Commitment to organisational change in the Kenyan geographical-cultural setting: a mixed methods study of Kenya's micro and small enterprises

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DECLARATION

I, Gradus Kizito Wandera, Student Number 14372097, declare that the dissertation, which I hereby submit for the degree of Doctor of Philosophy at the University of Pretoria, is my own work and has not been submitted by me for a degree at this or any other tertiary institution.

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ABSTRACT

This research had twin aims: to discover the conceptual meaning of the construct of commitment to organisational change during significant change in micro- and small enterprises, and to develop corresponding measures of this commitment. This reflects the priority given by current literature to developing a stronger, more precise and clear construct of commitment to organisational change.

The construct of commitment to organisational change demonstrates sensitivity to its geographical-cultural context. A majority of extant studies have been conducted in Western or Asian settings and thus it is significant that this research was conducted in Africa (Kenya).

The research adopted a qualitative-dominant, sequential research design. Data collected through interviews and participant observation was analysed through iterative coding. Participant review of the researcher's interpretation was further triangulated by a translation review to ensure accurate observation of linguistic nuance. The findings of the qualitative research formed the basis for developing a quantitative instrument.

The qualitative findings provide evidence that employees reject the label of 'commitment to' organisational change, preferring to term the construct a 'passion for'. This reflects important, contextually-rooted beliefs. The 'passion' comprises five synergistic elements, demonstrating robust utility in developing construct measures. The quantitative findings indicate that the construct is unidimensional if based on contextually developed measures, but three-dimensional if based on the three-component model.

These findings demonstrate that inadequate attention to geographical-cultural factors in measuring commitment to organisational change excludes significant features of the construct, and thus remedies previous theoretical gaps. They refine and provide evidence for the argument that commitment to organisational change is volitional, and detail the factors motivating this affect. The discovery of contextual grounding methodology in this study is novel, demonstrating how extant research concepts may be grounded in nascent contexts.

Refining the construct of commitment to organisational change additionally provides a basis for practitioners to develop more appropriate measures of employees' change commitment, foregrounding compelling arguments for management across cultures to respect cultural variation.

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1   CHAPTER 1: OVERVIEW OF THE STUDY

1.1   Introduction

This research study is situated in the sub-field of commitment to organisational change studies, within the larger field of workplace commitment. The field of workplace commitment covers various commitments focusing on specific workplace targets. These include commitment to organisational change (whose target is organisational change); organisational commitment (whose target is the organisation); occupational/ vocational commitment (whose target is the occupation or vocation) and other related variants of workplace change. This specific project, however, is predominantly focused on commitment to organisational change, to the exclusion of other forms of workplace commitment. The term 'change commitment' is used to refer generally to any commitment having any type or mode of organisational change as its focal target.

This chapter presents an overview of the research, articulating the research background, the problem statement, the research gap and the research questions. It also discusses the scope of the research, its delimitations, limitations and significance and concludes with an account of the contents of subsequent chapters.

1.2   Research background

Organisational change initiatives are implemented by committed employees and enable the organisation to improve its efficiency and gain competitive advantage (Elias, 2009; Parish, Cadwallader, & Busch, 2008). A lack of commitment to organisational change among employees contributes to organisations' inability to proactively effect desirable change (Battistelli, Montani, Odoardi, Vandenberghe, & Picci, 2014; Conner & Patterson, 1982; Herscovitch & Meyer, 2002). Recently, a positive relationship between pro-social motivation (motivational effort based on meaning and purpose) and commitment to organisational change has been found (van der Voet, Steijn, & Kuipers, 2017).

Based on the review of literature in Chapter 3, particularly Section 3.3.2 (a), the author defines commitment to organisational change as an affective bond that individual employee develops towards a targeted organisational change after developing a deeper understanding of its scope and intent. This bond entails volitional mental and behavioural effort to attain change goals and objectives, as well as the institutionalisation of change outcomes. Such outcomes can include a new organisational culture and new technologies, processes, systems, operational methods, structures or other aspects. This definition is consistent with conceptualisations in the extant literature that

commitment to organisational change is: a) the specific workplace commitment of employees during organisational change (Conner & Patterson, 1982; Herscovitch & Meyer, 2002); b) the specific bond to change, linking employees to the organisation's change goals (Conner, 1992); and c) distinct from organisational commitment, which is the bond linking the employee to the organisation where s/he is employed (Klein, Molloy & Brinsfield, 2012; Meyer & Herscovitch, 2001).

Organisational change is a development process aimed at improving the organisation's effectiveness by enhancing the congruence of key organisational dimensions such as the external environment, strategy, mission, leadership, culture, structure, reward and information systems, work policies and procedures (Bradford and Burke, 2005). This stands in contrast to unplanned and gradual change which, for the most part, amounts to logical adjustments to or improvements in current organisational operations with the aim of doing better than, or doing more of, what is currently done (Anderson & Anderson, 2001). Significant organisational change has been defined as the process of turning "the organization in another direction, to fundamentally modify 'the way we do things,' to overhaul the structure – the design of the organization for decision making and accountability – and to provide organizational members … with a whole new vision for the future" (Burke, 2018, p.9).

Organisational change pivots on human action. From this, some research (Elstak, Bhatt, van Riel, Pratt, & Berens, 2015; Fugate, Prussia, & Kinicki, 2012; Herscovitch & Meyer, 2002; Judge, Thoresen, Pucik, & Welbourne, 1999) has focused on building better understanding of the role and ramifications of employees' psychological and behavioural dispositions towards organisational change. The work of Herscovitch and Meyer (2002) has become particularly significant for research investigating the role of commitment to organisational change in generating favourable outcomes for organisations across different geographical-cultural research contexts (Conway & Monks, 2008; Meyer, Srinivas, Lal, & Topolnytsky 2007).

The construct of commitment to organisational change as developed by Herscovitch and Meyer (2002) has not always been used unabridged in empirical research. For instance, Conway and Monks (2008), in their study of the link between human resource practices and commitment to organisational change in Ireland, employed only the affective commitment to organisational change scale. Parish, Cadwallader and Busch (2008) modified Herscovitch and Meyer's (2002) measurement scales through exploratory and confirmatory factor, and reliability, analyses. Herold, Fedor, Caldwell and Liu (2008), in their study of the effects of transformational and change leadership on commitment to

change, modified Herscovitch and Meyer's (2002) measurement scales by using only four items from the affective commitment to organisational change scale. In these studies, abridging Herscovitch and Meyer's (2002) measurement scales appears to be aimed at obtaining high reliability from the measures of commitment to organisational change. Other researchers who have adopted Herscovitch and Meyer's (2002) measurement scales include Cunningham (2006), as well as Meyer, et al. (2007) in studies in both Canada and India. These varied examples suggest a lack of consensus on how commitment to organisational change – and particularly the elements that constitute this construct in a specified geographical-cultural setting – should be measured in empirical studies.

1.3   Problem statement and research gap

Extant literature suggests that the geographical-cultural setting of the research may explain some of the variance detected in studies. For example, in the incremental change setting of the transport department of a US public university, Parish, Cadwallader and Busch (2008) revised all three components of the Herscovitch and Meyer (2002) model to obtain an acceptable model fit for their study. Another study of a "Canadian energy company undergoing a planned structural and cultural transformation" (Meyer, et al., 2007, p. 190), was concerned with the behavioural measures of the Herscovitch and Meyer (2002) scales. The study showed no distinction between the affective and normative components of commitment to organisational change. Replicating that study at an Indian private sector organisation undergoing restructuring, Meyer, et al. (2007) found stronger correlations between the affective and normative components of the construct. However, in contrast to the Canadian research, the Meyer et al. Indian study, (2007) found the affective and normative components of the construct to be distinct.

Moreover, there are empirical reasons for assuming that construct of commitment to organisational change varies depending on the magnitude of the organisational change studied. First, employees' experiences and reactions to organisational change vary with the magnitude of organisational change (Bareil, Savoie, & Meunier, 2007; Elstak, et al., 2015). Second, employees' dispositions and concerns about organisational change depend on the nature of the change itself (Battistelli, et al., 2014; Fedor, Caldwell, & Herold, 2006).

Despite growing evidence suggesting that the construct of commitment to organisational change is perhaps sensitive to both the magnitude of the change and the geographical-cultural setting of the study, no study precisely addressing this problem was found. Given

the lack of consensus on how commitment to organisational change should be measured in empirical studies, and particularly the elements that constitute this construct in a defined geographical-cultural setting, this study addressed one defined problem: discovering the geographical-cultural components of commitment to organisational change that should be measured during significant organisational change in the Kenyan geographical-cultural context.

1.4   Purpose statement

The purpose of this study was to explore, describe, and explain the geographical-cultural components of commitment to organisational change that should be measured during significant organisational change in the Kenyan geographical-cultural context. It focused on organisations classified as a micro and small enterprises (MSEs). By doing this, the study enriches the understanding and conceptualisation of commitment to organisational change for both research and management practice in Africa. This is critical, because there have been challenges in adapting management models borrowed from elsewhere to East Africa: specifically, such models do not consider the economic, technological, social and cultural factors peculiar to the region (Beugré, 2015).

Unbundling the geographical-cultural-sensitive components of the construct of commitment to organisational change in Kenyan SMEs was important for various reasons. First, the research responds to calls for inquiry into factors in the geographical-cultural settings of empirical research in the field of commitment to organisational change (*see, for example*, Bouckenooghe, Schwarz and Minbashian, 2015; Tsui, Nifadkar & Ou, 2007). Second, unpacking the complexity of commitment to organisational change facilitates the construction and development of a clearer and more precise construct (Jaros, 2010). Third, it confirms (as Ko, Price and Mueller (1997) had suggested) that factors in the geographical-cultural research setting tend to influence the construct of commitment to organisational change.

1.5   Research questions

This study's overall research question was: "What is the conceptual meaning of commitment to organisational change in the geographical-cultural setting of Kenyan MSEs and how can it be measured?" To answer this question, the qualitative and quantitative research sub-questions set out below were formulated.

1.5.1 Qualitative sub-questions

RQ.1 What elements of employee commitment to organisational change are critical in the implementation of significant change in Kenyan MSEs?

RQ.2 What factors in the Kenyan geographical-cultural setting influence the link between employee commitment to organisational change and the implementation of significant change in Kenyan MSEs?

1.5.2 Quantitative research question

What is the factor structure of commitment to organisational change in the Kenyan geographical-cultural setting of MSEs undergoing significant change?

1.5.3 Mixed methods question

To what extent do the quantitative research findings of this study support the propositions developed by the qualitative research findings?

1.6 Scope of the research

The study was not concerned with the aspects of commitment to organisational change relating to this commitment as an 'organisational' commitment to change. Rather, it was concerned with the commitment of the individual employee within an organisation that was undergoing significant organisational change. The focus on the employee's rather than the organisation's commitment to organisational change was desirable to avoid unnecessary reification of the organisation. This concurs with Soumyaja, Kamalanabhan and Bhattacharyya (2011), who have argued that the term 'commitment to (organisational) change' is used to denote the commitment of employees to change in the organisation.

This study focused on exploring, describing and explaining the constituent elements of commitment to organisational change in Kenyan MSEs, rather than linking these elements to change outcomes. For this reason, replicating the 2002 study of Herscovitch and Meyer was beyond its scope. What was of primary importance was obtaining rich contextual understanding of commitment to organisational change in the Kenyan research setting. A broad quantitative study to develop and test contextual measures of commitment to organisational change in Kenyan MSEs undergoing significant change was also beyond the scope of this research. The quantitative component here aimed to

determine whether the quantitative research findings could support the premises developed in the qualitative phase.

1.6.1 Delimitations of the study

Literature on workplace commitment has been developed over more than six decades. A small part of this literature focuses on commitment in the context of organisational change. Consistent with its focus, this project reviews extant literature and investigates employee commitment only to the extent that the literature and investigations relate directly to employee commitment to organisational change. This is critical for both conceptual and practical reasons: to avoid any confusion arising from failure to distinguish research on organisational commitment from research on commitment to organisational change; and to avoid research so large-scale that it might be precluded by the project's resource and timeframe constraints (*see 1.6.2 below*).

The study of the antecedents of commitment to organisational change was excluded from this study. Previous research [for example, Conway and Monks (2008); Fedor, Caldwell and Herold (2006)] has investigated the antecedents of commitment to organisational change, providing insight into how employees in organisational change contexts develop commitment. Such investigation was deemed to be beyond the scope of this research, which was concerned with how Kenyan employees experience, rather than develop, commitment to organisational change.

The choice of participants was limited to employees in MSEs who were involved in ongoing significant change within their own organisation. Only such employees, through their experiences and reflections, could report about their commitment to organisational change. Previous research (for example Battistelli, et al., 2014; Herscovitch & Meyer, 2002; and Meyer, et al., 2007) has presumed that the construct of commitment to organisational change is not affected by the size, type, industry or context of the organisation. By limiting this research to MSEs, rather than large or multinational enterprises, the researcher deliberately sought to obtain local (or relatively less externally-controlled) perspectives on the construct in the Kenyan research setting. Additionally, such a delimitation made it easier to detect local contextual influences on the concept and construct of commitment to organisational change.

1.6.2 Limitations

One significant limitation was the time available to conduct the research: within the timeframe of a formal Doctoral programme. While conducting multiple qualitative case

studies and quantitative longitudinal studies would have strengthened both the qualitative and quantitative components of the research, formal study timeframes constrained the use of these strategies.

The selection of a research design was constrained by the paucity of research on the Kenyan setting focusing either on contextual conceptual understanding or local validation of commitment to organisational change as a research construct. This made an exploratory rather than an explanatory design desirable. The rationale for selecting an exploratory design had important implications for the selection of research methods and these will be discussed in Chapter 4.

One limitation on the generalizability of the findings of the qualitative phase of the research is employing a single case study exploring the constituent elements of commitment to organisational change in the Kenyan setting. However, the purpose of conducting this case study was not to draw statistical inferences and generalizations from the case study, but rather to construct a pattern of meaning: the contextual understanding of commitment to organisational change. Nevertheless, to obtain a perspective of generalizability on the findings of this research a small quantitative survey (n=141) was conducted to test the propositions developed through the qualitative case study.

1.7   Significance and benefits of the study

This study is a response to calls for inquiry into factors in the geographical-cultural settings that affect the construct of commitment to organisational change studies (*see, for example,* Bouckenooghe, Schwarz and Minbashian, 2015; Meyer, Stanley, Herscovitch & Topolnytsky 2002; Tsui, Nifadkar & Ou, 2007). It provides four geographical-cultural understandings of commitment to organisational change that are not captured by the three-component model (Herscovitch & Meyer, 2002), albeit in the Kenyan research context only. Thus, the research provides evidence for the necessity of scholarly attention in the field of commitment to organisational change to the contextual factors affecting commitment.

The four understandings of commitment to (better designated, for reasons described below, as 'passion for') organisational change are: a) creative competence (the use of creativity and imagination to perceive desirable courses of action that make a difference in the organisation); b) spirit-at-work (a conscious sense of evaluation and judgement on the appropriateness of contemplated activities, inclined towards avoiding behaviours that might jeopardize organisational change); c) concord collaboration and collegiality (a

common sense of purpose and deliberate team action in favour of the change); and d) buoyancy (voluntary adaptability, resolve and effort to successfully implement the change). One particularly interesting finding is that the concept of 'commitment' (author's quotes) to organisational change seemed inappropriate to participants; to them 'commitment' was only an appropriate concept where near absolute and irreversible self-giving to a sacred cause was required: for example, a parent to their child, a husband or wife to their spouse, or a celibate person to God in response a religious calling. It was not appropriate where the four attributes or understandings were the only pragmatic requirements. The participants preferred to designate the phenomenon combining the four understandings as a 'passion' (author's quotes) for organisational change.

The study is also important because it lays the foundation for the further development of mixed-methods techniques that may be referred to as contextual grounding. These techniques were a surprise discovery aiding both data collection and analysis; they were not intended as a deliberate modification of existing mixed-methods techniques. This methodology may be described as encompassing a range of pragmatic techniques that enable a researcher to work with extant literature in defining a research question and designing and executing the study in a way that both advances the discipline and provides contextually rich foundations to take advantage of strong extant theory and refine it by contextualising it in the local research setting. This enhances the clarity and precision of concepts and constructs while uncovering underlying assumptions and boundary conditions. A fuller description of this methodological enrichment is presented in Chapter 4.

1.8 Brief on the rest of the dissertation

Chapter 2 discusses the importance of the research setting in studies on commitment to organisational change. Chapter 3 presents a review of relevant literature and establishes the research gap. Chapter 4 proposes a conceptual model and further outlines the study's propositions and hypotheses. Chapter 5 discusses the research methodology.

Chapter 6 is the first data chapter and presents the research findings. The final chapter – Chapter 7 – discusses the findings, draws conclusions and makes recommendations for further research. Figure 1 on the next page concludes this first chapter by presenting a diagrammatic summary of the research.

Figure 1:   A diagrammatic overview and summary of the research

Contribution to Knowledge:
Extension of previous research:
- Discovering the conceptual meaning of commitment to organisational change and the motivations for such meaning.
- Development of measurement scales for commitment to organisational change.

Research Issues:
- Difference in geographical-cultural settings
- Need for a clearer and more precise conceptualisation of commitment to organisational change

Knowledge Gaps addressed:
Previous research does not address:
- Contextual meaning of commitment to organisational change despite suggesting that geographical-cultural factors influence the construct?
- How can we refine the construct of commitment to organisational change?

Conceptual framework:

Commitment to organisational change:
- Common goal
- Creativity
- Spirit-at-work
- Concord collaboration and collegiality
- Buoyancy
- Togetherness

P1

Specific goals of significant organisational change implemented

P2

Contextual geographical-cultural factors
- Socialist orientation
- Eagerness for excellent work performance
- Freedom from fear of retribution

Research Problem:
Discovering the geographical-cultural components of commitment to organisational change that should be measured during significant organisational change in the Kenyan context.

Interpretive discussion:
- Ignoring geographic-cultural factors in the measurement of commitment to organisational change excludes significant features of the construct.

Core Research Question:
What is the conceptual meaning of commitment to organisational change in the Kenyan geographical-cultural setting of MSEs and how can it be measured?

Research questions:
RQ 1: What elements of employee commitment to organisational change are critical in the implementation of significant change in Kenyan MSEs?
RQ 2: What factors in the Kenyan geographical-cultural setting influence the link between employee commitment to organisational change and implementation of significant change in Kenyan MSEs?
QRQ: What is the factor structure of commitment to organisational change in the Kenyan geographical-cultural setting of MSEs undergoing significant change?
MMRQ: To what extend do the quantitative research findings of this study support the propositions developed by the qualitative research findings?

Factual Findings:
- Elements involved in commitment to organisational change are common vision, creativity, spirit-at-work, concord collaboration and collegiality, buoyancy and togetherness.
- Factors influencing link between commitment to organisational change and organisational goals: socialist orientation, eagerness for excellent work performance, freedom from fear of retribution.
- Unidimensional factor structure
- Quantitative findings support propositions developed in qualitative phase

Research Design:
Mixed sequential case study design in a dominant social constructivist paradigm

Fieldwork:
Case study interviews and analysis in a small enterprise experiencing significant change, followed by a survey of MSEs experiencing significant organisational change(s)

Source: Author's use of Trafford and Leshem's (2012, p.170) Magic Circle

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2 CHAPTER 2: THE RESEARCH CONTEXT

2.1 Introduction

This chapter introduces the research setting as a unique factor in research on commitment to organisational change. It begins by briefly highlighting how the research setting has impacted on previous studies on commitment, and then discusses those features of the Kenyan research setting that have the potential to affect the concept of commitment to organisational change. The chapter concludes with a summary of the discussion.

2.2 Relevance of the research setting

Studies (such as Baraldi, Kalyal, Bernson, Naswall & Sverke, 2010; Chen, Wang, Huang & Spencer-Rodgers, 2012; Meyer, et al., 2007) employing the three-component model ((Herscovitch & Meyer, 2002) outside its original context of North America have been increasing in number. However, that number is still very small in terms of facilitating the development of theory on what contextual factors may influence the reliability and validity of the construct of commitment to organisational change. In particular, there is a paucity of such research on Africa, and an even greater paucity of studies on Kenya. Apart from empirical research studies conducted outside the North American context, Bouckenooghe, Schwarz and Minbashian (2015) and Meyer, et al., (2002) through their meta analyses, have found that culture, or cultural differences, affect the cross-cultural generalizability of the construct of commitment to organisational change.

Researchers have often borrowed empirically tested theories and models such as the three-component model (Herscovitch & Meyer, 2002) from North America and applied them in non-North American contexts. Increasingly, calls to examine, rather than simply use, such theories and models outside their original context, have been gaining momentum (Bouckenooghe, Schwarz and Minbashian, 2015; Sturman, Shao & Katz, 2012). Although scholars acknowledge the value of studying how geographical-cultural differences influence the research on commitment to organisational change, such studies have not been their main focus. Bouckenooghe, Schwarz and Minbashian (2015) argue that because organisations are increasingly part of the growing global workplace, this has intensified the need for novel theories of commitment to organisational change focusing on geographical-cultural differences to explain cross-cultural effects on this commitment, rather than theories that explain these effects based on culturally specific theories.

Previous research has indicated that changing the geographical-cultural setting impacts on the dimensions of the construct of commitment to organisational change as proposed by Herscovitch and Meyer (2002). As one instance, although the initial study by these scholars (2002) distinguished between affective and normative commitment to change, the study by Meyer, et al. (2007) of Canadian and Indian samples did not do so. In contrast with earlier studies which attained high reliabilities for all dimensions, in the Chinese context, two dimensions – affective and continuance commitment to organisation change – attained reliabilities of 0.88 and 0.80 respectively, but normative commitment to organisational change had a low reliability of 0.54 (Chen, Wang, Huang, & Spencer-Rodgers, 2012). These results suggest that the Chinese context influenced the reliability of the normative commitment scale. Because of the paucity of research on Kenya, but in view of this finding, it was expected that the Kenyan context would influence the reliability of Herscovitch and Meyer's (2002) commitment to organisational change scales.

2.3   Significance of contextual factors

In the South Korean setting of Ko, Price and Mueller's study (1997), one factor potentially affecting construct validity is language. The researchers state that it did not matter how carefully they tried to translate the measurement scales of the three-component model of organisational commitment (Meyer & Allen, 1991; Meyer & Allen, 1997) into Korean, the affective and continuance commitment scales lacked discriminant validity, and the construct validities of continuance and normative commitment were questionable. Ko, Price and Mueller (1997) do not offer insight into other factors that may have influenced the structure of the construct. Given that commitment to organisational change scales were developed as an extension of the general model of organisational commitment (Meyer & Herscovitch, 2001), it was thus anticipated that the translation of the measurement scales of Herscovitch and Meyer's (2002) model of commitment to organisational change into one or more of the languages spoken in Kenya might also influence construct validity.

Further, studies in the field of cognitive organisational social science have suggested that culturally dependent schemata might influence an individual's awareness and integral perception of their world as they experience it (Bartunek & Moch, 1987; Lau & Woodman, 1995). Schemata are the organising frameworks or templates for cognitions, interpretations or ways of understanding events that make the world as it is experienced meaningful (Bartunek & Moch, 1987). Lau and Woodman (1995) found that individuals form attitudes towards organisational change guided by change schema, and that their

understanding of the change is likewise influenced by their change schemata. Thus, it seemed probable that the social-cultural background of Kenyan employee, especially their social and cultural assumptions, would influence the reliability and validity of the construct of commitment to organisational change.

The indigenous worldview shared by most Kenyan communities may be a further relevant consideration. Two pioneer Kenyan anthropologists (Mbiti, 1969; Shorter, 1973) have argued that (Kenyan) Africans interpret their lived experiences through the lens of spirituality. They further postulate that African schemata perceive and consider the presence, power and influence of entities – including God, the ancestors, other supernatural beings, and the sanctity of the human soul – in understanding and explaining both physical and natural phenomena. According to them, a human being has a specific attribute of humanness (in Kiswahili, *utu,* a word synonymous with the South African concept of *ubuntu*). Humanness is "a pervasive spirit of caring and community, harmony and hospitality, respect and responsiveness that individuals and groups display for one another" (Mangaliso, 2001). Given that most, if not all, ethnic communities of Kenya accept the notion that humanness (*utu*) is an important quality of the human person, it was further postulated that connectedness to the spiritual realm and the universal human values of humaneness, dignity, empathy and compassion for others might influence Kenyan respondents' conceptualisation of commitment to organisational change.

2.4   Social and economic conditions

Researchers attempting to hypothesize how social and economic conditions influence commitment to organisational change need to confront the paucity of empirical research in the Kenyan context. This problem is exacerbated by the size and social and cultural diversity of Kenya (Gbadamosi, 2003). The country covers an area of over 580 square kilometres, where about 44 ethnic communities live in either urban or rural settings. Most of these ethnic communities espouse relatively high levels of collectivism and are often averse to uncertainty. Sturman, Shao & Katz (2012), studying the curvilinear relationship between performance and turnover, found that the degree of curvilinearity varies across focal cultural contexts and that the practical management of turnover needed to fit the respective focal cultural context. Further, their study suggested that countries with high collectivism and uncertainty avoidance, among other attributes, should focus on human resource practices that facilitate the turnover of low performers, the hiring of good performers, and performance improvement. Based on these findings, it could be predicted that the commitment to organisational change of Kenyan employees might be

affected by high collectivism and uncertainty avoidance among other attributes, and that this might influence the dimensions and reliability of the construct of commitment to organisational change in the Kenyan setting as against the North American setting.

In terms of the influence of compensation as an intervention aimed at retaining talent and improving performance, Salamin and Hom (2005) found that increases in salary growth did not moderate performance and turnover intentions, but that bonus pay moderated both. According to Sturman, Shao & Katz (2012), focal cultural contexts should moderate the relationship between compensation and performance and turnover intentions. The findings of the Kenyan National Micro, Small and Medium Establishments survey (KNBS, 2017b) indicated that cultural values such as family are a stronger influence than financial policies on commitment to entrepreneurial activity. This again suggests that social and cultural contexts in Kenya are likely to have greater influence on employees' commitment to organisational change than economic factors such as pay increases, interventions to improve returns on investment and government-sponsored funds to advance financial help to entrepreneurs.

2.5   The policy and legal framework

Policy and legal reforms relevant to conducting business in Kenya have included the promulgation of a new Constitution of Kenya (2010), the review and release of Sessional Papers, and legislation to promote a more favourable environment for the growth and development of MSEs. While these policy and legal interventions have improved the prospects of MSEs (KNBS, 2017), the link between commitment to organisational change and such Kenyan policy and legal interventions is insufficiently explored. However, the processes of formulating policy and passing legislation in Kenya entail public participation, and this makes apparent the influence of culture on laws and policies, suggesting that geographical-cultural factors at both national and regional level are important moderators.

2.6   Political economy of Micro and Small Enterprises in Kenya

Geographical locality and ethnic identity and consciousness are critical factors in the political economy of Kenya mainly because elected political leaders use the power and authority of their office to recompense their supporters and penalize their detractors (D'Arcy & Cornell, 2016; Kanyinga, 2016; Schuberth, 2018). In August 2010, Kenya promulgated its present constitution, thus creating a two-tier government – the national government and forty-seven (47) county governments - to replace the former centralized state. It was hoped that devolution would improve citizen welfare by reducing politically

motivated ethnic and geographic patronage over the distribution of resources as well as the politicization of geographical regions and ethnicity (Kanyinga & Long, 2012). D'Arcy and Cornell (2016) found that devolution had brought both problems to the county level. MSEs that make their political inclinations known will most likely be affected by politics, either directly or indirectly, in terms of obtaining licenses, ability to access cheaper credit from government bodies like *Uwezo* Fund, Youth Enterprise Fund and Women Enterprise Fund. In areas where non-state armed groups like Mungiki and Chinkororo have constituted themselves as alternative (to government) authority either by providing crime control or by violence especially in political processes (Schuberth, 2018), the longevity of MSEs is affected by such authority. Based on existing political economy research, politicization of geographical locality and ethnic identity and consciousness in Kenya indicates the need to explore further the influence of geographical and cultural factors.

2.7   Summative on the research context

This chapter has underscored the significance of the research setting in this study of commitment to organisational change in Kenyan MSEs. The central argument in the chapter is that the focal cultural context is a critical moderator (whose role requires exploration) in the construct validity and reliability of commitment to organisational change.

3   CHAPTER 3: LITERATURE REVIEW

3.1   Introduction

This chapter presents a review of extant research on the concept of commitment to organisational change and the concept of organisational change. Those new to the literature on commitment to organisational change often conflate the two concepts. As noted, this study focuses emphatically on commitment to organisational change, not on organisational commitment. Some research on the latter has however been employed in theorising the relationships between change commitment and organisational change.

The chapter begins with an overview of the research on commitment to organisational change, followed by presentations of both the conceptual and theoretical frameworks connecting the theory of commitment to organisational change and the relevant elements of the theory of organisational change. A synthesis of these theories precedes discussion of their implications for this research. The chapter concludes with a summary.

3.2   An overview of commitment to organisational change research

Although there is as yet no consensus on how commitment to organisational change research may be classified, this review categorised extant literature on the topic into two themes and four research streams. The first theme entails research on the conceptualisation and validation of commitment to organisational change as a construct; the second comprises applied research employing the concept of commitment to organisational change.

There are two research streams under each of these themes, and all are concerned with conceptualising and validating the construct. Under the first theme, the first stream includes the work of researchers concerned with construct development. Examples of such research include the work of Fedor, Caldwell and Herold, (2006), and Herscovitch and Meyer (2002). The second stream comprises research exploring the person-centred (also referred to as configural) approach, which endeavours to isolate homogenous subgroups of individuals within a population (Kam, Morin, Meyer, & Topolnytsky, 2013), whose members resemble one another in terms of a shared profile of commitment to organisational change. One example of such research is the work of Meyer, et al. (2007).

Under the second theme of applied research employing the concept of commitment to organisational change, the first stream encompasses research applying this construct in practice. This includes the work of Baraldi, et al. (2010), Battistelli, et al. (2014), and

Conway and Monks (2008), among others. The second stream focuses on integrating the construct of commitment to organisational change into other but broader organisational variables such as dispositional employability, with Fugate, Prussia and Kinicki's (2012) study providing one example.

In addition to the four broad research streams delineated above, a fifth semi-autonomous research stream is emerging: systematic and meta-analytic reviews of empirical research on commitment to organisational change. Examples of such research include Jaros' (2010) critical review of the empirical literature, and Bouckenooghe, Schwarz and Minbashian's (2015) meta-analysis of quantitative research on the subject.

This research is most closely related to the first research stream of the first theme. It enquires into what commitment to organisational change means in a given, specific geographical-cultural context. Extant research on commitment to the organisational change construct is barely sufficient for the purposes of cross-cultural comparison. However, meta analyses have frequently concluded that despite the generalizability of the three-component model (Herscovitch & Meyer, 2002), any differences detected are important, and that further research into cross-cultural differences is justified (Bouckenooghe, Schwarz and Minbashian, 2015; Meyer, et al., 2002; Sturman, Shao & Katz, 2012). Other meta analyses have called for inquiry into why commitment to organisational change seems effective in the adoption of desirable behaviour both in the short-term and the long-term (Lokhorst, Werner, Staats, Dijk & Gale, 2013).

This broad overview of the literature has focused on conceptual issues, boundary conditions, assumptions and implications for research. The sections below expand on each of these in turn.

3.3   The conceptual landscape – the ground rules

Two complex concepts are critical for all studies of workplace change commitments: organisational change and employee commitment to it. This includes change commitments such as programme commitment (Neubert & Cady, 2001) as well as commitment to organisational change (Herscovitch & Meyer, 2002).

3.3.1   Core concepts

The three-component model defined commitment to organisational change "as a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475).

This is the most widely accepted and used definition of the construct. Herscovitch and Meyer (2002) further argue that commitment to organisational change is a mind-set reflecting a desire to provide support for change based on a belief in its inherent benefits (affective commitment to change); a recognition that there are costs associated with failure to support change (continuance commitment to change); and a sense of obligation to provide support for change (normative commitment to change).

Organisational change is an organisational development process aimed at improving organisational effectiveness by enhancing the congruence of key organisational dimensions such as the external environment, strategy, mission, leadership, culture, structure, reward and information systems, work policies and procedures (Bradford and Burke, 2005). Organisational change can be said to have taken place where there is a difference between two or more successive conditions, states or moments in time (Ford & Ford, 1995). Thus, it expresses empirical observations of the differences in form, state or quality over time in entities such as a job, strategy, programme or entire organisation (Van de Ven & Poole, 1995). An evolutionary paradigm has been gaining increasing attention in the study of organisational change (Abatecola, Belussi, Breslin, & Filatotchev, 2016; Tushman & Romanelli, 1985; Lewin & Koza, 2001).

3.3.2 Assumptions and ground rules

To ensure consistency and clarity, the assumptions and ground rules described below provided the rationale for selecting the core concepts and constructs in, and for the logic underlying the theoretical framework of, this research.

a) Commitment to organisational change

The first assumption is that the concept of commitment to organisational change refers to the individual's rather than the organisation's commitment. There is consensus that research on commitment to organisational change adopts a micro-perspective, focusing on individuals and the psychological factors influencing change in the organization (Cunningham, 2006; Judge, Thoresen, Pucik, & Welbourne, 1999; Wanberg & Banas, 2000). One explicit statement of this view is: "Throughout … we have used the term 'commitment to (organisational) change' in the sense that it is employees' commitment to change and not 'organizations' commitment to change'" (Soumyaja, Kamalanabhan, & Bhattacharyya, 2011, p. 240).

Secondly, commitment to organisational change should be understood as the most analytically robust bond between the employee and organisational change. Various

meta-analyses (Cooper-Hakim & Viswesvaran, 2005; Morrow, 1983; Roodt, 2004) have found positive correlations, overlaps and interactions in the constellation of commitment constructs. Yet despite this, and despite concerns about construct proliferation and redundancy (especially in the field of workplace commitment (Le, Schmidt, Harter, & Lauver, 2010)), researchers acknowledge that commitment to organisational change is the most apt construct for predicting employees' work behaviours and attitudes in relation to organisational change. As one example, Herscovitch and Meyer (2002) found that commitment to organisational change was a better predictor than organisational commitment of employee support for change.

Thirdly, not every bond implying support for organisational change equates to commitment to organisational change. Early theorists asserted that three processes – compliance, identification and internalisation – were key to the way individuals engage when they adopt induced behaviour during organisational change (Kelman, 1958). The 'side-bets' theory offered an alternative view, arguing that individuals become committed to a course of action when they link extraneous interests to consistent lines of activity (Becker, 1960). Kelman's (1958) propositions represent an attitudinal view of commitment to organisational change; Becker's (1960) the calculative aspects of the same commitment. Taken together, these views assume that commitment to organisational change is present when individuals consistently comply with, identify with, and internalise the change. However, these views have been criticized by Klein, Molloy and Brinsfield (2012). Their critics argue that when bonds such as compliance, internalisation and identification are included in the definition of commitment, this unnecessarily overstretches and contaminates the construct.

Fourthly, commitment to organisational change develops over time as the employee experiences the change. According to Conner and Patterson (1982), employees build commitment to organisational change through two phases: preparation for, and then acceptance of, the change. In the preparation phase, the individual becomes aware of the change through experiencing it (Conner & Patterson, 1982). This experience enables the employee to develop perceptions of how the different attributes of organisational change relate to each other, not only defining the problem that made the change necessary but also giving meaning to the change programme being implemented (Lau & Woodman, 1995). When the employee has understood the change programme, he/she proceeds to the next phase: accepting organisational change. In this phase, the employee develops a deeper understanding of the change in terms of its scope and intent, and adopts a positive disposition towards it (Conner & Patterson, Building

commitment to organizational change, 1982). Then the employee commits to change by volitionally installing, adopting and institutionalising organisational change (Conner & Patterson, 1982; Klein, Molloy, & Brinsfield 2012). These phases thus presume that commitment to organisational change is present when an employee is aware of, understands the degree and intent of, and has developed positive dispositions towards, organisational change. The commitment is however absent for employees who have not yet gone through the phases of preparation and acceptance.

Fifthly, commitment to organisational change entails thought and accompanying actions beneficial to implementing the change. Although in earlier commitment literature (Becker, 1960), the criteria for commitment comprised consistent lines of activity, this view appears to be losing favour to more mutable criteria requiring beneficial outcomes for the organisation. This emphasis can be seen in the statement that:

> "With the passing of time and in varying situations, the committed person persists in activity that … will help achieve the desired goal … (he/she) will reject courses that will have short-term benefits if they are not consistent with … overall goal achievement" (Conner & Patterson, 1982, pp. 18-19).

Additionally, it was earlier hypothesised that commitment – depending on its level – has the potential for harm to the organisation (Randall, 1987). However, subsequent investigation produced results indicating that the organisational consequences of commitment are largely beneficial (Randall, 1990). A key assumption is that commitment to organisational change entails actions that are exclusively beneficial to the implementation of that change (Conner & Patterson, 1982; Herscovitch & Meyer, 2002).

Lastly, even though concepts such as 'support for' organisational change can be used interchangeably with 'commitment to' it in empirical research, they do not always refer to the same organisational phenomenon (Herscovitch & Meyer, 2002; Meyer, et al., 2007). In developing measures of behavioural support for organisational change and measures of commitment to organisational change, Herscovitch and Meyer (2002) demonstrated that while there may be some overlaps between these concepts, the constructs are essentially distinct. However, researchers have been cautioned against compounding the problem of construct proliferation and construct redundancy (Cooper-Hakim & Viswesvaran, 2005; Le, et al., 2010).

For more a robust theory of employee commitment to organisational change, researchers are enjoined to minimise "(1) amorphous conceptualisations that lack construct clarity, (2) the distinctiveness of commitment to organisational change being

obscured, (3) confounded definitions and measures, and (4) cumbersome models for examining multiple commitments" (Klein, Molloy, & Brinsfield, 2012, p. 133). Thus, an important aim for commitment to organisational change research should be contributing to greater construct clarity, rather than unquestioningly adopting existing amorphous conceptualisations. This research has been conducted in that spirit.

b)   Organisational change

Studies on the emergence or evolution of new and developing organisations use the terms evolution and coevolution to describe the way organisations change. Evolution refer to a conceptual change process that comprises three stages – variation, selection and retention – and coevolution to the developmental interaction between organisations and their environment (Hodgson, 2013). Extant literature has been divided on the process of change, particularly whether organisational change takes place as a selective evolutionary process (Darwinism) or as a socio-economic adaptive process (Lamarckism). Hodgson (2013) has argued that this debate has arisen from the use of inexact and misleading terminology and has obscured the principles of generalized Darwinism, which can be a useful framework for studying organisational evolution. In this research, principles of generalized Darwinism are employed as the lens for studying employee commitment to organisational change in the context of significant change in Kenyan MSEs.

One assumption of this research was that participant observation during data collection, analysis of interview transcripts and reading organisational literature would provide sufficient information for the study, including adjustments and/or adaptations of the key organisational dimensions identified by Bradford and Burke (2005), such as external environment, strategy, mission, leadership, culture, structure, reward and information systems, work policies and procedures. This assumption was intended to simplify the initially-conceptualised task of studying both short-term and long-term adaptations in organisations. The researcher understood these could best be studied using a longitudinal design. However, such a design was not tenable for two reasons. Eligible MSEs proved unwilling to allow longitudinal research studies. Additionally, the time available for this research (as part of a formal doctoral programme) precluded a longitudinal design.

3.4   The theoretical framework

3.4.1   The three-component model

In this research, the phrase 'the three-component model' is used, in almost all instances, to refer to the three-component model of commitment to organisational change (Herscovitch & Meyer, 2002). To avoid terminological confusion, the phrase has been qualified where necessary to specify the commitment target to which it refers. One example is the reference to the 'three-component model of organisational commitment (Meyer & Allen, 1991; Meyer & Allen, 1997)' (author's quote marks), which refers to an organisational commitment rather than a change commitment.

3.4.1.1   Origin of the model

The three-component model (Herscovitch & Meyer, 2002) has its roots in the three-component model of organisational commitment (Meyer & Allen, 1991), with which it is sometimes conflated by neophytes. One reason is for this conflation is a lack of recognition that organisational commitment and commitment to organisational change are different and distinguishable concepts/constructs (Herscovitch & Meyer, 2002). The first step towards developing the three-component model of commitment to organisational change (Herscovitch & Meyer, 2002) was developing a general model of commitment in the workplace (Meyer & Herscovitch, 2001), which deliberately integrated various concepts of employee commitment to multiple workplace constituencies: commitment to career, group commitment, organisational commitment, commitment to the union, program commitment and others. This integration aimed to conceptualise the "core essence" (Meyer & Herscovitch, 2001, p. 299) of workplace commitment across all contexts.

Adapting the general model of workplace commitment (Meyer & Herscovitch, 2001) to organisational change led to the current three-component conceptualisation of commitment to organisational change (Herscovitch & Meyer, 2002). The authors argued that such adaptation was appropriate because the general model (Meyer & Herscovitch, 2001) had been found applicable to other workplace commitments such as occupational commitment. In their adaptation, Herscovitch and Meyer (2002) identified two forms of behaviours relevant to change commitments: focal and discretionary behaviours, which they define as follows:

> "Focal behaviour is that course of action to which an individual is bound by his or her commitment (e.g. remaining with the organization), whereas discretionary

behaviour includes any course of action that, although not specified within the terms of the commitment, can be included within these terms at the discretion of the individual (e.g. exerting extra effort)" (Herscovitch & Meyer, 2002, p. 475).

According to Herscovitch and Meyer (2002), while the focal behaviour associated with commitment to organisational change is compliance with (in contrast to resistance to) change, the associated discretionary behaviours can take multiple forms, including cooperation and championing. For these authors, cooperation entails behaviours that go along with the spirit of change, while championing refers to behaviour requiring considerable personal sacrifice, or intended to promote the value of change to other stakeholders. The next subsection discusses Herscovitch and Meyer's (2002) conceptualisation of commitment to organisational change, as guided by their general model of commitment in the workplace (Meyer & Herscovitch, 2001), It also compares Herscovitch and Meyer's (2002) conceptualisation with other research on employee workplace commitment in the context of organisational change.

3.4.1.2   The construct of commitment to organisational change

The three-component model defined commitment to organisational change as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475). This definition has often been adopted in its entirety by empirical researchers (for example, in Battistelli, et al., 2014; Conway & Monks, 2008; Cunningham, 2006; Neves & Caetano, 2009; and, Shin, Seo, Shapiro, & Taylor, 2015). However, some researchers, although they accept the model's construct definition, have made modifications, and these are discussed below,

The model goes on to suggest that the commitment defined above "can reflect a) a desire to provide support for the change based on a belief in its inherent benefits (affective commitment to change), b) a recognition that there are costs associated with failure to provide support for change (continuance commitment to change), and c) a sense of obligation to provide support for the change (normative commitment to change)" (Herscovitch & Meyer, 2002, p. 475). The mindsets the above discussion describes are distinguishable from one another, but they should not be construed as discrete change commitments. Rather, they are constituents or dimensions of the same commitment to change. This three-component structure of the construct has been validated in various studies, including Parish, Cadwallader, & Busch (2008) and Soumyaja, Kamalanabhan, & Bhattacharyya (2011).

Although Herscovitch and Meyer (2002) developed commitment to organisational change as a three-dimensional construct, some of their followers conceptualise it as one- or two-dimensional. Conway and Monks (2008) and Herold, Fedor, Caldwell and Liu (2008) conceptualise it as a one-dimensional construct comprising only the affective dimension of commitment to organisational change. Others (for example, Neves & Caetano, 2009) have modified the it into a two-dimensional construct. These modifications are inconsistent with Herscovitch and Meyer's (2002) conceptualisation.

As conceptualised by Herscovitch and Meyer (2002), the construct of commitment to organisational change was to be measured by 18 items. These include six items assessing affective commitment to change (for example: "I believe in the value of this change"), another six assessing continuance commitment to change (for example: "I have no choice but to go along with this change"), and a final six assessing normative commitment to organisational change (for example: "I feel a sense of duty to work for this change"). Herscovitch and Meyer's (2002) measures of commitment to organisational change remain the most frequently used in empirical studies, despite the critiques that have been levelled against the model. These critiques are discussed in the next subsection.

3.4.1.3   A critique on the three-component model

Despite the wide use of the three-component model in empirical research, its users have noted some limitations. These limitations do not invalidate the model. However, they are significant because they impact on the conceptualisation of commitment to organisational change, as well as on the ways the model is adapted and used as a lens for reporting findings and discussing interpretations. This section identifies five limitations or critiques of the model prominent in the literature: model development; definitions and other conceptual issues; structure; research rigour; and relevance to practice.

As noted, the three-component model (Herscovitch & Meyer, 2002) was developed as an application of the general model of workplace commitment (Meyer & Herscovitch, 2001) to the context of organisational change. The general model of workplace commitment (Meyer & Herscovitch, 2001) originates from an integration of research on the three-component model of organisational commitment (Meyer & Allen, 1991; Meyer & Allen, 1997): a model that was also developed from a synthesis of literature on the concept of workplace commitment. In developing their model of commitment to organisational change, Herscovitch and Meyer (2002) – to use Thompson's (2011) argument – shifted the ontological emphasis of commitment from general workplace

commitment to commitment to change at work, but without any corresponding shift in epistemological emphasis. This had a negative effect on construct clarity because epistemology and ontology had drifted out of alignment (Thompson, 2011). Two fallacies at the core of this drift are the fallacy of appeal to authority and the fallacy of weak analogy.

Herscovitch and Meyer (2002) do not discuss the possibility that they were enmeshed in the fallacy of appeal to authority as they developed their model, because they were adapting an already widely accepted model of organisational commitment. As one example, although the general model of workplace commitment had not been tested for its ability to generalize across all contexts of commitment at work, they presumed that "some minor adjustments" (Herscovitch & Meyer, 2002, p. 475) to the model were adequate both to render the general model of workplace commitment (Meyer & Herscovitch, 2001) applicable to the context of organisational change, and to guide the development of measures. To support this presumption, they cite empirical literature (Allen & Meyer, 1996; Meyer & Allen, 1991; Meyer, Allen, & Smith, 1993) on the conceptualisation and testing of the three-component model of organisational commitment, emphasizing the appropriateness and acceptability of the three-dimensional structure of commitment. They do not, however, discuss the lack of clear distinctions between two of its dimensions: affective and normative commitment.

The fallacy of weak analogy can be extracted from the logic underlying the adaptation of the general model of workplace commitment (Meyer and Herscovitch, 2001) to a model of commitment to organisational change (Herscovitch & Meyer, 2002). Herscovitch and Meyer (*ibid*.) appear to have assumed that a model of commitment to organisational change can, like union commitment, be adapted from a framework developed within the organisational commitment literature "with little more than substitution of the relevant target entity" (Meyer & Herscovitch, 2001, p. 303). Yet membership of, and active participation in, the activities of a union might differ from being part of an organisation as an employee and actively participating in organisational change initiatives for at least two reasons. First, while organisational membership is based on a number of first-level considerations such as the need for employment and remuneration, union membership is often based on second-level considerations – often, the need for a mechanism to address situations arising from conditions of employment. Second, while an employee is constrained in the manner he or she can deal with organisational business (including implementing organisational change), the same employee often has greater freedom and initiative in dealing with union activities.

The presence of weak analogy can also be discussed in terms of conceptual issues including definitions. Reliance on their earlier general definition of workplace commitment (Meyer & Herscovitch, 2001) led the authors to define change commitment as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475). However, interrogating the description of commitment to organisational change as a 'binding force' on individuals opens up at least two possibilities. One is that employees may feel psychologically bound to successfully implement change, but another is that employees feel coerced to implement the change. To separate it from other workplace bonds, commitment should thus be conceptualised as essentially volitional (Klein, Molloy, & Brinsfield, 2012).

These possibilities underlying Herscovitch and Meyer's (2002) definition (that employees may feel either psychologically bound or coerced to work towards organisational change) clearly have significant implications. Herscovitch and Meyer (*ibid.*) make provision for two dimensions that suggest a psychological binding force – affective and normative commitment to organisational change – together with one dimension of a coercive binding force: continuance commitment to organisational change. The words 'binding force' in the specific context of the normative and continuance dimensions, seem to carry a stronger sense of compulsion than volition. If the authors had developed an original model rather than relying on analogy, differences might have resulted. Given the argument that "commitment, regardless of its form (affective, continuance, or normative), should lead to the enactment of the focal behaviour" (Herscovitch & Meyer, 2002, p. 475), the authors might have focused more on the discretionary behaviours underlying the mind-sets related to commitment to organisational change. A focus on discretionary behaviours would be more consistent with Conner and Patterson's (1982) concept of a threshold of commitment to organisational change. Conner and Patterson (*ibid.*) argue that the threshold of commitment to organisational change is attained only by individuals who take the initiative to install, adopt, institutionalise and internalise organisational change, because they develop positive perceptions only after becoming aware of the change and understanding what it entails.

A third critique concerns the three-dimensional structure of the commitment to organisational change construct as adapted by Herscovitch and Meyer (2002). A well-documented limitation in the model is that while factor analyses have supported a three-dimensional structure, high correlations between the affective and normative components of organisational change leave unanswered the question of whether these

two components are really distinct (Herscovitch & Meyer, 2002; Meyer, et al., 2007; Soumyaja, Kamalanabhan, & Bhattacharyya, 2011). One important consideration is whether the measures of commitment to organisational change in the three dimensions were correctly structured to correspond to the mind-sets they are designed to measure. As the discussions below show, the measures sometimes drift away from the mind-set to which they relate, or from the definition of commitment to organisational change as proposed by the model.

The three-component model defines commitment to organisational change as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475). Based on this definition, it might be expected that measures of commitment to change would imply the presence of a binding force; that there is a link between the binding force and a course of action (such that the binding force stimulates the course of action); and that the general end of the course of action is towards the successful implementation of change. In evaluating Herscovitch and Meyer's (2002) mind-sets and associated measures of commitment, it is possible to examine whether the mind-sets and measures connote the presence of the three factors implied in definition – or at least, the definition of the mind-set to which they relate.

According to the authors, affective commitment to organisational change reflects "a desire to provide support for the change based on a belief in its inherent benefits" (Herscovitch & Meyer, 2002, p. 475). Here, two forces are present: the desire to support the change and the belief in its inherent benefits. However, both these forces seem to suggest merely a relationship with the change, rather than something binding employees to it. They can be present, yet not be sufficient to compel the worker to implement the change. Six items measure affective commitment to organisational change: "I believe in the value of this change; This change is a good strategy for this organisation; I think that management is making a mistake by introducing this change (coded in reverse order); This change serves an important purpose; Things would be better without this change (coded in reverse order); and This change is not necessary" (Herscovitch & Meyer, 2002, p. 477). All six measures are designed to measure attitudes reflecting the bond with the change. The authors argue that "the extent to which employees engage in discretionary behaviour … should depend on the mind-set that accompanies this commitment" (Herscovitch & Meyer, 2002, p. 475), yet the items include no behavioural measures.

Continuance commitment to organisational change reflects "recognition that there are costs associated with failure to provide support for the change" (Herscovitch & Meyer,

2002, p. 475). The 'binding force' in this mind-set is the costs associated with failing to support the change. If sanctions are introduced so that an employee suffers some loss if the change does not succeed, the employee will probably work towards the change merely to avoid the costs. Conner and Patterson (1982) argue that employees reach the threshold of commitment not only by experiencing organisational change but also by understanding and developing positive attitudes towards it. It is important to examine the items designed to measure this dimension of continuance commitment to organisational change as well as its definition. Items designed to measure this dimension are: "I have no choice but to go along with this change; I feel pressure to go along with this change; I have too much at stake to resist this change; It would be costly for me to resist this change; It would be risky to speak out against this change; and, resisting this change is not a viable option for me" (Herscovitch & Meyer, 2002, p. 477). While these items are consistent with the definition of continuance commitment to organisational change, it is possible to read an implication that the employee is allowed minimal opportunity to enact discretionary behaviour. This is perhaps why some researchers (Conway & Monks, 2008; Herold, et al., 2008) have excluded the dimension of continuance commitment to organisational change from their research, using only the affective commitment dimension.

Similarly, normative commitment to organisational change has been excluded from some research (Conway & Monks, 2008; Herold, et al., 2008). The authors defined normative commitment to organisational change as "a sense of obligation to provide support for the change" (Herscovitch & Meyer, 2002, p. 475). The items designed to measure normative commitment to organisational change suggest a level of discretion. They are "I feel a sense of duty to work toward this change; I do not think it would be right for me to oppose this change; I would not feel badly about opposing this change (coded in the reverse order); It would be irresponsible of me to resist this change; I would feel guilty about opposing this change; and, I do not feel any obligation to support this change (coded in the reverse order)" (Herscovitch & Meyer, 2002, p. 477). The first item clearly expresses a sense of obligation. The second to the sixth items seem less expressive of that sense of obligation and more inclined toward investigating attitude or individual opinion.

The fourth critique of Herscovitch and Meyer's (2002) three-component model draws on the requirements of academic rigour. The authors state that they used a sample of 224 undergraduate students to respond to the items written to measure commitment to organisational change. Of these, 74 were male and 148 females, with an average age of 24. Importantly, these undergraduates were responding to the items based on one of

eight vignettes describing a hypothetical employee's experience with a change initiative: they responded as they believed a real employee would respond. However, the study sample comprised participants who lacked experiential knowledge relevant and desirable for the purposes of the study. Further, the sample seems skewed in favour of female respondents. In the second and third parts of Herscovitch and Meyer's (2002) study, questionnaires were sent to 600 and 400 nurses respectively. In both the second and third parts of the study, the sample comprised at least 98 percent female respondents, with a mean age of 54. This not only indicates a bias towards female respondents but also raises questions about potential differences in responses had the researchers drawn samples equally proportionate between genders, or a sample biased towards males. Further, the researchers report that the changes reported in their questionnaire included "mergers of departments, new technology, modifications to shift-work, and the hiring of health-care aids" (Herscovitch & Meyer, 2002, p. 478). Some organisational change and development researchers argue that organisational change cannot be adequately researched without considering the temporal and contextual factors of the change, its timing, history, process and action, as well as its associated organisational performance outcomes (Pettigrew, Woodman, & Cameron, 2001). All the changes cited have such implications, but the three-component model did not consider such factors.

A fifth and final critique of Herscovitch and Meyer's (2002) model relates to the relevance of continuance commitment to organisational change, in the context of modern labour regimes. There may have been a moment in the history of organisation and management – including during the era of scientific management ("Taylorism") – when employers were free to secure employees' loyalty and compliance through sanctions and other forms of coercion. However modern labour laws and regulations, relying on International Labour Organisation conventions and standards, protect and bestow labour rights on employees. In the Kenyan context, through such legislation (now anchored in the Constitution) and coupled with the propensity to clemency in favour of employees by the Employment and Labour Relations Courts, modern Kenyan employees have access to greater power. This has sometimes been portrayed as a converse situation: putting both organisations and their managers at the mercy of employees. Moreover, research has observed that modern employees (sometimes called 'Generation Y' employees) do not react to sanctions in the same way as their predecessors some decades ago (Enache, Sallan, Simo, & Fernandez, 2013; Weng & McElroy, 2010). Where other employment is available to Generation Y, sanctions against withdrawing support for organisational goals

are less effective and might even be counterproductive (Duffy, Dik, & Steger, 2011; Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014).

Yet, despite the critiques highlighted above, Herscovitch and Meyer's (2002) model continues to provide a strong conceptual foundation for many studies on commitment to organisational change. Its eminence in empirical research continues. More critical interpretations might suggest that the popularity of the model is based on its ease of use, and because, as a multiply-published model, journal editors will accept its use without interrogation. The critiques and possible limitations of the three-component model (Herscovitch & Meyer, 2002), are summarized in Table 1 on the next page.

Table 1: Summary: a critique of Herscovitch and Meyer's (2002) model

Feature	Herscovitch and Meyer's (2002) model	Critique	Implications for present and future research
Model design	Developed through adoption and adaptation of Meyer and Herscovitch's (2001) general model of workplace commitment to the context organisational change. One assumption made was that with some minor adjustments, Meyer and Herscovitch's (2001) model would be applicable to organisational change.	By shifting ontological emphasis of the workplace commitment to the context of organisational change but without accompanying shift in epistemological emphasis (Thompson, 2011), the authors exposed themselves to fallacies of: a) appeal to authority: authors did not seek to systematically search for and address limitations of the general model of workplace commitments given that they did not question Meyer & Herscovitch's (2001) arguments that i) the core essence of commitment would be the same regardless of target, and ii) "minor adjustments" would be sufficient if the model was adopted for application to other contexts b) weak analogy: best demonstrated in the authors failure to maintain consistency between definitions and measures used in the model.	Present and future research should take advantage of extant research and seek to systematically identify the core essence of the construct of commitment to organisational change and develop an improved model of commitment to organisational change, inclusive of appropriate measures.
Definition	Defined commitment to organisational change as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475)	Volitional and calculative aspects of commitment are lost where commitment is considered as a "force" in the case where employees are aware of costs for non-compliance, for example in continuance commitment to change. Klein, Molloy, & Brinsfield (2012) have criticised the model for unquestioningly adopting previous theory and for including, without good cause, other bonds like internalisation and acquiescence in the definition and application of the concept of commitment to change.	Present and future research should attempt to build a model that captures both volitional and calculative aspects of commitment to organisational change.
Mindsets, measures	Proposes a multi-dimensional structure comprised of three forces or mindsets: affective commitment to change, continuance commitment	The model fails to maintain consistency in terms of the mindsets and items written to measure those mindsets. Moreover, discretionary behaviours appropriate to each dimension are not mentioned. In brief,	Present and future research must ensure alignment of the dimensions and the items written to measure them.

Feature	Herscovitch and Meyer's (2002) model	Critique	Implications for present and future research
	to change and normative commitment to change.	the mindsets and items written to measure them are misaligned with each other.	
Research rigor	Study used a sample of undergraduate student to simulate presumed employee responses to vignettes in the development of measurement scales. To validate the measures, samples composed of 98% female nurses were used. Organisational changes studied were departmental mergers, new technology, modification to shift work in hospital setting, all of which were self-reported.	• A sample of undergraduate students with an average age of 22 years rather real workers was less appropriate as research sample because these students may be perceived as lacking desirable knowledge and experience as would be possessed by actual workers. • The 98% female nurses' sample also suggests bias to one gender and almost excludes the other half (if not the dominant section - going by literature that suggests that females are joining the workforce) of the general workforce. • The changes studied were restrictive, and with less uncertainty and variability as one would expect in business organisations. For instance, in the sense that the complexity of organisational merger or an acquisition could possible not be simulated through a merger of a hospital department. • Use of self-reports which were not authenticated may seem to leave unanswered questions on the credibility of the research findings.	Present and future studies should carefully sample participants in such a manner that the research sample proportionally reflects the reality. Where self-reports are used, efforts should be made to validate the reports.
Relevance to practice	Continuance commitment to change as a mindset reflects the awareness among employees that there are costs for not supporting change (Herscovitch & Meyer, 2002).	Studies on job-hopping suggest that employees are more aware of other employment opportunities (Duffy, Dik, & Steger, 2011; Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014) available to them and therefore costs for not supporting change might not be effective in ensuing support for change.	Present and future research should align commitment to organisational change models with what is practically feasible in the contemporary world of practice.

Source: Critical Literature Review

3.4.2 The theory of organisational evolution

3.4.2.1 Origin of the theory and variants

The theory of organisational evolution can be traced back to the work of Charles Darwin (1859), a naturalist, geologist and biologist who sought to explain the principles of the scientific evolution of species by natural selection. This theory has since been extended, by both natural and social scientists, to fields as diverse as palaeontology, psychology and organisational research, among others. The three core principles of Darwinian evolutionary theory are inheritance, variation and selection (Hodgson, 2013).

Over the last 160 years, researchers in organisation studies have developed diverse paradigms anchored in an evolutionary perspective. The organisational research stream, for example, endeavours to explain organisational evolution as a set of processes of change, survival or growth and replication that correspond to the principles of variation, selection, and retention respectively. Within the evolutionary paradigm, one important school of thought is that concerning the population ecology of organisations pioneered by Hannan and Freeman (1977). These scholars argue that effective and thriving organisations successfully adjust to environmental changes by selection rather than adaptation, because structural inertia hinders organisational adaptation to changes in the environment.

The co-evolutionary research stream focuses on relationships of competition or cooperation between social organisations (Abatecola, et al., 2016). These scholars argue that co-evolution is generally conceptualised as a consequence of the strategic proactivity of organisations within competitive environmental boundaries. This stream is therefore regarded as offering a strong framework for explaining organisational change and competition in the context of socio-economic systems. Some researchers in the co-evolutionary stream, however, argue that the principles of variation, selection and retention provide a useful supplement to their conceptual framework for the study of organisational co-evolution (see for example Breslin, 2016; Volberda & Lewin, 2003).

3.4.2.2 Propositions of the theory of organisational evolution

Darwin (1859) recognized that natural selection acts on species to preserve those that are well adapted to their environment. Subsequently, some social scientists – for example Witt (2004) – have argued that Darwinian evolution has shaped the ground

for, and still defines the constraints of, the evolutionary processes studied in the social sciences. There is, however, a lack of consensus in the social sciences on what is selected or replicated (Hodgson, 2013).

Another proposition of Darwinian evolution as applied in the social sciences is that populations of social entities are similar in fundamental features: that is, they exhibit shared basic features, with some degree of variation due to circumstances (Aldrich, Hodgson, Hull, Knudsen, Mokyr, & Vanberg, 2008). This proposition draws from Darwinian evolution by analogy that organisational evolution "is situated in an open systems framework that permits analysis of multilevel perspectives and spontaneous variation in interacting entities over extended time periods" (Porter, 2006). Breslin (2016) argues that managers are agents who search for variations in routines, as they vary, select and retain routines in response to organisational performance aspirations.

Retention and replication of information in entities acknowledges that social and human entities are mortal and must thus possess a mechanism for transmitting basic information over time (Aldrich, et al., 2008). This is analogous to the Darwinian principle of inheritance. Building on this principle, organisational researchers have developed the concepts of replicators and interactors. A replicator is defined as anything in the universe of which copies are made, such as genes in the biological world (Abatecola, et al., 2016). An interactor is a relatively cohesive entity which hosts the replicator yet interacts with the environment in a way that leads to changes in the population of interactors and their replicators (Hodgson, 2013). In organisational studies, routines can be said to be the replicators, and organisations the interactors. These conceptual abstractions (the replicators-interactors) enrich the evolutionary framework as a tool for theorising in organisation studies (Abatecola, et al., 2016; Hodgson, 2013).

3.4.3   Commitment to organisational change and the evolution theory

The eight stages, divided into four phases, outlined in Conner and Patterson's (1982) model of building commitment to organisational change propose that employees develop commitment to organisational change through four phases. The first phase – disposition threshold, also known as the preparation phase – entails the employee coming into contact with organisational change, and successfully establishing awareness of the change by recognising how it affects their lives. The second phase – action threshold, also known as the acceptance phase – entails understanding the change programme and developing positive perceptions towards the change. In the

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third phase – the reversibility threshold – employees conduct experimentation and adoption. Only after resolving these three antecedent phases do employees enter the commitment phase where they institutionalise and internalize organisational change. These eight stages appear to describe levels of affective employee reaction to organisational change, and not an evolutionary pathway to developing commitment to organisational change. In the scholarly literature, Conner and Patterson's (*ibid.*) model is rarely mentioned.

In contrast to this, the three-component model (Herscovitch & Meyer, 2002) does not suggest any stages or processes of development of commitment to organisational change. Rather, it focuses on affective experiences of employees. Many scholars, as noted, have used the three-component model (*ibid.*) to study the antecedents of commitment to organisational change. Examples include the transformational and transactional leadership and human resource practices studied by Conway and Monks (2008); and the change-oriented leadership, impact of change, transformational leadership and organisational commitment studied by Herold, et al., (2008). Although the research of Herold et al (*ibid.*) demonstrated the effect of antecedents on the components of commitment to organisational change (Herscovitch & Meyer, 2002), it did not, as one example, highlight the specific role of these antecedents in the development of employee commitment to organisational change.

From the foregoing, it appears that a replicators-interactors abstraction from evolution theory could help develop a valuable conceptual tool for unravelling the cognitive and emotional factors responsible for commitment to organisational change. This review of literature did not find research on commitment to organisational change employing these abstractions despite such potential, particularly given that organisational change programmes and interventions are targeted at individuals rather than at their organisations (Bartunek & Moch, 1987; Blumenthal & Haspeslagh, 1994). Such research could be expected to provide guidance on how some work behaviours enact routines suggestive of commitment to organisational change. Moreover, a study of commitment to organisational change that employs the evolutionary perspective may hold the potential to yield deeper understanding of the role of organisational leaders in the three critical principles of organisational adaptation: inheritance, variation and selection.

3.5   Implications for the present and future studies

This review has drawn on the work of Klein, Molloy and Brinsfield (2012) to argue that there is need to reconceptualise the construct of commitment to organisational change to exclude aspects of coercion inconsistent with the volitional nature of the concept of commitment. Whereas Herscovitch and Meyer (2002) argued the focal and discretionary behavioural aspects of commitment to organisational change, their measures excluded behavioural items. Building mainly on the work of Herscovitch and Meyer (*ibid.*), and other researchers in the field of workplace commitment, this review redefines the construct of commitment to organisational change as the employee's volitional bond with organisational change, reflected in his/her mature sense of keenness towards, and responsibility for, actions ensuring appropriate organisational adaptation to thrive in its competitive milieu. Because commitment is widely understood to include both behavioural and attitudinal components (Kelman, 1958; Meyer & Allen, 1991; Meyer & Allen, 1997; Meyer & Herscovitch, 2001; O'Reilly & Chatman, 1986), the present study initiates (and there remains scope for future studies to continue) investigation into the appropriateness of this definition, and the development of relevant construct measures – including items designed to measure behavioural as well as attitudinal aspects.

This review underlines the sensitivity of Herscovitch and Meyer's (2002) model to its geographical-cultural context, by highlighting, for example, the difficulties in maintaining the model's psychometric properties when used with Canadian and Indian samples (see Meyer, et al., 2007), an Irish sample (Conway & Monks, 2008), and samples from the United States (Parish, Cadwallader and Busch, 2008). These findings offer a strong indication that specific contextual and cultural factors affect the psychometric properties of the model. Despite this, empirical commitment to change studies rarely report cultural and other contextual factors. The present study begins, and future studies should further strive, to explore and provide links between the final best-fit model employed and the underlying unique contextual and cultural factors. Such work can lay a firm foundation for more reliable investigation of the link between contextual culture and commitment to organisational change.

The finding by Battistelli, et al., (2014) that employees' concerns about organisational change depend on their appraisal of the change in relation to their own beliefs, abilities, skills and competences, and the findings of Bareil, Savoie and Meunier (2007) that different types of organisational change provoke levels of discomfort peculiar to that change, both seem to indicate moderating factors in the relationship between

commitment to organisational change and organisational change goals. These studies suggest the relevance of additional areas of concern. The first is the need to investigate the moderating effect of two constructs (concerns about change, and discomfort with change) on the relationship between commitment to organisational change and organisational change goals. The second is the importance, prior to their use in any empirical organisational research (and especially in the African context) of adapting measures to their local context. The need for research that is sensitive to the unique character of the African business environment is inescapable (Beugré, 2015).

3.6   Summary of the literature review

This chapter began with an overview of literature on commitment to organisational change, positioning the present study in relation to extant work. It then discussed and clarified the definitions of the boundary conditions/ground rules and assumptions employed throughout the study in relation to the constructs of organisational change and commitment to it.

The chapter discussed two theories – Herscovitch and Meyer's (2002) model of commitment to organisational change, and the evolutionary theory of organisational change – and their applications to the present study, delineating the study's theoretical framework. This framework confirmed the existence of knowledge gaps: a) limited understanding of how geographical-cultural contextual factors affect the concept of commitment to organisational change; and b) limited understanding of commitment to organisational change as experienced by employees at work. It also confirmed the need to reconceptualise the construct of commitment to organisational change by unbundling it, bearing in mind the influence of contextual or geographical-cultural factors. Remedying these gaps has the potential to provide a direct response to calls by Bouckenooghe, Schwarz and Minbashian (2015); Meyer, et al., (2002); and, Sturman, Shao and Katz (2012) (among other researchers) who have called on the scholarly community to undertake such studies.

The chapter concluded with a brief discussion of the implications of the of literature discussed for both this and future studies, highlighting the current and future research needs informing the design of this study.

4   CHAPTER 4: RESEARCH QUESTIONS

4.1   Introduction

This chapter develops research questions deriving from the findings of the literature review presented in Chapter Three. The research focus was a topic – the contextual geographical-cultural factors that may influence commitment to organisational change – recommended by previous research for future investigation. However, because of the paucity of research on this topic, this study deliberately selected the aim of generating propositions for testing by future research. In particular, the literature review suggests a gap between what employees in the workplace understand as 'commitment to organisational change' (author's quotes) and the conceptual meaning developed by the scholarly community.

The gap between theory-based empirically research and practice has been a persistent concern for the scholarly community, with work in many journals calling for academic research that is useful for solving practical problems (see for example, Hinings & Greenwood, 2002; Rana, 2018; Rynes, Bartunek, & Daft, 2001). This call for bridging the gap between scientific theory and practice is, however, always accompanied by warnings about the dangers of sacrificing rigour for relevance (Hodgkinson & Rousseau, 2009; Schwenk, 1982; Van de Ven & Johnson, 2006). One way to retain scientific rigour while bridging the theory-practice gap is to refine clear and precise constructs that are grounded in an organisational context. This chapter formulates the qualitative research questions that guided this study as the researcher sought to formulate propositions focused on the geographical-cultural factors influencing employee commitment to organisational change that did not lose contextual meaning.

4.2   Qualitative research questions

4.2.1   What constitutes 'commitment to organisational change'?

Extant research on the organisational concept of commitment recognises at least two main archetypes that characterise the nature of workplace commitments: attitudinal and behavioural commitment (Meyer & Allen, 1991; Meyer & Herscovitch, 2001; Klein, Molloy, & Cooper, 2009). Whereas attitudinal commitment focuses on how people think about their relationship with change in their organisation, behavioural commitment relates to the circumstances under which specific work behaviours are re-enacted by employees (Meyer & Allen, 1991). A third archetype focuses on employees' conscious and rational resolve to make a subject or object the target of their commitment (Klein,

Molloy, & Cooper, 2009). There is correspondence between these three archetypes and human emotional, physical and intellectual abilities respectively.

Chapter Three described how the construct of commitment to organisational change (Herscovitch & Meyer, 2002) has three dimensions: affective, continuance and normative commitments to organisational change. According to the authors, these dimensions reflect a desire, need and obligation to support organisational change. They incline towards the archetype of attitudinal commitment. However, items to measure cognitive aspects of commitment to organisational change seem excluded from both the dimensions and their corresponding measures. Further, in modifying the general model of organisational commitment (Meyer & Herscovitch, 2001) into the three-component model (Herscovitch & Meyer, 2002), the researchers did not consider whether there were other factors that might have been critical in the conceptualisation of the construct of commitment to organisational change. To obtain broader insight into what may constitute commitment to organisational change in the Kenyan geographical-cultural context, the following research question was formulated:

Research question 1: What elements of employee commitment to organisational change are critical in the implementation of significant change in Kenyan MSEs?

4.2.2   The relevance of the geographical-cultural context

Extant research has recommended investigating the relevance of the research setting in the conceptualisation of commitment to organisational change as a research concept (Bouckenooghe, Schwarz and Minbashian, 2015; Meyer, et al., 2002; Sturman, Shao & Katz, 2012). This recommendation rested on the variations detected during testing of the applicability of the three-component model (Herscovitch & Meyer, 2002) in non-North American geographical-cultural contexts such Asia (for example, Meyer, et al., 2007). Bouckenooghe, Schwarz and Minbashian (2015) argue that the sensitivity of the commitment to organisational change construct to its context warrants future research into potentially influential geographical-cultural factors.

The setting for the present study, Kenya, presents a dearth of peer-reviewed empirical literature on both workplace commitments and culture. This dearth limits the predictions that can be made on the behaviour of the construct in this context. Previous research shows that adapting a research instrument developed in one geographical-cultural setting for use in another can impact on the psychometric properties of the measures of a construct (Hulin & Mayer, 1986; Ko, Price, & Mueller, 1997). Further, the psychometric measurement of organisational constructs often requires the validation of the research

instrument in any new research context (Herscovitch & Meyer, 2002; Parish, Cadwallader, & Busch, 2008). In addition, geographical-cultural changes in the research setting may entail ontological drift, which must be matched by a corresponding shift in epistemological emphasis (Thompson, 2011). Given the paucity of research on the factors in the geographical-cultural setting of empirical studies that may be responsible for such variations, the following question was formulated:

Research question 2: What factors in the Kenyan geographical-cultural setting influence the link between employee commitment to organisational change and implementation of significant change in Kenyan MSEs?

4.2.3 The quantitative research question

Conner and Patterson (1982) developed a model of commitment to organisational change, but did not indicate any way of measuring the construct. Although models of commitment to organisational change developed by other researchers – for instance, Lau and Woodman (1995), Neubert and Cady (2001) and Fedor, et al. (2006) – have involved measuring commitment to organisational change, these models have predominantly been complex. They either measure other constructs, such as the general attitude towards change and organisational commitment (Lau & Woodman, 1995), goal commitment (Neubert & Cady., 2001) or change favourableness (Fedor, et al., 2006) alongside the construct of commitment to organisational change, or measure them as substitutes for it. This suggests that the conceptualisation of constructs in a field of research is significant only in so far as it operationalises the concept. Therefore, to ensure ease of measurement of commitment to organisational change in the Kenyan geographical-cultural setting, the following question was formulated:

Research question (quantitative): What is the factor structure of commitment to organisational change in the Kenyan geographical-cultural setting of MSEs undergoing significant change?

4.2.4 Mixed methods question

To verify whether the minor strand quantitative findings supported the propositions of the dominant qualitative study, a further question was developed:

Research question (mixed-methods): To what extent do the quantitative research findings of this study support the propositions developed by the qualitative research findings?

4.3   Summary on the theoretical conceptual model

This chapter developed the conceptual framework for the research, arguing that the geographical-cultural research context is an important influence on the structure of commitment to organisational change. Two qualitative research questions guiding the dominant qualitative enquiry were developed. Additional questions, one quantitative and one mixed-methods, were also formulated, to evaluate how the study's quantitative findings support the qualitative findings.

5   CHAPTER 5: RESEARCH DESIGN AND METHODS

5.1   Introduction

Research methodologists recognize that "the key to good research lies not in choosing the right method, but rather in asking the right question and selecting the most powerful method for answering that question" (Bouchard, 1976, p. 402). This chapter explains how research methods were selected and adapted to fit the purpose of this study and how the selected research methods were used to answer the research questions.

This research aimed to answer the question "What is the conceptual meaning of commitment to organisational change in the Kenyan geographical-cultural setting of MSEs and how can it be measured?" As discussed in Chapter Two, previous research has neglected exploring the geographical-cultural factors that may influence the construct of commitment to organisational change. Further, the review of literature indicated a paucity of research on the three-component model (Herscovitch & Meyer, 2002) in a Kenyan context. Given that the three-component model (Herscovitch & Meyer, 2002) is widely accepted in different contexts, it was anticipated that the model might have similar utility in the Kenyan context. However, given that Kenya is a nascent context in which to introduce the model, exploring and testing the model in a mixed methods design was indicated.

5.2   Research type: mixed-methods

Mixed-methods inquiry is the term used for research designs that include at least one quantitative method and one qualitative method in the same study (Greene, Caracelli, & Graham, 1989). As a research methodology, mixed methods inquiry is also referred to as the third methodological stream, since it was developed subsequent to the first (quantitative) stream and the second (qualitative) stream (Creswell & Plano Clark, 2011). It encompasses both simultaneous and sequential approaches to collecting and analysing data (Creswell, 2014).

Mixed-methods inquiry brings quantitative and qualitative approaches together by acknowledging that they are not mutually exclusive and can be integrated. However, it is not mere methodological dualism, and demands a demonstration of the expediency of, and philosophy underlying, the integration: mixed methods researchers must demonstrate their rationale for the strategy (Bryman, 2007). Some scholars researching the mixed-methods approach (for example, Greene, Caracelli and Graham, 1989) suggest it might become a desirable orthodoxy for good social science research, since

to answer any research question in the field will almost inevitably involve employing both quantitative and qualitative techniques. However others (for example, Tashakkori and Creswell, 2007) designate it simply as a third alternative available to social scientists who believe that neither quantitative nor qualitative approaches alone will adequately answer their questions.

5.3   Research paradigm and philosophy

This research adopts the transformative paradigm. This paradigm postulates a set of assumptions as underpinning the methodological choices and distinguishing this type of research from purely positivist, post-positivist, interpretivist or constructivist paradigms (Tashakkori & Teddlie, 2003). These assumptions are that: a) the research question is of primary significance; b) an exclusionary dichotomy between positivist and constructivist approaches should be dropped; c) metaphysical concepts such as 'truth' and 'reality' have very limited utility; and d) practical and applied research choices should guide methodological choices (Creswell & Plano Clark, 2011). In particular, the transformative paradigm advocates adopting a research goal that permeates the entire research process (Mertens, 2009).

The epistemological assumption underlying the transformative paradigm is that knowledge is not neutral, and is influenced by human interests (Creswell & Plano Clark, 2011). Its ontological assumption is that interaction between the researcher and the participants generates a subjective-objective reality that can give a voice to participants' viewpoints (Creswell & Plano Clark, 2011; Mertens, 2009). Finally, the paradigm's axiological assumption embraces respect for local values as well as the problematisation and interrogation of all values (Creswell, 2013; Creswell & Plano Clark, 2011; Mertens, 2009).

5.4   Research design: Exploratory sequential transformative

An exploratory sequential design within the transformative paradigm was selected. According to Mertens (2009), a transformative design is appropriate when the researcher perceives the requirements of an underrepresented population. For the present project, the requirement was to develop local and contextualised understanding of the construct of commitment to organisational change, and thereby unravel the geographical-cultural factors in the Kenyan context that may affect this construct. The transformative design entails sensitivity to the local context as described by participants, and developing specific recommendations from the research that can enrich understanding of the population the participants represent (Creswell & Plano Clark, 2011; Mertens, 2009).

Creswell and Plano Clark (2011) argue that an exploratory sequential design, in which a qualitative phase precedes the quantitative phase (quals *then* quant) is appropriate when the qualitative strand can address the study's purpose, and the subsequent quantitative methods enable assessment of how those qualitative findings may be generalized to a population. This design is represented by Figure 2 below, where upper-case letters indicate the relative priority of the qualitative strand.

Figure 2:   Flowchart representing exploratory sequential design
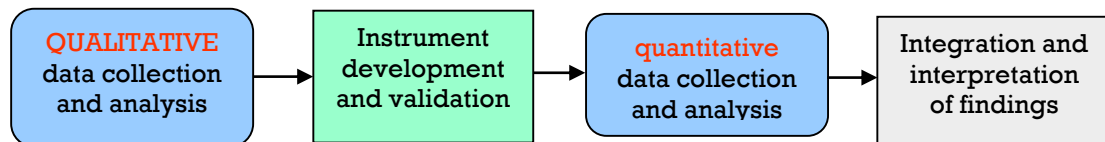
Source: based on Creswell and Plano Clark (2011)

5.5   Unit of analysis and research strategy

5.5.1   Unit of analysis

There is a risk of confusion about the appropriate unit of analysis when considering commitment to organisational change as a research concept. Over-emphasis on the word 'organisational' risks biasing the work towards a focus on organisational commitment. As a consequence, some researchers (for example, Battistelli, et al., 2014; Bouckenooghe, Schwarz and Minbashian, 2015) prefer to designate the concept simply as commitment to change, making it clear that the organisation is not the intended unit of analysis.

In this study the unit of analysis was the individual, because commitment to organisational change was viewed as the lived experience of individuals and not of their organisations (Conner & Patterson, 1982; Herscovitch & Meyer, 2002; Soumyaja, Kamalanabhan, & Bhattacharyya, 2011). This follows various scholars (for example, Bartunek & Moch, 1987; Blumenthal & Haspeslagh, 1994; Choi & Ruona, 2010) who have argued that organisational change programmes and interventions are targeted at individuals rather than organisations. Further, the focus on individual employees of the MSE (rather the MSE itself) was also critical to avoid reifying the MSE.

5.5.2   Research strategy

a)   Qualitative strand

A qualitative case study strategy is appropriate when the main objective of the study is to provide nuanced understanding of, or insight into, a complex issue (Hyett, Kenny, & Dickson-Swift, 2014; Stake, 1995). It is particularly appropriate when a topic is new or there is need to apply some fresh perspectives (Eisenhardt, 1989), because it allows the unravelling of less understood organisational processes, using thick descriptions to focus holistically on the phenomenon (Doz, 2011; Eisenhardt, 1989). In this research, the case study strategy provided a framework for gaining a holistic view of the construct of commitment to change, as well as gathering descriptions of it from employees' perspectives.

Critics argue that single cases do not support generalisation and cannot contribute to scientific development (Firestone, 1993; Gerring, 2007; Robinson & Norris, 2001). Case study methodologists have termed it a 'misunderstanding' to argue that case study generalisations cannot contribute to scientific development (Flyvbjerg, 2006; Ruddin, 2006). Some have argued that case study research is not about drawing statistical inferences from a single study, but rather about constructing a pattern of meaning (Ruddin, 2006). A case study generalisation entails systematic effort to learn from one, or a small number of, cases to understand a larger population of cases (Yin, 2013). Case study research is not directed towards generalising from samples to populations or universes, but to situations and circumstances, by building theoretical premises that function to make propositions about situations or circumstances similar to those studied (Yin, 2014). Yin (*ibid.*) refers to this as analytic generalisation. Conducting a case study is thus directed towards generating hypotheses (Firestone, 1993; Flyvbjerg, 2006) and building theory (Eisenhardt, 1989). When the case is critical (has strategic importance for the topic of study), it is credible to generalise that "if it is valid for this case, it is valid for all (or many) cases … if it is not valid for this case, then it is not valid for any (or only few) cases" (Flyvbjerg, 2006, p. 230).

b) Quantitative strand

Survey research is appropriate for research that seeks to provide numerical descriptions for the purposes generalising characteristics such as attitudes and trends. Surveys provide economy of design and are particularly useful when a researcher wishes to make generalisations from a sample to a population so that some inferences can be made about characteristics such as attitudes and behaviours (Fowler, 2009). The purpose of the quantitative strand of this research was to pilot-test an instrument developed from the qualitative findings and for this reason a survey was employed.

5.6 Population and sampling

5.6.1 Population

The population of interest was employees working in Kenyan MSEs. The precise dimensions of this population were not known: throughout the research period, no data on the total number and distribution of MSEs in Kenya, or even estimates of this population, were available from either the Kenya Micro and Small Enterprises Authority (MSEA), or the Kenya National Bureau of Statistics (KNBS). The most recent available survey estimating the number of MSEs in the country – the National Micro and Small Enterprise Baseline Survey of 1999 (Central Bureau of Statistics, 1999) – found that Kenya had a total of 1,289,012 MSEs in 1999, employing over 80 percent of the national population. The most recent National Economic Survey of MSEs (KNBS, 2017) provides neither the actual number, nor an estimate of establishments. For these reasons, given that no current data was available even on the total population of MSEs in Kenya, it was not possible to estimate the population of interest.

5.6.2 Sampling

a)   The qualitative sample

Three principles guide qualitative sampling: relevance, appropriateness and adequacy (Fossey, Harvey, McDermott, & Davidson, 2002). In terms of relevance, a suitable MSE for this study was one that was in the process of significant change. Employees with relevant personal experiences of change in the organisation were those who had worked in the organisation before and during the change period. Appropriateness of participants meant identifying and recruiting participants who had sufficient lived experiences and were willing to participate voluntarily in the study.

The required number of participants for any qualitative study is often contentious. Qualitative researchers may be accused of either arbitrariness in selecting sample size (Onwuegbuzie & Leech, 2007) or making prescriptions without rationale on acceptable sample size ranges (Marshall, Cardon, Poddar, & Fontenot, 2013). As one example, Creswell (2013) recommends three to five participants per case study. Other qualitative researchers base sample sizes on those employed in studies with similar research problems and designs (Marshall, Cardon, Poddar, & Fontenot, 2013). However, sample size may be considered adequate when saturation is attained: that is, interpretations are clear and grounded in contextual data, and new participants do not reveal new findings and meanings different from those provided previously (Crist & Tanner, 2003). Data

saturation, which involves continually bringing new participants into the research until the data set is complete (as evidenced by replication of the data), is the standard determining an appropriate sample size (Marshall, Cardon, Poddar, & Fontenot, 2013).

However, this is not the only consideration. The number of participants in a study also depends on the depth of analysis of a single case study, the richness of the individual cases, the way the researcher wants to perform cross-case analysis, and the pragmatic restrictions under which the researcher is working (Pietkiewicz & Smith, 2014). In addition to the three-principle guiding sampling (discussed above: Fossey, Harvey, McDermott, & Davidson, 2002)), the standard of saturation was used to determine the number of participants recruited for the case study of *Compassion Media House (CMH – not the real name of the enterprise).* Six employees of the organisation were selected as participants, guided by the principles of relevance, appropriateness and adequacy and the standard of saturation.

b) The quantitative sample

The first consideration in determining a sample size for the quantitative phase of the study was the purpose of the study. Once the items to measure the concept of commitment to organisational change had been written, based on the findings of the qualitative phase, it became clear that a small sample would be insufficient for rigorous quantitative instrument development. Instrument development and validation require a large study entailing at least three stages: item generation, scale development, and instrument testing. For reasons described in 1.6.2 above, such an elaborate study was beyond the scope of this project. However, a feasibility (pilot) study for actual instrument development and validation could be conducted on a smaller scale. Sampling for the quantitative phase therefore aimed to obtain a sample adequate for a pilot study.

No consensus exists about what constitutes the appropriate or sufficient sample size for a pilot or feasibility study. Some research (Connelly, 2008; Lackey & Wingate, 1998) recommends 10% of the actual sample size. Other scholars (Hill, 1998; Isaac & Michael, 1995) recommend 10-30 participants in survey research. Other 'rules of thumb' exist: for example, at least 30 participants for parameter estimation (Browne, 1995); and not less than 70 participants where reduction of imprecision around the estimation of standard deviation is desirable (Teare, et al., 2015). Herzog (2008) recommends that participants should number 25-40 for feasibility studies for instrument development, and 30-40 participants per group for pilot studies comparing groups.

Following Hertzog's (2008) recommendations, and conscious that the feasibility study was directed towards instrument development, a sample of at least 80 participants, split between two groups of employees distinguished by the type of organisational change each group was experiencing, was considered appropriate. This pointed to a final sample size of at least 80, comprising at least 40 drawn from organisations experiencing significant organisational change, and at least another 40 from organisations experiencing other types of change.

5.7   Data collection and analysis

5.7.1   Preparation of instruments

a)   Qualitative research protocol

Based on the literature review, two qualitative research protocols – one for screening organisations and the second for actual interviews with participants – were developed, initially in the English language. The interview protocols (Appendices 5.2 and 5.3) were designed to ensure that data on literature-derived (*a priori*) codes, such as personal values, trust and self-transcendence among others, were collected alongside material for the inductive codes that would be generated through data analysis. All items in the interview protocol were open-ended, to ensure openness to other possible codes not contemplated prior to fieldwork. Interviews were audio-recorded, transcribed, and stored in computer files.

Back-translation was employed in the translation of the protocol into the Kiswahili language. English and Kiswahili are not only the official languages of Kenya but also the most commonly and widely spoken languages.

The researcher translated the English protocols to Kiswahili, and then asked a Kiswahili teacher to independently translate the same protocol to its Kiswahili equivalent. The researcher compared the two versions and then prepared a final Kiswahili version. Thereafter, the researcher translated the final Kiswahili version of the protocol back into English and asked an English teacher to make an independent translation. The two teachers were recruited as translation assistants because both are equally fluent in English and Kiswahili, are involved in paid work that that demands communication in both languages, and hold at least a Bachelors degree in one of the two languages. The two teachers did not interact while the protocols were being translated: they live in towns approximately 500 kilometres apart and were not made aware of each other's recruitment as a translation assistant. The researcher held discussions with each

translation assistant on their translations of the instruments, focusing on whether the English meaning of a question had been retained or distorted, and whether alternative words could be used to retain the English meaning.

Given the focus of the research and the findings that emerged, this proved important. One significant issue that emerged was that both translation assistants considered the word 'commitment' too profound in meaning to be applied to an ordinary event such as organisational change. They argued that a person could only be committed to something really significant, such as God, an ancestor, a living-dead (*a deceased person considered still alive because it is believed that people become spirits after physiological death but still have the power to influence human life*), own child, spouse, or a vow to God or to any of the people mentioned. Each independently proposed that it would be more meaningful to use the concept of 'support for' rather than 'commitment to' organisational change.

Other interesting discoveries were that there were two Kiswahili equivalents for 'change' but it was not easy to determine which was more appropriate. The word could be translated as *mageuzi* or *mabadiliko,* but when qualified into organisational change, the usage context would determine whether to use *mageuzi/mabadiliko mahali pa kazi* (literally: changes at the workplace) or *mageuzi/mabadiliko ya mahali pa kazi katika shirika* (changes in the organisation's workplace). The word *shirika* when translated into English could refer to an association (for example, a social welfare association or a self-help group), company, organisation or society depending on the context. This was a clear signal that the researcher would have to be careful to pick up nuances in the data, rather simply relying on the literal meaning of the words.

b) Quantitative research instrument

Based on the findings of the qualitative phase, the researcher wrote items for the measurement of commitment to organisational change. Scales developed by Herscovitch and Meyer (2002) were added. In addition, the questionnaire included items to facilitate collection of participants' biographical information and aspects of the changes that were taking place at their respective organisations. The questionnaire, developed in the English language, was not translated to any other language because it was targeted at participants who could speak English well.

5.7.2 Data collection

a) Qualitative data collection

Collection of qualitative data commenced with an initial semi-structured screening interview with the Chief Executive of the selected MSE. This interview was guided by the protocol in Appendix 8.2. Through this interview, the researcher sought to understand the selected MSE as a context of knowledge generation (Brinkmann & Kvale, 2015) in terms of the nature, content and goals of the ongoing change. The screening interview was also critical to obtain an overview of the organisation's history, its employees, and their roles in change, in order to determine which employees should be selected as respondents.

Formal interviews with participants were audio-recorded. However, during periods of observation at the enterprise, CMH did not allow the researcher to audio-record conversations, as this would contravene its own policies. The researcher therefore had to rely on summarising observations in his research diary, relying on memory after leaving the organisation. As an aid to memory and a guide on the issues and aspects to be recorded, an 'empty shell' was created, and this is indicated in Appendix 8.5.

Data was also collected from organisational documents requested after the respondents had mentioned them. When permitted, the researcher also took photographs of the relevant contextual features within the data. Throughout the data collection, the researcher remained open to additional data, and tried to treat everything in his experience of the organisation as valuable.

b) Quantitative data collection

Quantitative data was collected through a questionnaire directly administered by the researcher. A total of 168 questionnaires were distributed in 42 out of 47 counties across Kenya. Five counties were not surveyed because of the security situation (increased terrorist activity for four counties and widespread cattle-rustling accompanied by inter-communal violence) at the time of the research. One-hundred and forty-one out of the 153 questionnaires returned were usable. Based on the total number of questionnaires distributed, the percentage of usable questionnaires was 83.9 percent, and the total of returned questionnaires was 91.1 percent.

5.7.3 Data analysis

a) Qualitative data analysis

The aim of the qualitative data analysis was to derive themes based on participants' experience of commitment to organisational change. These themes would be used as subscales in the design of the questionnaire for use in the quantitative phase of data collection.

(i) Preparing data for analysis

The researcher transcribed the audio-recorded interviews in Microsoft Word and uploaded them into Atlas.TI software. The filename given to each file was re-checked to ensure it provided sufficient information. A filename, for example, could enable the researcher to identify the case, the respondent and their gender, among other characteristics. Each uploaded file was checked for completeness.

The researcher found that some recordings were missing. He therefore requested and conducted repeat interviews with the participants concerned at the earliest opportunity to compensate. Some of the recordings included irrelevant conversations such as interruptions by co-workers. These irrelevancies were noted in the transcripts as bracketed phrases describing what actually happened.

(ii) Procedures in the analysis

Data analysis entailed iterative reading and coding through transcripts, and where necessary, viewing the images or figures obtained from the research site. The meaning of every assigned code category was stored in an analytic memo written in Atlas.TI software. Whenever code categories were revised, a new memo was written in the software, noting the reasons for the revision. The researcher also wrote personal notes in his research diary on the analysis and copied these notes to the Atlas.TI software where they were saved as part of the analytic memos.

There were three stages in the analysis of data: *in vivo* and initial coding, axial coding and theming. *In vivo* and initial coding entailed reading through transcripts and making margin notes while giving codes to sections of the transcripts. This generated 101 codes, which correspond to the exemplar quotes used in the next chapter to present findings. The codes were read through and followed up for patterns and associations between them. Participants were also followed up to confirm whether the emerging categories represented critical data groups. Additionally, the researcher counter-checked his

interpretation of the data with both the participants and the translation assistants. Participants were effective in helping determine aspects of data that needed to be grouped together. Translation assistants were more effective in suggesting meanings attached to the data groups (clusters) of data. Often participants accepted the meanings and interpretations of the data. Iterative re-clustering of the data and constant consultations between the researcher and participants as well as between researcher and translation assistants reduced the number of categories.

These initial codes were further reduced to 24 axial codes (categories), which are indicated in Table 2 on the next page. Theming entailed trying to classify the 24 axial codes into related selective codes and constant comparison with concepts in extant literature, while maintaining sensitivity to what was different in this specific research setting. This led to the development of the codebook in Table 3, which appears immediately below Table 2.

Table 2: Axial codes

S/No.	Code	Definition memo	Exemplar quotes
1.	Organization profile	Participant description of what the organization was like before and during organizational change	- Windows to Mac, job description, family member to professional, new members with good qualifications, better salary, job description, from informal organisation to bureaucracy -Previously poor posts that were irrelevant, now- there is cross-checking and more professionalism -different advertisers, not only vocation advertisers -Going physically for the story, not sitting there for someone to bring the story - Separate seed and CISA but now consolidated, rebranding, internal employee relations, professionalism starting with entry into the organisation, inclusivity-involving each other, social media, hiring young people -Change of building, employees, what is reported, the features, expansion, more products, concord collaboration -change in leadership; improved organisation; desk and correspondence articles not published
2.	Stories as change	Magazine articles written by participants as they	*Asked participants to suggest the stories that show what became different* -People want to be associated with the company, the stories we write – they want to partner, this wasn't there 10 years ago
3.	Suggested change	What the respondents suggested as areas or sources of change	- more presences - A second survey, PhD research
4.	Social media	Use of web-based software applications like WhatsApp, Twitter, Facebook	Asked retrieval of old and current use, let them demonstrate how different the organization has become
5.	On-job accomplishment/ Self confidence in Competence	Personal feeling by the worker that they are more effective and efficient than predecessors in producing desirable results Self-confidence arises from successes	-increasing followership on social media -Seed is my baby I don't want it to fail -Finding solutions -You have to present yourself as someone capable, my opinion is important for the company - This was just easy -Space to work; whatever I set to do I do
6.	Technological change	Seen in three ways: new technology hardware for job tasks, new software installed on the hardware and social media	- Fingerprint check-in/out - From windows computer to Mac – its enriching, a mark of seriousness (i.e. having an impressive quality or standard, arrived at after careful thought and consideration)

S/No.	Code	Definition memo	Exemplar quotes
7.	Experience of change	This consists in the following experiential aspects: a) Feelings – how one feels about an aspect of the change b) Relational Cognitions – the thinking about how the change has affected personal life especially personal plans about c) Rational cognitions – what makes the individual appreciate the change	- a) finger check at emotional level bad, b) awareness of skills and knowledge required but affected ability do studies, c) good for discipline - a) Inexperience b) Tamed, c) success - a) things serious b) professionalism, change was necessary, Psychology maybe waste of money c) reader and worker are happier - a) anxiety/fear b) skills grow c) appreciating and belonging - a) anxiety b) security of contract/ c) ability to work elsewhere - a) Anxiety b) awareness of needed skills and knowledge but affected ability to acquire knowledge and skills c) improved the company
8.	Concerns about change	"concerns" is used to represent a composite description of the various motivations, perceptions, attitudes, feelings, and mental gyrations experienced by a person in relation to an innovation **Invalid source specified.** conceptualize concerns about change as reflecting the individual's appraisal of the change as potentially affecting his/her work role (i.e. concerns about the content of change), bringing few positive outcomes (i.e. concerns about benefits of change) and requiring demanding adjustment to his/her skills (i.e. concerns about mastering change) (Battistelli, Montani, Odoardi, Vandenberghe, & Picci, 2014).	- How to lead change, lack of experience and leading a more experienced team - trying to test, will I fit in? - Fear of someone not competent replacing - Changing organisational identity (less of a charitable organisation); was it good given reductions in subscriptions?
9.	Values	Enduring beliefs upon which individuals act because they consider that the mode of conduct according to these beliefs is personally preferable (Brown, 1976). *Family – you feel you belong, there is togetherness, there is love, you don't know the heart of a person but you feel you are part (SCN)*	- Generosity, preaching, Discipline, Patience, family - timely delivery regardless of change, Timely service, unity of minds, discipline, home-grown, culture, home, the seed way - preaching and making others happy - The seed family: birthdays, holiday, togetherness *The family, as a critical organisation value, seems to hold organisational change together … something more than group/team commitment?*
10.	Meaningfulness	Characteristic of possessing a clear purpose that the individual considers solemn, useful and important	-serving God, relating to others, educating and improving the society -owning the work and its product, life changing stories, educative story, problem solving story,

S/No.	Code	Definition memo	Exemplar quotes
			-A product with which associated for long -Belongs to another organisation that supports organisations like the present one -finding solutions to computer problems pacifies -Doing things for others to make them happy -Growth within the organisation
11.	Value of change	useful purpose of the change from employees' viewpoint	-Necessary, change of mindsets, going digital, learning and development, reduction of processing time -difference in style of working, management and technology make the organisation more attractive -Feedback makes you happy; improves the writer; receive suggestions -We have progressed; we are growing, things done professionally; becoming more like what it should be -It is growing growing - To be more seen; leadership provision of necessities
12.	Mission	Individuals sense of purpose	- called this serving god - Achieving the happiness of others
13.	Attraction to the organisation	What an employee liked about the organisation to make him/her want to work for the organisation in the first place	- remuneration, godliness, - Home-grown - similar organisation - Knowing the seed-parents would read, values - Liking the seed and feeling could write for them - A church affiliated institution, good people who don't discriminate
14.	Buoyancy experience	The individual's enthusiasm about own ability to accept and cope with change despite the manner in which they are affected by the change. It contributes to the resoluteness to implement the change	- Finger check-in hurts but it is OK for dicipline - Going for the story, getting passion into the guys - 1st it was not ok but it was expected, taking risk is important - Coping with new job demands - you may try your best but you still don't meet the requirement, you have to accept; membership of related organisation - I have accepted and want it
15.	Concord collaboration/ Collegiality	Working as equals, every view is respected and given serious consideration no matter how remote it may appear, till an agreement is reached on the best option	*The system works if the organisation develops this way of working and makes every employee feel as a valued and an influential member* - Open policy, shared thinking, meaning and action lines, guys don't just take leave-they look for appropriate time, suggestions for best thing to do e.g. survey (not written), standing in for each other when one is absent, collaboration in design.

S/No.	Code	Definition memo	Exemplar quotes
			- cover page design and selection, concord collaboration encourages commitment - We suggest where we can go, no referral to someone, you handle, collaborate with journalists, being consulted - inclusivity; we don't go feeling I said this - Selecting the cover page
16.	Organisation-Culture-person fit	Metaphor: the seed way – quality of the employee having cognitions shared in the organisations	- evangelisation - reception of a visitor, organisation-behaviour fit: starts at internship established at entry interviews - belonging to two similar organisations - Needed a place with regular hours
17.	Passion	Internal energy, understood as a source of zeal and momentum for job activities and wanted (yearned for) outcomes arising from the individuals taking interest in, liking, finding joy and getting satisfied with what they do. Includes accepting what is done as personal responsibility and volunteering to do it *Perhaps similar to buoyancy – SCN description*	- Explained through these words "There is no day you would say you are not doing anything; you are always either, you say in Brazil, either, you are on, you are on the stage performing or you are rehearsing at the, at the, at the back end." Eat, sleep the seed = reinforced at trainings - (did not use the word) I do it because it is something that I love doing - you sit down and feel it might not happen … you want to try; you are not forced. It is going to help me
18.	Vision/goal for the future	(social media): More presence, more online presence, branding CISA Leading catholic magazine, increase sales, new change based on new survey, more awareness for CISA, more subscribers, increase readership, increase presence, strengthen CISA	- Going fully digital, no hard print copies of magazine - More advertisers, cover more of Kenya - More sales, subscribers, better workers' salary, self-sustaining
19.	Non-compliance maturity	The person implementing change consciously demonstrates and may even speak about his/her rejection or rebellion against his/her mentor's ideals because they have evidence and reason to believe that their mentor's ideals are no longer workable Also being able to judge and take the decision befittingly (not as a slave of rule and policy)	- Described own experience of feeling different from his mentor, knows the charism of the sponsors but has an eye for what is relevant for the reader and how it is balanced with the sponsors charism (meets both criteria) - Good change; wanting to give back to society - Not wanting to see the organisation go back to what it was before
20.	Resilient persistence	The quality of trying despite challenges, finding alternative ways of getting the job done	- Loved the adrenaline: people don't want to be interviewed, sometimes f - Back and forth, sending concept to the customer, a situation he says "requires a lot of commitment, a lot of loyalty and a lot of team work", all of which they have managed to inculcate

S/No.	Code	Definition memo	Exemplar quotes
			- Researching till I find a solution - you want to learn more skills, able LOO-Money never enough
21.	Communality	An intuitive feeling or spirit of belonging, co-involvement and co-operation arising from common interests and goals.	- The tea aspect where jokes and tea are shared. FAD called it being 'tight', HEO called it 'generosity', sacred, birthday celebration - Helping each other belong together - We stay like a family, they see you, they accept you, they like you, they greet you, they welcome you - Training boosts
22.	Customer mindfulness	Caring about the effect of the product on the final customer	- introduced the concept of '*wanjikus*' (word used to refer to the ordinary Kenyan person - educated or not well educated - who does not care much about sophistication) - wants interaction on social media - Some don't like church matters, product not reaching others - making the customer happy, a story may change their life
23.	Stabilizers to change	What seems to hold people onto maintaining the change attained	- they stay on average for 3 -4 yrs but on average stay over 5 yrs, no fear in guyz, team involvement, availability for work when needed - counselling - being involved, sense of belonging *NOTICE: generally shared vision of producing a product that more people identify and resonate with, desire to increase subscriptions, engagement and readership*
24.	Surprise	Surprise/unexpected finding	- Guys can't seriously hold onto jobs -You go against your will to support the organisation, change can be supported for an extraneous reason such as not wanting my children to end up in same position; consistency of action can indicate commitment but lack of alternatives -Taking the risk to go where you do not know can be good, the most comfortable risk would be to quit the job to care of my children

Table 3:   Codebook

Themes	Sub-theme	Selective code	Code definition	When to use	When not to use	Exemplar quotes
Targeted calculative commitment to organisational change	Attitudinal calculative commitment	Competent	Employee's expression of confidence that they were more effective in their work, especially compared to their predecessors	When an employee has confidence of doing better than s/he his/her predecessor	When an employee has confidence of doing better than s/he has done previously or if comparing with a less qualified predecessor	I found that the CMH needed a bit more of a revamp … and everything. They were using old software … Compassion Magazine was dense – packed with so much information... So, I said, let's do something new
		Buoyant	employees going along with organisational change and entails an individual employee's enthusiasm about their ability to accept and cope with change regardless of how they are affected by it.	When there are clear aspects of change which the employee cannot control but is able to go along with the change.	When the employee can control or initiate the changes	I can tell you that, at present, in this office everybody is a degree holder … but you find an illiterate person like me, working amidst these learned people
		Belonging	belonging – the 'us' feeling	Employee actually contributes and has feeling of possession of a stake in the organisation's activities	When an employee uses words such as 'we' or 'us' (collective possessives) but does not actually contribute	In our place, it is not just the certificates, they are not the grades. It is the attitude … by the time I get you to work with me, you have the attitude to work with us
		meaningfulness	the purpose, importance and fulfilment of the employee at work (May, Gilson, & Harter, 2004)	The activity or role is perceived as important in itself to the individual	The activity or role is perceived as important because of an extraneous reason such as a monetary gain	- I want to make it happen, yeah; yeah, I really want to make it happen ... because I think it is my baby! -Whatever kind of job we do … of course we want

Themes	Sub-theme	Selective code	Code definition	When to use	When not to use	Exemplar quotes
						to have money, we are doing for that purpose but it is a service that you do for others …. Of course, you are doing it for yourself in another sense
	Behavioural calculative commitment	cohesiveness	"a dynamic process, which is reflected in the tendency for a group to stick together and remain united in the pursuit of its goals and objectives" (Carron, 1982, p. 124)	Clear sense of communality	Communality is required by the rules	We are a family actually. And if you want to quote family experience, we call ourselves a family … It's tight, kabisa (translation: absolutely), we are one thing; and that is why you never get to know who is who … whatever we decide we will run with it. So, CMH way, the family, the CMH family spirit absolutely!
		Concord collaboration	a system of making and implementing business decisions through collaborative negotiation and consensus. In this system, the work team despite their differences (such as academic qualifications, work experience, age, ethnicity and social status) sincerely accept each other as equals in terms of rights and privileges pertaining to the task and respect each other's views and opinions	Only when equality is presumed irrespective of either organisational rank, position and pay and/or social status	When awareness of individual differences in terms of social status or organisational roles develops	We involve each other. So, even when the designers do whatever they do, we all go there and take a look and critique and say this is good, this could be that way …. So, guys at CMH, they take responsibility for everything

Themes	Sub-theme	Selective code	Code definition	When to use	When not to use	Exemplar quotes
			however remote such views and opinions might sound.			
		Interpersonal trust	the willingness of an employee to be vulnerable to colleagues during organisational change, irrespective of the employee's ability to monitor or control the change, based on the belief that it was for the good of the organisation (Mayer, Davis and Schoorman, 1995).	Employee is able to trust the other with confidence that the other will cause problems in his/her work	Employees want to counter-check each other's actions	(When a client) comes and asks you, we would like to advertise, what are we going to do? I will not just refer to somebody who handles the advertisement but will say, ok, this is what we do … this is the advertisement rate, this is what you can do
		Passion	Motive of undertaking a course of actions	Employee does it volitionally, acting publicly and with sufficient room to revoke their actions	- Employee is directed or required to work in a specific way	Ah! Me it is passion man, it is passion. I've got passion for my job. Otherwise I tell guys you can, you can't, you can't do this thing if you have not got passion. Two to three months down the line you would drop dead

The final codebook, shown in Table 3 above, was developed through the process of theming. It evolved through iterative comparison of the codes and categories generated from the Kenyan setting against those in extant literature. The goal of this constant comparison was to identify how this study's codes explained extant research concepts. Thus, the codebook was developed by compiling codes, their descriptions and brief data examples (Saldaña, 2013). As such, refining the code and categories into final themes entailed a search for repetitions, transitions, similarities and differences, metaphors, connectors and word co-occurrence, meta-coding and analysis of missing data (Bernard & Ryan, 2010).

b) Quantitative data analysis

The purpose of quantitative data analysis was to test: a) the feasibility of the instrument developed, based on the qualitative research findings; and, b) the applicability of Herscovitch and Meyer's (2002) model in the Kenyan setting. This was intended to detect any differences that might emerge when the findings were compared.

Based on the quantitative research questions, a factor analysis was the appropriate test to run. Factor analysis was done based on Herscovitch and Meyer's (2002) measures and repeated based on measures developed from the qualitative case study and including Herscovitch and Meyer's (2002) measures.

5.8   Criteria for Research Rigour

Research rigour may be evaluated against three criteria: conceptual adequacy; methodological rigour; and accumulated empirical evidence (Shrivastava, 1987). A range of techniques was used to ensure research rigour by seeking to enhance the credibility and dependability of qualitative findings as well as the validity, reliability and generalisability of the quantitative findings, and these are discussed in the sections below. The use of both qualitative and quantitative methods also served to triangulate (cross-validate) research findings.

5.8.1   Qualitative research rigour

Qualitative researchers (Ballinger, 2006; Denzin & Lincoln, 1994; Lincoln, 1995; Lincoln & Guba, 1985), argue that the criteria for assessing scientific rigour require a reformulation of quantitative criteria of reliability, validity and generalisation to effectively address qualitative research. Lincoln and Guba (1985) have proposed criteria corresponding to the traditional criteria by matching credibility with validity, dependability

with reliability and transferability with generalisability. A fourth criterion of confirmability may correspond to objectivity in quantitative research. The next few paragraphs explain how these criteria were used.

Techniques used to ensure the credibility of the data included prolonged engagement in the firm, persistent observation, expert-aided debriefing, participant checks, and review and feedback on transcripts and interpretation, which was triangulated with translation assistants' review and feedback. First, the researcher had for years been reading publications by *Compassion Media House.* During the research, the researcher added to his interviews with the participants five days of participant observation at the firm. This provided direct personal experiences of organisational life at the firm. (Even after formally concluding data collection, the researcher intermittently follows up on progress at the firm.) These activities evidence prolonged engagement and persistent observation. Before, during, and after data collection, Skype sessions with the research supervisor provided opportunities for not only discussing the content of data but also expert-(supervisor) aided debriefing. In addition, cross-comparison of accounts provided by different participants enabled the researcher to undertake participant checks and triangulation.

In terms of dependability, the researcher made efforts to detect instances from the accounts and stories provided by participants that were similar and consistent and assigned them same codes and code families (categories). Assigning the same and similar codes to the same code family was the first way through which an overwhelming 111 codes were reduced to the 24 final codes. Checking with participants that related information had been grouped together was also a way to ensure that the analysis and interpretation were correct and consistent.

Bracketing was used to deal with the possibility of researcher biases. This included the researcher deliberately accepting, without challenge, participants' accounts and stories as received. These were only considered subjectively objective if re-articulated by other participants in the same, similar or comparable way. While accepting participants' accounts as correct and fair reflections of the subject matter, the researcher constantly sought clarification. Clarification was sought by directly asking the participant to clarify a point made; listening to conversations during the days of participant observation to decipher clearer nuances from verbal or non-verbal cues; and deliberately using unclear words, phrases or idioms received from one participant with another participant and watching their reactions. This provided opportunities for participants to clarify the correct use of such words, phrases and idioms. The researcher also counter-checked his

interpretations of the data with the translation assistants, who were asked to confirm whether the researcher had arrived at a correct interpretation of contextual data.

5.8.2 Quantitative research rigour

Quantitative research rigour has traditionally been evaluated by assessing its reliability, validity and generalisability. These assessments address the consistency and stability of the measuring instrument (reliability), whether the instrument measures what it claims to measure (validity), and whether the results obtained by the use of an instrument are transferable to a population (generalisability) (Burns & Burns, 2012; Jackson, 2012).

In this research, reliability was assessed via pre-testing prior to actual data collection. Seven-point Likert scales, from 1 (strongly agree) to 7 (strongly disagree), were used to maintain consistency and comparability with earlier research studies. Additionally, split-half reliability was determined by dividing the items into equal halves and correlating the scores on the first half with those on the second.

Towards attaining external validity, the data was collected from 41 out of the 47 counties of Kenya to ensure that the sample was as nearly representative of the population as possible. To ensure the content validity of the measures, the items used in collection of data were those developed by Herscovitch and Meyer (2002) plus items derived from the findings of the qualitative phase. This complies with the recommendation to use existing validated measures rather than developing new ones (Straub, Boudreau, & Gefen, 2004), while also ensuring that the uniqueness of the study context was not ignored.

5.9 Procedures of ethical conduct

The researcher obtained informed consent first by seeking the permission of the relevant chief executive for the participation of his enterprise and recruitment of his subordinates as research participants. Each participant was individually informed about the research via an explanation of its aims and objectives, and told that the researcher wanted to conduct an interview with him/her related to these. The participant was informed that he/she would sign an informed consent form (see Appendix 8.1 and 8.3 for the English and Swahili versions respectively) as evidence of such consent. Once such consent was given, the interviews followed. It was necessary in the circumstances of the participants to permit them to interrupt interviews to attend to organisational issues demanding their attention. No participant was pressured to participate, or received inducements or gifts of appreciation for participation.

During participant observation, the chief executive directed, and participants requested, that neither recordings nor notes were made during the conversations or any accompanying work performance. The researcher complied. This meant that the researcher could only prepare notes after leaving the premises. This reluctance to permit recording was workplace policy, and may be attributable to a notorious past incident where a senior Kenyan government official recorded private conversations with his colleagues and later used those recordings against them in proceedings before the Ethics and Anti-Corruption Commission.

To preserve the confidentiality of participants and their enterprises, the researcher removed real names, and where necessary substituted pseudonyms unconnected to the workplace or its circumstances. The researcher also omitted material from quotes that might provide clues to identity, including omitting from this report any such material availed to the researcher, such as draft strategy plans and contemplated structural designs.

Further, to ensure the credibility of the emerging research story, the researcher endeavoured to report only what could be supported by original data such as a quote from a participant. Although field notes were used to recall and consider circumstances presenting in the data, the researcher preferred to employ suitable quotes from the transcripts in his report of findings.

6 CHAPTER 6: RESEARCH FINDINGS

6.1 Introduction and overview

This chapter presents the findings from both phases of the research: the qualitative case study and quantitative survey findings. These are presented in the sequence in which the research was conducted.

6.2 Qualitative case study: Compassion Media House

The organisation was selected for study because of its potential to serve as a revelatory case study. A revelatory case "exists when a researcher has an opportunity to observe and analyse a phenomenon previously inaccessible to social science inquiry" (Yin, 2014, p. 52). During the first meeting between the researcher and the Managing Director of Compassion Media House (CMH), it became clear that CMH was undergoing significant change characterised by change in leadership and adjustments in organisational culture, expansion and restructuring, the introduction of new technology, a diversification of products and services, and changes in performance management and resource mobilisation.

6.2.1 Brief description and sample

CMH began operating in a room belonging to its sponsors, an international missionary society with a branch in Kenya, about three decades ago. It had two employees: an editor who was also the managing director, and a copy typist. Its only product was a monthly magazine reporting the evangelisation activities of the sponsor. Over the three decades, CMH has grown from the initial micro-enterprise publishing a monthly magazine to a media house with 15 employees. It has so far employed three chief editors and managing directors (CE/MD): the first served for approximately 18 years, the second for 17 months, and the third is still in post, having served for approximately seven years by the time of data collection. This case study focuses on organisational change under the third CE/MD.

CMH currently brings together editors, journalists, information communication technologists and graphic designers in a media house team responsible for producing the monthly magazine, maintaining and updating an online news agency with a weekly newsletter, and interacting with subscribers both face-to-face and online. During the tenure of the current CE/MD, it adopted modern information and communication technology, introduced competency-based systems of recruitment and selection of new

employees, and reviewed the systems and processes employed in collecting, processing and preparing the articles published both in print and online. The CE/MD aims to make CMH a self-reliant and self-sustaining institution, indicating an attempt to lessen the firm's dependence on its sponsors.

Six respondents, three men and three women, were selected as research participants. The selection criteria were that the participants had been working in different roles at the organisation while organisational change was being implemented, so that a holistic view of organisational change, and how it affected them – as employees free to either commit or not to the change – could be obtained from the participants' perspectives. Five participants had been working at the organisation for at least the five years of change; one had been recruited during the change and had been working for the organisation for three years. Including this last participant was aimed at detecting any differences in the accounts of participants who had been with the change from the start and one who could perceive the changes only as an aspect of an organisation he had joined. Data collection entailed seven recorded interviews: a total recording time of six hours, seven minutes and 36 seconds. Table A1 in Appendix 8.5 summarises information about the participants and the duration of each interview. The interviews were complemented by five days of observation during which an average day of observation lasted a minimum of three hours.

6.2.2   Findings on qualitative research question one

The first qualitative research question asked "What elements constitute commitment to organisational change in a Kenyan geographical-cultural of MSE undergoing significant change?" One interesting finding is that the concept of commitment to organisational change seemed a misnomer not only to the participants but also to the translation assistant, as described above at Section 5.7.1. For both participants and translation assistants, the phrase commitment to organisational change was probably an oxymoron.

Participants and translation assistants stated 'commitment' (author's quotes) was only possible where total (or near-total) and irreversible or irrevocable self-giving to a sacred cause was required: for example, a parent to his/her child, husband/wife to spouse, a person who makes definitive vows of religion to God, or a community that enters into a sacrificial covenant, sealed by the shedding of animal blood, with another community for a worthy cause such as ceasefire and peaceful co-existence, and so on. They also stated that it was meaningless to think of secular matters as objects of commitment in these terms, for the following reasons. The individual enjoys material gains such as

compensation/rewards for these matters, can exercise revocable choices over them (such as selling), and they do not involve the life of an animate entity. For these reasons, two words offered as better substitutes for 'commitment' in the phrase commitment to organisational change were 'passion' and 'support'. Reflecting on their experiences of implementing organisational change, the study participants stated that what they had was not merely 'support' (author's quotes) for organisational change but more accurately, a 'passion' (author's quotes) for it.

As a member of the organisation's church community, the researcher was not surprised at their position given that he knew that some of the participants had, in religious terms, 'committed to serve God' in their various capacities. The term 'commitment' was again used together with 'God', signalling that the cognitive schemata in the case study were such that a person could only be committed to a higher, extraordinary or sacred being. The perspective of those committed to God was that persons could only 'commit' (author's quotes) to sacred beings.

The term 'passion' to participants, for example, as used in the quote immediately below, indicated limitless energy and effort to keep focused on accomplishing a goal (in this case, organisational change):

> Ah! Me, it is passion, man, it is passion. I've got passion for my job. Otherwise I tell guys you can, you can't, you can't do this thing if you have not got passion. Two to three months down the line you would drop dead (P1; 035).

This 'passion' is associated with three features. First, it is exhibited through undivided attention, noticeable even to significant persons in the employee's life. As one participant noted: "my boss … he always tells me that … he is never worried about me because … he knows that the job he gave me is enough to tame me" (P1; 082).

Secondly, the passion (commitment) is a conscious, personal endeavour to which a committed employee voluntarily assigns him/herself, and motivates him/her to offer the best of his/her skills, knowledge and competencies. One participant described it as follows:

> Whatever I set out to do, I make sure I do it. Well, to my satisfaction, and again I love my job … I think that is the thing that really keeps me going, and then there is that space … there is really nobody who will be looking over your shoulder all the time, what you are doing … and when I go there, I make sure I actually bring back something that is worth, yeah. I think it is that inner – I like what I do, that is

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what keeps me going. Even if I was to leave CMH I would still want to do the very thing, somewhere else (P7; 074)

The third feature of employees committed to organisational change is that they exert themselves beyond normal limits to get the tasks done correctly and efficiently and ensure that the goal achieved. This creativity may entail seeking additional resources for the organisation through personal initiative, as in the case of the web designer above who also repairs computers. Another participant provided this different example of such commitment:

I am the guy who reach out to … possible people who want to partner with us. Because … I don't want to see CMH fail: I want to raise funds for CMH. I want to make it happen; I want to make it, keep it afloat … that is something I think I would say I have learned with time. I have learnt with time how to approach people ... (recently) I managed to raise half a million (P1; 054).

6.2.2.1 Elements of commitment (or passion) for organisational change

Five elements or attributes emerged from an analysis of employees' descriptions of their commitment to (what they called a passion for) organisational change. The five features are: a) vision – an idea or a desired state that an entity seeks to actualise and a roadmap to get actualised; b) creativity – the application of creativity, imagination and other mental resourcefulness to perceive desirable courses of activity that, if undertaken, will make a positive difference in the organisation; c) spirit-at-work –conscious evaluation and judgement about the appropriateness of the course of contemplated activities, inclined towards avoiding activities that might negatively affect the organisation; d) concord collaboration and collegiality – a common sense of purpose and deliberate team action in favour of doing things differently: and, e) buoyancy – voluntary adaptability, resolve and effort to successfully implement the change. The lack of any of these synergistic elements implies that commitment to (passion for) organisational change has either not been developed or has been lost. These features and their supporting data are presented below.

a) Vision/goal

An employee with commitment to organisational change has an idea of what needs to be done, and how, to improve the organisation. Such an employee is able to articulate both the idea and the means to get it done.

> I found that the *CMH* needed a bit more of a revamp … and everything. They were using old software … *Compassion Magazine* was dense – packed with so much information... So, I said, let's do something new … what I wanted to do especially, in terms of content … we even carried out a survey … to just find out what kind [of] thing they wanted... One thing that came out very strongly was that *Compassion Magazine* tended to cover the sponsor's activities … But then we (also) realized that we were losing out on the market … *Compassion Magazine* is now nationally read (P2; 012-014).

In the above quote, the participant states that he knew clearly that to improve market share, the first thing his organisation must do is to make changes in the content of their publication. The first step was undertaking a survey to understand customer preferences. He also knew that he needed the support of the rest of the team, and called upon them to do things differently. The vision is shared, even though the means of actualising it may be different. Other participants express the same vision, but the means of actualising it was reaching out to other organisations:

> You see we are not only calling the religious to come and advertise so that people can join. We also ask the corporate ones – yes – come and advertise with us … People want to know about health, about insurance, about education (P8; 023). We always make sure that we send news, and then update them on Twitter, Tweet, re-Tweet, tell others what we are doing here, and again connect with … other faiths - Christians, Muslims (P5; 006).

b) Creative competence

One key characteristic of an employee committed to organisational change was the use of creativity, imagination and other mental resourcefulness to perceive desirable courses of activities that, if undertaken, will make a positive difference in the organisation. Through creative competence, the employee relentlessly searches for possible solutions to pressing problems or challenges until they are resolved.

> I did a lot of research … I begun repairing computers, installing software and all these things, and, all these things I just learned online or learned with a friend working together. So, there are some things I learned here; I didn't learn them in school (P3; 036).

Voluntary learning in order to improve skills in relation to the needs of their organisation was another way some employees demonstrated their commitment to uplift organisational change:

> *kuna wakati nilikuwa nimejitolea, ... So, nikaongea na rafiki yangu mmoja akaniambia iko mashule ninajua, kama unataka, unaeza endanga ... kila jioni ... So, ikabidi, niende, nikaenda, nikaitafuta, nikapata ... pesa hapo naeza? naeza tu jaribu* (translation: there was a time I was determined ... I talked to a friend and she told me that there are evening schools. I went, sought and found one ... with money I could try) (P6; 026).

Learning was not limited to formal training in school. Some employees took advantage of the team in the workplace to learn. This included the leader, who stated that:

> I had even no qualification … so I knew that I needed these guys to show me the way... Some of them were more qualified (and experienced) than I was … well they were actually doing, it but I was at their back because they were leading the way, although I was… because I wanted them to show me how to do it (P2: 019)

c) Spirit-at-work

At CMH, a conscious sense of evaluation and judgement on the appropriateness of the course of contemplated activities that inclines towards avoiding activities that might negatively affect the organisation was characteristic of commitment to organisational change. Although this was a personal responsibility, it was shared with others:

> There used to be a journalist here, who sometimes wrote articles … The way he, sometimes, posted the articles … was not so professional. But now … we can't just post something online which is not relevant … before we post something we cross-check - we be sure that there are no mistakes, or, what we are giving is really correct (P3; 022).

This spirit-at-work was inculcated before joining the organisation, during internship, and the organisation increasingly preferred to employ former interns: "I came in here as an intern, and with time I got the job as a writer, as a copy editor and with time I have grown with the organisation, and with the changes, which I think is a good thing" (P7: 040). Further, recruitment and selection targeted those already with that spirit-at-work:

> In our place, it is not just the certificates, they are not the grades. It is the attitude … by the time I get you to work with me, you have the attitude to work with us. I

would tell that during the interview … I call two/three others to assist with the interview" (P1; 066-067).

In addition, those who did not have the spirit-at-work did not continue working with the organisation. According to a participant, "some old employees who were probably not intertwining or getting to new ways of doing things (left) … so, some new 'blood', especially the youth, have gotten into the employment" (P4; 006).

d) Concord collaboration and collegiality

Concord collaboration and collegiality at CMH is about involving one another through agreement, as equals, and temporarily covering some duties for each other, so that no aspect of work performance or service delivery to customers is delayed. About such collaboration and collegiality, based on mutual agreement, participants explained that while they respect personal preferences, they would make their best efforts to attend to any customer who approached them, rather than automatically referring the visitor to someone else, for example:

> Somebody comes and asks you, we would like to advertise, what are we going to do? I will not refer to somebody who handles the advertisement but will say, ok, this is what we do, this is the advertisement rate, this is what you can do … they give you an opportunity to explain to them and to show that you are a skilled person (P8: 027).

Collegiality and collaboration were embraced as new work norms following changes at the organisation. For employees with similar roles, collegiality and collaboration meant mutual support, especially providing useful critiques of others' work. For example:

> There is inclusivity - before we would just write our stories and walk away … but now, the journalists are with the paper to the last minute - it goes to the designer, and it comes back for correction and nobody is left behind. Even as an intern you will have to go through the magazine before it goes to print (P7; 018).

Another participant stated that collaboration and collegiality at CMH was about teamwork:

> X does the story and then you put in a common folder where everyone can access each other's story and then, people can look through your story and give comments … and then there is the guide … who looks at the copies and everything. So, there is a lot of team-work (P2: 019).

Almost all participants described the monthly selection of the design for *Compassion Magazine* as a thrilling moment exemplifying concord collaboration. Because of the close similarity between these accounts, only two accounts are presented:

> We involve each other. So, even when the designers do whatever they do, we all go there and take a look and critique and say this is good, this could be that way …. So, guys at CMH, they take responsibility for everything (P1: 68-69).

A similar example of concord collaboration featured in interviews with four participants, and is summarized below:

> When we were celebrating 25 years, there was a small placard … we had to start arguing: where should we place that thing? … some were saying there it was not visible, some were saying … you are wasting a lot of money doing that, and lets just remove it there and place it … at the reception, that will be more visible than everywhere else. Then we agreed, fine if you put it there, people will see it … At the end of the day we agreed that, let it be there (P4: 078).

The researcher listened to the above narratives and watched participants re-enacting these events and noted their resemblance to what has historically been called 'under-the-tree' decision-making: now termed 'negotiated' decision-making. Under this style of traditional decision-making, community elders drawn from different clans would sit together with a leader, usually a king, and debate a matter, allowing everyone to make their point whether it was valid or not. They would then think together through all the ideas proposed, and negotiate the best way of addressing the matter. Whatever decision was made, all would own it and deliver it as a decision of the whole council. This type of decision-making seems to survive especially in the case of Chiefs and Assistant Chiefs, who still rely on village elders as advisers in their administrations.

Underlying concord collaboration and collegiality is strong sense of belonging. The sense of belonging is perceptible in participants referring to their organisation as 'a family'. For instance, a participant said: "… that family thing, you feel that you belong to this place, which was started by the former boss and it went on well" (P8; 127). Although all participants referred to their organisation as a family, the following – perhaps the most passionate – narrative conveys this participant's emotion about the CMH family:

> We are a family actually. And if you want to quote family experience, we call ourselves a family … It's tight, *kabisa* (absolutely), we are one thing; and that is why you never get to know who is who … whatever we decide we will run with it.

So, CMH way, the family, the CMH family spirit absolutely! We want team, we are cohesive, we are teamwork, we are one thing (P2: 098).

The researcher's experience from his earliest moments at the organisation signalled that there was something unique about CMH. For instance, the researcher was introduced to CMH during tea break. Every employee who had reported to work was in the common room for tea. Like everybody else, the CEO and other managers took turns to take a cup, draw tea from a flask, take some bread and find a place on a bench among all the others. The researcher was invited to do the same, and later learned that this was the organisation's daily routine. There were no special cups, or seats reserved for anyone in the tea-room, and the conversations that went on were remarkable for their warmth, relaxed air and spontaneity, despite the presence of the Chief Executive. The presence of two executive directors in the tea common room never seemed to affect how everyone participated in jokes and laughter, and for a newcomer it was difficult to single out manager from subordinate. The reception accorded to the researcher put him so much at ease that he could only agree with the participant who stated: "this place is good because … they see you, they accept you, they like you, they welcome you, they even say, hello, *karibu* (welcome), you know, you feel, *hapa ni kuzuri* (this is a good place)!" (P8; 137).

As a family, participants claim to be part of each other's lives: they are interested in each other's wellbeing beyond the confines of CMH premises. As one participant said:

Employees believe in each other, you know, there is some trust that exists between one another. So, everybody is concerned about the affair of others ... when you tell them that I am not able to come to work today because of this, this and that; can you just come and help me? … they will come … they see you as a family member, one of their own … They treat you like really that is a problem we have to come in to help you … they've been really helpful (P4; 006).

The family encompasses the entire body of employees regardless of whether they are part of the organisational change team or not. It also does not matter to this family that someone is with them for a short while, like the researcher.

Besides the sense of belonging, interpersonal trust strengthened concord collaboration and collegiality. Interpersonal trust characterises supervisor-supervisee relationships, with one manager saying:

We trust our employees and they are very loyal to us … We trust them, we give them responsibility … we don't follow them every other time, checking, checking what they are doing, going back looking at their backs to see what they are doing, no! - that they, they know that we don't do (P2; 017).

Another employee confirmed this: "The management trusts you" (P4; 006), while yet another employee described the impact of such trust on the work of transforming the organisation: "I like to be given that space to work … to run with ideas and to go with what I believe can work. I think that, in a big way, creates that space … gives somebody room to try new things, try a few ideas" (P7: 038).

e) Buoyancy

By buoyancy is meant voluntary adaptability, resolve and effort to successfully implement the change. It refers to employees going along with organisational change and therefore entails an individual employee's keenness to accept and cope with change regardless of how they are affected by it. Perhaps the most radical example of the experience of buoyancy was expressed by a participant stating: *"naeza kukuambia, karibu hii ofisi yote, kila mtu ni yule ako na degree. Hapa hakuna mtu wa, wa chini, diploma ni nini. So unaweza kuta mtu kama mimi mwenye sijaenda shule, bado niko, na niko katikati ya hawa watu"* (translation: I can tell you that, at present, in this office everybody is a degree holder … but you find an illiterate person like me, working amidst these learned people") (P6; 015).

Another aspect of buoyancy is associated with the changing roles and responsibilities the employee assumes during change. This may take the form of promotion, as in the case of the participant who declared that: "I came in here as an intern, and with time I got the job as a writer, as a copy editor and with time I have grown with the organisation, and with the changes, which I think is a good thing, anybody would appreciate that" (P7, 040). Assuming new roles and responsibilities in the context of organisational change may entail taking up duties and responsibilities for which the employee feels inadequately prepared, and which compel him or her to adjust work relations with colleagues, develop strategies for dealing with the unknown, and try to make new systems and processes work. This is another aspect of the already-quoted statement by a participant who said:

I had even no qualification … so I knew that I needed these guys to show me the way... Some of them were more qualified (and experienced) than I was… well they were actually doing it but I was at their back because they were leading the

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way, although I was, because I wanted them to show me how to do it ... Can I guide guys who have much more experience? (P2: 019)

This quote above represents some of the perceived risks that must be dealt with by employees who commit to organisational change. However, such committed employees will be buoyant even if they do not assume new duties and responsibilities. Buoyancy in this case entails accepting the change and going along with it:

There are some things that have changed actually. When I was employed here, we used to … go for a vacation, all of us … that is no longer there …. The first time it was not ok, but when there was change over, we saw (that) this was expected (P8: 139, 141)

A buoyant employee expects to succeed in whatever he/she does, and aims for success despite any potential challenges. Exemplar quotes concerning this include:

I want to make it happen, yeah; yeah, I really want to make it happen ... because I think it is my baby! (P1; 054, 056). Whatever kind of job we do … of course we want to have money, we are doing for that purpose but it is a service that you do for others …. Of course, you are doing it for yourself in another sense (P3; 211).

6.2.2.2 Unexpected findings

One unexpected finding was that participants tended think of their organisational family as an 'extended family' (emphasis added) that included people not formally employed by their organisation. According to the participants, they had 'togetherness' with society. The following quote indicates how togetherness with society was incorporated into formal work, and how they tried to design it to elicit favourable responses from their extended family:

The stories that we do they are life changing stories … one of the guiding principles … in our editorial meeting is that whatever the story … see how it can change somebody's life, or can provoke someone to think through something (P1; 058).

Togetherness with the extended family was also explained as not just acting on society's expectations, but also executing the expectations of the CMH team. A participant stated that:

It's like we curve all our stories … I feel that it has benefits because … there are some disadvantaged people in our society … we try to go (there) … we interview them, we take the photos, we ask them what they have gone through and we publish the story. Somebody will come and say: hang on, I would like to help this lady, ok this group of women, this group of children, and it's through (us) that they came to know (P8; 083).

Another participant went further, explaining the frustration for an employee when CMH is unable to live up to this perceived obligation of togetherness with the national community:

Sometimes there is a problem ... for example, I come from upcountry and my people suffer under the cancer of the eyes. I would like our publication to help them ... publishing an educative story on the cancer ... but when you open the publication and find same old themes, do you see that? Things like that are not useful to the organisation (P6; 102).

Significant change is regarded as positive and valuable when employees detect its positive results. For example, interactions with clients through social media are regarded as an effective way of publicising the brand and attracting a bigger client base: "having the online, like the social media, it has helped CMH Online News Agency* to be more, to be seen" (P7; 024). The changes implemented as part of significant organisational change are also perceived as impacting on market share. Another participant states that: "(We) tended to cover the activities of our sponsor, which was true, and that is why CMH was started; but then we realized that we were losing out on the market" (P2; 014).

Positive evaluation of significant change leads to the employees accepting the change. This acceptance is gradual, as indicated in the following narrative:

I accepted slowly. I accepted, that is why I was telling you it was one year or something … it was gradual, you know, just taking place every day … it just came in, automatically, that fine, this is a good change. I have accepted this and I want it, and I want it to reach, even a bigger expanse (P8; 041).

6.2.3 Findings on qualitative research question two

The second qualitative research question asked was: "How can commitment to organisational change in Kenyan geographical-cultural setting of MSEs be measured?" The research findings as, presented in Section 6.2.2, above supported the construction

of items to measure the contextual (Kenyan) commitment to organisational change. The rationale for writing items to measure this commitment were that: a) the participants had generated novel and deeper understandings of commitment to organisational change, through their preference for designating it as 'passion' and their reasoning underlying this; and b) this commitment (or passion) presented as a complex of multiple synergistic elements demanding exploration – vision, creativity, spirit-at-work, concord collaboration and collegiality and buoyancy – as well as togetherness with the community outside the organisation.

6.2.3.1 A comparison of the three-component model and the Kenyan contextual understanding of commitment to organisational change

Table 4 below presents a qualitative comparison between what is known about the three-component model (Herscovitch & Meyer, 2002) and contextual commitment to organisational change as it emerges from the findings presented.

Table 4:   A comparison of two change commitments

Parameter	Commitment to Organisational Change (Herscovitch & Meyer, 2002)	Contextual (Kenyan) understanding of Commitment to Organisational change
Definition	"a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002).	interminable energy and effort to keep focused on implementation and institutionalisation of organisational change (researcher and case study participants).
Elements	Three-dimension structure (Herscovitch & Meyer, 2002).: • Affective commitment to organisational change • Continuance commitment to organisational change, and • Normative commitment to organisational change	Theoretical elements include: • vision • creativity • spirit-at-work • concord collaboration and collegiality • buoyancy • togetherness (internal & external)
Measurement items	18 items: 6 to measure affective commitment to change, 6 to measure continuance commitment to change, and 6 to measure normative commitment to change	To be piloted in phase two of this research and determined through a factor analysis
Reliability of the scales	To be assessed in the Kenyan context	To be assessed in the Kenyan context

Source: author

6.2.3.2   Summative findings from the case study

The findings of the qualitative research phase presented above in Section 6.2.2 yields deeper insights into the meaning of commitment to organisational change as developed by the study participants: the employees of CMH. The case study findings suggest that the elements involved in commitment to organisational change are: vision, creativity, spirit-at-work, concord collaboration and collegiality, buoyancy and togetherness (internal & external).

First, these elements are absent from the three-component model (Herscovitch & Meyer, 2002), and represent aspects of commitment to organisational change currently not measured in relation to the construct.

Second, no aspect of the qualitative research findings presented in Section 6.2.2 provides an indication that the model cannot be validated in Kenya. In the light of research in other contexts outside North America, it was expected that factor analysis of the survey data from organisations undergoing significant change in the Kenyan context would validate the three-component model (Herscovitch & Meyer, 2002) but that the

results would be different from those obtained in the North American context. Confirming this premise empirically would be neither surprising nor theoretically interesting: it would merely be a typical finding suggesting that the geographical-cultural context is an overrated influence on the construct of commitment to organisational change. However, these findings suggest other possibilities, which this chapter goes on to discuss.

6.2.3.3   Items for the measurement of commitment to organisational change

The findings of the qualitative case study presented above in Section 6.2.2 provide insights into the contextual meaning of commitment to organisational change as developed by the participants. In particular, the study suggests that commitment to organisational change should be understood as an affective bond between employees and the change, as a result of which employees expend unceasing energy and exert significant long-term effort to attain and institutionalise the goals/objectives of the organisational change. It also suggests five synergistic elements involved in that bond: common vision/goal; creativity; spirit-at-work; concord collaboration and collegiality; buoyancy; and togetherness (internal & external). Drawing on those quotes in the data that supported the identification of the categories represented by these elements, a number of items were written by the author to pilot-test whether these elements could be significant in further research aimed at developing a clearer and more stable construct of commitment to organisational change. Table 5 below shows the items written for each element.

Table 5:   Elements and their measurement items

Element	Items written based on qualitative case study
Passion	I am willing to put in a great deal of effort beyond that normally expected in order to ensure that this change is successful.
	I would be happy to implement similar change at another organisation.
	I am proud to tell others that I am part of this change.
	I would not wish to leave this organisation before accomplishing my role in this change.
	I am not committed to this change. (R)
	I do not try to remain aware and knowledgeable on the events that occur in this change. (R)
	When this change begun, I was afraid but now but now I accept and want more of it.
	My personal life is negatively impacted due to this change. (R)
	I am passionate about this change.
	Members of our staff have conflicting aspirations for this change.
	I give my all in implementing this change because I don't want it to fail.
Vision	I talk up this change as the way to go for this organisation.
	It is necessary to express the right attitude towards this change.
	I get involved in and participate in planning and organising events that relate to this change.
	I make suggestions to improve the success of this change.
	I talk up this change favourably to managers, sponsors, co-workers and other stakeholders.
	The suffering and inconvenience due to this change is a small price to pay for the success of this organization.
	Considering this change, the discomfort I experience when working is a side issue; all I care about is to get my job well done.
	I would not want to see this organisation go to where it was before this change.
Creativity	This change inspires the best of me in the way of job performance.
	In this change, we learn from each other.
	This change is valuable because of its opportunity for growth and development.
	I value the manner in which this change enables me to work as a problem solver.
	My creativity is valuable in this change.
	This change does not stimulate me to work beyond my present ability and competences. (R)
	With this change, I am given the opportunity and space to try out new ways of getting the job done.
	With this change, I have to do more.
	Our staff do not allow enough opportunity and space to give your best in this change. (R)
Spirit-at-work	In this change, we cooperate with one another.
	In this change, we share in each other's responsibility.
	In this change, we do not help each other. (R)
	This change gives me a sense of self-fulfilment.
	Working with this change gives me a sense of pride and satisfaction in my work.
	Our organisational change team members are warm and welcoming.
	I take up additional tasks to ensure that my work team is successful in implementing this change.

	I draw satisfaction in implementing this change.
	It is hard to take this change seriously. (R)
Concord collaboration and collegiality	I volunteer for tasks that would make this change a success.
	I persuade co-workers to abandon this change. (R)
	This change does not make me feel like I am a key member of this organization (R).
	Our staff are united in trying to ensure the success of this change.
	I am unhappy with our staff's level of commitment to this change. (R)
	This change has made our staff more like a family.
	As a staff, we spend time together during work breaks to maintain momentum for this change.
	As a team working on organisational change, we enjoy the time we spend together.
	Some of my best friends are part of our organisational change team.
	I feel accepted as part of our organisational change team.
	Our organisational change team likes me.
	I feel a sense of belonging as a member our organisational change team.
	I discuss my organisational change goals with co-workers.
Buoyancy	I have what it takes to deliver on this change.
	I go along well with this change.
	I express resentment to any changes in this organisation. (R)
	I focus on things going wrong during this change. (R)
	This change gives me opportunity to be an achiever.
	This change makes it difficult for me to achieve my aspirations. (R)
	This change will not make us better off. (R)
	I never worry that something might go wrong with this change.
	This change makes me feel the need to improve/upgrade my skills, knowledge and competences.
External togetherness	This change enables me to achieve good things for others change.
	The bad thing about this change is that it unites us (brings us together) as workers (R).
	I trust that this change is beneficial.
	Members of our staff have vested interests in this change.
	Members of our staff are concerned about each other, even when away from work and organisational change roles.
	Members of our change team sometimes voluntarily buy each other gifts.
	Our organisational change team members occasionally try to make all of us feel happy and appreciated.
	Members of our staff do not stick together when away from the organisational change roles. (R)
	Members of our organisational change team would rather go out alone or on their own than get together as a team. (R)
	Our organisational change team is one of the most important social groups to which I belong.
	The potential benefits of this change are not worth the effort it takes. (R)

Source: Author, 2018

6.2.4   Summary of the qualitative case study findings

The qualitative case study yielded three major findings. First, the concept of commitment to organisational change – unless qualified in the ways indicated – is not meaningful to either research participants or translation assistants, because of their understanding of the concept of commitment. That understanding is that only sacred, especially animate, things can be objects of commitment. They suggest 'passion for organisational change' (author's quote marks) as a concept similar in meaning to 'commitment to organisational change' (author's quote marks).

Secondly, the case study suggested that commitment to organisational change should be understood as an affective bond between employees and organisational change due to which employees expend continual energy and exert significant, unceasing effort to attain and institutionalise organisational change goals/objectives.

The third finding was that the synergistic elements involved in that affective bond are common vision/goal, creativity, spirit-at-work, concord collaboration and collegiality, buoyancy and togetherness (internal & external).

6.2.5   Testing the findings of the qualitative research

The purpose of this pilot test was to undertake an exploratory, complementary quantitative follow-up, aimed at validating and corroborating the findings of the initial qualitative phase of this research. The research question guiding this phase of the research was: "What is the factor structure of commitment to organisational change in Kenyan geographical-cultural setting of MSEs undergoing significant change?" This is not intended at this stage to be elaborate quantitative explanatory research. Response to the question entails examining the reliability obtained using the scales of Herscovitch and Meyer (2002), and comparing it with the reliability obtained using contextual measures.

6.2.5.1   Questionnaire return rate

As already noted in the methods chapter, a total of 168 questionnaires were distributed in 42 out of 47 counties across Kenya. Five counties were not surveyed because of the security situation (increased terrorist activity for four counties, and cattle-rustling accompanied by inter-community violence) at the time of the research. One-hundred and forty-one out of the 153 questionnaires returned were usable. Based on the total number of questionnaires distributed, the percentage of usable questionnaires was 83.9 percent, and the total of returned questionnaires 91.1 percent.

6.2.5.2 Biographical characteristics

c)   Age bracket

Eighty-two respondents were male and 59 were female. This represents 58.2 percent and 41.8 percent respectively. In terms of age, most respondents were in the 25-34 years age bracket at 51.8 percent, and the fewest in the 55-64 years age bracket at 3.5 percent. Twenty-eight (27.7 rounded) percent were in the age bracket of 35-44 years, 10.6 percent were aged between 18-24, and the remainder in the 45-54 age bracket, accounting for 6.4 percent of the sample. This is illustrated in Figure 4 below.

Figure 3:   Age bracket
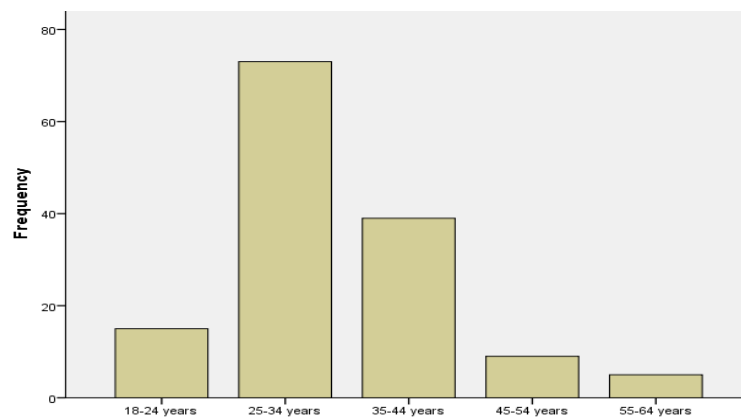
Source: author's data analysis

d)   Organisational role

In terms of organisational roles, 67.4 percent of the respondents were employees, 22.7 percent were owner-managers, 7.1 percent were lead executive managers and 2.8 percent were representatives of the sponsors (a 'representative of the sponsor' is a member of executive management representing the interests of the legal person who founds and/or provides funding for the organisation). Figure 4 below illustrates this.

Figure 4:   Organisation role
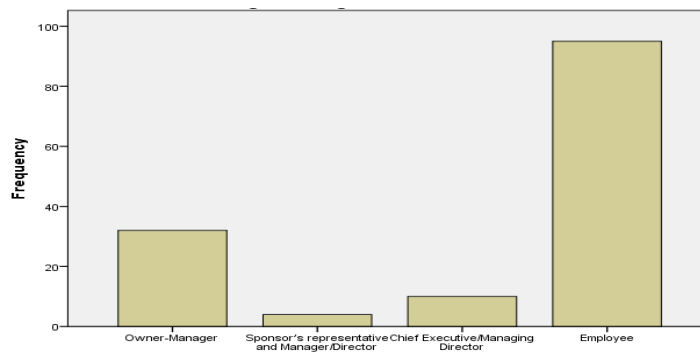
Source: author's data analysis

e) Organisation size

The sizes of the MSEs surveyed are shown in Table 6 below.

Table 6:   Organisational size

Size	Frequency	Percent
1-10 employees, including managers	45	31.9
11-50 employees, including managers	37	26.2
50-100 employees, including managers	31	22.0
101-250 employees, including managers	27	19.1
Not indicated	1	.7
Total	**141**	**100.0**

Source: author's data

6.2.6   The three-component model (Herscovitch & Meyer, 2002)

The first task was to discover the factor structure of commitment to organisational change (Herscovitch & Meyer, 2002) in the Kenyan context. Survey data was analysed for internal consistency on Herscovitch and Meyer's (2002) scales.

6.2.6.1   Item Analysis

The following results were obtained:

Table 7:   Case processing summary

Case Processing Summary		N	%
Cases	Valid	139	98.6
	Excluded[a]	2	1.4
	Total	141	100.0
a. Listwise deletion based on all variables in the procedure.			

Source: author's data

Table 7 shows that of the 141 cases, only 139 were valid for analysis, and two were thus excluded. Table 8 below, shows that all 139 respondents answered questions adapted from Herscovitch and Meyer's (2002) scale.

Table 8:   Item Statistics

Item Statistics	Mean	Std. Deviation	N
Believe in the value of this change	1.96	1.541	139
Change is a good strategy for the organisation	2.18	1.733	139
Management is making a mistake by introducing this change (R)	1.78	1.484	139
Change serves an important purpose	2.02	1.534	139
Things would be better without this change (R)	1.91	1.617	139

This change is not necessary (R)	2.09	1.847	139
No choice but to go along this change	4.06	2.588	139
Feel pressure to go along with this change	4.70	2.361	139
Have too much at stake to resist this change	4.06	2.426	139
Too costly for me to resist this change	3.57	2.411	139
Risky to speak out against this change	4.34	2.412	139
Resisting this change is not a viable option	3.28	2.378	139
Feel a sense of duty to work towards this change	1.86	1.447	139
Right of me to oppose this change (R)	2.40	2.027	139
Do not feel badly about opposing this change (R)	2.86	2.169	139
Irresponsible of me to resist this change	2.81	2.189	139
Feel guilty about opposing this change	3.68	2.426	139
Have no obligation to support this change (R)	2.37	1.900	139

Source: author's data

For the 18 items in Herscovitch and Meyer's (2002) scales, Cronbach's Alpha was 0.718, as shown in Table 9 below.

Table 9:   Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.718	18

Internal consistency is said to be excellent if Cronbach's Alpha is more than 0.9, good if between 0.8 and 0.9, and acceptable if between 0.7 and 0.8 (DeVellis, 2012; George & Mallery, 2003). DeVellis (2012) and George and Mallery (2003) further suggest that internal consistency is questionable if Cronbach's Alpha is between 0.6 and 0.7, poor if between 0.5 and 0.6, and unacceptable in all other cases. Based on this, the internal consistency for the Herscovitch and Meyer (2002) scales can be described as weakly acceptable, as it is closer to 0.7 than to 0.8. Loading for each of the items was as shown in Table 10 below.

Table 10: Item statistics

<table>
<tr><th colspan="5">Item-Total Statistics</th></tr>
<tr><th></th><th>Scale Mean if Item Deleted</th><th>Scale Variance if Item Deleted</th><th>Corrected Item-Total Correlation</th><th>Cronbach's Alpha if Item Deleted</th></tr>
<tr><td>Believe in the value of this change</td><td>49.96</td><td>217.658</td><td>.402</td><td>.700</td></tr>
<tr><td>Change is a good strategy for the organisation</td><td>49.74</td><td>212.628</td><td>.448</td><td>.695</td></tr>
<tr><td>Management is making a mistake by introducing this change (R)</td><td>50.14</td><td>224.081</td><td>.270</td><td>.710</td></tr>
<tr><td>Change serves an important purpose</td><td>49.90</td><td>218.410</td><td>.386</td><td>.701</td></tr>
<tr><td>Things would be better without this change (R)</td><td>50.01</td><td>222.196</td><td>.280</td><td>.709</td></tr>
<tr><td>This change is not necessary (R)</td><td>49.83</td><td>216.096</td><td>.346</td><td>.703</td></tr>
<tr><td>No choice but to go along this change</td><td>47.86</td><td>208.428</td><td>.310</td><td>.706</td></tr>
<tr><td>Feel pressure to go along with this change</td><td>47.22</td><td>227.595</td><td>.072</td><td>.731</td></tr>
<tr><td>Have too much at stake to resist this change</td><td>47.86</td><td>210.602</td><td>.310</td><td>.706</td></tr>
<tr><td>Too costly for me to resist this change</td><td>48.35</td><td>205.665</td><td>.388</td><td>.697</td></tr>
<tr><td>Risky to speak out against this change</td><td>47.58</td><td>210.506</td><td>.314</td><td>.705</td></tr>
<tr><td>Resisting this change is not a viable option</td><td>48.64</td><td>205.087</td><td>.405</td><td>.695</td></tr>
<tr><td>Feel a sense of duty to work towards this change</td><td>50.06</td><td>217.394</td><td>.440</td><td>.698</td></tr>
<tr><td>Right of me to oppose this change (R)</td><td>49.53</td><td>228.874</td><td>.086</td><td>.726</td></tr>
<tr><td>Do not feel badly about opposing this change (R)</td><td>49.06</td><td>214.539</td><td>.300</td><td>.706</td></tr>
<tr><td>Irresponsible of me to resist this change</td><td>49.11</td><td>216.387</td><td>.266</td><td>.710</td></tr>
<tr><td>Feel guilty about opposing this change</td><td>48.24</td><td>208.777</td><td>.337</td><td>.703</td></tr>
<tr><td>Have no obligation to support this change (R)</td><td>49.55</td><td>224.336</td><td>.182</td><td>.717</td></tr>
</table>

Source: author's data

Cronbach's Alpha can be maximised to 0.738 by deleting two items from the original Herscovitch and Meyer (2002) scales, namely: 'I feel pressure to go along with this change' (p.477), and 'I do not think it would be right of me to oppose this change' (p.477). This is illustrated in Table 11.

Table 11: Reliability Statistics

<table>
<tr><th colspan="2">Reliability Statistics</th></tr>
<tr><th>Cronbach's Alpha</th><th>N of Items</th></tr>
<tr><td>.738</td><td>16</td></tr>
</table>

Table 12: Item-total statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Believe in the value of this change	42.87	196.882	.420	.720
Change is a good strategy for the organisation	42.65	191.302	.482	.713
Management is making a mistake by introducing this change (R)	43.05	203.425	.278	.731
Change serves an important purpose	42.81	196.636	.428	.720
Things would be better without this change (R)	42.91	200.616	.309	.728
This change is not necessary (R)	42.74	193.019	.409	.719
No choice but to go along this change	40.76	189.429	.299	.731
Have too much at stake to resist this change	40.76	194.777	.247	.736
Too costly for me to resist this change	41.26	187.454	.366	.722
Risky to speak out against this change	40.49	194.237	.258	.734
Resisting this change is not a viable option	41.55	186.887	.383	.720
Feel a sense of duty to work towards this change	42.97	196.796	.456	.718
Do not feel badly about opposing this change (R)	41.97	195.419	.285	.730
Irresponsible of me to resist this change	42.01	193.652	.311	.728
Feel guilty about opposing this change	41.14	188.240	.350	.724
Have no obligation to support this change (R)	42.46	201.815	.222	.735

Table 12 confirms that the three-component construct (Herscovitch & Meyer, 2002) obtains acceptable item loadings with a three-factor structure in the Kenyan context.

6.2.7 Contextual measures using items written for this study

The second step was to discover the factor structure of commitment to organisational change in the Kenyan context, when items written in this study are used. The following are the findings of factor analysis of the data.

6.2.7.1 Factor analysis

As may be observed for Table 13 below, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value of 0.859 (demonstrating the adequacy of the sample size) indicates that a factor analysis might have utility for this dataset. In addition, Bartlett's test of sphericity with a significance level of below 0.01 indicates sufficient correlations for Principal Component Analysis using the sample data.

Table 13: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	12034.648
	Df	4005
	Sig.	.000

The scree plot in Figure 5 indicates one component, yet it may also be argued that it indicates about six (6) components with Eigenvalues of above 1. This contradicts the total variance table (Table 14 on the next page), which indicates nineteen components.

Figure 5:   Scree plot
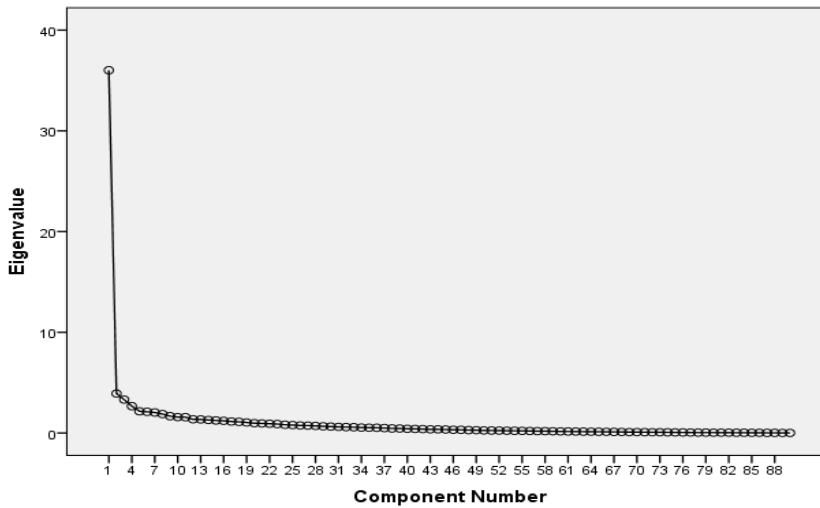
The total variance table presented in Table 14 on the next page shows that out of 90 variables, a total of nineteen factors were extracted with Eigenvalues of above 1. This accounts for approximately 76 percent of the variance in the data.

Table 14: Total variance explained

Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
		Initial Eigenvalues		Extraction Sums of Squared Loadings		
1	36.014	40.016	40.016	36.014	40.016	40.016
2	3.916	4.351	44.367	3.916	4.351	44.367
3	3.316	3.685	48.052	3.316	3.685	48.052
4	2.665	2.961	51.013	2.665	2.961	51.013
5	2.156	2.396	53.408	2.156	2.396	53.408
6	2.108	2.342	55.750	2.108	2.342	55.750
7	2.038	2.264	58.015	2.038	2.264	58.015
8	1.881	2.090	60.104	1.881	2.090	60.104
9	1.668	1.854	61.958	1.668	1.854	61.958
10	1.580	1.756	63.714	1.580	1.756	63.714
11	1.573	1.748	65.462	1.573	1.748	65.462
12	1.360	1.511	66.973	1.360	1.511	66.973
13	1.350	1.500	68.473	1.350	1.500	68.473
14	1.293	1.437	69.909	1.293	1.437	69.909
15	1.246	1.385	71.294	1.246	1.385	71.294
16	1.209	1.343	72.637	1.209	1.343	72.637
17	1.143	1.270	73.907	1.143	1.270	73.907
18	1.106	1.229	75.136	1.106	1.229	75.136
19	1.045	1.161	76.297	1.045	1.161	76.297
20	.981	1.090	77.386			
21	.954	1.060	78.447			
22	.920	1.022	79.468			
23	.891	.990	80.458			
24	.820	.912	81.370			
25	.783	.870	82.240			
26	.745	.828	83.067			
27	.736	.818	83.885			
28	.701	.779	84.664			
29	.659	.732	85.396			
30	.631	.702	86.098			
31	.608	.675	86.773			
32	.588	.653	87.426			
33	.576	.640	88.066			
34	.542	.603	88.668			
35	.530	.589	89.258			
36	.520	.578	89.835			
37	.490	.545	90.380			
38	.451	.502	90.882			
39	.445	.494	91.376			
40	.420	.467	91.842			
41	.406	.451	92.293			
42	.391	.435	92.728			
43	.364	.405	93.132			
44	.360	.400	93.532			
45	.344	.382	93.914			
46	.322	.357	94.271			
47	.313	.348	94.619			
48	.286	.318	94.937			
49	.278	.309	95.246			
50	.256	.285	95.531			

Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
51	.246	.273	95.804			
52	.240	.267	96.071			
53	.227	.252	96.323			
54	.220	.244	96.567			
55	.214	.237	96.804			
56	.199	.221	97.025			
57	.188	.209	97.234			
58	.183	.204	97.438			
59	.174	.193	97.631			
60	.161	.179	97.811			
61	.153	.169	97.980			
62	.144	.160	98.140			
63	.137	.152	98.292			
64	.129	.143	98.436			
65	.121	.135	98.571			
66	.118	.132	98.702			
67	.108	.120	98.822			
68	.099	.110	98.932			
69	.093	.103	99.035			
70	.089	.099	99.134			
71	.080	.089	99.223			
72	.074	.082	99.305			
73	.071	.079	99.383			
74	.066	.073	99.457			
75	.058	.064	99.521			
76	.056	.062	99.583			
77	.047	.052	99.635			
78	.042	.047	99.681			
79	.041	.045	99.726			
80	.038	.043	99.769			
81	.035	.039	99.808			
82	.030	.033	99.841			
83	.028	.031	99.873			
84	.025	.028	99.901			
85	.024	.027	99.927			
86	.019	.021	99.949			
87	.014	.016	99.965			
88	.012	.013	99.978			
89	.010	.011	99.989			
90	.010	.011	100.000			
Extraction Method: Principal Component Analysis.						

Extraction and rotation of factors

Using Oblimin rotation with Kaiser Normalisation, rotation of the matrix was only possible when retaining 2 to 7 factors. Given that internal consistency is acceptable when the Alpha is above 0.7, an attempt to find an acceptable factor structure with acceptable internal consistency yielded the following results.

a) Six-factor-solution

Table 15: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	36.014	40.016	40.016	36.014	40.016	40.016	28.681
2	3.916	4.351	44.367	3.916	4.351	44.367	4.341
3	3.316	3.685	48.052	3.316	3.685	48.052	22.824
4	2.665	2.961	51.013	2.665	2.961	51.013	13.870
5	2.156	2.396	53.408	2.156	2.396	53.408	9.166
6	2.108	2.342	55.750	2.108	2.342	55.750	11.068
7	2.038	2.264	58.015				
90	.010	.011	100.000				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

Although Table 15 indicates that seven components were loading with Eigenvalues above one, six factors could be extracted. The Pattern Matrix in Table 16 indicates a three-factor structure for commitment to organisational change, with acceptable reliability of between 0.7 and 0.8. The negative reliabilities seem to indicate that the five items of component 3 are probably measuring something else, since they were not negatively coded.

Table 16: Pattern Matrix

Pattern Matrix	Component					
	1	**2**	**3**	**4**	**5**	**6**
proud to tell others that I am part of this change	.781					
creativity is valuable in this change	.746					
talk up this change favourably to managers, sponsors, co-workers and other stakeholders	.715					
volunteer for tasks that would make this change a success	.714					
Working with this change gives me a sense of pride and satisfaction	.713					
Have too much at stake to resist this change		.736				
Risky to speak out against this change		.713				
Too costly for me to resist this change		.703				
our change team sometimes voluntarily buy each other gifts			-.815			
my best friends are part of our organisational change team			-.788			
Our organisational change team is one of the most important social groups to which I belong			-.785			
our organisational change team would rather go out alone or on their own than get together as a team (R)			-.741			
Our organisational change team likes me			-.722			
organisational change team members occasionally try to make all of us feel happy and appreciated			-.711			
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.						
a. Rotation converged in 18 iterations.						

b)   Two-factor solution

If a two-factor solution were deemed appropriate based on the Scree plot in Figure 5, the analysis would generate Table 17 below. The total variance explained indicates that two components had Eigenvalues of above one, and two factors were extracted using Principal Component Analysis with Oblimin rotation.

Table 17: Total variance explained

Total Variance Explained							
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	36.014	40.016	40.016	36.014	40.016	40.016	36.013
2	3.916	4.351	44.367	3.916	4.351	44.367	3.918
19	1.045	1.161	76.297				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

The pattern matrix in Table 18 indicates that only one factor was obtained.

Table 18: Pattern Matrix

Pattern Matrix[a]	Component	
	1	2
change gives me a sense of self-fulfilment	.850	
change enables me to achieve good things for others change	.837	
I feel a sense of belonging as a member our organisational change team	.821	
make suggestions to improve the success of this change	.820	
creativity is valuable in this change	.818	
implementing this change will improve my career prospects	.813	
volunteer for tasks that would make this change a success	.812	
We cooperate with one another	.811	
change inspires the best of me in the way of job performance	.810	
staff are united in trying to ensure the success of this change	.805	
change gives me opportunity to be an achiever	.804	
passionate about this change	.802	
I feel accepted as part of our organisational change team	.801	
we enjoy the time we spend together	.800	
change is valuable because of its opportunity for growth and development	.798	
Working with this change gives me a sense of pride and satisfaction	.796	
we spend time together during work breaks to maintain momentum for this change	.790	
Talk up this change as the way to go for this organisation	.790	
I discuss my organisational change goals with co-workers	.783	
I am given the opportunity and space to try out new ways of getting the job done	.781	
I take up additional tasks to ensure that my work team is successful in implementing this change	.777	
get involved in and participate in planning and organising events that relate to this change	.769	
Our organisational change team members are warm and welcoming	.767	
I draw satisfaction in implementing this change	.766	
proud to tell others that I am part of this change	.760	
change has made our staff more like a family	.760	
I would be happy to implement similar change at another organisation	.752	
this change is beneficial	.746	
value the manner in which this change enables me to work as a problem solver	.737	
Willing to put in a great deal of effort beyond that normally expected in order to ensure that this change is successful	.726	
necessary to express the right attitude towards this change	.720	
I was afraid but now but now I accept and want more of it	.714	
our staff are concerned about each other, even when away from work	.710	
Share in each other's responsibility	.709	
Change is a good strategy for the organisation	.706	
would not want to see this organisation go to where it was before this change	.703	
Extraction Method: Principal Component Analysis.		
Rotation Method: Oblimin with Kaiser Normalization.		
a. Rotation converged in 2 iterations.		

The two-factor solution has an initial reliability of 0.982 with a one-dimension structure comprising 37 items as indicated in Table 19 below. This represents the best internal consistency for the construct of commitment to organisational change. Only one measure of commitment to organisational change – that is: 'This change is a good strategy for this organisation' (Herscovitch & Meyer, 2002) – was retained following exploratory factor analysis with the data.

Table 19: Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.982	38

As further indicated in Table 20, it was not possible to improve Cronbach's Alpha even if more items were deleted.

Table 20: Item-Total Statistics

Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
change gives me a sense of self-fulfilment	80.48	2331.332	.861	.982
change enables me to achieve good things for others change	80.56	2330.905	.853	.982
I feel a sense of belonging as a member our organisational change team	80.37	2323.870	.829	.982
make suggestions to improve the success of this change	80.43	2330.700	.809	.982
creativity is valuable in this change	80.62	2340.747	.839	.982
implementing this change will improve my career prospects	80.52	2332.018	.792	.982
volunteer for tasks that would make this change a success	80.54	2339.666	.812	.982
We cooperate with one another	80.12	2319.685	.791	.982
change inspires the best of me in the way of job performance	80.64	2343.839	.810	.982
staff are united in trying to ensure the success of this change	80.23	2326.092	.797	.982
change gives me opportunity to be an achiever	80.49	2329.317	.815	.982
passionate about this change	80.52	2333.521	.801	.982
I feel accepted as part of our organisational change team	80.28	2327.503	.792	.982
we enjoy the time we spend together	80.14	2324.782	.788	.982
change is valuable because of its opportunity for growth and development	80.57	2332.408	.777	.982
Working with this change gives me a sense of pride and satisfaction	80.53	2328.353	.811	.982
we spend time together during work breaks to maintain momentum for this change	79.96	2322.342	.787	.982
Talk up this change as the way to go for this organisation	80.70	2362.794	.769	.982
I discuss my organisational change goals with co-workers	80.30	2339.746	.764	.982
I am given the opportunity and space to try out new ways of getting the job done	80.51	2349.741	.759	.982
I take up additional tasks to ensure that my work team is successful in implementing this change	80.36	2339.501	.771	.982

Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
get involved in and participate in planning and organising events that relate to this change	80.38	2330.791	.782	.982
Our organisational change team members are warm and welcoming	80.27	2334.417	.765	.982
I draw satisfaction in implementing this change	80.54	2348.483	.753	.982
proud to tell others that I am part of this change	80.81	2357.088	.761	.982
change has made our staff more like a family	80.16	2331.332	.741	.982
would be happy to implement similar change at another organisation	80.60	2348.504	.750	.982
this change is beneficial	80.78	2359.635	.734	.982
value the manner in which this change enables me to work as a problem solver	80.44	2340.205	.755	.982
Willing to put in a great deal of effort beyond that normally expected in order to ensure that this change is successful	80.85	2376.466	.700	.982
I was afraid but now but now I accept and want more of it	80.27	2348.329	.699	.982
our staff are concerned about each other, even when away from work	79.86	2331.672	.684	.982
Share in each other's responsibility	80.18	2344.777	.700	.982
Change is a good strategy for the organisation	80.42	2348.771	.683	.982
would not want to see this organisation go to where it was before this change	80.34	2346.299	.695	.982
Change serves an important purpose	80.58	2362.070	.685	.982
necessary to express the right attitude towards this change	80.73	2358.037	.696	.982

6.2.7.2   Comparison of the two constructs

The contextually developed measures of commitment to organisational change were presumed to have a two-factor structure, based on the Scree Plot in Figure 5, but eventually had excellent reliability loadings for 38 items. On the other hand, commitment to organisational change (Herscovitch & Meyer, 2002) had a three-dimensional structure in the Kenyan context with acceptable reliability loadings. This finding is not surprising given that the dimensionality of commitment has been contentious, as indicated in the literature review chapter.

6.2.8   Mixed Methods research question

The mixed methods research question asked "Do the quantitative research findings of this research support the propositions developed by the qualitative research findings?"

To answer this question, the researcher reviewed the items that were retained in the final pattern matrix. The items that loaded into the final pattern matrix were from the elements shown against them in the Table 21 below.

Table 21: Items and elements from which they are drawn

Item in pattern matrix	Element
change gives me a sense of self-fulfilment	Spirit-at-work
change enables me to achieve good things for others change	Togetherness
I feel a sense of belonging as a member our organisational change team	Concord collaboration and collegiality
make suggestions to improve the success of this change	Vision
Creativity is valuable in this change	Creativity
implementing this change will improve my career prospects	Togetherness
volunteer for tasks that would make this change a success	Concord collaboration and collegiality
We cooperate with one another	Spirit-at-work
change inspires the best of me in the way of job performance	Concord collaboration and collegiality
staff are united in trying to ensure the success of this change	Concord collaboration and collegiality
change gives me opportunity to be an achiever	Buoyancy
Passionate about this change	Passion
I feel accepted as part of our organisational change team	Concord collaboration and collegiality
we enjoy the time we spend Togetherness	Concord collaboration and collegiality
change is valuable because of its opportunity for growth and development	Creativity
Working with this change gives me a sense of pride and satisfaction	Spirit-at-work
we spend time Togetherness during work breaks to maintain momentum for this change	Concord collaboration and collegiality
Talk up this change as the way to go for this organisation	Vision
I discuss my organisational change goals with co-workers	Concord collaboration and collegiality
I am given the opportunity and space to try out new ways of getting the job done	Creativity
I take up additional tasks to ensure that my work team is successful in implementing this change	Spirit-at-work
get involved in and participate in planning and organising events that relate to this change	Vision
Our organisational change team members are warm and welcoming	Spirit-at-work
I draw satisfaction in implementing this change	Spirit-at-work
proud to tell others that I am part of this change	Passion
change has made our staff more like a family	Concord collaboration and collegiality
would be happy to implement similar change at another organisation	Passion
this change is beneficial	Togetherness
value the manner in which this change enables me to work as a problem solver	Creativity
Willing to put in a great deal of effort beyond that normally expected in order to ensure that this change is successful	Passion
necessary to express the right attitude towards this change	Vision
I was afraid but now but now I accept and want more of it	Passion
our staff are concerned about each other, even when away from work	Togetherness
Share in each other's responsibility	Spirit-at-work

Item in pattern matrix	Element
Change is a good strategy for the organisation	Herscovitch and Meyer (2002)
would not want to see this organisation go to where it was before this change	Vision

The table shows that one item from buoyancy, nine items from concord collaboration and collegiality, four items from creativity, one item from Herscovitch and Meyer's (2002) scales, five passion items, seven items from spirit-at-work, four items from togetherness and four items from vision elements were retained. This shows that the cultural elements of consensus and collectivism (represented by the element concord collaboration and collegiality), and spirituality (represented by spirit-at-work) were dominant in the Kenyan context. Passion items – third in dominance – represent what one will naturally choose and enjoy doing. Creativity, vision and togetherness elements had equal numbers of items retained. The least represented were the buoyancy elements, and the measurement items borrowed from the three-component model (Herscovitch & Meyer, 2002).

It may thus be concluded that the quantitative findings validate certain exploratory qualitative findings. They indicate that in the Kenyan context, commitment to organisational change is strongest when it brings employees together to work and they experience some natural sense of meaning and fulfilment through tasks that they choose to take up without any external prompting. Creativity, a sense of visioning the future, and oneness with society (or social responsibility) may also be important to employees in their commitment to organisational change, but less so and as added benefits. In relation to the focus of this research, the results also indicate that while the premises of the three-component model (Herscovitch & Meyer, 2002) are not invalid, they are not adequate alone to capture the most important dimensions of commitment to organisational change in this context.

6.3 Summary on the findings

This chapter was concerned with presenting the findings of the sequential exploratory study based on the main question: "What elements constitute commitment to organisational change in the Kenyan geographical-cultural setting of MSEs, and how can they be measured?" As noted in the literature review, this question was provoked by previous literature (such as Bouckenooghe, Schwarz & Minbashian, 2015) calling for inquiry on the influence of local cultures on the concept of commitment to organisational change. The study involved exploring local understandings of commitment to

organisational change, and why such understandings differ from the propositions of the three-component model (Herscovitch & Meyer, 2002).

The findings indicate that local culture has extremely strong influence on commitment to organisational change in various ways. First, conceptualising this commitment depends on how the local culture shapes language. Second, local schemata influence the constituent elements of what is regarded as commitment. Third, the findings prompt questions about the completeness and relevance of existing conceptualisations of commitment to organisational change in a global world of work.

7   CHAPTER 7: DISCUSSION AND CONCLUSIONS

7.1   Introduction

This chapter aims to reflect on and explore more deeply the significance of the research and its findings. It revisits the theoretical motivation for the study and discusses how the findings advance existing understanding of commitment to organisational change. It also discusses the significance of the research, its limitations as well as its implications for future research, recommending areas for further study and highlighting the contributions made.

7.2   The present study and its significance

The present study aimed to discover the conceptual meaning of the construct of commitment to organisational change during significant change in Kenyan MSEs, and then develop corresponding measures of this commitment. In the Kenyan context, the study was exploratory. It aimed at unravelling factors in this geographical-cultural setting that may affect the construct.

This study was warranted as an attempt to develop a stronger, more precise and clearer construct, because it stands against a backdrop of multiple critiques and frequent modifications of the three-component construct of commitment to organisational change, as discussed in the literature chapter. The attempt to discover factors in the geographical-cultural setting of an empirical study is a direct response to robust calls for such studies that have received insufficient attention (see for example Bouckenooghe, Schwarz and Minbashian, 2015; Ko, Price & Mueller, 1997; Meyer, et al., 2002; Sturman, Shao & Katz, 2012; Tsui, Nifadkar & Ou, 2007). Attempts to develop more precise measures of an extant research construct often produce further refinement through testing, and that has been the case for the measure of commitment to organisational change in this study.

7.3   Previous studies and research questions

Previous research (for example, Conway & Monks, 2008; Fedor, et., 2006; and Neves & Caetano, 2009) on commitment to organisational change was largely concerned with the antecedents and consequences of commitment to organisational change. Herscovitch and Meyer's (2002) research has, for nearly two decades, been prominent as providing a conceptualisation of commitment to organisational change that is generalisable across different contexts. The development of the three-component model (Herscovitch &

Meyer, 2002) therefore had utility in remedying various conceptual dilemmas that had previously hampered research in this field. However, researchers (as indicated above) have called for investigation into the geographical-cultural factors that influence the construct of commitment to organisational change (Herscovitch & Meyer, 2002). In response to these calls, this study's central research question was: "What is the conceptual meaning of commitment to organisational change in the Kenyan geographical-cultural setting of MSEs and how can it be measured?".

To answer this central question, a qualitative dominant sequential research design was adopted. Data collected through interviews and participant observation was analysed using iterative coding. Interpretation of the data involved participant review of the researcher's interpretations, and this was further triangulated via a review by translation assistants, to ensure nuances were accurately picked up. The findings of the qualitative research then formed the basis for developing a quantitative instrument.

7.4   The research context and its relevance

Testing the generalizability of the three-component model (Herscovitch & Meyer, 2002) has been a subject of interest for researchers of commitment to organisational change. This study added to a burgeoning literature that confirms that the three-component model (Herscovitch & Meyer, 2002) is indeed generalizable for the African context of Kenya, including obtaining an acceptable reliability ($\alpha = .738$).

However, despite the generalizability of the three-component model (Herscovitch & Meyer, 2002) to Kenyan MSEs, this study is perhaps one of the first to directly explore the effect of geographical-cultural factors on the construct of commitment to organisational change.

The study provides preliminary evidence that when local contextualised understanding of the concept of commitment to organisational change is considered, fresh and intriguing results are likely to be obtained. One example can be found in this study's factor analysis of Herscovitch and Meyer's (2002) measures, together with items written by the researcher and derived from the qualitative findings. In the final matrix, only one item was retained from the three-component model (Herscovitch & Meyer, 2002). That item was: "This change is a good strategy for this organisation" (Herscovitch & Meyer, 2002, p. 477) – one of the items measuring specifically **affective** commitment to organisational change.

A fresh and surprising finding was that the measure items of commitment to organisational change derived from qualitative findings in the Kenyan geographical-cultural setting overshadowed the measurement items drawn from the three-component model (Herscovitch & Meyer, 2002). This finding suggests that language and cognition (or schema as referred to by Bartunek and Moch (1987) and Lau and Woodman (1995)) have a profound effect on the construct of commitment to organisational change. It also interrogates the extent to which generalizable measures are valid, and whether organisational studies should develop and employ context-specific constructs more frequently.

7.5   Theoretical motive of the study

Over more than two decades, researchers have endeavoured to understand the significance of commitment to organisational change in successfully attaining organisational change goals. Measurement scales for the construct of commitment to organisational change have proliferated. Examples of such measures include Fedor, Caldwell and Herold's (2006) measures of intention to change; Lau and Woodman's (1995) measures of attitude towards change; and Neubert and Cady's (2001) commitment to programme goals measures. Following the publication of the three-component model of commitment to change (Herscovitch & Meyer, 2002), conceptual debate on how the construct should be measured was mitigated, as the model was validated outside North American settings. However, a systematic review of the research employing Herscovitch and Meyer's (2002) scales – for example, Conway and Monks (2008), Herold, et al., (2008) and Meyer, et al., (2007) – has truncated its measurement scales. Further, meta-analyses and conceptual reviews – for example, Bouckenooghe, Schwarz and Minbashian, 2015 and Jaros, 2010 – suggest that only limited progress has been made in developing robust measurement instruments for the construct of commitment to organisational change. Some reviews (for example Bouckenooghe, Schwarz and Minbashian, 2015; Meyer, et al., 2002) have directly called on researchers to attend to the impact of culture on the construct.

Therefore, despite the broad acceptance of the three-component model (Herscovitch & Meyer, 2002), as evidenced by the number of empirical studies employing it, debate has persisted on developing commitment to organisational change as a research concept (see for example Bouckenooghe, Schwarz and Minbashian, 2015; Jaros, 2010; Meyer, et al., 2002). This debate is exemplified in empirical research by the division between those researchers who truncate the model (for example Conway and Monks, 2008), and those who continue to employ the entire model (for example Soumyaja, Kamalanabhan

and Bhattacharyya, 2011). This debate is a marker of the lack of consensus on construct definition, its conceptual boundaries, and how it may be measured. Suddaby (2010) argues that the four essential elements in construct clarity are precise and parsimonious definitions, scope conditions (the contextual circumstances under which a construct can apply), clarity on conceptual distinctions and a degree of coherence. This study has addressed this long-standing lack of consensus by making progress towards specifying all four. These are briefly discussed below.

7.6   Emerging conceptual model

7.6.1   Qualitative research question one

"What elements of employee commitment to organisational change are critical in the implementation of significant change in Kenyan MSEs?"

The strength of qualitative inquiry in investigating the phenomenon of commitment to organisational change to provide illumination and richer understanding was foregrounded from the outset, when the term 'commitment to organisational change' (author's quotes) was rejected by both translation assistants and study participants. The findings around language and meaning derived from this rejection evoke the calls in leading journals for engaged scholarship that can enhance the relevance of the research enterprise for practice and contribute to advancing theory in a discipline (Hinings & Greenwood, 2002; Rynes, Bartunek, & Daft, 2001; Van de Ven & Johnson, 2006). These findings signal that management and organisation studies research does have the power to bridge the gap between research and practice by refining theoretical constructs to harmonise, without compromising rigour, the conceptual meanings used in both research and practice.

However, such harmonisation does not automatically contribute to building robust, grounded theory. An urgent and pertinent issue is whether rigorously developed theory should always be prioritized (scientific orthodoxy), or whether the research enterprise can be more open to rigorously developed evidence in building theory. This dilemma is well highlighted in the Administrative Science Quarterly, which critiques the consequences of promoting "novelty rather truth and impact rather coherence" (Davis, 2015, p. 179).

Anchoring that debate in this study, the findings indicate that the term 'passion for organisational change' (author's quotes) was, in its geographical-cultural context, more meaningful than 'commitment to organisational change' (author's quotes). Participants'

explanatory responses revealed there was a deeper conceptual meaning to this passion for organisational change. Based on these responses, commitment to organisational change (passion for organisational change) may be defined as an affective bond between employees and organisational change, because of which employees voluntarily and with unceasing energy exert significant continual effort to attain and institutionalise positive change goals. This definition is derived from the six elements described by participants as synergistically explaining what they called passion for organisational change. The six elements, detailed in Chapter 6, are: common vision/goal; creativity; spirit-at-work; concord collaboration and collegiality; buoyancy; and togetherness (internal & external).

Thus, the proposition derived from the first research question is:

Proposition 1: The elements of employee commitment to organisational change which are critical to implementation of specific goals during significant organisational change in the Kenyan geographical-cultural context are: common vision/goal; creativity; spirit-at-work; concord collaboration and collegiality; buoyancy; and togetherness (internal & external).

7.6.2 Qualitative research question two

A closer look at these elements suggests the influence of a cultural schema that is or communal and spiritual, yet respects personal uniqueness, especially creativity and initiative. Commitment to organisational change in the Kenyan context was thus closely linked to the contextual culture in three ways. First, there must be unifying factors in organisational change such as common vision and collective responsibility (collegiality) to obtain sufficient interest from the 'work-family' (author's quotes): members of the organisation united in working towards a common goal such as organisational change. Second, every work-family member needs to experience personal liberty (feel trusted) to do that which they do best for the achievement of the common goal, in the interest of the ultimate success of the entire 'work-family'.

On the surface, this personal liberty may appear merely to be relative employee freedom within the organisation. However, at a deeper level it corresponds to the contextual implications of the Swahili phrase *'mtu mzima'* (translation: adult), connoting a mature person who is well primed socially, spiritually, intellectually/rationally and emotionally so s/he can be prudent in personal and collective work and operate synergistically with the rest of the 'work-family'. Further, these connotations mean that unless there is

collaboration with others whom the individual regards as his/her equal 'work-family' partners, the relational feeling towards organisational change is limited.

The 'work-family' refers to a unit that gives a sense of belonging and amity to organisational members sharing the same work goal. The emphasis on 'work-family' foregrounds the finding that participants refer to themselves as a family rather than as, for example, a team. The cultural connotation of this sense of belonging and amity is that a family member can freely and genuinely strive for excellent performance without fear of retribution, as happens in a typical Kenyan family.

The discussion in this sub-topic has highlighted that the conceptual meaning of commitment to organisational change, can only be understood in the context of the collective cultural (communal) attitudes and upbringing of the person, his/her eagerness for excellent work performance, and his/her freedom from fear of retribution. This tentatively answers the second qualitative question: "What factors in the Kenyan geographical-cultural setting influence the link between employee commitment to organisational change and implementation of significant change in Kenyan MSEs?"

Stated as a proposition, this is:

Proposition 2: Focal cultural factors in the Kenyan geographical-cultural context such as African-communal orientation, eagerness for excellent work performance and freedom from fear of retribution moderate the relationship between employee commitment to organisational change and implementation of specific goals during significant organisational change in the Kenyan geographical-cultural context.

7.6.3   The quantitative research question

The quantitative research question was "What is the factor structure of commitment to organisational change in Kenyan geographical-cultural setting of MSEs undergoing significant change?" This question was complex: it did not clearly indicate whether the desired structure was that based on the three-component model (Herscovitch & Meyer, 2002) or a newly developed scale based on the findings of the qualitative study. For this reason, the findings presented in sections 6.2.6 and 6.2.7 in Chapter 6 presented the factor analysis results of the three-component model (Herscovitch & Meyer, 2002) and the contextually developed pilot model respectively.

The construct of commitment to organisational change using the three-component model (Herscovitch & Meyer, 2002) had a three-dimensional factor structure with an acceptable

reliability (α=0.718). The pilot model contextually developed based on the findings of the preceding qualitative work was unidimensional in structure, providing 38 measurement items with an excellent reliability (α=0.982).

In the literature review, the origin and development of the three-component model (Herscovitch & Meyer, 2002) was discussed. The model was developed as a synthesis of previous research. The methodological limitations of the development of the model were also discussed, as well as its continued eminence in peer-reviewed research.

This study has developed a pilot model of commitment to organisational change based on its qualitative contextual findings. Like the three-component model, this is concerned with affect. It is a preliminary (pilot) model aimed at examining the feasibility of developing a model of commitment to organisational change within a specific geographical-cultural context, and exploring how such a model might compare with the three-component model.

The higher reliability of the pilot model and its unidimensional structure indicates that rigorous development of models of commitment to organisational change, in specific geographical-cultural contexts is possible, and further, that testing their psychometric properties might to lead to a reconceptualization of the commitment to organisational change construct and eliminate certain debates on the dimensionality of the construct. It is left to future research to consider testing this premise.

7.6.4   The mixed methods question: a new conceptual framework

The mixed methods question was concerned with the extent to which the quantitative research findings of the study supported the propositions developed as a consequence of the qualitative findings. Section 6.2.8 in Chapter 6 has indicated that the findings of the quantitative phase validated the findings of the qualitative phase, and on this basis Propositions One and Two were developed in this chapter. The conceptual model arising from the two propositions is represented in Figure 6 below.

Figure 6:   Conceptual framework

Commitment to organisational change: • Common goal • Creativity • Spirit-at-work • Concord collaboration and collegiality • Buoyancy • Togetherness	→ P1 →	**Specific goals of significant organisational change implemented**
	↑ P2	
	Contextual geographical-cultural factors • Socialist orientation • Eagerness for excellent work performance • Freedom from fear of retribution	
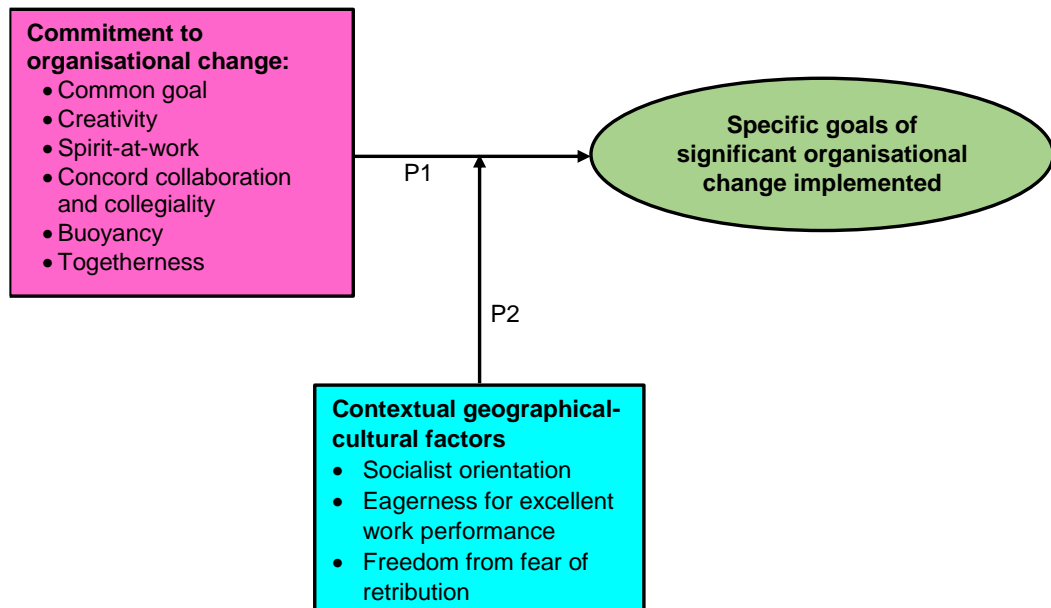
Source: author, 2018

7.7   Contribution of the study

This research has offered an evidence-based definition of the concept of commitment to organisational change, which is supported by empirically derived characteristics (or elements) that expand and nuance the definition. Previous research has been concerned with finding a definition of commitment to organisational change as a research construct, as indicated by the varied models for measuring this change commitment (see for example Fedor et al. 2006 and Neubert & Cady, 2001). A second indication is that, despite the eminence of the three-component model (Herscovitch & Meyer, 2002), proponents differ on whether commitment to organisational change is adequately and sufficiently conceptualised as a unidimensional construct based on affective commitment to organisational change (for example Conway & Monks, 2008 and Herold et al., 2008) or whether it should be conceptualised as a three-component construct with the affective, continuance and normative dimensions as pioneered by Herscovitch and Meyer (2002) and followed by Cunningham (2006) and Meyer, et al., (2007) among others.

The research therefore challenges the field of commitment to organisational change in two important ways. First, it provides evidence that there are aspects of commitment to organisational change that are adequately measured neither by the three-component model (Herscovitch & Meyer, 2002), or by other relevant models. This challenge is

contained in the discovery of elements constituting commitment to organisational change (common vision/goal; creativity; spirit-at-work; concord collaboration and collegiality; buoyancy; and togetherness). Second, the discovery of these elements points towards ways of healing the conceptual malaise that has dogged nearly four decades of research. The factor analysis results presented in Section 6.2.7 interrogates whether the three-component model's (Herscovitch & Meyer, 2002) conceptualisation of commitment to organisational change might be rendered redundant by more rigorous, evidence-based development of measurement scales. The finding that the scale items from the three-component model (Herscovitch & Meyer, 2002) could be obscured when they were summed together with the researcher's empirically generated items, for example, underlines the need to undertake more rigorous scale development research in more varied contexts.

Identification of three geographical-cultural factors impacting on the concept of commitment to organisational change – African-communal orientation, eagerness for excellent work performance and freedom from the fear of retribution – constitute a novel contribution to knowledge. Extant research has previously recommended investigating contextual factors affecting the concept of commitment to organisational change (Bouckenooghe, Schwarz & Minbashian, 2015; Meyer, et al., 2002; Sturman, Shao & Katz, 2012) but has not provided guidance on what factors should be investigated. This research directly responds to this lacuna and provides a foundation for future research to investigate the links between commitment to organisational change and culture.

Exploration of the meaning of commitment to organisational change in the Kenyan context with a view to bridging the gap between theory-based empirically research and practice in line with calls for academic research that is useful for solving practical problems (see for example, Hinings & Greenwood, 2002; Rana, 2018; Rynes, Bartunek, & Daft, 2001) led to the unexpected contribution in that this research, on one part, tested the application of the three-component model (Herscovitch and Meyer, 2002) in a nascent African context. On the other part, the research provided an alternative conceptual framework. In both parts, the study has responded to wider calls for contextual and afro-centric studies to: (a) investigate whether Western theoretical models work in the African context (Nkomo, Zoogah, & Acquaah, 2015), (b) provide perspective covering managerial and organisational behaviour in an east African context without presumption that such perspective generalizes to the rest of Africa (Nkomo, 2011; Nkomo and Zoogah, 2015), and to (c) rigorously document the management and organisational issue of commitment to organisational change as an aspect of building

actionable indigenous knowledge on the East African nation – Kenya (Nkomo, Zoogah, & Acquaah, 2015; Zoogah, 2008). This research has therefore a made a novel contribution of demonstrating that despite the domination of Western management and organisational theories, it is indeed feasible and useful to build empirical models about management and organisations in Africa.

A further potentially useful contribution of this study is the development of a conceptual framework for investigating the cultural link to commitment to organisational change. Existing frameworks such as those by Hofstede (1983), and the GLOBE team (House, Javidian, Hanges & Dorfman, 2002), may be used to anchor such studies, but this research provides fresh pointers towards the variables appropriate for further study.

This research moves the field of commitment to organisational change towards closer alignment between theory and practice. It explored actual employee experiences of their commitment to prevailing significant organisational change by prolonged engagement with these employees. Their self-reports on what commitment to organisational change is and what it entails were given prominence, with the researcher seeking to understand the participants ideas from their own perspective. As one already-discussed example, the researcher picked the reluctance of participants to accept that they were experiencing a 'commitment' (author's quotes) to organisational change and their insistence that they experienced a 'passion for' (author's quotes) organisational change. This open research attitude demonstrated a commitment to discovering the coherent truth rather to "promote novelty rather truth and impact rather than coherence" (Davis, 2015, p. 179). One strength of this approach, to use Thompson's (2011) argument, is that it neither shifts the ontological nor the epistemological emphasis of the construct. It simply discovers them in their natural setting. In this way, the core essence of the phenomenon is pragmatically discovered, not theoretically derived. In this case, that essence may be summarized as a "passion-for-implementation-of-organisational-change".

The findings have provided additional evidence that the concept of commitment to organisational change was overstretched to include bonds that are not commitment (such as compliance) by the three-component model (Herscovitch & Meyer, 2002). In this, the research complements the work of Klein, Molloy and Brinsfield (2012), providing evidence that indeed, commitment to organizational change as a research concept requires a reconceptualization to remove confounds. This is another aspect of the study's contribution to remedying the conceptual malaise that has hampered robust construct development and delayed the building of stronger theory.

The study made an important methodological contribution in the accidental finding that by involving special category participants such as older, knowledgeable and more experienced participants, whose work entails detecting and shaping the opinions of others (such as the translation assistants in this study), qualitative research can access data additional to that which would ordinarily be collected from research participants. In this study, the translation assistants were teachers with years of experience in deciphering the meanings in spoken language. Sharing progress with them, especially during qualitative analysis and interpretation of data, was a useful source of further data collection – well beyond the preparation of research instruments – an aid to the contextual grounding and triangulation of both data analysis and interpretation. The fact that the researcher was working with the translation assistants throughout the course of a sequential mixed-methods study enhanced the utility of this approach. In such studies, the technique can support the researcher particularly in the planning of subsequent phases, as well as in integrating the results from all phases.

7.8 Implications, recommendations and conclusions

This research has exposed the conceptual dilemma in the field of commitment to organisational change studies. It has demonstrated the pressing need for rigorous research for reconceptualising the construct, re-examining existing measures, eliminating confounds and building consensus on how this construct should be measured.

Having provided evidence that an African-communal orientation, eagerness for excellent work performance and freedom from fear of retribution are among the geographical-cultural factors influencing commitment to organisational change, this research lays the ground for future research to investigate the links between commitment to organisational change and culture, employing extant frameworks such as those of Hofstede (1983) and the GLOBE team (House, Javidian, Hanges & Dorfman, 2002). Dialogue in the field of commitment to organisational change has avoided examination of cultural links despite repeated calls for such a conversation (Bouckenooghe, Schwarz & Minbashian, 2015; Meyer, et al., 2002; Sturman, Shao & Katz, 2012).

Thus, further research on the contextual factors affecting commitment to organisational change in different geographical-cultural settings is warranted. Such research may reveal the relative relevance of using generalizable models as opposed to contextual models of commitment to organisational change.

Although psychometric studies and testing have been conducted on models that are closely related to the three-component model (Herscovitch & Meyer, 2002) – such as Meyer and Allen's (1991) model – similar research is yet to be conducted on the three-component model (Herscovitch & Meyer, 2002). There has been a pervasive assumption that the findings from testing the psychometric properties of Meyer and Allen's (1991) model are sufficient to formulate propositions about the results of testing the three-component model (Herscovitch & Meyer, 2002). This research did not test the psychometric properties of either the three-component model (Herscovitch & Meyer, 2002) or the context-specific measures of commitment to organisational change developed. Thus, the psychometric properties of instruments have so far remained neglected, and warrant closer scrutiny by future research.

The surprise methodological discovery of the robust utility of special category participants with in-depth understanding of language and culture in the contextual grounding analysis, interpretation and triangulation of participant generated data, warrants further research and development. It is necessary to establish whether this technique is more appropriate and useful for qualitative or mixed methods, or both. Discovering the ground rules and boundaries for employing this technique will require further research and practice.

At the level of practitioners and policy-makers, this research has enriched the perspective that employee motivation is largely connected to extrinsic and intrinsic motivational factors. In particular, its findings foreground the relevance of the concept of spirit-at-work to the Kenyan context (Mbiti, 1969; Shorter, 1973). These findings invite practitioners and policy-makers to develop measures and processes that can foster spirit-at-work in their organisations.

7.9   Limitations of the study

This research was largely exploratory and made use of small sample sizes in both components of the study. This limits the generalisability of its findings beyond the research context. However, as a qualitative-dominant study, its aim was not to attain generalisability beyond the research context to universes and populations. The study was designed to, as Yin (2014) argues, build theoretical premises that can function to generate propositions about situations or circumstances similar to those studied.

The pilot model for the measurement scales of commitment to organisational change developed in this study relied exclusively on factor analysis. The study did not test the psychometric properties of the measures. This was mainly because testing the

psychometric properties of the instrument required a bigger sample than used in this study and would have enormously expanded the scope of this study. Further scale development research will remedy this limitation and is a final direction for potentially fruitful future research.

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8 APPENDICES

8.1 Informed consent form

INFORMED CONSENT STATEMENT

I am conducting research on employee commitment to organisational change. Accordingly, I request your consent to an interview in which I will ask you some questions on your commitment to the change taking place at your organisation. Our interview is expected to last about an hour, and will help us understand more about what employees' commitment to organisational change does to the organisational change. Your participation is voluntary and you can withdraw at any time without penalty. Of course, all data will be kept confidential. If you have any concerns, please contact me or my supervisor. Our details are provided below:

Researcher's Name:	Gradus Kizito Wandera
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INFORMED CONSENT TO VOLUNTARY PARTICIPATION FORM

I confirm that the nature of the research on employee commitment to organisational change has been explained to me and that I was given adequate chance to ask questions concerning my participation in the research. I do understand that my participation in the research study shall be voluntary and that I am free to withdraw my participation at any time and without any penalty. I am aware that information provided by me will be kept confidential and used only for academic purposes. I hereby voluntarily agree to participate in the study.

Name of Participant: …………..……………………………………………………

Signature: ……………..…………………… Date: ………………….……..……

Name of Researcher: Kizito Gradus Wandera

Signature: ……………………………   Date: …………………………………...

Screening interview questions

THEME	QUESTIONS
Biographical information	Interviewee (Code Name): ………………………………….. Interviewee position (Code): ………………………………. Interviewee's age: ……………; Gender: …………..……..; County of Work: …………………………………………….; Level of Education: …………………………….……………; Time of Interview: ………………… Date: ……………….. Place of interview: ………………………………………….

Part I	1. What change(s) is this organisation working at?
	2. What made this change necessary?
	3. For how long has this change been ongoing?
	4. Has it involved any changes in the structure and order of the organisation? How have these changed?
	   a. Have there been any changes in the number and quality of employees?
	   b. Have there been any changes in the products/services produced by the organisation?
	5. To what extend would you agree that the change has involved a change in the organisation's basic rules?
	6. Do people act and behave the same way they did before the change? What difference do you notice in them ever since the change begun?
	7. To what extend would you agree that the change has led to a shift in the administration of the organisation?
	   a. Has there been any change in the strategic (tactical) direction the organisation is taking?
	8. In what ways has this change affected how the organisation relates to its stakeholders (customers, suppliers, competitors, regulators, promoters, etc.)?
	   a. To what extend can we say that the change is occurring during relative stability in the organisation industry?
	   b. To what can we say that the organisation has maintained or broken away from its position in the industry?
	9. Where do you see this organisation in the next five to ten years?
	10. Does this change represent a major milestone in the organisations history? How does it affect the future of this organisation?
	11. What else would you want to say about the change in this organisation?

Concluding remarks	Thank you for the information and time that you have shared with me. Do you have any questions or concerns, any issues you would want us to handle? Since the information that you have shared with me will be used only for academic and educative purposes, would you permit me to seek your help, especially to seek clarification on some points raised by you? Once again, thank you for your time and information. I assure you that it will be kept confidential and that it will not be possible to trace any parts of it to you. The information will only be shared with my research supervisor. General forms may be published in an academic journal. In any case, it will not be possible to trace the information to you. Thank you again.

8.2 Interview protocol

Initial interview questions

THEME	QUESTIONS
Biographical information	Interviewee (Code Name): …………………………………. Interviewee position (Code): …………………………………. Interviewee's age: ……………; Gender: …………..……..; County of Work: ………………………………………………; Level of Education: ………………; Work Experience in present organization: ………………….…………………….; Time of Interview: ………………… Date: ……………….. Place of interview: ………………………………………….

Part I	12. Could you please describe in as much detail as possible the ongoing change at this organization?
	    a. You have mentioned that …, could you please clarify?
	
	 13. To what extend is this change been valuable?
	    a. Could you please expand on this change's value to the organisation?
	    b. As an individual what value is the change to you?
	    c. You have mentioned that … could you please give some examples of this?
	
	 14. How is this change affecting the way you perform your job? What is different in the way you feel especially as relates to this change?
	    a. In the circumstances, what do you really want of this change? Where should it end?
	    b. How do you perceive employee's commitment to this change?
	    c. How do you describe the commitment employees need to successfully implement this change?
	    d. How are you (or other employees) coping with this change in the organisation?
	
	 15. Is it correct to say that you feel committed to this change?
	    a. Please describe how you experience your own commitment to this change?
	    b. You have mentioned that … could you please give some examples of this?
	
	 16. What is the source of your commitment to this change? What makes you to be so committed?
	    a. What do you believe would make you more committed to this change?
	    b. To take the flipside, and what do you believe would make you less committed to this change?
	    c. What do you believe would make other employees more or less committed to this change?
	    d. How do you know that another employee is committed to this change?

THEME	QUESTIONS

	17. How does your commitment to this change affect the change?
	
	   a. What do you believe is the difference between what the change was expected to achieve and what is being achieved given present levels of employee commitment to change?
	
	   b. Could you please give examples of where employees' commitment to this change has been beneficial to the change?
	      i. Have you personally experienced instances of your commitment to change benefiting the change; any examples?
	
	   c. Please highlight examples of where employees' lack of commitment to this change has been detrimental to the change?
	      i. Have you personally experienced instances of your lack of commitment to change being detrimental this change; any examples?
	
	   d. As you see it, would you say that employees' commitment to change can also be detrimental to organisational change, why?

Part II	Let us take our discussion to another level, the level at which we might discover the experience of transcendence has been part of working in an organisation change situation.
	
	18. Could you please tell me whether or not working for this change has any personal meaning for you?
	
	   a. Please tell me more about how this personal meaning (or lack of personal meaning) is connected to your commitment to organisational change.
	
	   b. Please share some examples of instances where you have experienced personal meaning (or lack of personal meaning) while working for this change.
	
	19. In what ways do you find working for the success of this change to be connected to what you think is important in life?
	
	   a. To what extend do you feel passionate about working for this change? Any examples?
	
	   b. How do you compare your passion in working for this change and the results the organisation is realising? What works/does not work?
	
	20. Do you experience inner personal joy in working for this change? Please give some examples.
	
	21. To what extend would you say that you feel as if you are fulfilling your personal calling in life by working for this change?
	
	   a. Would you say there is an inner spirit that enables you to work for this change the way you do?
	      i. How does this spirit relate to your life's calling?
	      ii. Please describe what that spirit is like.
	
	   b. Have you ever experienced a situation in which feel that your commitment to this change is related to your connected to a higher being above yourself?

THEME	QUESTIONS

	i. Please describe examples of that experience
	ii. What was that higher being to which you felt connected?
	iii. What do you do to enhance your connectedness to this being?
	
	22. Are there moments when you feel deeply immersed in working for this change, for example this change seems the most important focus of your life that you might somewhat forget where you are and hardly notice time pass?
	    a. Was there any mystical experience while you were so deeply immersed in your work for this change?
	    b. Please describe some instances of your mystical experiences during working for this change

	I think that your trust is another very important feature that cannot be ignored. Let us talk about your trust too.
	
	23. In what ways do you see this change in the organisation as beneficial, for the organisation for others?
	    a. Are the benefits you have mentioned sufficient to make you continue to support the change
	    b. What, for example, are you willing to sacrifice for this change to achieve its desired benefits?
	    c. Would you therefore say that there is a connection between your work for organisational change and the larger good of your community/society?
	    d. To what extend do the benefits of the change make the organisation positively or negatively different?
	
	24. Organisational change is often said to come together with discomfort and inconvenience; could you please share examples of the discomfort and inconvenience you endure as you work for this change?
	    a. What are your greatest fears about this change in the organization?
	    b. With these fears, how comes you have not given up on supporting this change in the organisation?
	    c. What makes you so willing to be vulnerable and to endure some suffering for the success of this change?
	
	25. Could you please tell me how inter-personal relations and general employee behaviours are changing as a consequence of this change?
	    a. In what ways does interpersonal care and concern relate to the support for organisational change?
	    b. Please explain to me examples of when dependability and/or reliability seemed to support the current organisational change.
	    c. Assuming that you were advising the CEO/MD, between fostering interpersonal care and concern on the one hand and dependability and reliability on the other, what would you ask him to take more seriously, and why?

THEME	QUESTIONS

Part III	As we draw closer to end of our discussion, let us also talk about the role of values:
	
	26. What is it that attracted you to this organisation?
	   a. Did you know of its core values then? At what point did you learn them?
	   b. In what ways does the current change conform and deviate from the ideals in those values?
	   c. How does that conformity and deviation make you feel about your work for this change?
	
	27. As an individual, you too have your values that are connected to who you are. In terms of your own values, to what extend do you feel connected or disconnected from this organisation?
	   a. What organisational values appear to energise to continue working for this organisation and why?
	   b. If it were in your power, what values would you introduce in this organisation and why?
	
	28. What values does the present change in the organisation bring?
	   a. How do these change values affect the way you think, feel and react toward the change?
	   b. To what extend would you say that change values are congenial and hostile to your personal values?
	   c. Please compare the change values to organisational values; are change values helping the organisation to be more like itself or do they make the organisation different, better/worse?
	
	29. For the present change, what values seem more beneficial to its success? Why?
	   a. What difference do you notice in your performance when:
	     i. Your personal values and organizational change values are similar?
	     ii. Change values and organisational values are similar?

Concluding remarks	Thank you for the information and time that you have shared with me. Do you have any questions or concerns, any issues you would want us to handle? Since the information that you have shared with me will be used only for academic and educative purposes, would you permit me to seek your help, especially to seek clarification on some points raised by you? Once again, thank you for your time and information. I assure you that it will be kept confidential and that it will not be possible to trace any parts of it to you. The information will only be shared with my research supervisor. General forms may be published in an academic journal. In any case, it will not be possible to trace the information to you. Thank you again.

8.3 Itifaki ya mahojiano

KIBALI CHA KUSHIRIKI KWA HIARI

Ninafanya utafifiti kuhusu uungwaji mkono wa mabadiliko mahali pa kazi na wafanyikazi. Kwa hivyo ninaomba hiari yako kushiriki katika mahojiano ambapo nitauliza maswali kadhaa kuhusu jinsi unavyounga mkono mabadiliko/mageuzi yanayoendlea mahali pako pa kazi. Mahojiano yetu yatachukua takriban saa moja, na yatatusaidia kuelewa mengi kuhusu vile uungwaji mkono wa mabadiliko mahali pa kazi na wafanyikazi huathiri mabadiliko katika shirika liwalo lile. Kushiriki kwako ni kwa hiari na unaweza kujiondoa wakati wowote ule bila adhabu yoyote. Kwa kawaida, data yote itakayokusanywa itawekwa na kutumika faraghani. Iwapo una tashwishi yoyote, tafadhali wasiliana nami au mkaguzi wangu kwa anwani zifuatatazo;

Jina la Mtafiti:	Gradus Kizito Wandera
Barua-pepe:	gradus.kizito@gmail.com
Rununu:	+254 733 823428
Jina la Mkaguzi:	Prof. Johan L. Olivier
Barua-pepe:	fisheagle@imaginet.co.za
Rununu:	+27-12-991-6562

FOMU YA KUSHIRIKI KWA HIARI

Ninathibitisha kuwa mfumo wa utafiti kuhusu uungwaji mkono wa mabadiliko mahali pa kazi na wafanyikazi umeelezwa vizuri kwangu na kuwa nilipewa nafasi muafaka ya kuuliza maswali yanayohusu kushiriki kwangu katika utafiti. Ninaelewa ya kuwa kushiriki kwangu katika utafiti kutakuwa kwa hiari na niko huru kujiondoa wakati wowote bila adhabu yoyote. Ninafahamu kuwa habari zozote nitakazotoa zitawekwa faraghani na kutumika kwa shughuli za usomi pekee. Hivyo bazi ninakubali kushiriki kwa hiari katika utafiti.

Jina la Mshiriki/Mhojiwa: …………...……………………………………………………

Sahihi: …………..………..…………… **Tarehe**: ……....…………….………

Jina la Mtafiti: Kizito Gradus Wandera

Sahihi: ………………………......… **Tarehe:** ………………………………

Maswali ya kimsingi ya mahojiano

MADA	MASWALI
Wasifu wa mhojiwa	Mhojiwa (Lakabu/Jina bandia): ………………...…………… Cheo cha mhojiwa (bandia): ……………....……………… Umri wa mhojiwa: ………....……; Jinsia: ………....……..; Mkoa wa Kazi: ………...……….............……...……..……; Kiwango cha elimu: .....……............................; Tajriba ya kazi (katika shirika lake la sasa): .... Wakati wa mahojiano: ……………… Tarehe: ………….. Mahali pa mahojiano: ……………………………………..

Sehemu ya kwanza	1. Je waweza kueleza kwa kina iwezekanavyo mabadiliko yanayoendelea mahali pako pa kazi?
	     a. Umetaja kuwa …, waweza kufafanua zaidi?
	
	 2. Mabadiliko haya yamekuwa na manufaa gani?
	     a. Tafadhali eleza zaidi kuhusu manufaa ya mabadiliko haya kwa shirika unalolifanyia kazi.
	     b. Je, mabadiliko haya yanamanufaa gani kwako binafsi?
	     c. Umetaja kuwa … tafadhali toa mifano?
	
	 3. Mabadiliko haya yanaathiri vipi utendaji kazi wako? Ni kipi kilicho tofauti kuhusu jinsi unavyohisi kuhusu mabadiliko haya?
	     a. Kulingana na vile mambo yalivyo, ni nini hasa unachokitaka katika mabadiliko hayo? Je, yakomee katika kiwango kipi?
	     b. Unaonelea vipi uungwaji mkono wa mabadiliko haya miongoni mwa wafanyikazi?
	     c. Utaeleza vipi uungwaji mkono unaohitajika miongoni mwa wafanyikazi ili kufanikisha mabadiliko haya?
	     d. Ni vipi wewe (au wafanyikazi wenzako) unavyokabiliana na mabadiliko haya mahali pa kazi?
	
	 4. Je, ni sawa kusema kuwa wewe unaunga mkono mabadiliko haya?
	     a. Tafadhali eleza tajriba yako katika uungwaji mkono wa mabadiliko haya.
	     b. Umetaja kuwa … tafadhali toa mifano.
	
	 5. Ni nini chanzo cha wewe kuunga mkono mabadiliko haya? Ni nini kinakufanya hasa uyaunge mkono?
	     a. Ni nini unaamini kinaweza kufanya uyaunge mkono zaidi mabadiliko haya?
	     b. Kwa upande mwingine, ni nini unaamini kinaweza kukupunguzia uungwaji mkono wa mabadiliko haya?
	     c. Ni nini unaamini kinaweza kuwapunguzia au kuwaongozea wafanyikazi wenzako uungwaji mkono wa mabadiliko haya?
	     d. Unaweza kujuaje kuwa mfanyikazi mwenzako anayaunga mkono mabadiliko haya?
	
	 6. Uungwaji mkono wako wa mabadiliko haya unaathiri vipi mabadiliko yenyewe?

	a. Unaamini ni nini tofauti kati ya azma ya mabadiliko haya na ufanisi wake, ukizingatia hasa uungaji mkono wake miongoni mwa wafanyikazi wenzako?
	
	b. Je, waweza kutoa mifano ya pale ambapo uungwaji mkono wa mabadiliko haya umekuwa wa manufaa kwa mabadiliko yenyewe?
	   i. Je, wewe binafsi umewahi kuhisi kuwa uungwaji wako mkono wa mabadiliko haya umekuwa wa manufaa kwa mabadiliko yenyewe? Je, kuna mifano yoyote?
	
	c. Tafadhali toa mifano ya mazingira ambapo ukosefu wa uungaji mkono wa mabadiliko haya miongoni mwa wafanyikazi umekuwa na athari mbaya kwa mabadiliko yenyewe.
	   i. Je, umewahi kuhisi kuwa ukosefu wa uungaji mkono wa mabadiliko haya kwa upande wako umekuwa na athari mbaya kwa mabadiliko? Je, kuna mifano yoyote?
	
	d. Kwa maoni yako, je, unaweza kusema kuwa uungaji mkono wa mabadiliko na wafanyikazi pia waweza kuwa na athari mbaya kwa mabadiliko? Mbona?

Sehemu ya pili	Wacha sasa tupandishe mjadala wetu kwa kiwango cha juu kiasi, kiwango ambapo huenda tukagundua kuwa hisia ya ukuaji imekuwa ni sehemu ya utendaji kazi katika mazingira ya mabadiliko.
	
	7. Je, waweza kunieleza ikiwa kufanikisha mabadiliko haya kumekuwa na maana yoyote kwako binafsi?
	   a. Tafadhali nieleze kuhusu huku kuwa au kutokuwa na maana ya kibinafsi kunahusika na uungaji mkono wako wa mabadiliko mahali pa kazi.
	   b. Tafadhali toa mifano ya wakati ambapo umehisi maana ya kibinafsi (au ukosefu wake) wakati ukishughulikia haya mabadiliko.
	
	8. Ni vipi unapata kuwa kufanyia kazi ufanifu wa mabadiliko haya kuna uhusiana na yale unafikiri ni mambo muhimu katika maisha?
	   a. Ni kwa kiwango kipi unahisi ari au hamasa ya kutekeleza mabadiliko haya? Je, una mifano yoyote?
	   b. Hebu jaribu kulinganisha ari yako ya kutekeleza mabadiliko haya na matokeo ambayo shirika linapata. Ni yepi yanafanya kazi na ni yepi hayafanyi kazi?
	
	9. Je, unahisi furaha yoyote ya ndani kwa ndani wakati unatekeleza mabadiliko haya? Tafadhali toa mifano.
	
	10. Ni kwa kiwango kipi unahisi kuwa unatimiza mwito wako wa maisha wakati unatekeleza mabadiliko haya?
	   a. Unaweza sema kuwa kuna roho ya ndani inayokuwezesha kutekeleza mabadiliko haya jinsi unavyofanya?
	      i. Kuna uhusiano gani kati ya roho hii na mwito wako wa maisha?
	      ii. Hebu eleza kuhusu roho hii.
	   b. Je, umewahi kujipata kwa hali ambapo unahisi kuwa uungaji mkono wa mabadiliko haya una uhusiano au unafungamana na nafsi ya juu iliyo na uweza kukuliko?

	i. Hebu toa mifano ya hisia hizo.
	   ii. Ni nafsi gani hiyo ya juu ambayo ulihisi umefungamana nayo?
	  iii. Ni nini unafanya kuimarisha ufungamano na hii nafsi?
	
	11. Je, kuna wakati wowote ambao huwa unahisi kuzama kabisa katika kutekeleza mabadiliko haya, kwa mfano mabadiliko haya kuwa ndilo lengo kuu maishani mwako, kiasi cha kuweza kujisahau mahali uliko na hata wakati mwingine kutotambua muda unapoyoyoma?
	    a. Je, kuliweza kutokea hisia zozote za kimizingu/kiungu wakati ulipokuwa umezama katika kutekeleza mabadiliko haya?
	    b. Tafadhali eleza nyakati za hisia hizi za matukio ya kimizingu wakati ukitekeleza mabadiliko haya.

	Ninafikiri kuwa uaminifu wako ni swala ambalo haliwezi kupuuzwa. Hebu na tuzungumzie uaminifu wako pia.
	
	12. Ni kwa njia zipi unaona mabadiliko haya katika shirika yakiwa ya manufaa kwa shirika hilo na kwa wengine?
	    a. Je, manufaa uliyotaja yanatosha kiasi cha wewe kuendelea kuunga mkono mabadiliko?
	    b. Je, ni nini ambacho kwa mfano uko tayari kujinyima ili kuhakikisha kuwa mabadiliko haya yanaafikia malengo yake?
	    c. Kwa hiyo unaweza kusema kuwa kuna ufungamano katika ya kutekeleza kwako kwa mabadiliko na manufaa kwa jamii pana unamoishi?
	    d. Ni kwa kiwango gani manufaa ya mabadiliko yanaboresha au kudumisha shirika unalofanyia kazi?
	
	13. Mabadiliko mahali pa kazi yanasemekana kuleta hali ya usumbufu na kuvuruga mipango, je waweza kututolea mifano ya usumbufu na uvurugaji wa mipango ambao umevumilia wakati wa kutekeleza mabadiliko haya?
	    a. Ni mambo yapi yanayokutia hofu kuhusu mabadiliko katika shirika?
	    b. Licha ya hofu hii, kwa nini hujakoma kuunga mkono mabadiliko haya?
	    c. Mbona unahiari kuhatarisha maisha yako na hata kuvumilia mateso ili kufanikisha mabadiliko haya?
	
	14. Je waweza kunieleza jinsi mwingiliano wa wafanyikazi na tabia za wafanyikazi kwa jumla zinavyobadilika kutokana na mabadiliko mahali pa kazi?
	    a. Je, kuna uhusiano upi kati ya mlahaka mwema kati ya wafanyikazi na uungwaji mkono wa mabadiliko mahali pa kazi?
	    b. Tafadhali nieleze mifano ya wakati utegemewaji na au uaminifu kazini unaonekana kuunga mkono mabadiliko mahali pa kazi.
	    c. Hebu chukulia kuwa unamshauri kinara wa shirika au meneja mkurugenzi; kati ya kuendeleza mlahaka mwema na kujaliana kwa upande mmoja, na utegemewaji na uaminifu kwa upande mwingine; ni lipi ungemshauri atilie mkazo na kwa nini?

Sehemu ya tatu	Tunapokaribia hatima ya mjadala wetu, hebu tuzungumzie wajibu wa maadili:

	15. Ni nini hasa kilichokuvutia kujiunga na shirika hili?
	    a. Je, ulijua awali maadili yake ya kimsingi? Ni wakati gani uliyajua?
	    b. Ni kwa njia zipi ambapo mabadiliko ya sasa yanafungamana au kutofautiana na kaida za maadili hayo?
	    c. Je, unahisi vipi kuhusu huku kufungamana au kutofautiana kwa maadili katika utekelezaji wa mabadiliko?
	
	16. Kama mtu binafsi, wewe pia una maadili yako ambayo yamefungamana na nafsi yako. Kwa mujibu wa haya maadili yako, ni kwa kiasi gani unahisi kufungamana au kutofungamana na hili shirika?
	    a. Ni maadili yapi ya shirika hili yanayoonekana kukuimarisha ili uendelee kulifanyia kazi shirika hili na ni kwa nini?
	    b. Kama ungekuwa na uwezo, ni maadili gani ungeleta katika shirika hili na kwa nini?
	
	17. Ni maadili gani ambayo yanaletwa na mabadiliko katika shirika?
	    a. Ni vipi haya mabadiliko katika maadili yanayokuathiri jinsi unavyofikiria, kuhisi, na hata mwelekeo wako kuhusu mabadiliko?
	    b. Ni kwa kiasi gani unaweza kusema kuwa mabadiliko katika maadili yanaambatana au kukinzana kabisa na maadili yako ya kibinafsi?
	    c. Please compare the change values to organisational values; are change values helping the organisation to be more like itself or do they make the organisation different, better/worse?
	
	18. Kwa mabadiliko ya sasa, ni maadili gani yanayoonekana kuwa ya manufaa kwa ufanisi wake, na ni kwa nini?
	    a. Je ni tofauti ipi unayoiona katika utendaji kazi wako wakati;
	        i. Maadili yako ya kibinafsi na yale ya mabadiliko katika shirika yanafanana?
	       ii. Maadili ya mabadiliko na yale ya shirika yanafanana?

Tamati	Asante sana kwa ujumbe na muda wako. Je, una swali, tashwishi au swala lolote ambalo ungependa tushughulikie? Kwa vile ujumbe ambao umenipa utatumika kwa maswala ya kisomi na kielimu, utaniruhusu kutaka msaada wako, hasa kutaka ufafanuzi kuhusu maswala fulani unayoyaibua? Kwa mara nyingine tena asante sana kwa wakati wako na ujumbe. Ninakuhakikishia kuwa ujumbe huu utawekwa faraghani na hakuna hata kisehemu chake kitaweza kufuatilizaw hadi kwako. Ujumbe huu nitautumia kwa tu pamaoja na mwelekezi wangu wa utafiti pekee. Ujumbe wenyewe kwa kijumla huenda ukachapishwa katika jarida la kisomi. Hata hivyo haitawezekana kufuatilizia habari zenyewe hadi kwako. Kwa mara nyingine tena, asante.

8.4 Empty shell: field research notes for unrecorded interviews

Biographical information on the respondent	Interviewee (Code Name): …………………………………. Interviewee position (Code): ………………………………. Time of Interview: ………………. Date: ……………….. Place of interview: …………………………………………....
Notes on the interview	Aim(s) of interview ………………………………………………………………… ………………………………………………………………… ………………………………………………………………… Facts in the interview ………………………………………………………………… ………………………………………………………………… ………………………………………………………………… ………………………………………………………………… ………………………………………………………………… ………………………………………………………………… Summary on the interview ………………………………………………………………… ………………………………………………………………… ………………………………………………………………… …………………………………………………………………

8.5 Tables on data collection interviews

Table A1: Case Study at Compassion Media House

Respondent interviewed	Respondent's age	Respondent's gender	Date	Duration
Peter	35-40	Male	9/21/2015 2:52:33 PM	1:03:53
James	30-35	Male	9/22/2015 9:27:08 AM	54:56
John	35-40	Male	9/4/2015 11:04:22 AM 9/21/2015 10:28:38 AM	49:00 + 32.37
Mary	45-50	Female	9/23/2015 2:53:06 PM	40:46
Salome	35-40	Female	9/21/2015 11:50:37 AM	1:10:33
Martha	45-50	Female	9/22/2015 2:28:33 PM	55:54
7 interviews	**Five days of observation**		**3hrs X 4 dd**	**6.07.36**