change initiative and may find it hard to pull themselves out of their comfort zones.

From the research it was gathered that management must draw up a strategic direction of the change initiative as without a clear and appropriate vision, the change effort may become misdirected causing confusion and chaos. Further, they should deploy all available communication channels to broadcast the vision and objectives of the change initiative directly to the employees. This aids in ensuring unanimity, and setting general tone for strategic change. They must also be clear about the employees' roles in the change initiative so that the employees will know clearly what is required of them and where.

The introduction of strategic change at MCK was met with slow user acceptance and outright employee resistance which was attributed majorly to a communication breakdown, the fear of the unknown and some employees preferring the status quo to be maintained. It was established that if the employees see that the change is going to take place regardless of their objections, they may initially resist the change and then

resignedly accept it. Other critical challenges encountered during the change process was that the employees viewed the training process as tedious and involving and this proved to be a logistical nightmare for the management as they had to reevaluate and tailor make new training programs.

The remedies to the challenges of the people dimension of change encountered at MCK include; encouraging open communication, encouraging participation of all parties involved in the change, top management support and providing emotional support to employees who feel overwhelmed by the change. Managers must realize that some resistance is inevitable and should plan for ways to deal with resistance early in the change process and continue empowering the employees to overcome the challenges of change.

5.4 Recommendations for Policy and Practice

The study established that for organizations to achieve strategic change they need to practice inclusivity. This is because of its inherent characteristic of inclusiveness of all the stakeholders which reduces the challenge of resistance. The research recommends that MCK could include carrying out stakeholder analysis whereby stakeholders with high power and high interest are separated from the one with low power and low interest hence the management will use different strategies to convince the two different groups into supporting their change initiatives.

The research established that there was an initial breakdown in communication due to the wrong information landing in the grapevine. The management resolved this by ensuring they delivered the right information before the damage was done to the change process. The researcher recommends that the MCK puts in place a comprehensive and dedicated

employee communication policy that embraces grapevine communication and can channel information through informal channels instead of downplaying their importance.

5.5 Limitations of the study

The study focused on the people dimension of change in MultiChoice Kenya which comprised few aspects of managing the people dimension of change and ignored the business dimension of change even though there might be a connection between the two. For a comprehensive study, there is need to study both the people and business dimension of change.

The research focused on MCK implying that the findings could be MCK specific. The case study limits the findings to a specific institution which may not apply to other entities in similar sector or even those in different sectors that face diverse challenges as well as opportunities. More research needs to be done in other organizations that are outside the scope of this study. Therefore, using the information from MCK to generalize for all other institutions may not be prudent hence the need for more research especially using a survey design.

This study focused on only MCK ignoring other players in the pay TV industry and his may have reduced the scope of responses on the subject of managing the people dimension of change. There was also the challenge of the employees being biased with their answers in that they did not want to give answers that could paint a bad picture on the organization hence some of the challenges faced during the whole process might not have been captured. Accessing secondary data from MCK was also a challenge being that they have strict policy on revealing internal information hence any material that was required from them could not be easily be obtained.

5.6 Suggestions for further research

Since this was a case study that has inherent limitations associated with generalizations, survey studies should be done to investigate the people dimension of change in other corporations so as to capture a large population. The survey research requires quantitative analysis and comparison of data which would increase the confidence level of the findings hence the data obtained can be used in other organizations as well.

Being that the study focused only on the people dimension of change it has opened more opportunities for future researchers to consider looking deep into the relationship between the people and the business dimension of change.

The study has focused only on MCK and the findings may have not been exhaustive. Thus, it suggests that the same concept can be replicated in a different context within the Pay TV industry with a different approach to strategic change so as to compare and verify the findings since there are factors that impact on an organization during the change process that are organization specific.

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APPENDIX I

Target Population

Department	Target Population
Marketing	30
Procurement	10
Operations	26
Sales	48
Human Resource	8
Finance	10
DSTV	45
IT	7
GOTV	50
Supersport	26
TOTAL	**260**

Source: MultiChoice Kenya HR department

Interview guide

Topic: **Managing the people dimension of change at MultiChoice Kenya Ltd**

PART A: ORGANIZATIONAL PROFILE

Designation: …………………………………………………………………………

Department: ……………………………………………………………………….

Years worked with MultiChoice: …………………………………………………

Years in current position: …………………………………………………………

PART B: INTERVIEW QUESTIONS

1.   Which change initiative has MCK initiated in the recent past?

2.   What necessitated the change?

3.   How were the employees notified and prepared for the upcoming changes?

4.   What measures did MCK take to counter these challenges?

5.   How did the change initiative affect the employees?

6.   Which challenges did MCK encounter in implementing strategic change?

7.   How did the employees react to changes initiated by MCK?

8.   Was employee resistance encountered during the change process?

9.   How was employee resistance to change managed?

Thank you for your cooperation.

APPENDIX II
QUESTIONNAIRE

Instructions:

The purpose of this questionnaire is to collect information from you on Managing the People Dimension of Change at MultiChoice Kenya Limited. The questionnaire is divided into six sections: A, B, C, D and E.

SECTION A: Demographic Information

I would like to ask you some questions about yourself. Please answer as truthfully as you possibly can. Tick only one appropriate statement (response) in each question.

1. Kindly chose the age bracket you belong to:

☐   18-20yrs

☐   21-25yrs

☐   26-30yrs

☐   31-35yrs

☐   36-40yrs

☐   41-45yrs

☐   Above 45years

2. What is your highest educational qualification?

☐   PhD

☐   Master

☐   Bachelor's degree

☐   Diploma

☐   Secondary School Certificate

☐   Primary School Certificate

SECTION B. MANAGING THE PEOPLE DIMENSION OF CHANGE AT MULTICHOICE KENYA LTD

This section contains five items on managing the people dimension of change at Multichoice Kenya Ltd. Kindly rate the following statements using a scale of SA-strongly agree [5], A-agree [4], N-neutral [3], D-disagree [2], SD-strongly disagree [1].

NO	STATEMENT	RESPONSE				
		SD	D	N	A	SA
1	MCK has initiated employee training programs aimed at improving the employees' understanding of the change program and how they are expected to change.					
2	Executives at MCK made sure that employees knew how change will affect them, what is expected of them and how soon it will happen.					
3	There was constant monitoring, evaluation and encouragement of employees to minimize any deviations and ensure the change stays in place.					
4	MCK management provided relevant and timely information on the change initiative to increase employee's awareness of the change program					
5	There was inclusivity which helped the employees develop a feeling of ownership in the change process.					

SECTION C. CHALLENGES ENCOUNTERED IN MANAGING THE PEOPLE DIMENSION OF CHANGE AT MCK

This section contains five items on challenges encountered in managing the people dimension of change at MCK. Kindly rate the following statements using a scale of SA-strongly agree [5], A-agree [4], N-neutral [3], D-disagree [2], SD-strongly disagree [1].

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NO	STATEMENT	RESPONSE				
		1	2	3	4	5
1	Employee resistance to the new system.					
2	Fear of loss of jobs creating anxiety and distrust among the employees.					
3	Communication breakdown hindering the implementation of the change program					
4	Slow user acceptance of the new system by employees who were not technical savvy wanted the status quo maintained.					
5	Employees felt the process of training and implementing the new system was tedious and involving.					

SECTION D. MEASURES TO DEAL WITH THE CHALLENGES OF MANAGING THE PEOPLE DIMENSION OF CHANGE AT MCK

This section contains five items on measures to deal with the challenges of managing the people dimension of change. Kindly rate the following statements using a scale of SA-strongly agree [5], A-agree [4], N-neutral [3], D-disagree [2], SD-strongly disagree [1].

NO	Item	RESPONSE				
		1	2	3	4	5
1	MCK has established proper communication channels to enhance change process					
2	MCK top management engaged in gradual implementation of change process and encouraged employee participation and support					
3	MCK management is educating people on the need for change and keeps reminding them why change is necessary					

4	Negotiation and agreement are used by top management where individuals or groups fail to grasp the change initiative and tends to resist change					
5	MCK conducts support meetings and workshops to facilitate individual growth and development of employees and show commitment to the change					

MANAGING THE PEOPLE DIMENSION OF CHANGE AT MULTICHOICE KENYA LIMITED

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| 10 | mro.massey.ac.nz
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| 11 | Adéle Da Veiga. "An approach to information security culture change combining ADKAR and the ISCA questionnaire to aid transition to the desired culture", Information and Computer Security, 2018
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MANAGING THE PEOPLE DIMENSION OF CHANGE AT MULTICHOICE KENYA LIMITED

FINAL GRADE

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GENERAL COMMENTS

Instructor

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