

**ORGANIZATIONAL CHANGE AS A TOOL FOR ENHANCING  
ORGANIZATION DEVELOPMENT. A CASE STUDY OF COCA-COLA  
BOTTLING COMPANY LIMITED.**

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By

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## DECLARATION

I hereby declare that this thesis is my own work towards the award of Master of Business Administration in Marketing and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree in any university except where due acknowledgement has been made in the text.

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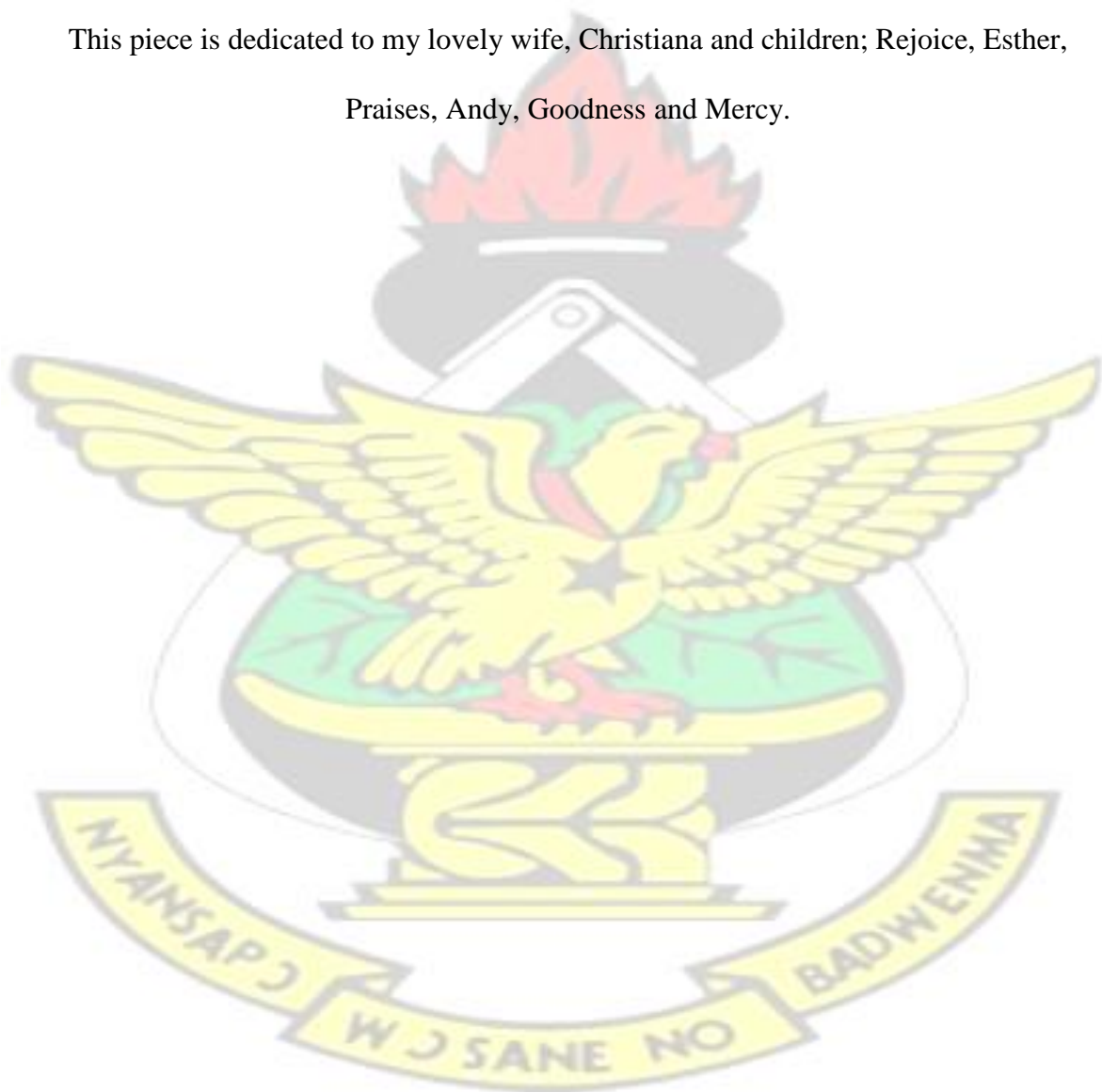
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## DEDICATION

This piece is dedicated to my lovely wife, Christiana and children; Rejoice, Esther,  
Praises, Andy, Goodness and Mercy.



## **ACKNOWLEDGEMENT**

A number of persons played key roles in making this work a success hence, the need to acknowledge my profound gratitude. My first indebtedness goes to Almighty God for his abundant provision which has seen me through the course.

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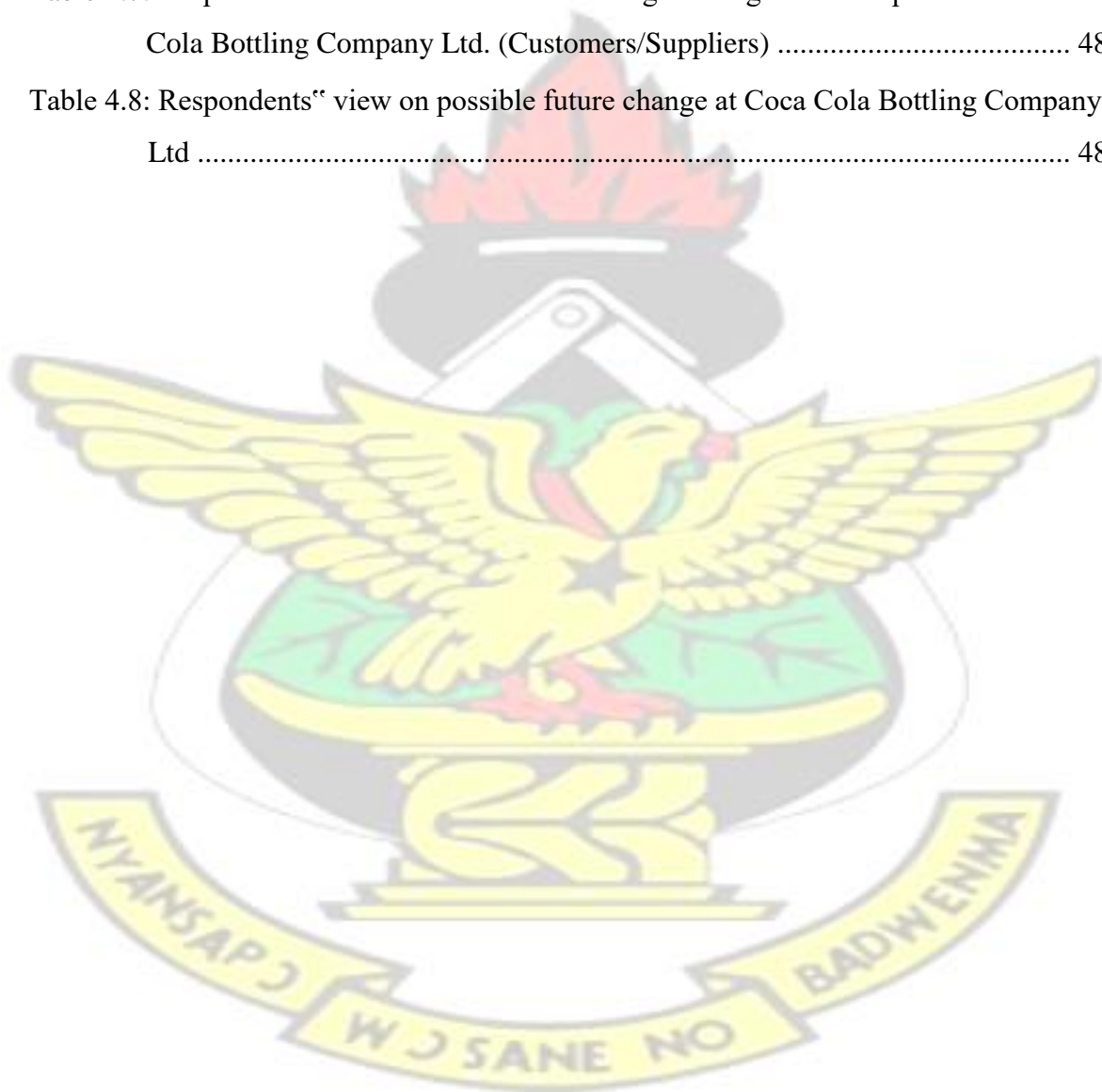
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## LIST OF ABBREVIATIONS

SPSS	-	Statistical Package for Social Sciences
Ltd.	-	Limited

## ABSTRACT

Change is seen as an essential ingredient for the growth and development of organizations. The purpose of the study was to assess change as a tool for enhancing organizational development in Coca Cola Bottling Company Ltd. In terms of methods, a Case study explanatory design was adopted for the study. The mixed approach was used in analyzing the data for the study. Sources of data were from both primary and secondary sources. One hundred and fifty of management, staff and customers (suppliers) of Coca Cola Bottling Company Ltd were sampled for the study. The results of the study indicated that Coca Cola Bottling Company Ltd has undergone some changes. Some of the changes were: changes in line of reporting, changes in the packaging of finished products, reshuffling of employees and management and introduction of new product line. Both management and employees were involved in the decision for change process. It was established that most commonly used measures for the achievement of results are effective communication, employees' commitment, leadership effectiveness, employees' care, sense of accountability, customer centricity and organizational learning and innovation. It was also seen that high ranking officials of Coca Cola Bottling Company Ltd. resist to changes that will affect them but employees believe that the change will have great significant impact on the company. Junior employees, however, felt that their involvement for the change was significant and should be encouraged. The study recommended that top managements should be sensitized on the importance of accepting organizational change. Change embraced by the company should be in line with the trend in technology. The company should also monitor measures for effective implementation of change to ensure high level of productivity.

## CHAPTER ONE

### GENERAL INTRODUCTION

#### 1.1 Background of the Study

In today's modern market of business, any business that depends on old systems and structures of doing business will be left behind in terms of profit and branding. Change in an organization is necessary for its success and development. Organizations need change to make them competitive and ensure their continuity in the modern business world. It is obvious that the modern business environment is changing very rapidly, leaving organizations overstretched and breathless. Change means the new state of things is different from the old state of things (French and Bell, 1999). Organizational change explains organizational new happenings (performance and structure) in the organization which are different from the old ways of doing things.

Mikkelsen *et al.*, (1991) argued that "there is nothing permanent brings development except when there is a change". This makes it difficult to bring about change in organizations which will sometimes bring a great development in the organization. It is important for organizations to develop their activities, reorganize their business processes and find new ways of doing their business. This is very important and it turns to drive organization toward the needed change they want to bring to bear in their line of business. Because of the competitive business environment business must put the needed change into place so as to be able to compete favorable in the industry and be sustainable in the long run (Turner, 1994; Abrahamson, 2000). Change may be driven by business and economic factors, competition, management of ethical behavior, technological advancement and globalization, modification of goals and values, crisis, and other critical factors. Nasser (1997), the chief executive officer of Ford, is quoted as saying the velocity

of change is rapid and so quick that, if you do not accept the change and move with the change, you are going to be left behind.

According to Kotter (1996), an organizational change may involve activities in a form of merger and divergence, restructuring business processes, re-organizing business activities and diversifying firms offering in the quest of satisfying stakeholders" need performing this function may require the use of people, task, technology, customs, norms, culture of the organization, as well as a change in processes in the desire to effect change. Changes in tasks within an organization may bring about a change not only in employees and management but also infrastructural and the forces of demand and supply to drive the change.

Changes that occur in an organization may need a change agent to help form, disseminate information and help in building future commitment of the necessary stakeholders for a desired future for the positive effect of change to be felt. Change agents can otherwise be referred to as an individual or group that undertakes the task of introducing and managing change within an organization and its implementation. Usually change leaders (agents) are individuals within an organization who possess leadership competencies, necessary to bring about meaningful change. Internal agents of change have an advantage in managing change process, as they are previewed to the organizations" past history, its political system and the prevailing that existed over the years. Some organizations however may rely on external consultants to serve as change agents. Effective change agents tend to be transformational leaders. Schermerhorn *et al.*, (1999) identified eight organizational targets of change: people, purpose, strategy, structure, objectives, technology, tasks, and culture.

According to French and Bell (1999), Organizational development seeks to improve all elements of organizational culture such as: beliefs, attitudes, values, structures, and other related factors, to enable an organization to adjust to technological change that is driving today's world of business helping organizations to adjust to the needed change. Organizational development is usually a long term effort. With knowledge on both organizational change and organizational development, it is evident that they are related and must work hand in hand. Thus, organizational change must correlate with organizational development (Wilderman, 2001).

Broadly, the objectives of organizational development are: improving organization's health, improving organization's problem solving ability, and improving organization's capability to cope with changing environment. The objectives of organizational change are: modifying adaptation level of an organization to its environment, and modifying behavioral patterns of people. Also, the goals of organizational development can be identified as: changing value systems, developing methods of conflict resolution, improving interpersonal competence, and developing organic system. The goals of organizational change on the other hand are: accepting new techniques, innovation, cooperation, reducing turnover, and improving motivation (Salminen, 2000).

## **1.2 Problem Statement**

Every organization is confronted with the need to change quickly and dramatically so as to survive in the changing business environment. Miles and Huberman, (1994) clearly stated that the need for change in an organization has become an inevitable feature for organizations. Modern organizations need to continuously adapt to new situations or changes if they are to survive. It is certain in modern organizations that they will face change and need to change accordingly. According to Forrester (1969), organizational

change results in the adoption of a new idea or behavior by an organization. Organizations, thus, may have to adopt and embrace different types of changes. Organizational change may be driven by business and economic factors, competition, technological advancement and globalization, crisis, modification of goals and values, and other related factors. These drivers of change may lead to changes in work procedures, administrative policies, technology, products or corporate culture, resulting in the enhancement of an organizations development.

In Coca Cola Bottling Company Ltd., there seems to be no change in the overall processes of the organization. Despite the fact that technology which is the main driver of change has taken centre-stage in the business world, Coca Cola Bottling Company Ltd. is still adamant to change. In fact, what is really causing the stagnant nature of the company to change is still unknown. Presumably, one may attribute such resistance to fear of redundancy on the side of staff or that the company is satisfied with its current state. This problem makes it very crucial to conduct a study of this kind to ascertain the beneficial outcomes of change to the growth of the company and to provide inputs to shape policy initiatives of the organization.

### **1.3 Objective of the Study**

The key objective for undertaking this study is to assess change as a tool for organizational development. To achieve this main objective, the following specified objectives have been set to ensure its success;

1. To evaluate the drivers of organizational change for Coca Cola Bottling Company Ltd.
2. To assess the types of organizational changes that have been implemented in Coca Cola Bottling Company Ltd.

3. To examine the forms of resistance to organizational change in Coca Cola Bottling Company Ltd.
4. To ascertain the developments that have occurred and can occur within Coca Cola Bottling Company Ltd. (the past and ongoing changes).

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#### **1.4 Research Questions**

The following questions will be answered in this study;

1. What are the drivers of organizational change at Coca Cola Bottling Company Ltd.?
2. What are the types of change(s) that has/have been implemented at Coca Cola Bottling Company Ltd.?
3. What are the forms of resistance to change(s) in Coca Cola Bottling Company Ltd.?
4. What changes should be carried out to enhance organizational development at Coca Cola Bottling Company Ltd.?

#### **1.5 Brief methodology**

The research design for the study was the case-study explanatory design. The triangulation (mixed) approach was embraced for the study; hence, data was analyzed in both descriptive and quantitative terms. The Population for the study is the entire staff of Coca Cola Bottling Company Ltd. Purposive and convenience sampling techniques were used in selecting respondents due to the fact that every department had to be represented. A sample size of 150 was conveniently selected from staff of Coca Cola

Bottling Company Ltd. from a total population of 950 staff. Data was analyzed with the help of SPSS version 16.0. Ethical concerns were considered at every phase of the entire study.

## **1.6 Scope of the Study**

The scope of the study has geographical restrictions. The focus of the research is Coca Cola Bottling Company Ltd. Kumasi branch. This study is limited to Coca Cola Bottling Company Ltd. which forms part of the soft drinks manufacturing company. Thematically the study will look at change in the sector of administration in the company.

## **1.7 Significance of the Study**

The study assessed how change(s) could be used to enhance the development of Coca Cola Bottling Company Ltd. as an organization, since without change an organization will not achieve effectiveness and efficiency. In this regard, the research sought to obtain information of various change(s) that has taken place, and are ongoing within the Coca Cola Bottling Company Ltd., what prompted such changes, how the changes were implemented, challenges faced and how its outcome has helped improve the company's development.

Secondly, the project would be beneficial to the management and the administrative staff of the Coca Cola Bottling Company Ltd. The main focus of this study is finding out if there is a need for a new pragmatic change which can bring about development in the company.

A pilot test and observation at Coca Cola Bottling Company Ltd. revealed that some organizational structures, systems and operations have been in existence for the past thirty (30) years. If the latter is accomplished it will serve as a foundation to increase the profit of the company and thereby developing the company and will also make it stand in the competitive market.

Hence, this will help the management in formulating policies and regulations that will bring about development and help improve the organizational structures found in the company.

The study could also serve as a source of reference for other related research works in the field of academia.

### **1.8 Limitations of the Study**

The researcher in the course of the study anticipates encountering problems in unfolding events of the study. Time constraint and high cost of the research study, hindered the researcher in administering questionnaire to participants as well as to conduct interview with many and delve as deep as expected into existing literature on the subject. The scope of work of this research is primarily based on private company and it may not be useful to use this study for public organization. However, the researcher will try to limit the study to questionnaire, interview and observations. Also, the researcher will give strict adherence to supervisor's directions so as to avoid unnecessary cost and time.

### **1.9 Organization of the Study**

The study is organized into five main chapters. Chapter one begins with the general introduction to the study. Chapter two reviews all available literature, definitions and empirical evidence on the study and captures relevant theory relating to the research issue. Chapter three lays emphasis on the methodology of the study and the organizational profile of Coca Cola Bottling Company Ltd. Chapter four presents the data analysis, interpretation, and discussions of findings. Chapter five outlines the summary of findings, conclusions, and appropriate recommendations on the basis of the research findings and it will follow closely with references and appendices.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

## **2.1 Introduction**

This chapter explains relevant theories related to the research issue. The chapter summarizes issues pertaining to organizational change. The chapter also offers a brief summary on organizational change by first introducing some theories of organizational change pertinent to the thesis and a conceptual framework.

## **2.2 Organizational Change**

Organizational change refers to a new state of affairs in the organization that is different from the primitive ways of managing the organization. External forces such as the activities of competitors and regulations governing business operation have influence when it comes to effecting changes in an organization. The decision to seek for change in an organization could be done by the firm itself or after the firm experiences turbulence or when the organization spotted an opportunity for a better way of improving its organizational efficiency.

There is a need for organizational change because the external competitive nature calls for it rather than internal forces (Goodstein and Burke, 1997). Lanrining *et al.*, (1998) is of the opinion that changes that happen in the organization are triggered by factors such as experiences that come from environmental threats, loss or opportunity that calls for a change. One will not be fair to say that there is no need for a change when the current performance of the business as well as its operational mode can no longer compete favorably in the competitive business environment; Hence, the call for organizational transformation.

Organizational and operational changes are very important when it comes to developing organizations in the world over. It is worth noting that organizational and operational

change are interwoven when it comes to practice and cumbersome to separate from each other as change depends on the combination of strategies to be able to be effective (McMurdo and Sharrat 1991; Salminen, 2000). Accordingly, every change effort combines both organizational and operational features so as to make it a whole. Goodstein and Burke, (1997) suggested that changes that occur in an organization can be categorized into three main forms which include; the individual's value, skill and attitudes; systems and structures referring to relationships and how work is designed and finally organizational climate and interpersonal relationship styles that exist in the work place.

There are technical types of change that can be found in an organization which involve amendments to technology, changes to physical environment and cultural settings that the firm practices. These changes explain how they impact on employees' skills, values that are practiced, processes to follow, attitudes exhibited and systems that are put in place for a successful change to take place. The differences that people bring among changes are as results of traditions in research and academia bringing this distinction (Salminen, 2000).

The rate of change may also be separated by different change efforts such as large scale changes in the organizational strategy, for instance, when it is separated from changes that are incremental, evolutionary, fine timing or problem fixing. When these changes are implemented, they focus on one fundamental goal of improving performance in all aspects of the organization. There are other changes that are also deliberate, in that they are planned or intentional as it could also be fast or slow in implementation (French and Bell, 1999).

There are also indications that change can also take place from the broadest perspective, thus, at the most conceptual stage (Mintzberg and Westley, 1992). Change can also happen

in two main spheres pertaining to organization or pertaining to strategy as shown in table 2.1 below.

**Table 2.1 Content of Organizational Changes**

	<b>Changes in organization (State)</b>	<b>Changes pertaining to strategy (Directional)</b>
More conceptual (Thought)	Culture	Vision
	Structure	Position
More concrete (action)	Systems	Programs
	People	Facilities

Source; Mintzerg and Westley, 1992; 40

The change in classification and description results in stereotyped simplification as one cannot really conclude that the change is black or white (Stoddard and Jarvenpaa, 1995). In real life situation, there are practical approaches towards change as each effort is unique and both are in purpose and content.

### **2.3 Concept of Organizational Change**

This section talks about the concept of organizational change as regards its origin, development as well as the phase models of organizational change that have been proposed.

#### **2.3.1 Organization Planned Change, Development and Phase Models**

Organizational change, also known as “Organization Development (OD),” grew out of Taylor’s (1911) “scientific management” principles and Weber’s (1947; see also Kast and Rosenzweig, 1985) “bureaucracy” concept, which both focused on breaking jobs into small, recurring responsibilities and creating a strong chain of command or authority so as

to build a well-functioning competent human machine. Cummings and Worley refer to organization development as “a system-wide application of behavioral science and knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization’s effectiveness” (Cummings and Worley, 1993).

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Organization Development may also refer to “a planned process of change in an organization’s culture through the utilization of behavioral science technologies, research and theory” (Bouke, 1987).

Lippitt *et al.*, (1958) explain that “planned change originates from a decision to make a deliberate effort to improve the system”. The conception of planned change has led to different kinds of models for implementing planning itself and the consequence action.

In phase models for change, the word “phase” is used intentionally highlighted, that diverse phases may and have common characteristics. Schein, (1996) added and described a psychological process as unique for each stage of the model. According to him, the most renowned and referred to model of planned change is Kurt Lewin’s three stage process which is explained as unfreezing the old, moving to the new and refreezing the new situation. In terms of unfreezing the old, the processes involved are changes occurring at top management, decrease in the levels of hierarchy, re-evaluating the entire business and examining the level of top management. In the direction of moving to the new platform of change, the processes are encouraging employees’ participation in decision making, the use of innovative packages and bonuses, the use of rigorous training base on business strategy and values and making logistics enough to support change. The last stage is refreezing the new situation which involves constant monitoring and feedback,

encouraging new values, novel system of performance appraisal and employing task forces.

This model involving three stages as pinpointed by Lewin has been criticized by Kanter and his team for his inability to suggest enough practical information for implementing change but just been too simplistic (Kanter *et al.*, 1992). Other authors later proposed impressive practical approaches for implementing changes in organizations, leading to achievement of the intended purpose. Kotler, in 1995 studied over hundred organizations having carried out a planned change effort and came up with eight most common mistakes resulting in unsuccessful change plans. The model proposes steps leading to avoiding mistakes and fatal errors by constructing an eight-stage change process for implementing organizational transformation. The model proposed by Kotler, (1995) includes the building a sense of urgency in business matters, establishing the guiding coalition; following a future direction and strategy, spreading the vision of change, strengthening employees for broad-based achieve, generate short term wins, merge gains and through producing more change and fastening new approaches in organizational culture.

Kotter, (1996) is of the opinion that it is very important to pay attention to all the stages and not only to those have had the firms believed they can easily implement. Depending on the type of change the organization seeks to implement based on its resources, for example, logistics and human resource, all the change efforts must try to go through all the eight processes for a successful outcome.

## **2.4 Prospective Success Factors in Managing Change**

Organizational and operational change schemes involve combining knowledge and skills gained from managing change. Neither the current change management performances nor the project management body of knowledge comprise enough presentation of skills needed from a qualified change project director. Firms' change project should be organized as projects with comprehensive planning and strict harmonization, but one should note that organizational change involves changing the way people act in the pursuit of the change.

### **2.4.1 Abundant and purposeful participation**

Because of the dynamic nature of the business environment, quantum number of people and businesses are becoming powerful (Kotler, 1995; Denton, 1996). One can say that participatory strategic means of planning and implementing organizational change is the process that helps and encourages stakeholders affected by the change to engage actively in the entire change process right from the introduction to the evaluation stage (Moosbrucker and Loftin, 1998). It is also important for managers to be aware of the need to give stake holders the chance to move systematically and discovering deficiencies so as to help them develop a comprehensive solution for change for a better future of the organization (Carnall, 1990; Pasmore and Friedlander, 1982).

Openness and participation boost the understanding of current challenges on all levels of organization and finally leads to finding out completely effective ways of performing function (Carnall, 1990). The aim of encouraging participation is to utilize the expertise gathered in the organization to enhance the implementation of the new system and to encourage people committed to the new forms of business operation. However, it is clear to note that, the main purpose should always be to attain the project's aims as quickly and

cost-effectively as demanded. One must know that encouraging participation is not an automatic key to success but success requires achieving participative development towards work (McMurdo and Sharrat, 1991; Lanning, 1999).

Lewin, (1951) explains that group standards are important when looking for resistant to change and settled that the more the individual's value group standards of their surroundings, the greater the resistance to change of the individual group member will be. It is imperative to note that the standard of groups combined with social values is referred to as social habit and serves as a way of reducing the level of change resistance diminishing the strength of the group or to change the existing social habits.

The power of altering social habits is one of the ways for the effectiveness of a group to try and carry out change. The power of participation examines ways decisions are taken and changes implemented by a group of people in an organization. One can say that single individuals would be more willing to changes than groups of like-minded individuals working towards change. Again, Lewin, (1951) is of the opinion that field working experiences indicate that it is easier to change individuals that are formed into a group than to change any one of them separately. Participatory approach calls for clear leadership and vision from all the managers, as people need to know the change that is expected of them. It is always said that leadership means knowing when to delegate downwards and across functions, and when not to. Lanrining *et al.*, (1998) and Kaufman, (1992) are of the opinion that if the participatory way of doing a thing is adopted, it must be properly implemented out. If employees are to propose ideas and make recommendations for task improvement, managers must be willing and ready to empower

and involve workers even in matters that are of great significance else the main aim for change will not be achieved.

Many important benefits can be gained by personnel participation because there will be total support for the change project. One rationale has been the long history of effective planning by experts as well as the familiar, specialized job descriptions: thus, designer designs, the realizer realizes and finally, the user uses (Lanning, 1999). There exist numerous challenges and risks to participation in developmental changes. Carnall, (1990) is of the opinion that participative approach to change calls for longer time, especially at the planning phase because effort at the planning stage serves as the foundation and must be strong. It is clear that the broader the participation on a change project, the more ponderous the project becomes in the long run.

#### **2.4.2 Management Support**

An organizational change needs top management support and commitment for it to be successful. Top management support looks at the desire of top management to recognize on its own role in the transformation effort towards the change process (Carnall, 1990; Argyris, 1985). It also serves as lasting and strong commitment, support, and resulting by its own example (Denton, 1996). Top management support is critical to success and hence, senior managers must try to be clearly accountable for organizational change.

Cleland, (1994) suggested that every project should have its owner; thus, the one who is able to assign resources for the project and has vested interest in the project as a result of the strategic significance the project is to the success of the organization. Cleland, (1994) also proposed that the project owner is the one who supplies the cash to fund the entire project.

Firms do not act in a mature and stable environment; rather firms are constantly confronted with challenges such as keeping up with the constantly changing customer requests and fast way of developing rivals. In these situations, organizational change efforts become more and more cumbersome, and yet should be completed in the shortest possible time. Powerful forces steered to support and sustain transformation efforts, are necessary for the success to change (Kotter, 1996). Change in an organization is a time consuming effort and strategic long term planning and full dedication from the entire organization is required. Commitment of top management support promotes project manager's power and independence to design and execute the change process. A common commitment by management to a strong partnership ensures the suitable significance and prioritization of the change project (Turner 1994; Lanrining *et al.*, 1998).

Kotter, (1996) proposed building blocks of a cordial working management group; the appropriate composition, high level of trust, and shared purposes. Kotter, (1996) also believes that project committees are of low credibility. Kotter, (1996) therefore proposed four characteristics that may be significant to a great management group:

- i. The power of position: This characteristic finds out whether there are enough key players on board to implement change.
- ii. Expertise to carry out change: Here, the question "Are the range of points of views proposed relevant to the successful completion of the change?" is asked.
- iii. Credibility of the group: This characteristic asks the question "Can we boast of the group having enough members with good reputations in the organization?"
- iv. Skillful Leadership: "Can the organization boast of enough skillful leaders to be able to guide the change process?" is asked here.

### 2.4.3 Effective Communication

Burke, (1994) is of the opinion that “it is difficult to communicate too much in a major change effort” are very descriptive. Denton, (1996) also calls for a sufficient, open and honest message that materializes in management’s ability to respond to every inquiry asked about the designed changes. Buhanist, (2000) claims that in a comparatively unstructured change project, people must know where they stand and what will happen next more than ever. Critical actions and stages may be relegated and resources may be allocated for finishing secondary actions.

Mikkelsen *et al.*, (1991) suggested that one critical issue that is imperative for the project success is the ability to convey to workers the kind of changes the project will definitely cause to each person’s tasks, responsibilities and serene working environment. Mikkelsen *et al.*, (1991) also claimed that personal leadership qualifications contribute significantly in completing the demanding responsibilities of sharing knowledge. The comprehensive the communication nature that exist in the organization, the more likely it is to develop between different parties involved in the change management process (Kaufman, 1992).

Communication is also relevant as it serves as a means of building a common understanding of organization’s vision and direction. Communication seeks to drive home the aim and mission of the change process, the genesis of the project and what part of the organization needs to effect change. Without effective communication the ultimate power of setting goals, envisioning, and planning is not set freely (Kotter, 1996).

One significant way of communication in the change process is to adopt numerous different approaches to disseminate issues as possible, first and foremost, to replicate the message many times in every possible occasion. Kotter, (1996) also believed that communication can break down when there is not much effort of putting it into practice.

#### **2.4.4 Control and Feedback on Change Progress**

The ability to monitor, control change and give feedback is basic tools in customary project management (Kimmons, 1990). Control is the rationale of managing a project and it helps in checking work that is being performed according to the scheduled plan. The ability to budget well and meet schedules, as well as changes in implementation helps to direct affairs of the project for a successful completion of the change project (Lanrining *et al.*, 1998). Regular monitoring helps in re-organizing challenges as well and helps in motivating the project personnel. The ability to monitor the project through the exercise of absolute control is a very important task to ensure that the project is on course (Lanning, 1999).

Carnall, (1990) also supports the need for monitoring a project as it serves as a way to build up the needed change that the organization require hence there should be a continuous performance monitoring approach so as to measure performance against set standards. It is risky to forgo strict adherence to monitoring policies as it will not help the organization in achieving its long term objectives (Kotter, 1996; Denton, 1996; Carnall, 1990).

#### **2.4.5 Supporting Environment**

The environment within which the change is to be effected is very important for the successful achievement of the change. It is important to note that when systems and

procedures are not put in place as well as structures of the organization and management attitude do not support each other, the desired change will be difficult to achieve (Carnal, 1990; Kotter, 1996; Rafii and Carr, 1997). One should also note that organizational structures, procedures to follow as well as systems put in place determine the success or failure of the desired change. Kotter, (1996) proposes reorganization in promoting decision making and principles of recruitment to bring about coherent working environment as well as a comprehensive budgeting system. Bringing employees into a cordial working environment is critical in determining the success of desired change as they will be directly involved in the desired change that the organization might put in place (Carr, 1997).

Personal welfare through incentive and metric system for a cordial working environment helps to direct the project's goal towards its achievement. In other words, when the organization's change efforts tend to be comprehensive and covering all significant aspect of the organization, the chances for success increase. Again, it is worth knowing that structures and information technology, organizations' willingness to change roles and responsibilities as well as measurement and reward systems is critical in ensuring good working environment (Teng *et al.*, 1998).

#### **2.4.6 Vision and Clear Goals**

Vision provides a picture of the future and shows how individuals and groups will fit into that future (Collins and Porras, 1996; Senge, 1990). A vision could also be seen as expectation of the future state of an organization and responds to the question: "What is it to be like?" Senge, (1990) also asked the question, "What do we want to create?"

A good vision aims at the direction for development which the firms seek to go. Kotter, (1996) is of the opinion that a good vision is as imaginable, desirable as well as feasible

and proposes that if you cannot describe your vision to someone in five minutes and get their interest, you have more work to do in this phase (developing a vision) of the transformation process.

Goals that are set by firms must be realistic and expressed in concrete and quantifiable measures (Argyris 1985; Denton 1996). Goals seek to address how efficient or how quick an organization can mobilize its resources to affect its change process. One can say that the vision will become visible through the goals of the development change projects. Goals' relationship with vision will translate into how easier it is to justify the goals to people dealing with the project and encourage them to commit themselves to its aims and objectives (Lanning, 1999).

#### **2.4.7 Purposeful Planning**

It is important for a change plan to be measured as a structure for co-ordination. However, one must also be willing to adapt new conditions for a successful outcome (Turner, 1994). A promising change project plan is made up of vision and goals, the background of the goal and rationale for the project, to come to a successful end (Lanning *et al.*, 1998). Kaufman, (1992) is of the opinion that reasonable planning is a very important key for life-long top management support and in determining how credible the change effort will be in the long run. Organizational commitment and support for its implementation efforts are very essential to ensure success as decision making may not be complete until the full change is executed (Carnall, 1990). Allocation of resources in a form of human capital is one of the most important elements when it comes to change planning.

In planning change project, certain amount of work and effort is expected to produce a plan with a given accuracy, as it requires much time and effort to achieve a particular goal. Eventually, further planning leads to decreased return of investment. Also, because of dynamic business environment, firms cannot predict outcome precisely, and much detailed plans will make it only more difficult to react to unexpected changes (Turner, 1994).

#### **2.4.8 Clear Need for Changes**

One must recognize that there is a need for change process to establish a sense of urgency, thus, making sure that all stakeholders in the change effort have appreciated the need for the change (French and Bell, 1999; Turner, 1994). Lippitt *et al.*, (1958) support the notion that “problem awareness” thus, difficulties the organization is facing must be put into a desire for change.

One of the important factors for the success of a change project is the understanding of the subject matter of the project and a comprehensive assessment to make the change a reality (Mikkelson *et al.*, 1991). Kaufman, (1992) believes that without considering trade-offs, managers quickly try to initiate and launch change programmes which may be difficult to support in practice.

Moosbrucker and Loftin, (1998) emphasize that an organizational disaster alone is not enough to make sure or predict a successful outcome for a change project, but it may serve as a direction towards resource mobilization in the effort to embark on change project.

As put by Lewin, (1952), to break open the shell of complacency and self-righteousness, it is sometimes necessary to deliberately bring about an emotional stir-up. Kotter, (1996)

also emphasizes the significance of stakeholders to see the prospects of the future and as well as threats lying under change visible surface.

#### **2.4.9 Training**

Training is an important feature in change as it promotes knowledge and skills; thus knowing how to embark on a change project (Barker, 1998; Denton, 1996). A suitable training is therefore a prerequisite for successful empowerment. On the contrary, many organizations fail to adhere and confront the issue due to the amount of resources and effort needed to organize training for staff (Kotter, 1996).

When embarking on the change project, general and job-specific training is needed for the project to be successful. The main aim of the general training is to promote both employee and management willingness to adapt to change, and their understanding of the fundamental organizational development plans. When it comes to job specific training, they are guided to plan their own operations and working methods so as to be able to work with enhanced responsibility and power for a successful completion (Lanning, 1999).

#### **2.4.10 Identifying Key Persons and Forming a Change Project in Organization A**

change project always co-ordinates together for a specific temporary purpose after which it could be dissolved. It is an inter-organizational team constructed around its mission. Because of its inter-organizational nature, a matrix organization encompassing both functional and project units are usually formed. However, a great variety of project driven organizational forms exist. According to Cleland, (1994), one extreme is the pure change project organization, where the project manager is given full authority to run a project as if it were a one-product company. When we start moving towards the other extreme, thus

the pure functional organizational department, we come across a variety of project-functional combinations of matrix organization.

Kotter, (1996) believes that the importance of assigning the right caliber of people is to make sure the change project does not lack anything on the way. These require a comprehensive set of roles and the qualities to be looked out for when assigning these roles. Knowledgeable experts must be in the team with varieties or various points of views which help in co-coordinating these ideas to make the project a reality.

Identification of key individuals to form the core of the change project is so important since the type of change efforts from the planning to the execution stage will have a systematic guideline till the project is completed (Kotter, 1996). No form of project organization is best for all projects, or can do the planning alone through the life cycle of the project. Each of them has some merits or demerits as their responsibilities tend to be less successful than that of the project group whose responsibilities and co-operation of project representatives are assigned to perform various functions (Cleland, 1994).

#### **2.4.11 Motivating people**

Motivating people is very important as it serves as a catalyst for a successful project. From some perspectives, incentives are the driving force to strive for change. Without everyone's personal motivation, quick and most efficient developmental effort, it will be difficult for total commitment if there is no motivation (Rigg, 1993; Lanrining *et al.*, 1998). Motivation is never separated as far as developing a comprehensive change model is concerned and it serves as a very critical success factor in the change process. One challenge worth mentioning as far as motivation is concerned is the fact that there is

complexity in motivational packages as there are so many factors affecting people's motivation. Factors such as planning the change process support from top management, and dissemination of information are all complex factors affecting motivation (Buchanan and Huczynski, 1997).

As far as motivating people is concerned, fast and tangible results are difficult and exhausting in a change development work. Majority of individuals see effort in a very realistic way, and should therefore be provided with actual and quick evidence of appropriate motivation towards change project.

#### **2.4.12 Paying attention to culture**

Burke, (1994) explained culture as a set of values, norms, beliefs, attitudes and ancient past that are extremely held in superiority. French and Bell, (1999) regard culture as the values, assumptions by people as well as beliefs that are held in high esteem by members of an organization. As far as dynamic organization is concerned, culture plays a very significant role in explaining literature. French and Bell, (1999) again believe that culture must be altered if permanent change is to occur, while Burke, (1994) explains that organizational development is a process of fundamental change in an organization culture.

Without the existence of norms of behavior and shared values among a group of people as far as supporting change efforts is concern, it will be cumbersome to achieve a long lasting result (Byars, 1991; Jarvenpaa and Eloranta, 2000). Kleiner and Corrigan, (1989) explain that there is a conscious effort to abandon the old ways of performing functions. Culture,

however, is relevant in all aspects of life because it can serve as a powerful authority in determining human behavior.

As far as cultural efforts are concerned in cultural issues, a famous skill for management to adopt is empathy. This is because in most cases, organizational change has to do with working with people from various occupational, local and national cultures. These explain the sensitivity approach to cultural differences, need for understanding numerous motives and backgrounds, as well as the desire to communicate an intelligible fashion in peoples' culture (Carnall, 1990).

In a nut shell, culture is a significant aspect of life as far as change efforts are concerned. Cultural efforts are geared towards implementing change effort, although culture is a mystified and an intangible aspect of human existence. Some people believe that without cultural change, change in behavior will be difficult and to some extent cultural change in human behavior is sometimes difficult to explain. In the development of a construct, the belief is that one must first change the behavior and styles of the performing functions, which gradually results in changes in the culture of people.

## CHAPTER THREE

### METHODOLOGY AND ORGANIZATIONAL PROFILE

#### 3.1 Introduction

This chapter explains the research design, population, the sample size selected, sampling technique adopted, data collection sources employed and data analysis techniques used.

#### 3.2 Research Design

Research design refers to general map of how the study questions were answered. Saunders *et al.*, (2008) proposed three types of research design: exploratory, explanatory and descriptive. The study used the case study explanatory design as its research design. The researcher used the descriptive approach to have an in-depth knowledge on change at the Coca Cola Bottling Company Ltd. Interview guides and questionnaires were used to collect information from the top management official of Coca Cola Bottling Company Ltd and their staff with regard to change and its effects on the company, given adequate and accurate information about the subject matter.

#### 3.3 Population of the study

The study population consisted of all Staff and Management in the Coca Cola Bottling Company Ltd. The target population however consisted of the staff from the Finance and Administration Unit, Legal and Internal Audit Unit, Planning and Budget Unit, Engineering and Laboratory Unit, Marketing Unit, Revenue Unit, Procurement and stores Unit as well as the Estate Unit. Records available at the Human Resource Unit of Coca Cola Bottling Company Ltd. show that the Organization has about 950 staff. Table 3.1 below gives a detail of the categories that make up the total staff number.

**Table 3.1: Categories of staff**

Category	Number
Top management staff	15
Senior staff	105
Junior staff	830
<b>Total number of staff</b>	<b>950</b>

**Source:** Coca Cola Bottling Company Ltd., Human Resource Department (February, 2015)

### 3.4 Sampling procedures for data collection

The study adopted the purposive and convenience sampling techniques. The study purposively selected the Coca-Cola Ghana Limited as a company under study. The sample size for the study was 150 employees. The selection of the sample was based on chance selection and the readiness and availability of the respondents. The sample size of 150 was conveniently determined by the researcher due to the limited time frame involved for the conduct of the study. The 150 questionnaires were administered in order to ascertain the perceptions of both staff and management as well as the customers (suppliers) with respect to change and change management by Coca Cola Bottling Company Ltd. Table 3.1 indicates how the questionnaires were allocated to different sections of the organization.

**Table 3.2 Departments and Number of respondents**

Department	No. of respondents
Administration	10
Finance and Accounts	13
Engineering and laboratory	16
Legal/ Internal Audit	5
Revenue	10
Procurement and stores	6
Planning and Budget	10
Marketing	20
Production	40
Customers/ Suppliers	20
<b>Total</b>	<b>150</b>

**Source:** Field Survey, February 2015.

### **3. 5. Source of Data**

The study relied on both primary and secondary sources of data. Primary data was collected with the use of questionnaires and secondary data was also obtained from external sources such as the internet and other documentations. The purpose of sourcing for secondary data was to help in the formation of problems, literature review and construction of questionnaire.

#### **3.5.1 Primary Sources**

Primary data refers to data collected by the researcher for a particular need as contained in the research objectives. The study was conducted using the case study approach. Selfadministered questionnaires and informal interviews were the techniques used in gathering data.

#### **3.5.2 Secondary Sources**

The researcher gathered data from the banks' files and unpublished articles. Data was also gathered from the websites, journals, books, newspapers, magazines of different institutions along with different related studies about change within the industry to supplement the research.

### **3.6 Data Collection Tools**

Data used were from both primary and secondary. Sources of primary data comprised questionnaires to gather information from employees while interview guide was used to collect data from the management of the Coca Cola Bottling Company Ltd. The researcher used questionnaires as it was considered as effective data collection means when it comes to survey. Journals, publications, articles and books were consulted for the secondary data.

### **3.6.1 Data collection procedure**

Questionnaires were personally shared by the researcher to top management officials and their staff. The data was collected over a period of one month. Before the questionnaires were administered, the researcher sought permission from the study institution and interviewed a few staff of which the researcher derived the research topic and objectives.

The researcher interviewed some staff to know the activities of the organization. From that, questionnaires were made for the respondents. The researcher first did a pilot test of the questionnaire to ensure that the stated objectives were being met. After corrections were made, the questionnaires were distributed to the staff, management as well as available customers (suppliers) of the Coca Cola Bottling Company Ltd.

In the process, the researcher explained the questions to the respondents making sure not to introduce any bias. The questions for the interviews took an open-ended form to capture as much relevant information as possible. Responses were written down. A pretest of the questionnaire preceded the main work. The purpose of the pre-test activity was to ensure that the questionnaires were meaningful, easily understood and appropriate for the main field work. The activity enabled the researcher to become more familiar with items of the questionnaires and prepared adequately for the main work.

### **3.7 Data Analysis**

Data collected was subjected to critical analysis and examination which helped in making appropriate recommendations. The responses were coded into the Statistical Package for Social Sciences (SPSS) and excel software for analysis purposes. Frequency distribution and tables were used to present the data. Meanings and interpretations were given through

the use of means and standard deviation, correlation and regression analysis tools. In analyzing the data, tables and figures were used as analytical tools. Quantitative explanations were made of the quantitative data to give meaning to them as well as explain their implications.

### **3.8 Organizational Profile of Coca Cola Bottling Company Ltd.**

The Coca Cola Bottling Company Ltd. is an American multinational beverage corporation and a manufacturer, retailer and marketer of non-alcoholic beverage concentrates and syrups, which is headquartered in Atlanta. The company is best known for its flagship product Coca-Cola, invented in 1886 by pharmacist John Smith Pemberton in Columbus, Georgia. The mission of coca cola is to refresh the world through the creation of value to make difference and to inspire moment of optimism and happiness.

The vision is centered on creating a great working environment for people; bringing quality beverage to satisfy people's need and helping build a sustainable working community relationship. The company engages in corporate social responsibility efforts in a form of building bore hole for good drinking water, providing scholarships, building community center among others. The company provides varieties of non-alcoholic such as Sprite, Coke, Diet Coke, Fanta among others. There is a winning culture of leadership, collaboration, integrity, accountability passion and diversity to be able to meet the vision 2020 set by Coca Cola Bottling Company Ltd.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

#### **4.1 Introduction**

This chapter of the study deals with the analysis of the data obtained from the field as well as discussion of the results of the study. The data analysis and discussion of the study's

results are grouped under the various objectives of the study. The data analysis also considered the personal data (socio-demographic data) of the respondents of this study.

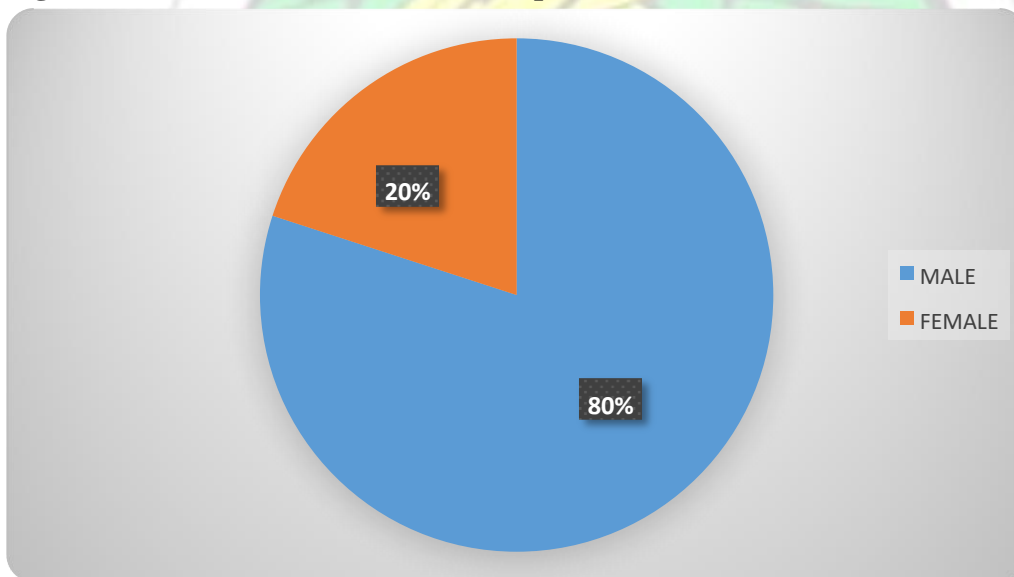
## 4.2 Data Analysis

Data analysis is very essential in every research work since it gives the platform for an in-depth understanding to the study results. The analysis is done using figures and tables. For a deeper understanding of the study results, the data analysis is done under the various objectives of the study; not excluding the socio-demographic characteristics of the study's population.

### 4.2.1 Biographical Data of Respondents

The biographical data of the respondents was analyzed based on the gender, age, marital status, educational qualification as well as duration of service of respondents in the company.

**Figure 4.1: Gender Distribution of Respondents**



**Source:** Field survey; May, 2015

The responses received from respondents with respect to their sex have been presented in the figure 4.1 above. The pie chart above shows the result accumulated from the field survey as regard the sex of the respondents. About twenty percent of the respondents were females while 80 percent were males, which makes it clear that more males participated in the survey than females. It could further be deduced that the employees and customers of the Coca Cola Bottling Company Ltd. is predominantly males.

Even though the Coca Cola foundation and UN women empowerment summit held on June 2013 in Cape Town in South Africa advocated for gender equality in the socioeconomic sectors, this study did not see this at play in the company. This might be attributed to the vigorous nature of work at the company since it is a manufacturing company which deals with heavy-duty machineries and plants which might be heavy in carrying and may have negative health implications on women more.

**Table 4.1: Age distribution of respondents**

Age Group (Years)	Frequency	Percentage (%)	Valid Percent	Cumulative percent
20-29	22	14.7	14.7	14.7
30-39	60	40.0	40.0	54.7
40-49	53	35.3	35.3	90.0
50-59	10	6.7	6.7	96.7
60+	5	3.3	3.3	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field survey; May, 2015.

The ages of the respondents from the Coca Cola Bottling Company Ltd. have been presented in the table above. As indicated in table 4.1 above, majority (about 40 percent) of the respondents in this study were those in the 30-39 age-group. This was followed by

those who were between 40-49 age groups who represented 35.3 percent. Respondents who were between the ages of 20-29 represented about 14.7 percent of the total population. About 6.7 percent represented those between the ages of 50-59. Only about 3.3 percent of the respondents were aged sixty and above. This statistics gives a clear indication that Coca Cola Bottling Company Ltd. is dominated by employees within the age group of 30-39 years, who seem to be in the peak of their working age. This is in consonance with the World Economic Forum by the U.S Chambers of commerce foundation in 2005, which came out with the organizational development strategies that companies must reflect the world's increasing diversity, not only because of its corporate value, but also because it is a key element to their long-term bottom lines.

Research also shows that by recruiting and hiring young adult employees who represent a wider range of backgrounds and perspectives, companies can create more effective marketing strategies that better speak to the needs of customers and thus broaden their markets. Cultivating young adults is a key strategy towards expanding workforce demographics. Coca Cola Bottling Company Ltd. adopting this strategy shows that the company has brighter future.

**Table 4.2: Educational Qualification of Respondents**

Qualification	Frequency	Percentage (%)	Valid Percent	Cumulative Percent
O Level	16	10.7	10.7	10.7
A Level	13	8.7	8.7	19.4
SSSCE/WASSCE	35	23.3	23.3	42.7
Diploma	30	20.0	20.0	62.7

First Degree	39	26.0	26.0	88.7
Master Degree	15	10.0	10.0	98.7
Doctorate	2	1.3	1.3	100.0
<b>Total</b>	<b>150</b>	<b>100.00</b>	100.0	

Source: Field survey, May 2015.

From Table 4.2, it is clear that majority, 39 (26.0%) of the respondents had First Degrees as their highest educational qualifications. This was followed by those with SSSCE/WASSCE qualifications of 35 (23.3%), then those with diploma who were also represented by 30 (20.0%) of the total response rate. Those with „O“ level also constituted 16 (10.7%) out of the total response rate. This was followed by those with „A“ level qualifications of 13 (8.7%), then those with Doctorate who were also represented by 2 (1.3%) of the total response rate. Based on the analysis of Table 4.1.3, it seems staff of Coca Cola Bottling Company Ltd. with Doctorate representing 2 (1.3%) are few in the company and this may be due to the fact that most of the staff concentrate on having long period of service than having higher academic qualifications. The management, when interviewed came out with the assertion that when staffs with low formal education were gradually replaced with staffs with higher formal education, there has been a positive result over the years. The management cited that in 2004 when the change was implemented, revenue increased by 45%, higher-quality work increased by 20%, production increased by 45% and customer loyalty/retention also increased by 17%. The current study also showed that most of the staff of Coca Cola Bottling Company Ltd. with low formal education were laborers and security personnel.

**Table 4.3: Respondents' Length of Service**

Period of service	Frequency	Percentage (%)	Valid Percent	Cumulative Percent
Less than 2 years	19	12.7	12.7	12.7
3-7 years	47	31.3	31.3	44.0
8-12 years	24	16.0	16.0	60.0
13-17 years	16	10.7	10.7	70.7
18-22 years	14	9.3	9.3	78.0
23-27 years	11	7.3	7.3	87.3
28-32 years	10	6.7	6.7	94.0
32 years+	9	6.0	6.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>		

Source: Field survey, May 2015.

As indicated in the table above, majority of the respondents, 47 (31.3%) in this study have worked in the company for 3-7 years. Following were those who had worked in the company for 8-12 years representing 24 (16.0%), then those who have worked for less than two years representing 19 (12.7%). Those who have worked in the company for 13-17 years were also represented by 16 (10.7%). Following were those who had worked in the company for 23-27 years representing 14 (9.3%), then those who have worked for 18-22 years representing 11 (7.3%). Those who have worked in the company for 28-32 years were also represented by 10 (6.7%). Those who have worked in the company for more than 32 years were also represented by 9 (6.0%). This indicates that most of the respondents engaged in this study have worked at Coca Cola Bottling Company Ltd. for not less than two years. This could enhance the reliability and validity of the findings of this research since most of the respondents have worked at Coca Cola Bottling Company

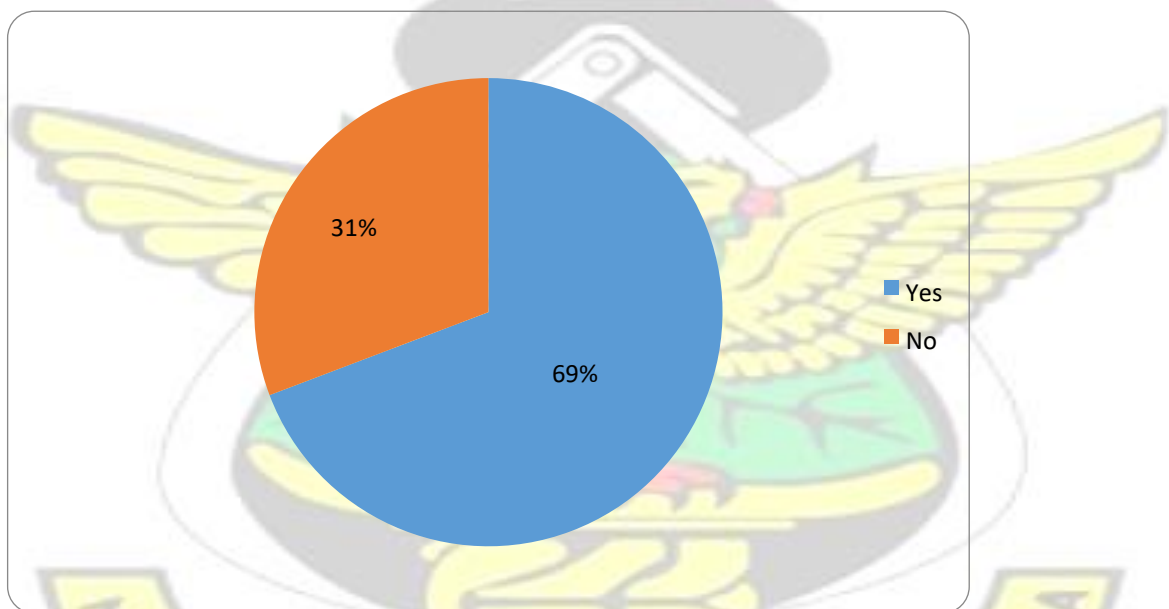
Ltd. for quite a long time and may therefore be more knowledgeable on changes at Coca Cola Bottling Company Ltd.

#### 4.2.2 Drivers of organizational change in Coca-Cola Limited

This section presents results in relation to the first objective of the study which is the evaluation of the drivers of organizational change in the organization understudy.

Employees' views were solicited as to whether they play a key role in driving change in the organization. Results are shown on Figure 4.2

**Figure 4.2: Respondents' view whether employees were involved in decision for change (Management and Staff)**



Source: Field Survey, May, 2015

Figure 4.2 shows the result gathered from the field survey with respect to whether employees were involved in decision for change at Coca Cola Bottling Company Ltd.

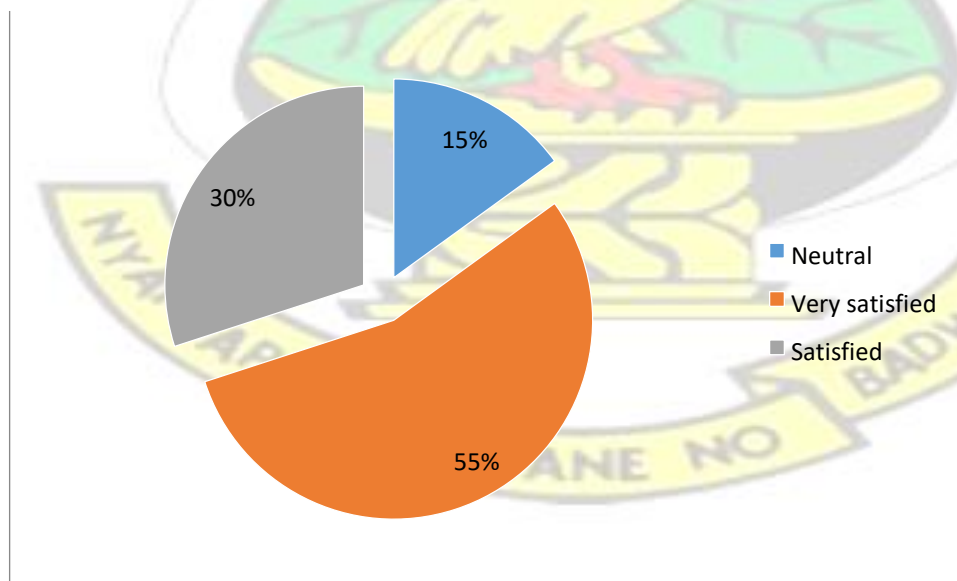
From the responses received, 90 (69%) of the respondents answered "yes" with 40 (31%) answering "no". This is a clear indication that majority of the employees 90 (69%) were

involved when the company was taking the decision for changes. This will make the employees feel they are not neglected in the company and this can lead to high productivity.

The company believes that their success depends on the ability of their employees to execute effectively, every day, therefore for employees to be able to effectively execute their responsibilities, they need to know what is going on in the company, hence, involving them in decision making with regard to changes is very crucial.

Respondents also said their involvement in the decision making for change at Coca Cola Bottling Company Ltd. will boost their morale and will result in positive attitude towards work. Employees at Coca Cola Bottling Company Ltd. engage in decision making of change through annual general meetings, open forums, symposiums and extraordinary meetings with the management board.

**Figure 4.3: Proportion of respondents' view on their satisfaction with how the organizational change was taken care of in general at Coca Cola Bottling Company Ltd. (Customers/ Suppliers)**



Source: Field survey, May 2015

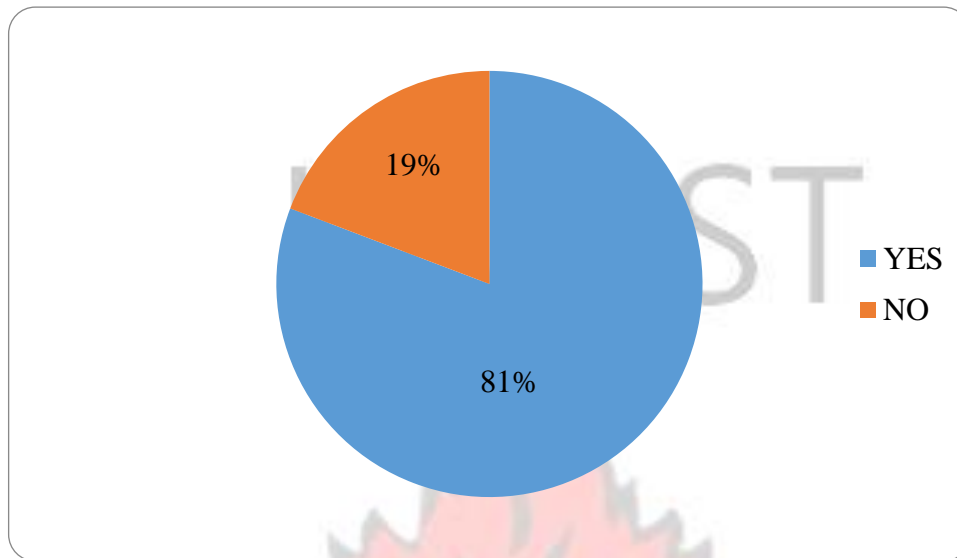
Figure 4.3 shows the respondents' satisfaction with how Coca Cola Bottling Company Ltd. change was taken care of. 11 (55%) of the respondents were very satisfied. The company believes that their success depends on their employees, therefore, before management effect any change in the company, they make sure employees' views are accepted in decision making. This will lead to acceptance of any changes by management, hence, increase the satisfaction of employees with regards to issues relating to how changes were taken care of while 6 (30%) of the respondents were satisfied, 3 (15%) of them were of neutral view while none of the respondents was unsatisfied with the change taken place. Since none of the respondents was unsatisfied with changes in the company, it clearly indicates that the process of change in the company was effectively taken care of.

#### **4.2.3 Types of Organizational Change in Coca-Cola Limited**

This section presents the results in relation to the second objective of the study, which is the type of organizational change in the company.

In establishing the types of organizational change, the study investigated into whether the company has experienced a change. Results are shown in Figure 4.4

**Figure 4.4: Proportion of respondents’ views on whether there has been a change at Coca Cola Bottling Company Ltd. (Management and Staff)**



Source: Field survey, May 2015.

Figure 4.4 shows the result gathered from the field survey with respect to whether there has been a change at Coca Cola Bottling Company Ltd. From the responses received, 105 (81%) of the respondents answered “yes” with 25 (19%) answering “no”. This is a clear indication that majority of the employees 105 (81%) are aware of the change that has taken place at Coca Cola Bottling Company Ltd. Most of the staff and management made reference to 2004 when most of the unskilled staff were replaced with skilled staff. The change was needed when the current performance and the way of operation of business was no longer on a par with the requirements from inside the company and with the environment and the competitive market situation as at that time as new entrants were coming into the system.

**Table 4.4: Respondents’ view as to the kind of change taken place at Coca Cola Bottling Company Ltd. (Management and Staff)**

Kind of change	Frequency	Percentage (%)
Changes in line of reporting	60	46.2

Parking of finished products now done by robots	30	23.1
Reshuffling of employees and management	18	13.8
Introduction of new product line	12	9.2
Other changes	10	7.7
<b>Total</b>	<b>130</b>	<b>100</b>

Source: Field Survey, May 2015

The table above shows the view of respondents on the kind of change taken place at Coca Cola Bottling Company Ltd. Out of the 130 respondents, 60 (46.2%) answered that there have been changes in the line of reporting and this was done by restructuring the company's organizational structure where every department was seen to function unlike the old system where each department was functioning independently and some departments became redundant, while 30 (23.1%) answered that parking of finished products are now done by robots. This change came when the company saw that the demand was increasing and their supply was also not adequate in compliance to Michael Porter's five force model. Porter suggests five forces that determine industries profitability: competitive rivals, sellers within the industry, new entrants to the industry, substitute products, suppliers and buyers. When new companies started coming into the system with substitutes the company stopped using manual packaging into robot packaging in order to increase supply. Those who answered that there has been reshuffle of employees and management had a response rate of 18 (13.8%). This change was part of the 2004 organizational strategy to recruit more skilled staff. 12 (9.2%) answered that there has been introduction of new products. The company also brought in new products into the system in answering the demand of consumers and also shielding substitutes in the system. Respondents who gave other reasons not sure of what they were saying were 10 (7.7%) and most of these respondents were mostly laborers.

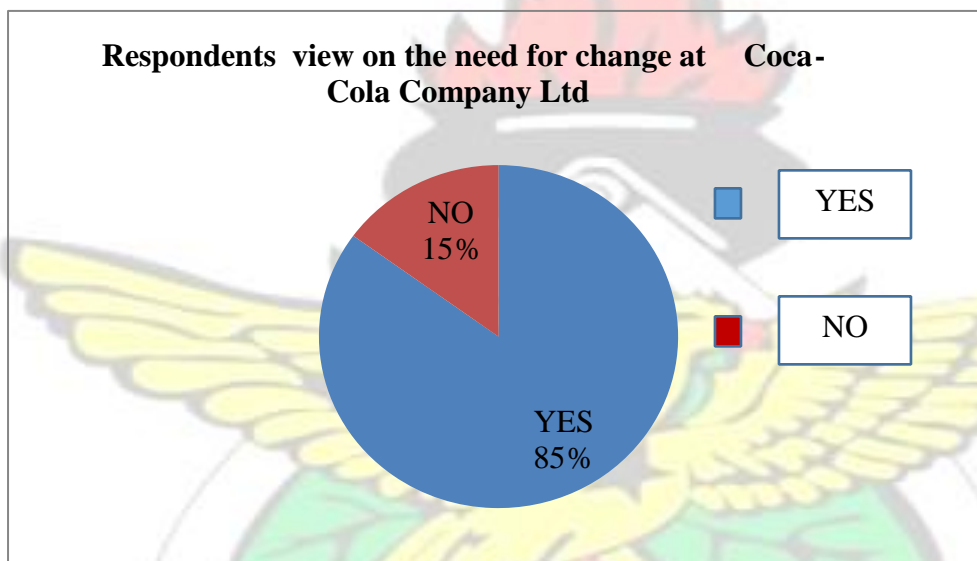
#### 4.2.4 Forms of resistance to organizational change

This section brings on board the findings of the study in relation to the forms of resistance to organizational change in the company.

In the quest to find out the forms of resistance, the study investigated into the views of respondents as to whether there should be the need for change in the organization.

Results are presented in Figure 4.5 below.

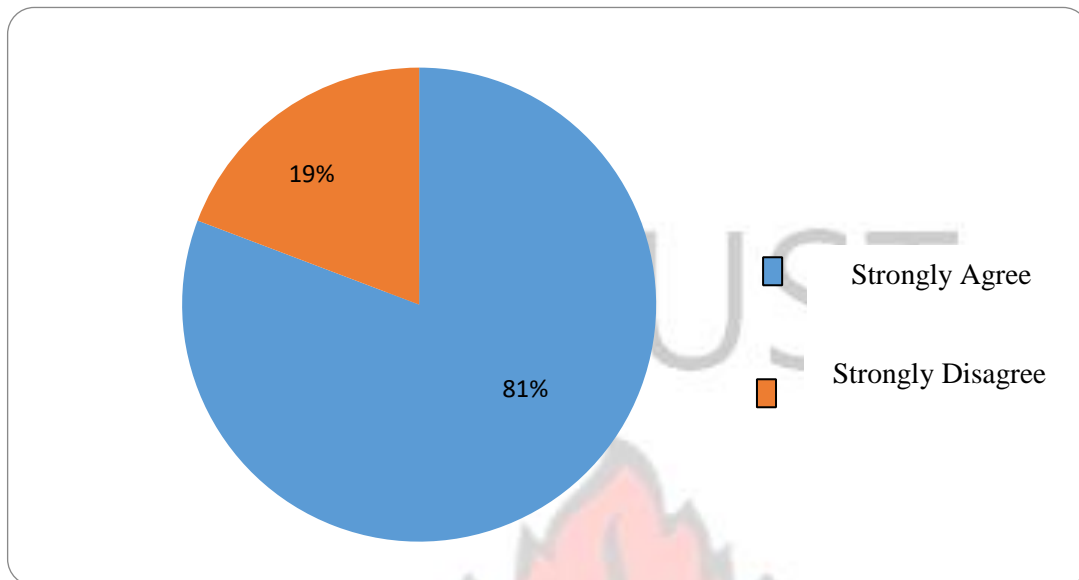
**Figure 4.5: Proportion of respondents' views on whether there is the need for change at Coca Cola Bottling Company Ltd. (Management and Staff)**



Source: Field survey May 2015

Figure 4.5 shows the result gathered from the field survey with respect to whether or not the respondents need a change at Coca Cola Bottling Company Ltd. From the responses received, 110 (85%) of the respondents answered "yes" with 20 (15%) answering "no". This is a clear indication that majority of the employees 110 (85%) deem it fit for the changes to take place. In any organization where most employees raise a legitimate concern on an issue, it means the management must address it.

**Figure 4.6 Respondents' view on the resistance to changes (Management and Staff)**



Source: Field Survey, May 2015

105 (81%) of the respondents strongly agree that high ranking officials resist to changes that will affect them while 25 (19%) strongly disagree to the fact that there are no resistance to changes at Coca Cola Bottling Company Ltd. High ranking officials and other employees who resist to changes believe that they may lose their job with the introduction of change. Some of the respondents gave an example that the introduction of robot for packing of finished products in the company led to a large number of employees losing their jobs, especially, those at the production unit of the company. Other respondents were also of the view that though changes may lead to retrenchment of employees, it will equally bring in efficiency and effectiveness in production.

#### **4.2.5 Development that has occurred or could occur as a result of organizational change**

This section presents the results on the final objective of the study which is Development that has occurred or could occur as a result of organizational change.

The respondents were asked on the reasons why there should be a need for change in the organization. Interestingly, the results as shown on Table 4.5 indicated that change is necessary since it brings development in the organization

**Table 4.5 Respondents' view as to the reason why there should be a change at Coca Cola Bottling Company Ltd. (Management and Staff)**

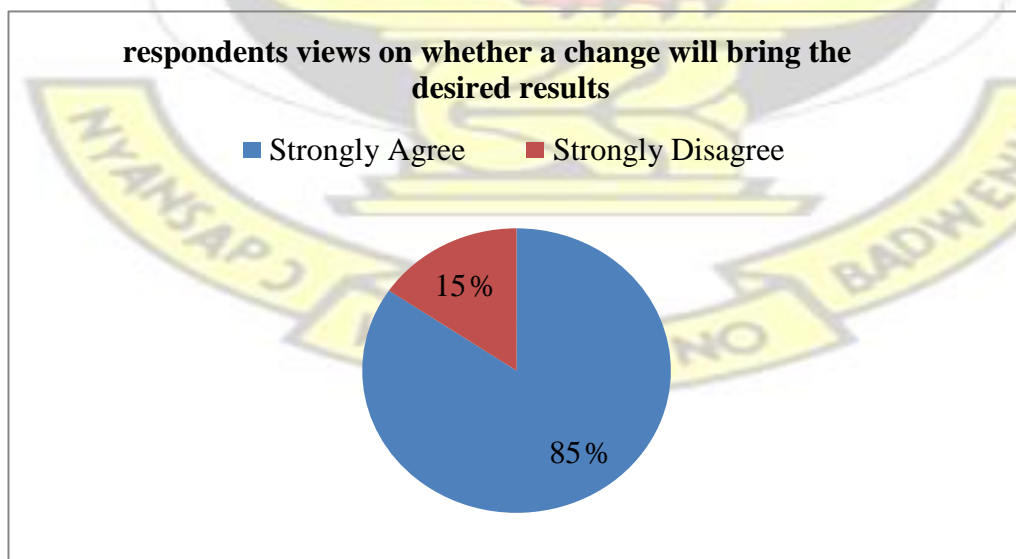
Reasons	Frequency	Percentage (%)
Some structures have been in the system for long.	82	63.1
Some staff have been at Coca Cola Bottling Company Ltd. for long time	24	18.5
We are not given equal rights	19	14.6
Other reason(s) not sure but still needs a change	5	3.8
<b>Total</b>	<b>130</b>	<b>100</b>

Source: Field Survey, May 2015

The table above shows the view of respondents on why there should be a need of change at Coca Cola Bottling Company Ltd. Of the 130 respondents who thought there should be a need of change at Coca Cola Bottling Company Ltd., 82 (63.1%) answered that some structures have been in the system for long. With the majority of respondents raising concern on some structures being in the system for long, the researcher interviewed some staff on those structures. Among them was the marketing strategy which is very poor, the company has agents who do distribute their products but the agents are few. This makes customers chase for the products and new entrants are also coming into the system, while 24 (18.5%) answered that some staff have been at Coca Cola Bottling Company Ltd. for long time. Complaints by employees against particular individuals within the company were seen in Coca Cola Bottling Company Ltd.in Kumasi. Often the dissatisfaction of

disgruntled employees is noticed first by those who work most closely with them. Some of the top management staff have been in the system for long and at the same functioning areas and thus blocking the progress of the company in Kumasi and those top management staff were those controlling distribution in the company. Those who answered that they are not given equal rights at the workplace had a response rate of 19 (14.6%). Respondents said the situation needs a change since providing employees with opportunities such as assigning them to new projects, and advancement training programs, makes them creative and skilled in new areas. It also broadens their knowledge, turns them into valuable organizational assets. Promotion, career development, and growth must be on the basis of equal opportunities (irrespective of male or female, old or young), detailed training programs, and the opportunity for use of skills and abilities. But respondents said this was lacking in Coca Cola Bottling Company Ltd. since few individuals are enjoying this right and hence, the need for change. Respondents who gave other reasons not sure of what they were saying but needed a change were 5 (3.8%) and this mostly constituted those in the laborer category.

**Figure 4.7: Respondents' views on whether change(s) will bring desired results (Management and Staff)**



Source: Field Survey, May 2015

The figure above shows that majority of the respondents 110 (85%) agree that a change at Coca Cola Bottling Company Ltd. will bring a desired change while 20 (15%) thought change(s) will not bring any desired results. Respondents who were of the view that a change will bring a desired effect said the desired results will be seen only if there is the change from manual system of doing things to computerized system at all departments in the company. Those who said a change in the company will not bring any desired effect also said that though changes can occur, the desired results will not be seen. It can only be seen if long service staff at Coca Cola Bottling Company Ltd. also leave the system.

**Table 4.6: Respondents' view on measures used to achieve the results**

**(Management and Staff)**

Measures	Frequency	Percentage (%)
Effective communication	41	31.5
Employee commitment	28	21.5
Leadership effectiveness	16	12.3
Employee care	9	6.9
Sense of accountability for results	10	7.7
Customer centricity	8	6.2
Organizational learning and innovation	18	13.8
<b>Total</b>	<b>130</b>	<b>100</b>

Source: Field survey, May 2015

The table above shows the view of respondents on measures used to achieve the results pertaining to change at Coca Cola Bottling Company Ltd. 41 (31.5%) respondents were of the view that effective communication between management and staff as well as customers brought about the achievement of the results. The company believes that for a person to work effectively there should be clarity in instructions given to that person. Effective communication can also be achieved when there is a proper communication channels in place.

Therefore, results of changes can be achieved if there are proper communication channels in place. 28 (21.5%) answered that employee commitment also played a role in achieving the results of change at Coca Cola Bottling Company Ltd.. while 16 (12.3%) respondents attributed it to leadership effectiveness. 9 (6.9%) also attributed it to employee care. The sense of accountability for results also accounted for the achievement of the results, as confirmed by 10 (7.7%) respondents. 8 (6.2%) respondents were of the view that customer centricity brought about the achievement of the results.

Lastly, 18 (13.8%) respondents attributed it to organizational learning and innovation.

**Table 4.7: Respondents' view on whether the change has significant impact on Coca Cola Bottling Company Ltd. (Customers/Suppliers)**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Great significance	14	70
Some significance	5	25
Low significance	1	5
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field survey, May 2015

Table 4.7 shows the respondents' (customers and suppliers) view on whether the change has significant impact on Coca Cola Bottling Company Ltd. A total number of 14 respondents revealed that organizational change has impacted significantly on Coca-Cola Bottling Company Limited. This represented 70% of the total number of respondents. A total of five respondents representing 25% indicated that the change has created some significance impact on the company. Only one respondents accounting for a minimal percent value of five hold the contention that the organizational change has had low significant impact on the company.

**Table 4.8: Respondents' view on possible future change at Coca Cola Bottling Company Ltd**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
------------------	------------------	-------------------

Introduction of more varieties	60	40%
Improving the brand of products. Example; changing of the coke bottle to different shape	40	26.7%
There will be redundancy because of the introduction of robot for parking finished goods	50	33.3%
<b>TOTAL</b>	<b>150</b>	<b>100%</b>

Source: Field survey, May, 2015

It can be seen from Table 4.8 that, 60 (40%) of the respondents are of the view that, there will be introduction of more varieties. The Coca Cola Bottling Company Ltd. is the world's largest beverage company. The company owns and markets more than 500 nonalcoholic beverage brands, primarily sparkling beverages. Respondents were of the view that Coca Cola Bottling Company Ltd. as part of their vision, wishes to introduce more variety of still beverages such as waters, enhanced waters, juices and juice drinks, ready-to-drink teas and coffees, and energy and sports drinks. 50 (33.3%) of them were also of the view that, there will be redundancy at Coca Cola Bottling Company Ltd. since the introduction of the robot for parking finish products will require less human labor while 40 (26.7%) of the respondents were of the view that there will be improvement in the brand of products. Example: changing of the coke bottle to different shape. The coke bottle has been in the system for almost hundred years. Employees believe that the coke bottle was introduced alongside with the Fanta bottle but there has been a change in the Fanta bottle to different shape this was the reason why they believe there may be a change in the coke bottle in the future.

### 4.3 Discussions

Discussions are very important in this research work since it provides the platform for the findings of the study to be linked with the literature review. It provides the basis for the researchers to bring out novel findings in their study and to propose further studies which

need to be conducted in the direction organizational change, its drivers, forms and resistance as well as its significance to organizational success.

#### **4.3.1 Drivers of organizational change**

Organizational change is undeniably very essential for organization growth, success and sustainability (Mikklesen et al., 1991). It is very important to ascertain that organizational change never happens just like that; however, certain diverse factors drive the need for organizational change in every organization (Forrester, 1969). The study investigated into the drivers of change in the organization. An interesting revelation was that employees were important drivers for the need of change in the company. A mass number of respondents declared that they were involved in decision making process that called for organizational change; hence, the change was not spearheaded by only top management; but also, the middle and lower grade employees in the organization. In the quest of evaluating the drivers of change in the company, the study gathered that mass number of the respondents were satisfied with how the organizational changes was taken care of in the company in terms of structures, procedures and employees. The high level of satisfaction implies that the company has high value for their internal customers (employees) since they are viewed as important bedrocks for the organizational success (a position also supported by Denton, 1996).

#### **4.3.2 Types of organizational Change**

There are various forms of organizational change that happens in corporate entities and firms. A large proportion of respondents unveiled that there has been an organizational change in Coca-Cola Limited. This was as a result of the quest of the organization to grow and compete with its competitors; thus, supporting the perspective of Nasser (1997) that every organization should yearn for change in order to operate favorably in its environment. Even, a further investigation into the change uncovered a particular type of

change that occurred in the organization-the change in employees (bringing in skilled employees to replace unskilled workers in the company. This particular type of organization change (change in staff) has been revealed by Forrester (1969) in his study. He further contended that apart from change in individual employees, there could also be change in organizational structure as well as change in interpersonal style (Ibid). The study also brought to board other forms of organizational change in Coca-Cola Limited which were changes in line of reporting, parking of finished products done by robots instead of man, introduction of new product line and many other changes. All these changes are driven by business and economic factors, technological advancement and globalization, modification of goods and values of the organization as well as other related factors (Forrester, 1969).

#### **4.3.3 Forms of resistance to organizational Change**

Every organization might resist the need for change. This is because change brings the organization to a new look in terms of structure, employees and organizational style (Goodstein and Burke, 1997). In finding out as to whether Coca-Cola Company needs a change, a minimal number of respondents resisted organizational change whilst majority unveiled that there should be the need for organizational change. The findings of the study revealed a low resistance of the employees with regards to organizational change. This might be attributed the viewpoint of the employees that change correlate with organizational growth, development, success and sustainability as pin-pointed by Widderman, 2001; Middlemist and Hitt, 1998. The study further investigated into why there is low resistance to change in Coca-Cola Limited. The findings indicated that some structures have been in the system for long, some employees have worked for very long time and are no longer innovative; unequal rights as well as other reasons which respondents were not sure but still contended for change. This finding unequivocally

support the opinion of Forrester (1969) that change is always necessary and should target structure, people (staff) and purpose (for instance; a purpose for equal rights as revealed by the respondents).

Despite the need for organizational changes, the minimal number of respondents who resisted changes uncovered that the changes affect their positions in the organizations since they are likely to be redundant as a result of the change.

#### **4.3.4 Development that has occurred or could occur as a result of organizational change**

Change correlate with organizational development (Middlemist and Hitt, 1988; Wilderman, 2001). Respondents revealed the need for change in the company contending that change in the form of new projects and advancement in training broadens their knowledge and turn them to valuable organizational assets for the growth of the company. A large number of respondents avowed that organizational changes are necessary since they bring desired organizational results; hence, promoting organizational development. This supports the position of Miles et al.,1995; Lewin, 1951; Forrester, 1969; Wilderman, 2001 that organizational change help organizations to achieve their outputs and targets leading to their growth, development, success and sustainability. The study revealed that the organizational changes help to achieve desired results through effective communication, employee commitment, leadership effectiveness, employee care, sense of accountability, customer centricity and organizational learning and innovation.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

The chapter gives a summary on the findings and analysis made on the data gathered, the necessary recommendations on how change could be used as a tool for development at Coca Cola Bottling Company Ltd., and the conclusion for the entire research.

#### **5.2 The following were the summary of findings**

The study was conducted to determine how change could be used as a tool for development at Coca Cola Bottling Company Ltd.. One hundred and fifty (150) respondents were engaged in the study; however, responses were received from one hundred and thirty (130) workers of Coca Cola Bottling Company Ltd. and twenty (20) customers of Coca Cola Bottling Company Ltd. The following findings were brought to fore after the study.

##### **5.2.1 Drivers of change at Coca Cola Bottling Company Ltd.**

The study revealed that some structures have been in the system for long. Respondents were of the view that the system of reporting has been in the system for long and requires some kind of change.

The study also revealed that some staffs have been at Coca Cola Bottling Company Ltd. for long time. Respondents believed that Coca Cola Bottling Company Ltd. needs to develop its old staff by means of organizing training and workshops for them.

It was deduced from the study that employees are not given equal right at Coca Cola

Bottling Company Ltd. and this calls for a change at the company to boost employees' morale.

### **5.2.2 Some kind of changes at Coca Cola Bottling Company Ltd.**

1. The study showed that there has been a change in the line of reporting at Coca Cola Bottling Company Ltd.
2. The study also revealed that there has been a change in parking of finished products of the company. Previously, parking of finished products was done manually using human labor but it is now done electronically by robots.
3. There has been reshuffling of employees at Coca Cola Bottling Company Ltd.. The reshuffling was done as results of redundancy in the company.
4. The study revealed that there has been introduction of new product line. The company used to produce only carbonated drinks such as Coke and Fanta but now produces mineral water and energy drinks.

### **5.2.3 Effective ways used by Coca Cola Bottling Company Ltd. to implement the change**

The study revealed that Coca Cola Bottling Company Ltd. adopted effective ways to implement the change successfully. These measures are:

Firstly, management adopted effective communication channel by making information channel clear and easily accessible in the company.

Secondly, management identified employees' commitment as a tool for change and therefore improves upon the working condition of employees to bring out the best in them.

Leadership effectiveness is also practiced by all levels of management. Management in

Coca Cola Bottling Company Ltd. has sustained this effectiveness by bringing all employees on board in matters pertaining to the growth of the company.

Again, management of Coca Cola Bottling Company Ltd. has inculcated the sense of accountability for results. All employees give reports on the schedule of their routine to the respective supervisors. Since employees are aware of the report system in place at the company, they all work to achieve the stated results of the company.

Lastly, customer centricity was also an effective way of implementing the change at Coca Cola Bottling Company Ltd. Every policy on innovation and introduction of new varieties of products of the company is done with the customer being the central focus.

#### **5.2.4 Possible Future changes at Coca Cola Bottling Company Ltd.**

The respondents were of the view and believed that the following changes could take place in Coca Cola Bottling Company Ltd. in the near future.

1. Introduction of more varieties. Coca Cola Bottling Company Ltd. has it in mind to introduce more varieties of drinks to satisfy customers' taste and preference in the future. This will increase their market share and increase turnover on sales in the long run.
2. Improving the brand of product. Example, changing the coke bottle to different shape. Coca Cola Bottling Company Ltd. intends improving the brand of their current product line to attract more customers in the future.
3. There will be redundancy because of the introduction of robot for parking finished goods. This is possible since the working rate of robot far outweighs that of human effort.

### 5.3 Recommendations

Based on the evidence obtained from the study, the following recommendations have been suggested to guide policy decisions on issues concerning organizational change.

Management of Coca Cola Bottling Company Ltd. should promote effective organizational change that facilitates smooth running of the Company's routings. Thus, their change should be in line with the trend in technology that will meet the demand of their customers.

Also, management of Coca Cola Bottling Company Ltd. should continuously monitor the measures for effective implementation of change in the company to ensure high level of productivity.

Again, top managements should be sensitized on the importance of accepting organizational change since it was revealed in the study that most of them resist to changes. The world of business undergoes changes all the time, therefore, management should be given enough education on the need to accept the changes in the company.

Moreover, employees' involvement in decision making should be encouraged to make them feel part of the organization in order to give their maximum best. The success of every organization depends on its employees. The involvement of employees in decision making broadens their knowledge and turns them into valuable organizational assets.

Furthermore, management should review their existing operational systems to meet the possible future changes in the company. The operational systems in the company should be tailored to meet future changes since the world of business is dynamic.

Employees should be given equal rights in the course of executing their duties of service to the company. Equal rights in the execution of duties will build the self-esteem of employees which will result in increase in production.

Lastly, Coca Cola Bottling Company Ltd. should employ new staffs to bring in diverse skills and ideas. The company should also adopt training programs for its employees in order to enhance their skills which will lead to innovation.

#### **5.4 Conclusion**

According to the study, there is a significant importance of change and which means that with effective measures to the implementation of change in place, better financial plans can be realized.

It was also established from the study that effective change leads to quality service delivery which means that with effective change, desired service delivery can be achieved. Most of the respondents were very much satisfied with the change process at Coca Cola Bottling Company Ltd. and were also optimistic that the change will bring significant improvement in the operations of the company.

With the existence of effective communication, effective leadership, employee commitment and customer centricity, the desired results on change will be accomplished. This will lead to organizational development.

However, it was indicated that effective organizational change is the most significant tool for organizational development. Thus, ineffective organizational change will hinder the achievement of stated goals of an organization.

#### **5.5 Area for Further Research**

The current study focused on only one private company in Ghana, other studies can be on a broader perspective by looking at more than one company in Ghana. This will facilitate easy exploration on organizational change as a tool for organizational development.

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## **APPENDICES**

### **APPENDIX A QUESTIONNAIRE MANAGEMENT**

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the program, I am required to write a thesis whose title is "Change as a tool for enhancing organizational development". Your organization has granted me permission to use it as my case study organization. Consequently, sampled employees, of which you are a member, are required to fill in the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. Thank you for your co-operation.

**SECTION A: BIOGRAPHICAL DATA**

Please supply the following information by making an „X“ in the appropriate block where the options are provided. A.1 What is your gender?

Male	
Female	

A.2 What is your age group?

20-29	
30-39	
40-49	
50-59	
60+	

A.3 Please indicate your highest qualification

„O“ level	
„A“ level	
SSSCE/WASSCE	
Diploma	
First Degree	
Masters Degree	
Doctorate	
Others, please specify.....	

A.4 How long have you been working at Coca Cola Bottling Company Ltd.Company?

Less than 2 years	
3-7 years	
8-12 years	
13-17 years	
18-22 years	
23-27 years	
28-32 years	
32+	

5. What are the drivers of change at Coca Cola Bottling Company Ltd.Company?

.....  
 .....

6. What kind of change has been implemented at Coca Cola Bottling Company Ltd.Company?

.....  
.....

7. Who do you think is/are responsible for initiating changes in Coca Cola Bottling Company Ltd. Company?

Please, briefly state.

KNUST

.....  
.....

8. What was the motive behind the change?

.....  
.....

9. Were the employees involved in the decision for change?

A. Yes      B. No

10. How was the change communicated to the employees?

.....  
.....

11. What were the reactions of employees towards the change when they were informed?

.....  
.....

14. Will the motive behind the change be achieved?

A. Strongly Agree      B. Strongly disagree

15. What were the measures used to achieve the results?

.....  
.....

.....

16. Did the change bring any additional cost of operation?

A. Yes      B. No

17. What changes do you expect in the future?

.....  
.....

**APPENDIX B**

**QUESTIONNAIRE  
EMPLOYEES**

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the program, I am required to write a thesis whose title is “Change as a tool for enhancing organizational development”. Your organization has granted me permission to use it as my case study organization. Consequently, sampled employees, of which you are a member, are required to fill in the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. Thank you for your co-operation.

**SECTION A: DEMOGRAPHIC DATA**

A.1. what is your gender?

Male	
Female	

A. 2.What is your age group?

20-29	
30-39	
40-49	
50-59	
60+	

A.3 Please indicate your highest qualification

„O“ level	
„A“ level	
SSSCE/WASSCE	

Diploma	
First Degree	
Masters Degree	
Doctorate	
Others, please specify.....	

A.4 How long have you been working at Coca Cola Bottling Company Ltd.Company?

Less than 2 years	
3-7 years	
8-12 years	
13-17 years	
18-22 years	
23-27 years	
28-32 years	
32+	

5. Has there been any change in Coca Cola Bottling Company Ltd.Company?

A. Yes      B. No

6. What kind of change?

.....  
 .....

7. Was there a need for the change?

A. Yes      B. No

8. If yes why?

.....  
 .....

9. Were you involved in the decision for change?

A. Yes      B. No

10. How did management communicate the change to you?

.....  
 .....

11. What was your reaction towards the change?

.....

.....  
12. Was your reaction addressed by management?

- A. Yes      B. No

13. Did you receive enough information before the change occurred?

- A. Yes      B. No

14. What kind of information would you have wanted more?  
.....  
.....

15. Were you satisfied with how the organizational change was taken care of in general?

- A. Yes      B. No

16. If No to Question 9, what was handled improperly?  
.....

17. Has the change affected your work and yourself individually?

- A. Yes      B. No

18. Based on the change, have you planned of leaving or staying at Coca Cola Bottling Company Ltd.?

- A. Staying      B. Leaving

19. Do high officials resist to changes that will not favour them?

- A. Yes      B. No

20. What good issues did the change bring about?  
.....  
.....

21. What bad issues did the change bring about?  
.....  
.....

22. Were there any measures in place to help employees to get abreast with the change?

- A. Yes      B. No

23. If Yes to Question 15, what are some of the measures?

.....  
.....  
24. What changes do you expect in the future?  
.....

**APPENDIX C**

**QUESTIONNAIRE  
CUSTOMERS (SUPPLIERS)**

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the program, I am required to write a thesis whose title is “Change as a tool for enhancing organizational development”. Your client (Coca Cola Bottling Company Ltd. Company limited) has recommended your outfit for this research. Consequently, sampled suppliers, of which you are a member, are required to fill in the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. Thank you for your co-operation.

**SECTION A: BIOGRAPHICAL DATA**

A.1. what is your gender?

Male	
Female	

A. 2. What is your age group?

20-29	
30-39	
40-49	
50-59	
60+	

A.3 Please indicate your highest qualification

„O“ level	
„A“ level	
SSSCE/WASSCE	
Diploma	
First Degree	
Masters Degree	
Doctorate	
Others, please specify.....	

A.4 How long have you been working with Coca Cola Bottling Company Ltd.Company?

Less than 2 years	
3-7 years	
8-12 years	
13-17 years	
18-22 years	
23-27 years	
28-32 years	
32+	

5. Has there been any change in Coca Cola Bottling Company Ltd.Company?

- A. Yes      B. No

6. If Yes to Question 4, what kind of change?

.....

.....

7. What was your attitude towards the organizational change before it was accomplished?

- A. Very positive      B. Positive      C. Neutral      D. Negative      F. Very Negative

8. Which issues favored the organizational change?

.....  
.....

9. Which issues were against it?

.....  
.....

10. Are you satisfied with how the organizational change was taken care of in general?

- A. Very satisfied    B. Satisfied    C. Neutral    D. Unsatisfied

11. Has the change had significance for Coca Cola Bottling Company Ltd.?

- A. Great significance    B. Some significance    C. Low significance  
D. No significance

12. Are you satisfied with the services of Coca Cola Bottling Company Ltd.?

- A. Very satisfied    B. Satisfied    C. Neutral    D. Unsatisfied

13. Have you been satisfied with the services of Coca Cola Bottling Company Ltd. after the organizational change?

- A. Very satisfied    B. Satisfied    C. Neutral    D. Unsatisfied

14. What improvement did the change bring about?

.....  
.....

15. What deterioration did the organizational change bring?

.....  
.....

16. In which direction should Coca Cola Bottling Company Ltd. develop its services?

.....  
.....