

**ANALYSIS OF KURT LEWIN CHANGE MODEL ON PERFORMANCE OF KENYA
BROADCASTING CORPORATION**

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DECLARATION AND APPROVAL

Declaration

The Project is my work and has not been presented for any award at any level in any university.

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DEDICATION

This work is dedicated to my lovely Mother and Dad who have made me stronger and restored more content than I could ever imagine. They are indeed my inspiration.



ACKNOWLEDGEMENT

I want to humbly thank God for allowing me to come this far. I also want to express my gratitude to my supervisor, Dr. Evans Nyamboga Mandere, for his unwavering guidance from my coursework up to the proposal stage. I am also grateful to the Mount Kenya University fraternity for their unwavering support of myself and my fellow students. I am grateful to KBC for allowing me to pursue a study at this government organization.



ABSTRACT

The Kenya Broadcasting Corporation (KBC), like many organizations, faces the challenge of adapting to a dynamic environment. To enhance its performance, KBC has implemented various strategies, including sustainable programs. However, intense competition from other licensed stations, such as Citizen TV, KTN News, KTN Home, NTV, K24, and TV47, has impacted KBC's performance. Over the years, KBC has transitioned from being a top media house to a struggling station. Change, according to Elrod and Tippet, is a three-step process that begins with unfreezing the existing behavior, moves on to the new behavior, and then freezes the new behavior. During the freezing stage, organization must prepare its team members to accept the need for change. Managers and leaders play a crucial role in crafting a compelling narrative that explains why the current way of doing things is no longer effective. Once unfreezing, then can move into the transition phase where it can adjust its processes, approaches, and strategies. In the freezing, organization needs to ensure that the changes become ingrained in the organization's culture and practices. This study investigated the influence of Kurt Lewin's Change Management Model on KBC's performance. Lewin's model, which comprises three stages—Unfreeze, Change, and Refreeze—provides a structured approach to managing organizational change. The study was informed on the basis of Kurt Lewin change management model, McKinsey 7s model, ADKAR change management model, Kotter's Eight -step change model, Kubler-Rose change curve and Nudge theory. For this study, a descriptive research design was adopted. The sample population consisted of 132 employees who work for the Organization. The census approach was used to conduct the sampling. Self-administration of questionnaires served as the primary method of data collection. Presentation was done using tables, figures and charts. The overall implication of the study shows that Refreezing, transition and freezing are currently being used by KBC to improve improving KBC's operational efficiency and effectiveness and hence performance. Major conclusion was that the departmental heads at KBC (Kenya Broadcasting Corporation) generally agree that the process of —unfreezing, transition and freezing (disrupting existing routines and mindsets) which has a positive impact on KBC's performance to a great extent. The study recommended that Training and Communication: KBC should invest in training programs and effective communication strategies to ensure that employees understand and embrace the unfreezing process. Monitoring and Evaluation: Regularly monitor the impact of unfreezing initiatives on performance metrics and adjust strategies accordingly. Leadership Alignment: Ensure alignment between departmental heads and KBC leaders in communicating the importance of unfreezing.

TABLE OF CONTENTS

DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	viii
LIST OF ABBREVIATIONS AND ACRONYMS	ix
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background to the Study	1
1.2 Statement of the Problem	9
1.3 Purpose of the Study	11
1.4 Objectives of the Study	11
1.6 Significance of the Study	11
1.7 Scope of the Study	12
1.8 Limitation and Delimitation of the Study	13
1.9 Assumptions of the Study	14
1.10 Operational Definition of Key Terms	14
CHAPTER TWO	16
LITERATURE REVIEW	16
2.0 Introduction	16
2.1 Theoretical Review	17
2.2 Theoretical Framework	29
2.3 Empirical Review	30
2.4 Conceptual Framework	38
2.5 Research Gaps	41

CHAPTER THREE	43
RESEARCH METHODOLOGY	43
3.0 Introduction.....	43
3.1 Research Design	43
3.2 Target Population.....	44
3.3 Sampling Techniques and Sample Size.....	45
3.4 Research Instruments.....	45
3.5 Reliability and Validity of Research Instruments.....	46
3.6 Data Collection Procedures	47
3.7 Data Analysis and Presentation	48
3.8 Ethical Considerations	51
CHAPTER FOUR	51
RESEARCH FINDINGS AND DISCUSSION	51
4.1 Introduction.....	51
4.2 Reliability of Research Instruments.....	52
4.3 Response Rates	53
4.4 Demographic Characteristics of Respondents.....	54
4.5 Unfreezing Phase on Performance of KBC.....	57
4.6 Transition Phase on KBC Performance of KBC	59
4.7 Refreezing Phase on KBC Performance of KBC	60
4.8 Performance of KBC	62
4.9 Inferential Statistical.....	63
CHAPTER FIVE	67
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	67
5.0 Introduction.....	67
5.1 Summary of Findings	67
5.2 Conclusion	68
REFERENCES	70
LIST OF APPENDICES	77
APPENDIX I: RESEARCH TOOLS	77

Appendix I: Letter of Introduction	77
Appendix II: Consent Form for Participation on Research	78
Appendix III: Research Questionnaire	80
APPENDICES 2: ERC CERTIFICATE.....	86
APPENDICES 3: INTRODUCTION LETTER FROM MKU	86
APPENDICES 4: NACOSTI RESEARCH LICENSE	87
APPENDICES 5 : FIELD ENTRY/RESEARCH AUTHORIZATION	90
APPENDICES 6: TURNITIN REPORT.....	90
APPENDICES 7 : RESEARCH SITE MAP	92

LIST OF TABLES

Table 1 Target Population	46
Table 2Operationalization of Variables	50
Tables 3 Overall Reliability Score	53
Table 4: Reliability Statistics of Specific Constructs	54
Table 5 Unfreezing Phase on Performance of KBC	59
Table 6 Transitioning Phase.....	60
Table 7 Refreezing Phase on KBC Performance of KBC	62
Table 8 Growth of SACCOs	63
Table 9: Regression Model Summary.....	64
Table 10: Analysis of Variance	64
Table 11 Regression Coefficients	65

LIST OF FIGURES

Figure 1: Theoretical Framework	30
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Figure 2: Conceptual Framework	40
Figure 3: Response Rates	55
Figure 4: Respondent Age	56
Figure 5: Job Experience	57
Figure 6: Respondent Gender	58

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CBK	Central Bank of Kenya
EPS	Earnings per Share
KBC	Kenya Broadcasting Corporation
KRC	Kenya Red Cross
PWC	Price Waterhouse Coopers
SPSS	Statistical Packages for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Chapter one presents the background to the study, problem statement, objectives, and significance of the study, limitations, delimitations and operation definition of terms.

1.1 Background to the Study

It can be observed that successful business has emerged as a result of having good marketing strategies, investing in selective marketing activities and events that eventually enhance competitive advantage of the firm over others as a result gaining a large market share (Thomal, 2015).

It has been evident that international brands have faced globalized forces of change that have ultimately affected their performance in one way or the other. For instance, the killing of a black man in May 2020 by a white cop in the United States sparked widespread protests by the black lives matter movement that viewed it as a systemic racism taking root in the American culture.

This affected certain global brands such as unifier's Fair and lovely cream that faced criticism for seemingly promoting a singular ideal of beauty (Toh,2020). The protest forced the company to change its strategy by renaming the product to Glow and lovely and update its description to clarify that the cream is not a bleaching product. Johnson's and Johnson's Neutrogena-a _Fine Fairness' product sold in the middle East also faced the same predicament that eventually forced the company to stop selling the product.

Caltone (2017) outlined four dimensions of performance that help to ascertain the position of the firm in terms of performance. They include customer service, return on assets, market share and overall profitability. To be on the right track, the firm should start with aligning it strategies with its vision and mission. These should be translated into medium term objectives short term targets

and quantifiable performance. Worldwide, media companies in Europe have the history as the ones that are most accessible. Majority of the print media companies are owned by individuals. It can be noted that private corporations control the bulk of broadcast media. Private media companies that exists are viewed as being biased and as result they face the challenge of the market share because of the perceived wrong branding. At the global level, as stated by Coetzee (2018), organizations face dynamic changes driven by technological advancements, market shifts, and geopolitical events. Kurt Lewin's model offers a lens through which we can understand these transformations. In the global arena, must recognize the need for change. This involves questioning existing practices, understanding global media trends, and acknowledging the impact of digitalization. Similarly, Kleain (2018) suggest that organizations can adopt innovative broadcasting technologies, expand its digital presence, and engage with a global audience. Collaborations with international media networks and cross-cultural learning can enhance performance. This might involve global training programs, benchmarking against global media giants, and aligning its vision with global media sustainability goals.

In China model as stated by Cho (2019), organizations operate within a unique socio-cultural and economic landscape. Regional factors influence its performance. Firms therefore need to assess regional media consumption patterns, regulatory frameworks, and audience preferences. This involves understanding Kenya's diverse communities and their media habits. Firms have been forced to localize content, promote Kenyan talent, and address regional issues. Collaborating with local artists, journalists, and influencers can strengthen its position which involves partnerships with regional universities, supporting local content creators, and celebrating culture.

Saree (2019) observes applying Lewin's model in Singapore across organizations has help to achieve several outcomes: Kurt Lewin's Change Management Model serves as a compass for enterprises from global aspirations to local impact ultimately shaping its performance in the ever-evolving media landscape. The model has helped firms adapts swiftly to global shifts while staying rooted in local realities., has help firms remains relevant to diverse audiences by balancing global trends and local needs., has assist organizations to have s ability to refreeze ensures that changes become ingrained, leading to sustained performance improvements. Caltone (2017) outlined four dimensions of performance that help to ascertain the position of the firm in terms of performance. They include customer service, return on assets, market share and overall profitability. To be on the right track, the firm should start with aligning it strategies with its vision and mission. These should be translated into medium term objectives short term targets and quantifiable performance. Worldwide, media companies in Europe have the history as the ones that are most accessible. Majority of the print media companies are owned by individuals. It can be noted that private corporations control the bulk of broadcast media. Private media companies that exits are viewed as being biased and as result they face the challenge of the market share because of the perceived wrong branding

Mollified (2012) observes that lack of accountability in media ownership is also of great concern. The three major television networks in Europe have a monopoly in most markets. Majority of media companies have been recording a steady growth over the years in terms of audience and popularity. However, Blanchard (2013) observed that in Romania the country's largest private radio stations have experienced major loses and as a result, they have struggled to pay taxes and are now in debt to the government.

Over the past five years, South African media companies have witnessed consistent loss in performance (Mendel (2016). This loss has been attributed to the global financial crisis occasioned by global shocks such as the Covid-19. Juneau (2018) notes that the biggest obstacle to broadcasters is the ability to fulfill their organizational mission and goal, is the financial constraints. Kenya too, just like other parts of the world has seen major shifts in its media industry. Major disruptions have been occasioned by innovation and technological advancements. Some of the major technological changes witnessed in the media industry include; mass digital migration, content, a shift in generation and social media networks, advancement in video technology, internet delivery and freelance that majority of media houses have taking the advantage of to lower costs while maximizing on their profits (Brent,2016).It can be observed that affordable internet has been the main and of course the larger driver of growth in the media space in Kenya and will continue to digitally disrupt the market in new and innovative ways. Therefore, media houses that do not frequently respond to these changes will find themselves driven out the market. Those that survive have to make necessary changes with speed. Communication Authority of Kenya provides a clear picture of where Kenya is at in terms of the internet use and where to expect exponential growth in business in the next five years.

1.1.1 Kurt Lewin Change Model

The model is associated with Kurt Lewin (1947). The theory depicts that in any organization, change is inevitable. That the global business environment is dynamic in many ways and as a result, new trends in the market emerge to disrupt the existing business structure. Therefore, for an organization to remain viable and profitable, it has to make necessary changes through the three steps outlined by the Kurt Lewin change model namely unfreeze, change and finally freeze.

The primary phase is the ‘unfreeze’. In this phase activities carried out include establishment of integrated changes, the time orientation and the explicit linking of tasks to the priorities and

objectives of the organization for change. Commitment planning is needed so to identify individuals and groups whose efforts are needed in order to formulate a gain support for organizational change. The second phase is the transitional stage (Changing step). In this stage employees have been unfrozen and can now begin to move. The stage is basically marked by the implementation of the change such that change now becomes real. During change process in an organization, the staff resistance (Stanley and Meyer 2015) and openness to change are two features that play a significant role.

Fancy (2019) describes third and final stage of this model as refreezing stage. This is done to solidify and stabilize the new state after change. The changes made in the organization structure, staff, processes and system are accepted as the new norm. Lewin notes that refreezing is important to ensure that people do not revert back to their old ways of thinking or doing prior to the implementation of the change. Therefore, efforts must be made ensure that change is not lost. This study will be anchored on the analysis of this model in as far as the performance of media industries is concerned with a case study of the Kenya Broadcasting Corporation (KBC).

1.1.2 Organizational Performance

Organization performance is the extent to which an organization attains its goals and objectives Martini (2017). The term performance according to Hauberk (2002) refers to the contribution of specific systems such as organizational units of differing sizes, employee and processes to attain and validate the goals of a company. It is important to note that different organizations have different goals and objectives. For instance, the main objective of non –profit organizations such as the Kenya Red Cross is to provide quick response to emergence cases, assist victims in accessing food in case of hunger, access medical services in case of accidents. On the other hand, the main goal of a fast-food outlet is to maximize profit.

It should be noted that in as far as Kurt Lewin's change model is concerned performance is an end that is arrived at through various adjustments such as technological changes, organizational structure changes, leadership changes and more importantly changes in market strategies. These changes undergo through the three phases of Kurt Lewin model of Unfreeze-Transition and refreeze. Mutie (2018) carried out a study on the impact of technical advances on the organizational efficiency in government agencies in Kenya. He discovered that effective changes in technology had a positive impact on performance of government institutions. On the other hand, Onono (2018) carried a study on how the organization structure changes of General Electric Africa influenced performance and growth. The study established that organizational structure of a company had an impact on the speed and precision with which decisions were made as well as the learning and development culture with which knowledge was shared. Pierce, Gardner and Dunham (2002) identified two types of change in an organization namely reactive and proactive change. For reactive change, they observed that it takes place when internal or external forces pressurize the organization for change while on the other hand proactive change takes place when an organization itself deems it necessary to have such change. While the Kurt Lewin's change management model has been invoked in organizational research, it remains understudied since its original publication 21 years ago. The traditional change management change management is often criticized for being a metaphor rather than a fully developed model. It lacks stochastic elements and is deterministic in nature.

Cummings, Bridgman and Brown (2016) in their study on this model, observed that contravention of the current situation was necessary before building up a different operational way. They argued that it could only be achieved through three approaches that is, enhance the driving powers which will shift individual's conduct away from status quo; secondly, reduce the restraining powers

which negatively affect the movement from the current steadiness and; lastly being the amalgamation of the two approaches

Muema (2014) conducted a study to find out the action employed by the oil marketing firm in Kenya to expand their market share in the wake of stiff competition from other oil firms. The study revealed that cost leadership, focus, and differentiation and market expansion strategies as the main action plans used by Kenya oil marketing companies to expand their market share and enhance competitiveness. Oden (2018) wanted to establish the impact of human resource practices on employee performance. The study was conducted at Capital Colors Creative design limited. Primary data was collected by use of questionnaires while study adopted a descriptive research design. The findings indicated that human resource practices affected employee performance. There exists a strong positive relationship between human resource and employee performance. A study on the impact of democratic leadership methods on the organizational performance of Kenyan commercial state enterprises was carried out by Wachira, Karanja, and Iravo (2018). The cross-sectional survey was used in the study. 35729 employees working for 20 Kenyan commercial state corporations made up the target population. Structured questionnaires were used to collect primary data. The results showed a strong and favorable correlation between organizational performance and democratic leadership.

Jones (2010) conducted a study to examine the concept of entrepreneurial marketing in small business within the UK. The reviewed past research on customer orientation, innovation orientation and market or orientation. The main goal of the study was to formulate an integrated conceptual model that could be adopted by entrepreneurs to expand their customer base. The framework established that there was synergism between both entrepreneurship and marketing performance. It is important to note that the media industry has in the recent times been

characterized by stiff competition and therefore, in the current research it will be important to critically analyze how KBC has focused on change in market strategies to enhance organizational performance.

1.1.3 Kenya Broadcasting Corporation

The Kenya Broadcasting Corporation, KBC is a state-owned media corporation whose roots go way back to the 1920s when the country was still under colonial rule. It was nationalized in 1964 through an act of parliament (collender,2015) as its name changed to the voice of Kenya before being renamed KBC in 1989. Its airwaves started as radio broadcast initially transmitting news in English, Swahili and other vernacular languages. Television broadcast started in 1962. Since then, the state-owned media organization has grown to its current status.

The mission of KBC is to provide leadership in the transmission of objective content through high quality broadcast. Its main values include innovation and creativity, quality service, competitiveness and professionalism have the main objective of connecting Kenyans across the country with informative, educative and entertainment content in a transparent manner. In order to live up to its tasks, KBC employs television, radio, and print media. For a long time, KBC channel 1 was the dominant product in the television line. But since 2015 digital migration, it has launched Heritage TV to preserve and promote the indigenous culture and Y254 for the youth. Both of them are transmitted on the digital platform.

KBC has also several radio stations. It has the Swahili station Radio Taifa and English one KBC English service. In the recent past in response to the dynamic business environment, it has opened multiple commercial radio stations targeting local communities. They include Coro FM broadcasting in Kikuyu, Iftiin FM which broadcast in Somalia, Nosim FM which broadcasts in

Masaya and Mayienga FM which broadcast in Luo among others. Githaiga, Minnie and Bussiek (2011) notes that vernacular radio stations aim to connect the local communities with news information while preserving the local languages.

KBC took to digital platform as from 2009 where signet became the first to be transmitted. It currently has given birth to other signet channel which include signet Citizen TV, Signet KTN, Signet NTV, Signets, Signet K24 Signet KUTV, Signet QTV among others. It also runs a monthly magazine called the Mast which provides a synopsis of news and events as they occurred during the month as well as commentaries and opinions. The corporation biggest milestone in increasing its share in the media industry has perhaps been connecting remote areas that did not access TV services by launching multiple transmission sites across the country.

1.2 Statement of the Problem

KBC has long grappled with poor performance. As a state-owned media house, it heavily relies on government funding. The audited financial statement for the fiscal year ending June 2021 revealed a significant loss of 313,234,000 KES. The corporation's expenses consistently exceed its income, given its annual budget of 2 billion KES. Additionally, KBC struggles to meet financial obligations, accumulating outstanding debts over the years.

Despite owning 20% of radio frequencies and 44% of television frequencies, KBC faces stiff competition. Its average share of radio listening (18%) lags behind Royal Media Services (34%). In terms of viewership, KBC holds 13% of the share, while Citizen TV dominates with 47%. KBC channel 1 ranks sixth in audience share and advertising revenue, trailing behind other major broadcasters. Kibet (2020) highlights KBC's shortcomings in market expansion, personnel development, and innovation. The organization lacks a robust market strategy, hindering growth.

Additionally, unclear investment plans and inadequate innovation strategies contribute to its underperformance.

KBC rapidly lost market share to new competitors such as KTN, Citizen and NTV resulting in decreased audience and revenues. The genesis of the numerous challenges facing KBC was the framing of CAP 221 of the Kenya Broadcasting Act. The law made KBC a state broadcaster and not a public broadcaster as expected. It can be observed that the law is inadequate to guide KBC in the liberalized market. For instance, section 21 of the act that empowered KBC to act as a licensing Authority and to levy fees on owners and dealers of radio and TV sets to finance its operation, was revoked by the minister of communication in June 2003. This move undermined the financial viability of KBC as it had to compete for advertising revenue in a liberalized market. The government of Kenya has largely been blamed for the consistent underperforming of KBC as it failed to honor most of its grants and credits to the broadcaster. As a result, the broadcasting corporation has been accumulating debts that run into billions of shillings. For instance, in 2004 KBC's monthly expenditure stood at 84million while it could only raise 28million. According to Oriare (2010), KBC IN 2008 had Ksh 2 billion debt. KBC subscribes to the development communication paradigm based on the notion that the nation is a developing one and hence should focus on development activities other than criticism, a factor that has denied the broadcaster for a long time a sizeable audience and as a result cannot compete favorably with other media outlets which are open to broadcast on all matters touching the society.

As can be seen above, KBC faces financial constraints, intense competition, and strategic deficiencies; impacting its overall effectiveness in the media industry therefore it is timely to undertake a study to influence of change management model on performance of Kenya Broadcasting Corporation.

1.3 Purpose of the Study

To establish influenced of Kurt Lewin's change management model on performance of Kenya Broadcasting Corporation.

1.4 Objectives of the Study

The specific objectives of the study were:

- i. To establish the influence of unfreezing activities on performance of KBC.
- ii. To establish the influence of transitioning activities on performance of KBC.
- iii. To establish the influence of refreezing activities on performance of KBC.

1.5 Research Questions

The following research questions were generated to guide this study:

- i. Is there any influence of unfreezing activities on performance of KBC?
- ii. Is there any influence of transition activities on performance of KBC?
- iii. Is there any influence of refreezing activities on performance of KBC?

1.6 Significance of the Study

The study will be beneficial to management of KBC, Media Companies, and other researchers.

Management of KBC

Kenya Broadcasting Corporation faces a wide range of challenges owing to its status as state owned media house. It is therefore worth to note that a deep understanding of how each change management strategy influence performance at the corporation serves to inform critical management decisions for instance resource allocation and diversion. Decisions that made basing

on the evidence are key for any organizational performance as it informs optimal resource use for profit maximization.

Media Companies

Most of the times a change in any organization bring disruption in organization structure and systems both internally and externally. A smooth organizational change places the entity in a vital position as it is able to exploit opportunities brought about by change. The study specifically established the link between effective change management strategies as informed by Kurt Lewin's change management model and organizational performance. Despite the study focusing on KBC, its findings shall also be critical to other media companies in highlighting their deficiencies while carrying out changes. The study shall therefore help managers to invest in strategies that steer the organization successfully through the unknowns of change.

Researchers

The study shall also of great importance to other scholars and researchers who intend to carry out studies on similar topic. The study shall also be of great importance to the general public for are the audience as they are able to get the required information that shape their lives economically, socially and politically. Additionally, employees shall also gain much from the study. It shall help them to effectively carry out their duties with much easy and as a result enhance both individual and organization growth.

1.7 Scope of the Study

The study delved into the theoretical foundations of organizational change, specifically focusing on Kurt Lewin's model. Lewin's three-stage model—Unfreezing, Changing, and refreezing—which served as the theoretical framework for understanding how KBC adapts to change. The conceptual scope involved mapping Lewin's model onto KBC's context. This included understanding how KBC currently handles change, identifies areas for improvement, and aligns

its practices with the model. The study targeted all employees working at KBC headquarters, including station managers from all branches. The total population size is 132 individuals. Sampling used census method and so a representative sample of 132 of the total target population was selected for the study. Data was collected through questionnaires. The Likertscale questionnaire provided earlier was a key data collection tool. The study spanned from September 2023 to November 2023. By incorporating these additional dimensions, the study gained a comprehensive understanding of how refreezing impacts KBC's performance within the context of Lewin's change model.

1.8 Limitation and Delimitation of the Study

While carrying out the research, several challenges were encountered on daily basis. For instance, some respondents who almost failed to give out the required information on time as it as they feared that classified information could be revealed out to their competitors thus hording it as private and confidential. The researcher explained to them the purpose of the study which was understood the researcher experienced lack of cooperation among the respondents. Additionally, the researcher faced difficulties in accessing the organization and interviewing respondents. Though this problem was solved by seeking permission from the management to be able to interview and access the information from the respondents. The study focused on the influence of Kurt Lewin's change management approach on Kenya Broadcasting Corporation's operational efficiency. It will use a descriptive study design, focusing on Kenya Broadcasting Corporation staff. Secondary as well as primary information were employed in the investigation. A tendency measure comprising the mean, frequencies, and the standard deviation was applied

1.9 Assumptions of the Study

The study carried out basing on various assumptions. For instance, the study assumed that Kurt Lewin's change management model's three stages of unfreezes, change and refreeze, are key to any smooth change in an organization. Another basic assumption of the study is that sample size selected was a representation of the entire media companies. This assumption helped in making generalization of findings of the study.



1.10 Operational Definition of Key Terms

Objectives: Are general aims of the organization that are in line with its mission and vision

Kurt Lewin change model: Refers to a powerful and effective change management tool that is useful for organization to effectively carry out organizational changes with minimum disruptions

both internally and externally to timely adjust to the demands and shocks of the dynamic business environment.

Performance: Refers to a measure of how well an employee, machine or organization carries out a given task, process or activity to accomplish a certain goal.

Organizational Performance: It is the ability of the Kenya Broadcasting Corporation to realize its predetermined targets that are unique to its mission by responding to the needs of customers in a timely manner, enhancing its product portfolio and reinventing different processes

Market Expansion: The plan of action ratified by the Kenya Broadcasting Corporation to offer a product or service to a broader section of the organization's existing market or into a new geographic, psychographic or demographic market.

Technological Change: It refers the ability to create increasing value, increasing the ability to evolve at a faster rate

Organizational Structure Changes: These are the changes made to the organization processes and administrative systems; the formal departmental structures and hierarchical structures as displayed in the organizational chart; Technical policies and standard operating procedures as well as technical skills and the systems which are embraced by an organization.

Unfreeze: It is the process of examining the current state of affairs or status quo to create awareness as why it should change.

Change (Transition): It is the process of adopting new ways or techniques of doing things .it simply means a departure from the usual norm

Freezing: it entails entrenching the new norms and behavior into the organization so that it becomes the new order replacing the old one.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The study will focus on the theoretical review, empirical review basing on the study objectives conceptual framework that shall essentially explain the relationship between variables and summary of the research gaps

2.1 Theoretical Review

Abend & Gabriel (2013) observes that theoretical framework introduces and describes the theory that explains why research problem under study exists. Theories are essentially formulated to provide an explanation and comprehend a marvel and, in most cases, they challenge existing knowledge within the limits of critical bounding assumptions. The study will be informed on the basis of Kurt Lewin change management model, Mckinsey 7s model, ADKAR change management model, Kotter's Eight -step change model, kubler-Rose change curve and Nudge theory.

2.1.1 Lewin's Change Management Theory

The Theory of Change was developed to address the —missing middle between what a program does (its activities) and how these activities lead to desired outcomes. It emerged from the field of program theory and evaluation in the mid-1990s as a way to better understand and model the processes leading to social and political change.

The concept was popularized by the Aspen Institute Roundtable on Community Change. Influential methodologists like Huey-tsyh Chen, Peter Rossi, Michael Quinn Patton, Heléne Clark, Carol Taylor Fitz-Gibbon, and Carol Weiss contributed to its development.

The Theory of Change is crucial because it provides a clear framework for planning, implementing, and evaluating programs. By explicitly linking activities to outcomes, it helps organizations understand how change happens, make informed decisions, and measure progress towards long-term goals.

In the context of organizational change, the Theory of Change helps organizations map out the steps needed to achieve desired changes. It involves identifying long-term goals, working backwards to determine necessary preconditions, and planning interventions that will lead to these

outcomes. This structured approach ensures that all activities are aligned with the organization's strategic objectives.

The Theory of Change opens up opportunities for continuous improvement and adaptation. By regularly reviewing and refining the theory based on new evidence and feedback, organizations can stay responsive to changing circumstances and ensure that their strategies remain effective

Organizational change is a continuous process, driven by the ever-evolving landscape of business environments. Companies must adapt to new technologies, market demands, regulatory changes, and competitive pressures to remain relevant and successful. This constant state of flux necessitates a proactive approach to change management, ensuring that organizations can navigate transitions smoothly and effectively.

Understanding and monitoring organizational change is crucial for several reasons. Firstly, it allows companies to anticipate and respond to external and internal factors that could impact their operations. For instance, the introduction of new technology can revolutionize business processes, but without proper understanding and monitoring, it can lead to disruptions and inefficiencies.

Secondly, continuous change management helps in aligning the organization's goals with its strategic vision. By regularly assessing and adjusting strategies, companies can ensure they are on the right path to achieving their long-term objectives. This alignment is essential for maintaining a competitive edge and fostering innovation.

Moreover, effective change management fosters a culture of adaptability within the organization. Employees become more resilient and open to new ideas, which is vital in a rapidly changing business environment. This cultural shift can lead to increased employee engagement and productivity, as individuals feel more empowered to contribute to the organization's success.

Lastly, monitoring organizational change helps in identifying potential risks and mitigating them

before they escalate. By keeping a close eye on the progress of change initiatives, companies can address issues promptly and ensure that the desired outcomes are achieved.

Change agents can come from various levels within the organization, including top executives, middle managers, and even frontline employees. Their primary function is to act as catalysts for change, helping to create a vision for the future and motivating others to embrace new ways of working. They possess a deep understanding of the organization's culture, processes, and goals, which enables them to identify areas that require change and develop strategies to address them.

One of the key responsibilities of change agents is to communicate the need for change clearly and convincingly. They must articulate the reasons behind the change, the benefits it will bring, and the potential risks of not changing. This communication helps to build a sense of urgency and garner support from employees at all levels. By fostering a shared understanding of the change, agents can reduce resistance and create a more cohesive and committed workforce.

In addition to communication, change agents are also responsible for planning and implementing change initiatives. This involves developing detailed plans that outline the steps required to achieve the desired outcomes, allocating resources, and setting timelines. They must also monitor progress, identify any obstacles, and make necessary adjustments to keep the change process on track.

Another crucial aspect of the change agent's role is to provide support and guidance to employees throughout the transition. This can include offering training and development opportunities, addressing concerns and fears, and providing encouragement and motivation. By being accessible and responsive, change agents can help to alleviate anxiety and build confidence among employees, making the change process smoother and more successful.

Moreover, change agents must be adept at building coalitions and fostering collaboration. They need to work closely with other leaders and stakeholders to ensure that everyone is aligned and working towards the same goals. This collaborative approach helps to create a unified front, making it easier to overcome challenges and achieve the desired outcomes.

In essence, the agents of change are the driving force behind organizational transformation. Their ability to communicate effectively, plan strategically, support employees, and foster collaboration is essential for navigating the complexities of change. By understanding and leveraging the role of change agents, organizations can enhance their capacity to adapt and thrive in an ever-evolving business environment. Therefore, this step will prepare others to migrate from the existing comfort zone and ideally creating a situation to make change desirable (Urinate 2008). In this phase activities carried out include establishment of integrated changes, the time orientation and the explicit linking of tasks to the priorities and objectives of the organization for change.

The second phase according to Lewin is the change stage. Here, employees try to cope with uncertainties by adopting new ways of doing things. They have to deploy new techniques and procedures. It is important to note that personal transition is only smooth when individuals are involved, feel part of change and appreciate the need for change as they can clearly see how it benefits them. The third and final stage is the freezing stage. It involves change of conduct both informally and formally within the organization. Though this stage as proposed by Lewin is important, it is important to point out that change in organization takes place frequently and therefore incorporating new behavior might seem to be short-lived. This model has some drawbacks. For instance, it takes long time to implement. Hatch (1997) observes that Lewin's three model change has become unmovable since 1980s. This model was criticized for failing to provide a framework for individuals or leaders who are resistant to change because it assumes that everyone can come together by sufficient motivation and encouragement.

These theories have been selected due to their direct relevance to the study's focus on change and organizational effectiveness. Kurt Lewin's Change Theory is particularly suited for examining how diversity management practices can be implemented and sustained within organizations, highlighting the dynamics of change. The Theory of Change (ToC), on the other hand, offers a comprehensive framework for understanding the pathways to achieving desired outcomes through diversity management.

Alternative theories might not provide the same level of specificity or applicability to the context of diversity management and organizational change. For example, classical management theories may focus more on structure and processes, whereas behavioral theories might emphasize individual behaviors without addressing the systemic implementation of diversity initiatives. Therefore, Kurt Lewin's Change Theory and the Theory of Change are chosen for their robustness in explaining the mechanisms of change and their applicability to the research objectives.

2.1.2 McKinsey Model

McKinsey's 7S Model analyzes a firm's operational design by examining seven key variables: structure, strategy, style, systems, skills, staff, and shared values. The main goal of the McKinsey's 7S model is to show how these seven elements can be aligned together to achieve effectiveness in a company and bring about change. This model is related to Kurt Lewin's Change Theory as both aim to facilitate organizational change, albeit through different approaches. While Lewin's model emphasizes the process of change through the three stages of unfreezing, changing, and refreezing, the McKinsey model focuses on aligning internal elements to support and sustain change. The McKinsey 7S Model is a powerful tool for analyzing an organization's organizational design.

Developed by McKinsey consultants Tom Peters, Robert Waterman, and Julien Philips in 1980, this model examines seven key elements that significantly impact internal operations. The McKinsey 7S Model emphasizes the interconnectedness of these elements, categorized as —Soft Ssll (such as shared values) and —Hard Ssll (such as structure, strategy, and systems). When one element changes, it can trigger a domino effect, impacting the overall effectiveness of the organization. Notably, —Shared Valuesll occupies a central position, signifying the profound influence of founder values on all other elements. In your study, referencing the McKinsey model can guide your exploration of how change occurs in organizations, especially when combined with Kurt Lewin’s 3-step change process of unfreeze, change, and freeze. This holistic approach will provide valuable insights into effective organizational transformation. In conclusion, organizational change is an ongoing process that requires continuous understanding and monitoring. By doing so, companies can navigate the complexities of the business world, align their strategies with their goals, foster a culture of adaptability, and mitigate risks effectively. This proactive approach to change management is essential for long-term success and sustainability in today’s dynamic environment. The change can be seen through provision of training and support to employees to help them adapt to the changes. This can include workshops, seminars, and one-on-one coaching sessions. Ensuring that employees have the necessary skills and knowledge is crucial for a smooth transition. Maintain open and transparent communication throughout the change process. Regular updates, newsletters, and meetings can help keep everyone informed and reduce uncertainty. Evaluating their effectiveness. This can be done through regular reviews, feedback from employees, and performance metrics. Adjustments should be made as needed to ensure the change is on track. Recognizing and celebrate milestones and successes along the way. This helps to maintain momentum and morale, reinforcing the positive aspects of the change. The agents of change within an organization play a pivotal role in driving and facilitating

transformation. These individuals or groups are responsible for initiating, managing, and sustaining change efforts, ensuring that the organization adapts effectively to new challenges and opportunities. These theories have been chosen due to their direct relevance to the study's focus on change and organizational effectiveness. Kurt Lewin's Change Theory is particularly suited for examining how diversity management practices can be implemented and sustained within organizations, providing insights into the dynamics of change. The Theory of Change (ToC) offers a comprehensive framework for understanding the pathways to achieving desired outcomes through diversity management, emphasizing the steps and conditions necessary for success.

McKinsey's 7S Model is included to analyze the internal alignment required for effective change, considering the seven key variables that significantly impact an organization's operations. This model complements Lewin's and ToC by providing a detailed view of the internal factors that need to be aligned to support and sustain diversity management practices.

Alternative theories may not provide the same level of specificity or applicability to the context of diversity management and organizational change. For example, classical management theories may focus more on structure and processes, whereas behavioral theories might emphasize individual behaviors without addressing the systemic implementation of diversity initiatives. Therefore, Kurt Lewin's Change Theory, the Theory of Change, and McKinsey's 7S Model are chosen for their robustness in explaining the mechanisms of change and their applicability to the research objectives.

2.1.3 ADKAR Change Management Model

Link the theories to the study The ADKAR model is a change management framework that basically helps both individuals and organizations understand and eventually be able to manage

change process. it was developed by Jeff Hiatt who is the founder of prosci, a leading provider of change management resources and tools. ADKAR is an acronym for Awareness, Desire, Business Knowledge, Ability and Reinforcement. These are the five key elements of the model that are required for successful change in any organization (Hiatt, 2016). The model puts focus on the people behind the change. For instance, Awareness serves to inform the need to change or why change is necessary in an organization, Desire serves to ensure that there is participation and the much support need for change is provided, Knowledge serves to inform how change is to be carried out, Ability on the other is to ensure that the required skills and behaviors are well implemented and Reinforcement serves to ensure that the acquired change is sustained. It is worth to note that ADKAR model puts much focus on employees that eventually limits resistance thereby speeding up implementation. This model is closely related to the Kurt Lewin's model of change management. In as far as the study is concerned, its model shall be critical in informing how change occurs in different organizations and specifically, Kenya Broadcasting Corporation. The ADKAR Model recognizes that organizational change ultimately depends on individual change. It provides a structured approach to address resistance, engage employees, and drive successful transformations. By focusing on the people behind the change, organizations can navigate transitions more effectively and achieve their desired outcome.

An example of the ADKAR Model in practice comes from Microsoft. Jean Claude Monney, a Microsoft Services professional, realized that organizational change was impossible without individual change.

2.1.4 Kotter's Eight -Step Change Model

This model was designed by John Kotter in 1995. He identified eight steps in the management of organizational change. The model suggests that managers must build strong groups of individuals

that are able to work as a group in order to bring about change. The organization vision must always inform who process of change. By doing so, any change brought about in the organization always reflect the aspirations of the organization. Johnson's Scholes and Whittington (2008) argue that change must create a relationship between the operational, strategic and daily aspects of the organization if it is to succeed. The model has one major limitation. For instance, it is considered as being extremely rigid such that the eight steps must be followed sequentially. This cannot be the case in all firms differ in their operations and size. The argument put forward is that particular stages may not be applicable in certain circumstances since selected changes are so sporadic that all the eight stages may not be needed. The model is viewed as one that emphasize early energy explosion followed by distance and delegation.

2.1.5 Kubler –Ross Change Curve

The model was developed by Elisabeth Kubler –Ross in 1969. In analyzing how changes occurred, As Gradesten (2018) notes, Change Curve s recognize that small actions can lead to significant changes. For example, adjusting default settings in retirement savings plans can encourage more people to save for their future. Nudge theory encourages celebrating incremental progress. Recognizing and reinforcing positive behaviors create a culture of continuous improvement. Nudge theory aligns well with the challenges of organizational change. Instead of imposing drastic changes, organizations can nudge employees toward desired behaviors. For instance, promoting healthy workplace habits or encouraging sustainable practices.

Similarly (Henetr, 2017) indicates the need for Change Curve to empower individuals by allowing them to make informed choices. When people feel in control, they are more likely to embrace change. Additionally, adaptability becomes easier when nudges guide gradual transitions. Therefore, nudge theory provides a nuanced approach to behavior change—one that respects

individual autonomy while subtly shaping decisions. By incorporating nudge principles, organizations can foster positive transformations and enhance overall effectiveness

2.1.6 Nudge Theory

Nudge theory was originally developed in the 21st century by American behavioral economists Richard Thaler and Cass Sunstein. They presented this theory in their renowned book titled —Nudge: Improving Decisions about Health, Wealth, and Happiness, published in 2008. The main idea behind suggests that users make change without strict enforcement or penalizing non-compliance. Those companies should present the change as a choice and remove many obstacles as possible to make it more likely people comply. That small wins must be celebrated as the benefit of change are frequently highlighted. These theory shares many aspects of change just like the Kurt Lewin change management model. It shall therefore serve as reference to fully understand how change process occurs. At its core, a nudge refers to the idea that small actions can influence people's choices or behavior. Rather than imposing strict directives, nudge theory focuses on understanding how individuals make decisions and encouraging behavior change indirectly. Nudge theory aligns well with the challenges of organizational change. Nudge theory recognizes that people are more likely to embrace change when they feel empowered and when nudges gently guide them toward positive choices. By leveraging these principles, organizations can foster a culture of continuous improvement and adaptability.

Developed by American behavioral economists Richard Thaler and Cass Sunstein, this theory gained prominence through their influential book titled *Improving Decisions about Health, Wealth, and Happiness*, published in 2008. Nudge theory suggests that subtle interventions can shape behavior by altering the decision-making context. Rather than relying on strict enforcement or penalties, nudges gently guide individuals toward positive choices. These nudges can be as simple as changing default options or framing choices differently. Nudge theory emphasizes designing the decision environment (choice architecture) to make certain options more appealing or accessible. By strategically presenting choices, organizations can influence behavior without coercion.

As Gradesten (2018) notes, Nudges recognize that small actions can lead to significant changes. For example, adjusting default settings in retirement savings plans can encourage more people to save for their future. Nudge theory encourages celebrating incremental progress. Recognizing and reinforcing positive behaviors create a culture of continuous improvement. Nudge theory aligns well with the challenges of organizational change. Instead of imposing drastic changes, organizations can nudge employees toward desired behaviors. For instance, promoting healthy workplace habits or encouraging sustainable practices.

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Developed by Richard Thaler and Cass Sunstein, Nudge Theory suggests that changes can be achieved without strict enforcement or penalizing non-compliance. Instead, it posits that presenting change as a choice and removing obstacles increases compliance. Celebrating small wins and frequently highlighting the benefits of change are also emphasized. This theory shares aspects with Kurt Lewin's Change Management Model, as both focus on facilitating change.

Nudge Theory is significant in understanding how minor adjustments can influence behavior and promote organizational change. Provides a clear, step-by-step process for implementing change, making it suitable for examining diversity management practices.): Offers a structured approach to mapping out the steps and conditions needed for successful change, aligning well with the study's objectives. Focuses on the internal alignment of key variables, providing a comprehensive view of the factors affecting organizational change. Highlights the importance of minor adjustments and behavioral nudges in achieving change, relevant for promoting diversity and inclusion within organizations. Alternative theories may not offer the same level of specificity or applicability to the context of diversity management and organizational change. For example, classical management theories might emphasize structure and processes without addressing the systemic implementation of diversity initiatives. Therefore, the selected theories provide a robust framework for understanding and implementing change, aligning well with the research objectives.

2.2 Theoretical Framework

The theories underpinning the study variables are presented in figure 1. Kurt Lewin change management model, McKinsey 7s model, ADKAR change management model, Kotter's Eight step change model, Kubler-Rose change curve and Nudge theory.

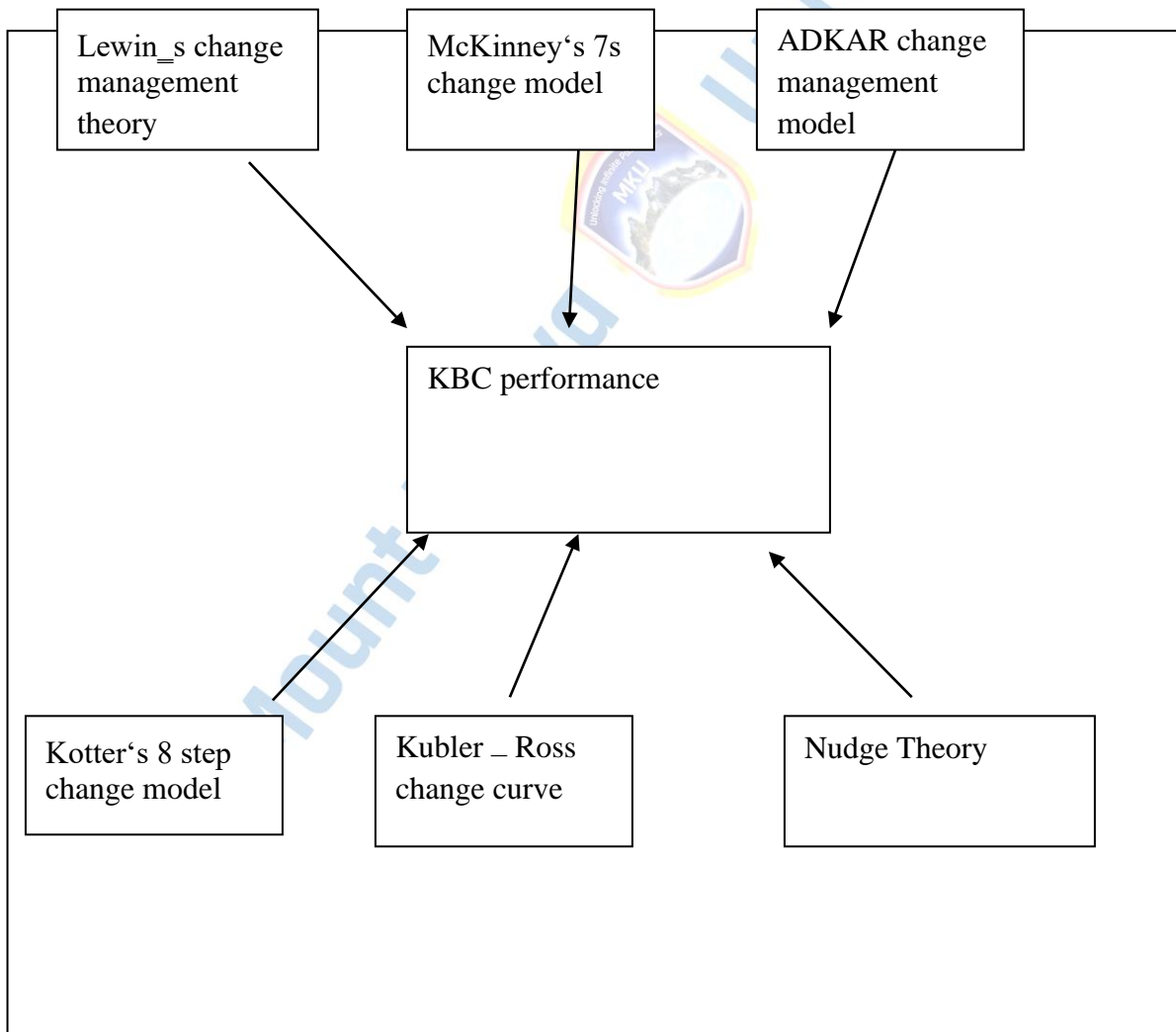


Figure 1: Theoretical Framework

Source: Researcher (2024)

2.3 Empirical Review

In this study the focus shall be in the specific study objectives and the studies carried out previously by other scholars on how they inform change towards organizational performance.

2.3.1 Unfreezing and Performance of KBC

Kurt Lewin's change management approach on Kenya Broadcasting Corporation's operational efficiency. It will use a descriptive study design, focusing on Kenya Broadcasting Corporation staff. Secondary as well as primary information were employed in the investigation. A tendency measure comprising the mean, frequencies, and the standard deviation was applied.

This first stage is about setting ourselves up, or others, before the change. The more we feel that change is fundamental and more inspired we are to roll out the improvement (Armstrong, 2014). Unfreezing is the initial phase of the change process in an organization. It can be observed that before any change to take place the current existing situation has to be unfrozen. It is important that the organization is prepared to first accept the anticipated change.

The internal and external environmental forces always push for a change in an organization. Pierce, Gardner and Dunham (2002) identified two types of change in an organization namely reactive and proactive change. For reactive change, they observed that it takes place when internal or external forces pressurize the organization for change while on the other hand proactive change takes place when an organization itself deems it necessary to have such change.

While the Kurt Lewin's change management model has been invoked in organizational research, it remains understudied since its original publication 21years ago. The traditional change

management change management is often criticized for being a metaphor rather than a fully developed model. It lacks stochastic elements and is deterministic in nature.

Cummings, Bridgman and Brown (2016) in their study on this model, observed that contravention of the current situation was necessary before building up a different operational way. They argued that it could only be achieved through three approaches that is, enhance the driving powers which will shift individual's conduct away from status quo; secondly, reduce the restraining powers which negatively affect the movement from the current steadiness and; lastly being the amalgamation of the two approaches. The very important aspect in this phase is coming up with a convincing communication as to why the current ways of operation cannot go on. It is therefore essential that the organization is made ready. The starting point should be challenging the values, beliefs, conduct and attitudes that presently describe the organization. As such, one ought to keenly scrutinize and be set to adjust the current fundamentals as they may not be of the required sustenance on extra levels (Sprayer et al, 2013).

Cumming et al (2016) notes that this can be achieved through motivating participants by preparing them for change, dynamically in recognizing problems and suggesting solutions within the organization and cultivating trust and the need for change. Therefore, addressing these gaps requires considering change models, exploring alternative decision-making frameworks, and recognizing the unique context of corporates. The mastery of strategic information and coherence between operational decisions and strategy remain critical for organizational success and development.

Martin (2017) notes that the initial portion of this process of change is essentially the most stressful and difficult. He observes that the moment an individual start cutting down the common ways of operation, everything and everybody are put askew. From the above reviews, it is evident that employees must be fully involved and made to appreciate the need for change in the organization.

This basically would avoid restraining forces in the process of change. Unfreezing phase plays a critical role in organizational change. Crisis management exemplifies the need for unplanned changes, and understanding change theories helps navigate these challenges. While direct studies on the unfreezing phase may be limited, related research sheds light on organizational dynamics and performance. The unfreezing phase is the initial stage in Kurt

Lewin's change model. It involves creating awareness of the need for change and generating a sense of urgency. During this phase, organizations recognize that their current state is no longer sustainable or effective, and they must prepare for change. Unfreezing prepares individuals and the organization as a whole to embrace change. It involves breaking down existing mindsets, routines, and structures to create openness to new possibilities.

As mentioned by Kotler (2014), in crisis situations, organizations face unexpected, unscheduled, and unplanned events. Crisis management involves responding swiftly to mitigate damage and ensure continuity. During crisis response, unplanned changes often occur. These changes are intuitive, rapid, and driven by the need to address the crisis. A study analyzed indicators across 21 developed benchmark countries and 156 developing countries over a century (1920–2020). Most developing countries reduced their lag in indicators related to the economy, health, education, and the environment. Progress varied across regions, with East Asian and European countries unfreezing strategies. Current study specifically targets performance of KBC as a corporate entity in Kenya. However, this geographical focus may limit the generalizability of findings to other regions or countries.

Axelrod (2015) helps us to remember how unfreezing phase as initial stage in Kurt Lewin's change model got to the heart of the matter of unleashing the force of representatives. Past reviews led by Kurt Lewin amid World War II uncovered how permitting contribution from workers when

changes were required added to acknowledgment of the changes with a reward of expanded efficiency. These reviews were directed with studies and cooperating to audit the gathered information which brought about better change arrangements. Norlin (2014) have built up an alternate approach through and through calling it an entire scale change where the business meets up to interface the aggregate insight of the organization making the one cerebrum and one heart philosophy. This procedure acquires people from all levels of the organization to make the arrangement required for achievement. Dunphy (2013) built up a possibility demonstrate utilizing a blend of administration styles and distinctive sorts of changes. Recognizing the ideal blend of administration and change styles, while considering the organization, is the thing that rolls out the improvement fruitful. Current study specifically targets performance of KBC as a corporate entity bin Kenya. However, this geographical focus may limit the generalizability of findings to other regions or countries.

Dadre (2013) carried an empirical study on unfreezing phase as initial stage in Kurt Lewin's change on organization performance, the primary objective of the study was to ascertain whether capacity building has significant on employee performance. The study considered the aspect of capacity building that deals with the development of the individual or a group of individuals. The results revealed that training when given properly has a significant effect on employee performance. However, it also established that training does not always answer job performance problems. Reward systems such as salaries, bonuses and allowances were the major ingredients which fuel performance of employees.

Kyongo (2017) studied the impact of Kurt Lewin's unfreezing phase as the first step in altering the performance of an organization. They came to the conclusion that it is impossible to implement a significant change within an organization without the support of one or more change agents, such

as important internal or external personalities whose main goal is to foster, encourage, and oversee change. This indicates that the strategies' implementation depends on change agents.

2.3.2 Change (the transition phase) and Performance of KBC

In this phase, individuals are already aware and appreciate why change is necessary. Therefore, this is where individuals start to resolve their ambiguity and hence start looking for different and better ways of operation (Wang et al). Kristina's (2005) observed that in this stage individuals begin believing and acting in a manner that supports this different and new path. It is therefore essential that the goal scheme is moved to another level balance by for instance urging employees to accept that old system is no longer helpful to them, more so encouraging them to see the problem from a new point, work together in pursuit for new, pertinent information and finally, put forward the opinions of employees to well respected, powerful leaders who also strongly advocate for change in the organization. Change, according to Elrod and Tippet, is a three-step process that begins with unfreezing the existing behavior, moves on to the new behavior, and then freezes the new behavior. These stages are viewed as intentional ways to change. Nevertheless, the idea ignored other factors like performance. It is mostly predicated on small sample sizes and the ongoing behavior of organizations. According to Armstrong and Taylor (2014), the emergent approach to change in organizations sees change as unexpected and unmanageable from the top down. They cite the unfreezing phase as the first stage in Kurt Lewin's change on organization performance. It is stated that change should instead be seen as an organization's response to changes in the outside world through a process of learning. According to Krishnan and Park (2018), this strategy is less concerned with providing precise, pre-planned processes for every project, initiative, and change and more concerned with helping people be ready for change. A corporation

should adopt a series of steps, according to certain emergent school proponents, to improve the likelihood that change would be successful.

The study of Cummings and Worley (2003) identified five activities that are critical in leadership for the change process to be effective. The activities include motivating change, creating a vision, developing political support, managing the transition and sustaining the momentum. Cummings and Worley (2003) further undermined the importance of knowledge sharing as being critical aspect in ensuring that the phase is a success. They noted that employees make sharing of knowledge about task assignments, customer service, performance outcomes and decision making, information flow from multilevel, making business plans, competitive conditions, new technology equipment, work methods, ideas for organizational improvement, share skill and expertise, share development programs, contribute in solving problems and business operation.

The study of Wenger, McDermott and Snyder (2002) indicated that knowledge sharing in organization is crucial for competition, sustainability and dynamic economy. Therefore, it is worth noting that organization do not rely on training, staffing and managing systems only but also the knowledgeable individuals share beliefs, experiences, skills, competencies and abilities (Amboina& Bowman ,2001) Husain et al (2016) observed that the changeover from the unfreezing phase to change phase does not occur instantaneously. That for an organization to accept change and pursue it to make it a success, employees must fully understand how it will be of benefit to them. It is vital to point out that not everybody in the organization would like the change for the reason that it is essential and will eventually profit the organization. Some employees would be wounded by the change especially those that benefit from the current status quo. Likewise, others may take time to comprehend the benefits the change being introduced willbring. Current study

specifically targets performance of KBC as a corporate entity in Kenya. However, this geographical focus may limit the generalizability of findings to other regions or countries.

More importantly, he points out that employees require time to comprehend the changes and equally feel greatly associated to the company all through the change period. Organizational change is an arranged push to enhance a business' ability to improve serves its market. Organizational change is about people. Pierce's (2002) study had shown that providing employees with appropriate communication about change could readily initiate the process of transformation. According to the study, managers should influence, co-opt, and threaten staff with change in addition to educating them and offering them incentives and emotional support. According to a study conducted by Morgan and Zeffane (2003), a leader's transparency during a change process helps to strengthen and reaffirm the trust that employees have in the organizational change process. This includes discussions and meetings that allow employees to voice their opinions and ultimately feel more in control of the process. Therefore, Levassor (2001) contends that in order for the shift to be successful, it is necessary to anticipate these chances and manage the circumstances in a timely manner.

MoseZajac, (2016) to show how nobody model is all around material attention to how "turbulent circumstances request diverse reactions in differed conditions, so directors and experts require a model of change that is basically a situational or possibility demonstrate". Kotter and

While the Kurt Lewin's change management model has been invoked in organizational research, it remains understudied since its original publication 21years ago. The traditional change management change management is often criticized for being a metaphor rather than a fully developed model. It lacks stochastic elements and is deterministic in nature. Current study

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2.3.3 Refreezing and Performance of KBC

Levasseur (2001) notes that even though in many organizations, change is seen to be a continuous, the refreezing stage is still critical. The emphasis in this stage is on reinforcing of new processes and tasks in the organization by the employer. It should point out that for the success of this stage; employees must be acknowledged and be rewarded. Reward is important for behavior modification.

While the Kurt Lewin's change management model has been invoked in organizational research, it remains understudied since its original publication 21 years ago. The traditional change management change management is often criticized for being a metaphor rather than a fully developed model. It lacks stochastic elements and is deterministic in nature. Current study specifically targets performance of KBC as a corporate entity in Kenya. However, this geographical focus may limit the generalizability of findings to other regions or countries. Klein (2014) have built up an alternate approach through and through calling it an entire scale change where the business meets up to interface the aggregate insight of the organization making the one cerebrum and one heart philosophy. This procedure acquires people from all levels of the organization to make the arrangement required for achievement. Tome (2013) built up a possibility demonstrate utilizing a blend of administration styles and distinctive sorts of changes. Recognizing the ideal blend of administration and change styles, while considering the organization, is the thing that rolls out the improvement fruitful. Current study specifically targets performance of KBC as a corporate entity bin Kenya. However, this geographical focus may limit the generalizability of findings to other regions or countries.

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2.4 Conceptual Framework

"Conceptual framework" refers to a diagrammatic explanation of the relationship between the variables under investigation. The change management approach developed by Kurt Lewin is thought to have an impact on Kenya Broadcasting Corporation's overall performance. Kurt Lewin's change management model is operationalized as unfreezing, transitioning and refreezing. Performance is operationalized as increased profit, efficiency, and customer service and customer loyalty.

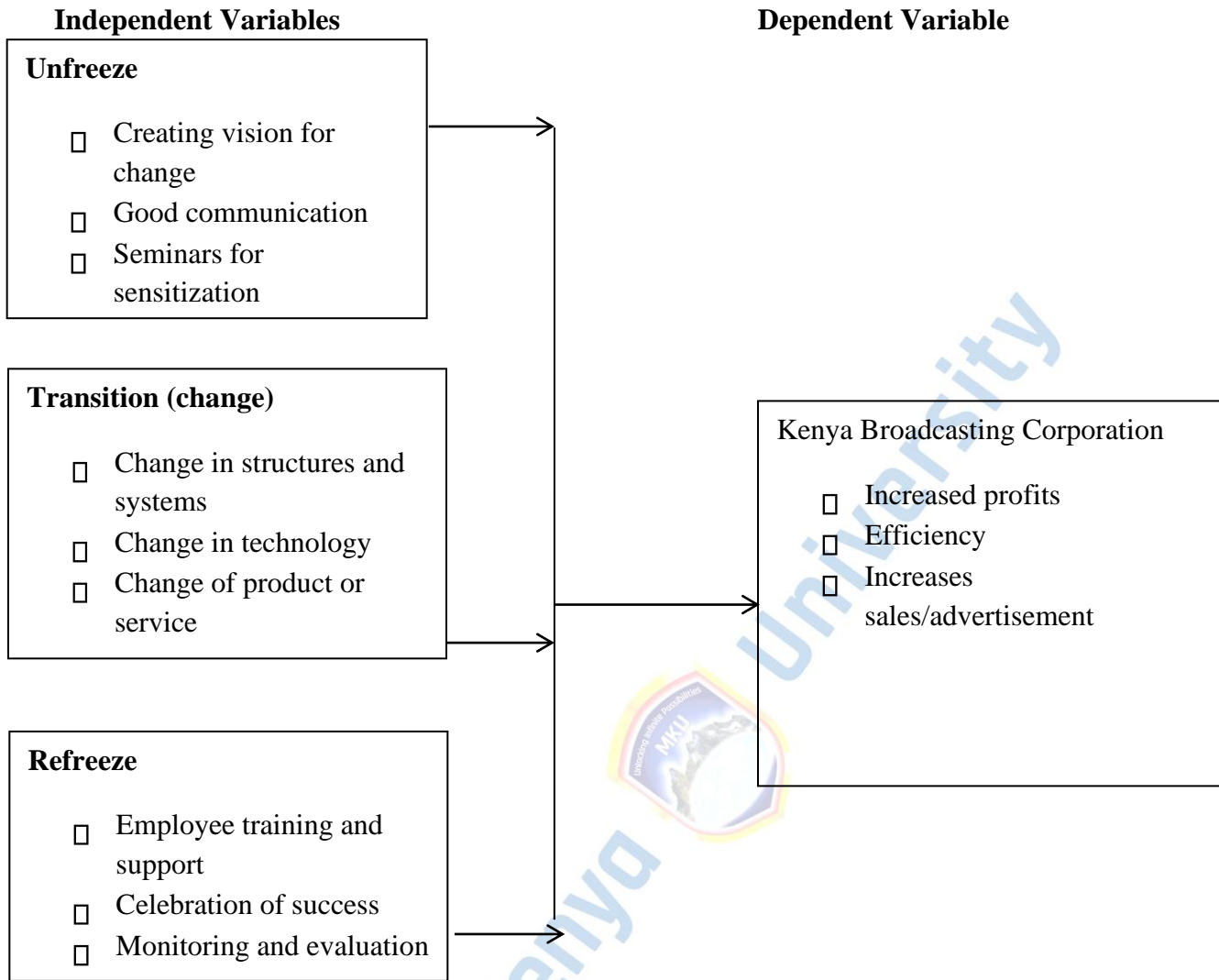


Figure 2: Conceptual Framework

Source: Researcher (2024)

2.4.1 Summary of Variables

Unfreezing as defined by Cummings, Bridgman and Brown (2016) means that the current situation has to be frozen. It should be noted that to achieve this end, first the need for change must be recognized. There must be compelling reasons as to why change is needed. Therefore, every stakeholder in the organization must be made aware why the current status quo is no longer needed in the organization. Second, the organization must determine what needs to change in the organization. This will help identify what specifically is needed to effect the change for instance

capital, technology involved. In this initial stage of change process according to Lewin model, employees must encourage to replace old behaviors with the new order. This prepares them for transition. It is also critical that the management provide the much-needed support as it gives the change process good will. At this stage, doubts and concerns of different stakeholders must be managed effectively as they may delay the change process since many people pessimistic for change for fear of the unknown. Finally, a road map for change must be outlined. This is important as it provides well elaborated steps to follow to change. Having a vision for change stimulates every stakeholder to appreciate why change is necessary.

Transition (change)

At this stage, individuals already are aware and understand why change is necessary. Therefore, change must strictly be planned. Employees must be assisted to learn new concepts or points. This helps them for a smooth transition from the old to older. Management must provide adequate resources that are needed to stimulate and realize change. The literature review has revealed some research gaps as some aspects of the model change phases cannot be believed to take place automatically as advocated by the model. Given the stiff competition witnessed in the media industry, there is need to research more on how effective change can be carried out in organization to achieve better performance. This will be achieved through a case study of the Kenya Broadcasting Corporation. It is also important to note that structures and systems within an organization must also change since they cannot work like previously while there are new dimensions instituted.

Refreeze

Kaminski (2011) notes that in this stage change that has been executed must be sustained. It is very easy for employees to go back to the old order in case their lack of proper guidance. First, the organization must set performance indicators that help to ascertain to what extent change has been implemented. They are important aspects of change process as they act as point of reference. Secondly; change must be reinforced and stabilized. By doing this, it ensures that long term and achieves the benefits as to why it was seen necessary in the first stage of unfreeze. It is important to note that the organization must monitor and evaluate how effective the change process has taken place. This would help address setbacks and challenges encountered in the process of change. At this stage, change must also be celebrating. This helps employees feel part of change and eventually own it as they feel motivated. To ensure that change is sustained, it is important that organizations frequently train their employees on new aspects. Organizations must monitor and evaluate progress in order to address inefficiencies and other challenges that may arise.

2.5 Research Gaps

In the review of literature, many concepts concerning the Kurt Lewin three stage model of change have been explored. The process has not only defined the model but gone further to explain all its aspects and how it can effectively be implemented to achieve organizational change. Some gaps have been identified in the model for instance the model assumes that organizations work and static conditions and thus easily to change and transition to a new status quo. The model is essentially plan driven and as thus doesn't pay much attention to the feelings of employees and how they affect change. Change is inevitable in today's dynamic business environment. These researches

shall therefore fully explore areas of inefficiency so that media companies can easily handle change effectively with a case study of the Kenya Broadcasting Corporation.

Literature review has touched on various areas that are important to the impending study. For instance, it has explored the Kurt Lewin change management model. In the process, it has not only defined and outlined its elements, but it has gone further to explain all its aspects, how it is useful to organizations and outlined its importance to the current business environment especially in the media industry. This section has also explored other related change management tools and frameworks. It has explored how Kotter's eight –step change model is relevant to the impending study. The review established that the model suggest that managers must built strong groups of individuals that are able to work as a group in order to bring about change. The empirical review revealed that most companies have undergone changes but have faced changes in some stages. The literature review has revealed some research gaps as some aspects of the model change phases cannot be believed to take place automatically as advocated by the model. Given the stiff competition witnessed in the media industry, there is need to research more on how effective change can be carried out in organization to achieve better performance. This will be achieved through a case study of the Kenya Broadcasting Corporation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The method utilized for data collecting, processing, and analysis is presented in this chapter. It will center on the target population, study site, sampling techniques, gathering data, research instruments, data analysis, ethical considerations, and findings presentation.

3.1 Research Design

Generally, research design refers to the framework of research methods and techniques that research intends to use to carry out the study. Obwatho (2014) describes research design as the framework used to maximize control over factors that could interfere with the validity of the findings of the study. Therefore, it is important to note that research design provides solutions to varied issues for instance techniques to use to gather data, the kind of sampling strategies and tools to be used in gathering data. Research design can be in the form of descriptive, experimental, correlational diagnostic or explanatory. In this case, the study adopted a descriptive design with the aim of describing the influence of Kurt Lewin model on the performance of Kenya Broadcasting Cooperation. It therefore involved describing portraying the characteristics of events, situations of a group of people community or population (Mugenda, 2008). By use of descriptive design large amount of data was collected that adequately was used to determine the influence of the Kurt Lewin change management model on performance of Kenya Broadcasting Corporation that provide for a significant recommendation. Descriptive and qualitative study designs are helpful if the researcher wants to address why, how, what, and when questions, claim Sekaran and Bougie (2016).

In the current study the research aimed at analyzing the influence of Garbage Can Model on performance of Savings and Credit Cooperative Societies in Nyamira County. Descriptive studies

are not limited to mere fact-finding; they often lead to the formulation of essential principles and solutions to significant problems.

3.2 Target Population

Target population generally refers to the entire population or a group that research intends to use for research and analysis. According to Boote (2014) population refers to a collective term used to describe the quality and type of cases in the study, whether they are events, objects or people. In this study, the target population was the employees of Kenya Broadcasting Corporation. The unit of observation was the employees working at HR and administration, customer service, finance and accounts, procurement and operations and marketing. The target population as shown in Table 1 shows there are 132 employees in various departments. In understanding the target population is crucial for designing effective research studies. By focusing on the employees of KBC and considering specific departments, the research explored organizational dynamics, change management, and other relevant topics within this context.

Table 1 Target Population

Department	Population	Proportion (%)
HR & Administration	22	16.6

Customer Service	30	22.7
Finance and Accounts	26	19.6
Procurement and Operations	26	19.6
Marketing	28	21.5
Total	132	100

Source: KBC Records (2023)

3.3 Sampling Techniques and Sample Size

The process of choosing a study participant who is closest to the target population is known as sampling technique. Sampling is used because time and money constraints may apply to the investigation (Sekaran & Bougie, 2013). According to Saunders et al. (2014), a sampling technique can be non-probabilistic if there are clearly stated inclusion and exclusion criteria or probabilistic if each element under examination has an equal probability of being taken into account. In an effort to collect data on each member of the population, the study used census sampling, in which every individual was examined. Delivering the most precise outcome is necessary in situations where the population is relatively tiny (Kothari, 2009). Twenty-two HR and administration, thirty customer service, twenty-six finance and accounts, twenty-six procurement and operations, and twenty-eight from the marketing department made up the specimen of 132 respondents that was used for the study.

3.4 Research Instruments

From background search, it has been evident that studies on the Kurt Lewin change model in Kenya are scanty. It is therefore necessary that any study on this model framework uses instruments that provide very rich and detailed data. For that reason, questionnaires were chosen for data collection.

The questionnaires are suitable because they give respondents the impression that they can be totally honest in their responses, as opposed to using conversations where they feel compelled to give answers that may not be accurate. Three sections made up the questionnaire for this study, and each section employed a different five-point Likert scale to gather responses. Comments concerning demographic data were gathered using a nominal scale, while comments about the three goals and KBC performance was gathered using a Likert scale.

3.5 Reliability and Validity of Research Instruments

3.5.1 Reliability Test

Wilson (2006) holds that reliability refers to the extent to which an assessment tool produces stable and consistent results. For any data to be reliable, it must be free from error and sufficiently complete as noted by Steward (1984). For the study to achieve this, individual study respondents will use as the unit of analysis in factor analysis. Before the actual data collection, a pilot study was carried out to determine the reliability of research questionnaire. The researcher will ensure that reliability is achieved by conducting inter-item consistency reliability using the Cronbach's coefficient alpha (α) to test the consistency of respondents' answers to all items in a variable or concept. Thus, Cronbach's coefficient ≥ 0.7 was accepted in this in as far as this study is concerned. Cronbach Alpha Coefficients vary from 0 to 1 (Sekaran & Bougie, 2013). A research instrument was considered as reliable if it met the acceptable range of $\alpha \geq 0.7$ recommended by Kothari and Garg (2014). Mugenda and Mugenda (2013) recommended the following acceptability levels for particular Cronbach Alpha values in determining internal consistency of a given set of constructs. Scores for each construct fell within acceptable range of above 0.7 as recommended Kothari and Garg (2014).

3.5.2 Validity Test

Validity according to Messick (1989) refers to degree to which empirical evidences and theoretical rationales support the adequacy and appropriateness of interpretations and actions based on test scores. The study used construct validity to assess the validity of research instruments. The variables of study were operationalized in order to reflect the theoretical assumptions as presented in the conceptual framework.

3.5.3 Pilot Test

Prior to the actual study, an assortment of respondents with comparable characteristics must be given a research instrument as part of the pilot testing criteria (Sekaran & Bougie, 2016). It is simpler to identify questionnaire shortcomings through pilot testing and make necessary corrections before the main study. The questionnaire was developed and distributed to a small sample (n = 13) of lower-level staff members who are not the study's target audience in order to make sure the respondents understood the questions and that the questions were clear and comprehensive. At least 10% of the research sample should undergo pilot testing, advises Saunders et al. (2014). Wilson (2006) states that the same demographic should provide possible responses for both the pilot test and the entire trial. The identification of questionnaire respondents' likely perceptions was aided by piloting. The response came from the pilot test, which was designed to improve the questionnaire's clarity and acceptance in the long run.

3.6 Data Collection Procedures

The research briefly outlined the objectives of the study to the respondents to help them understand what the study was all about and therefore helping them confirm if they are eligible to participate. The questionnaires were administered in English. A cover letter accompanying the questionnaires

served to inform respondents of in critical information for instance their anonymity and confidentiality of any information provided.

The questionnaires were designed in a manner that ensured reliability and validity of data collected and a high response rate (Mugenda & Mugenda, 2008). To ensure that there is link between various variables involved in the study, closed –ended questionnaires was used for easy data analysis.

3.7 Data Analysis and Presentation

Data analysis simply means the interpretation of data collected through the use of analytical and logical reasoning to determine patterns, trends any connected relationships in the variables. Teddlie & Yu (2017) referred data analysis as the examination of data that has been collected and then making deductions and inferences out of it. At the end of data collection exercise, data was scrutinized to check for any deviant or misleading information. For purposes of data analysis, the study used of Statistical Package for the Social Sciences (SPSS). The choice of SPSS was informed with the fact that it allows for easy illustration of any found trends or patterns (Bryman & Bell, 2011). The presentation of analyzed data was done using different forms such as use of graphs, tables, diagrams and chats to present findings. The study also applied inferential statistics (mean, median and mode) and descriptive statistics such frequencies and percentages to analyze data collected.

3.7.1 Multiple Regression Analysis

The association between the research variables, as shown in the equation below, was discovered by the application of multiple regressions.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \varepsilon \dots \dots \dots \text{Equation}$$

Where:

Y_i Refers to the performance of Kenya Broadcasting Corporation

X_1 is Unfreezing

X_2 is Transition (change)

X_3 is Refreeze

$B_0, \beta_1, \beta_2, \beta_3$ are various intercepts of the respective variables

3.7.2 Operationalization of Research Variables

Table 2: Operationalization of Variables

Organizational performance	Dependent	<input type="checkbox"/> Profitability <input type="checkbox"/> Efficiency <input type="checkbox"/> Increased advertisement	Ordinal	Descriptive analysis Inferential analysis
Unfreezing	Independent	<input type="checkbox"/> Recognize need for change	Ordinal	Descriptive

g	ent	<ul style="list-style-type: none"> <input type="checkbox"/> Identify what needs to change <input type="checkbox"/> Encourage replacement of old behavior <input type="checkbox"/> Get strong support from management <input type="checkbox"/> Manage doubts and concerns <input type="checkbox"/> Develop steps for change 	nal	<p>analysis</p> <p>Inferential analysis</p>
Change	Independent	<ul style="list-style-type: none"> <input type="checkbox"/> Plan the changes <input type="checkbox"/> Implement changes <input type="checkbox"/> Training of employees on new concepts <input type="checkbox"/> Provide adequate resources 	Ordinal	<p>Descriptive analysis</p> <p>Inferential analysis</p>
Refreeze	Independent	<ul style="list-style-type: none"> <input type="checkbox"/> Set performance indicators <input type="checkbox"/> Reinforce change and stabilize it <input type="checkbox"/> Monitor and evaluate performance <input type="checkbox"/> Integrate changes into the normal way of operation <input type="checkbox"/> Develop ways to sustain change <input type="checkbox"/> Celebrate change 	Ordinal	<p>Descriptive analysis</p> <p>Inferential analysis</p>

3.8 Ethical Considerations

Mugenda & Mugenda (2008) observes that research ethics should be considered at all stages of research design, data collection and analysis. In carrying out the study ethical considerations was highly observed by the researcher to avoid any form of confrontation by either individuals or the general public. Permission was sought from both Mt. Kenya University and also from the Kenya Broadcasting Corporation in addition to NACCOSTI.

The research was primarily relying on primary data and thus the findings of this research were original work of the researcher thereby avoiding cases of plagiarism (Boote, 2005). It is important to observe that the study was acknowledged contributions of other authors on the study topic. A personal detail such as names, contact details of respondents was included in the questionnaires as result confidentiality was highly observed.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The study's main objective was to explore the establish influence of Kurt Lewin's change management model on performance of Kenya Broadcasting Corporation. This section of the study

presents the research findings and discussions therein. The chapter is organised according to the specific objectives of the study, with each section covering each objective finding. In addition, the respondent's response rate and background information are captured in this section.

4.2 Reliability of Research Instruments

In order to establish the final reliability of the questionnaire items, a reliability test was carried out using SPSS Version 24. The Cronbach Alpha Coefficient was used to measure the reliability of the questionnaire and to establish the internal consistency. This coefficient, α was obtained by conducting reliability analysis. The findings were presented in Tables 3

Table 3 Overall Reliability Score

Variables	Cronbach Alpha	No. of items
Average Reliability of Statistics of on performance of Kenya Broadcasting Corporation.	$\alpha = 0.800$	24

Source: Researcher (2024)

The Cronbach Alpha coefficient in this research was .800 which means that the questionnaire items had a high reliability and internal consistency. Cronbach Alpha is the average of all possible split half coefficients resulting from different ways of splitting the scale items in the instrument of measurement. The coefficient should vary from 0 to 1 and a value of 0.6 or less generally indicates unsatisfactory internal consistency of reliability (Malhotra, 2014). Between 0 and 1 are the Cronbach Alpha Coefficients (Sekaran & Bougie, 2013). The strongest internal consistency is shown by coefficients that are closest to 1. If a research instrument satisfied the allowed range of

$\alpha > 0.7$, it was deemed dependable. The following acceptance levels for specific Cronbach Alpha values were suggested from Kothari and Garg (2014) in order to assess the internal coherence of a given set of notions.

Table 4: Reliability Statistics of Specific Constructs

Variable	Cronbach Alpha	No. of items
Unfreezing	.882	8
Transition	.780	8
Freezing	.805	8
Average	.800	32

Source: Researcher (2024)

Three constructs—unfreezing tactics, transitioning strategy, and freezing strategy—were used to measure business growth strategies. Table 4 displays the Cronbach Alpha scores for every one of the constructions. Each construct's score was within the acceptable range of more than 0.7, as advised by Kothari and Garg (2014).

4.3 Response Rates

The study sought to collect data from 132 employees in various departments. A total of 130 out of 132 questionnaires were completed, representing a response rate of about 98%. This impressively high response rate of 98% shows that the participants were eager to participate and offer their opinions for the study. When conducting research, a high response rate is highly desirable, as it enhances the accuracy and applicability of the findings. When a substantial portion of the target population participates, the sample is more likely to be representative of the entire population, thus increasing the study's external validity (Wu, 2021). The success of achieving a high response rate

can be credited to the utilization of a brief and structured questionnaire that lacked any unclear or confusing questions. The findings are in Figure 3

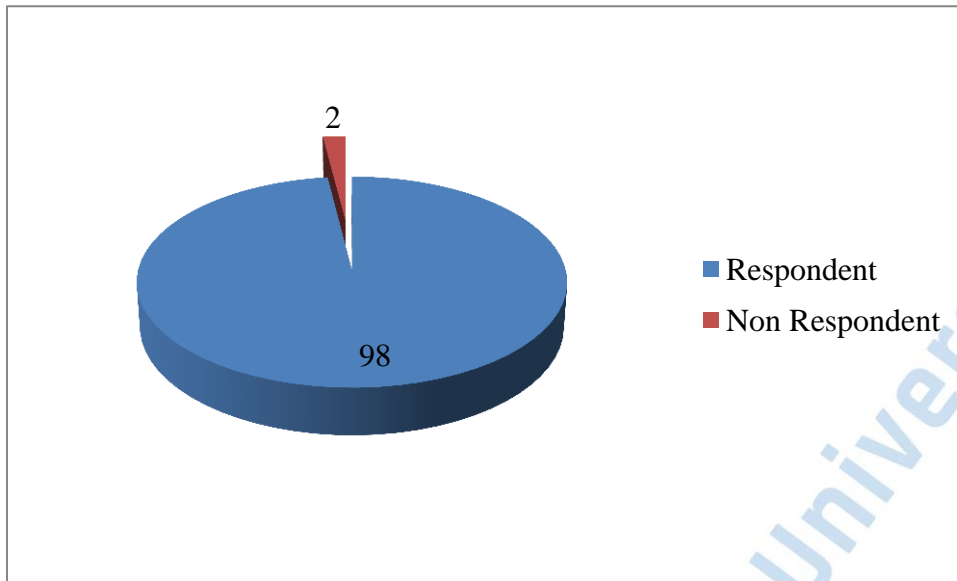


Figure 3: Response Rates

Source: Researcher (2024)

4.4 Demographic Characteristics of Respondents

4.4.1 Respondent Age

The study sought to find out the age of the respondents. The results are as illustrated in Figure 4

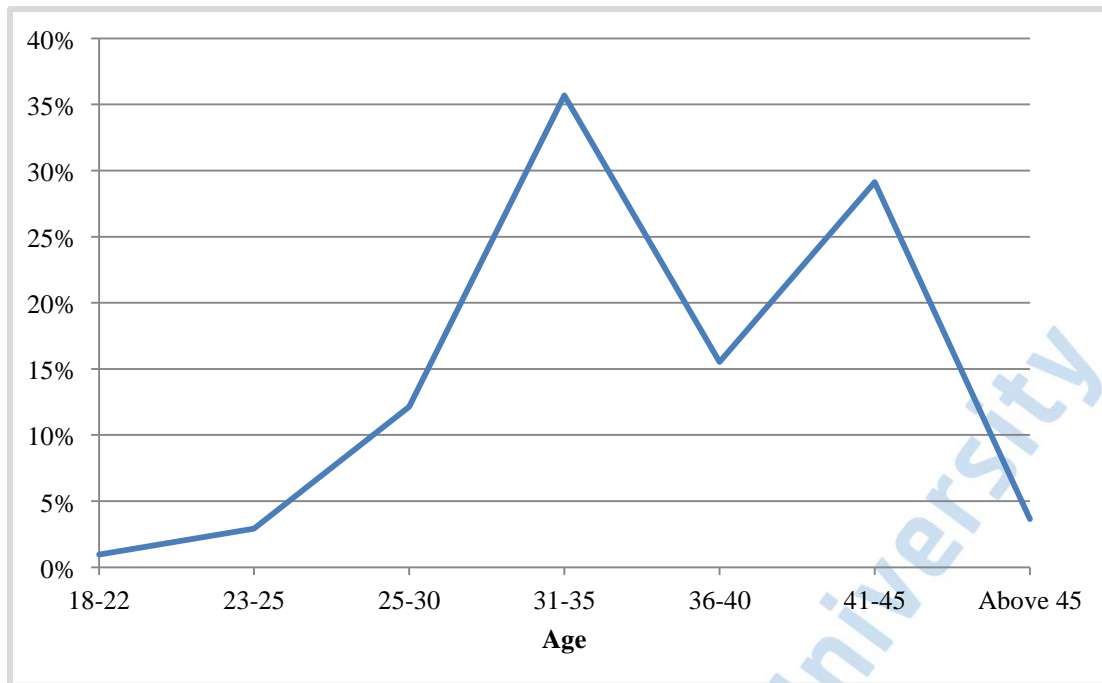


Figure 4 Age Respondents Source: Researcher (2024)

The study also explored the age of respondents included in the survey. The majority of managers (54%) fall into the 45 and above age group, indicating that a significant portion of this group has accumulated a wealth of professional experience throughout their careers. This suggests that hotels are staffed with seasoned personnel, a crucial factor in successfully implementing revenue-boosting strategies. The research suggests that as individuals advance in their careers, they acquire valuable expertise, leadership abilities, and knowledge through hands-on experience.. It is worth noting that a significant number of department heads, specifically the majority, fall within the age bracket of 31 to 45 years. This suggests that organizations are consciously appointing younger professionals to leadership positions, perhaps as a means of promoting innovation and embracing novel perspectives. Alternatively, organizations may be placing their trust in promising individuals with growth potential.

4.4.2 Respondent's Job Experience

The study sought to establish the job experience in KBC for the managers and department heads of the respondents. The results are presented in Figure 5

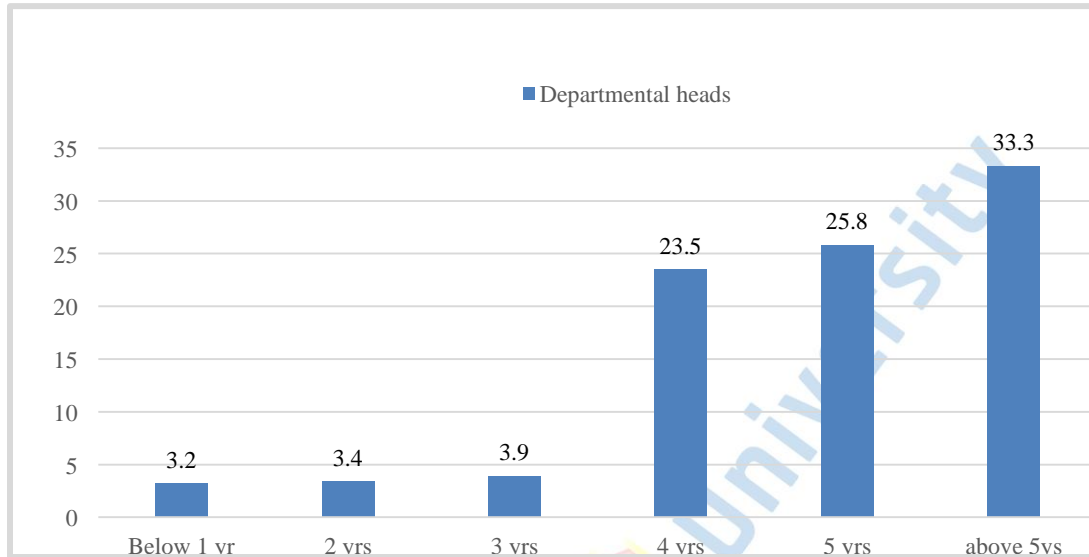


Figure 5 Job Experience
Source: Researcher (2024)

The findings in Figure 5 revealed interesting insights about the job experiences of department heads and general managers. The results revealed that a majority of departmental heads (59.1%) had accumulated 5 years or more of work experience, while 41% of managers shared a similar level of expertise. This suggests that both groups are well-equipped with the necessary experience to effectively implement revenue-maximizing strategies

4.4.3 Respondent Gender

The study sought to find out the gender of the respondents.

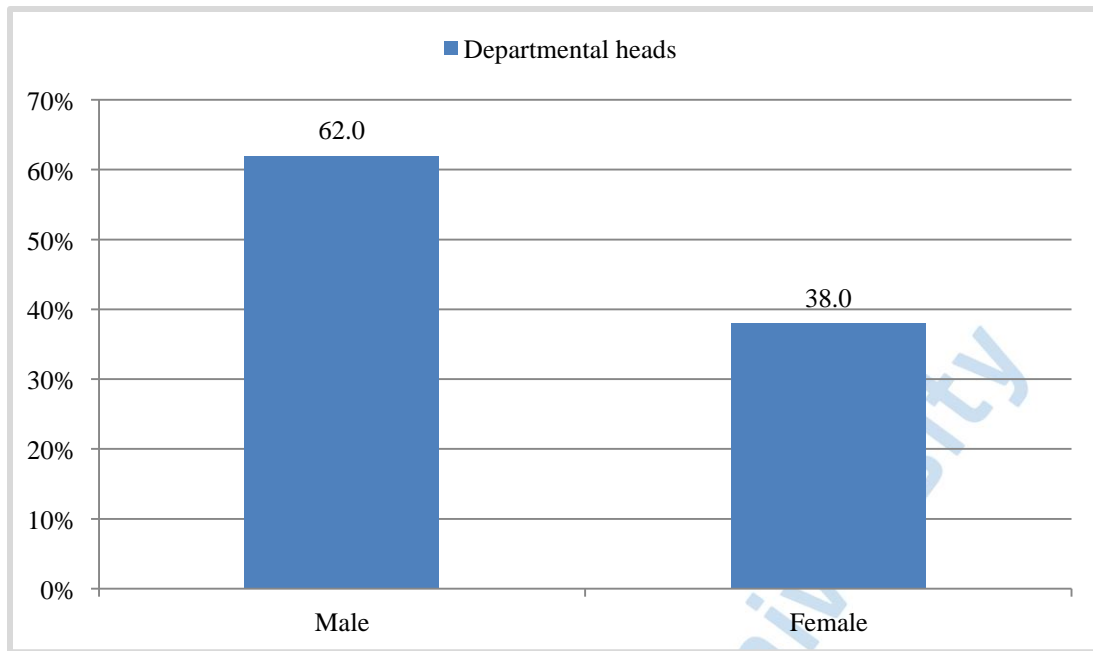


Figure 6: Gender Respondents Source:
 Researcher (2024)

The results are presented in Figure 6. As shown, the findings indicate a notable near-gender parity distribution among the respondents, though with a higher proportion of males across both managerial and departmental heads. Specifically, among the managers, approximately 65% and department heads, around 62% were males. The findings of this study imply there is no great gender disparity, but there is still room for bridging the gap.

4.5 Unfreezing Phase on Performance of KBC

Establishing the tactics used by KBC management to attain peak organizational performance was the first goal. Regarding efforts to maximize room occupancy, those surveyed were asked to score their agreement with the following statements: Grade Scale: Five: Strongly Agree; Four: Agree; Three: Neither Disagree Nor Agree; Two: Disagree; One: Strongly Disagree

The results are presented in Table 5

Table 5 Unfreezing Phase on Performance of KBC

Statement	N	Departmental	
		Mean	SD
Process of unfreezing (disrupting existing routines and mind-sets) positively impacts KBC performance	130	4.38	0.98
Unfreezing phase in promoting innovation and adaptability within KBC	130	4.10	0.80
Unfreezing helps KBC employees embrace change and new ways of thinking	130	4.24	0.93
Unfreezing contribute to increased employee motivation and engagement in KBC	130	4.48	0.83
KBC leaders communicate the need for unfreezing and its impact on overall performance	130	4.42	0.98
Unfreezing process lead to positive changes in KBC's competitive advantage.	130	4.42	1.04

Source: Researcher (2024)

The results in Table 5 established that the departmental heads ($M = 4.38$, $SD = 0.98$) in 3-5 agreed that Process of unfreezing (disrupting existing routines and mind-sets) positively impacts KBC performance to a great extent. The departmental heads ($M = 4.10$, $SD = 0.80$) also agreed that Unfreezing phase in promoting innovation and adaptability within KBC to a great extent. Additionally, departmental heads ($M = 4.24$, $SD = 0.93$) agreed that Unfreezing helps KBC employees embrace change and new ways of thinking. Results of the study also indicated that departmental heads ($M = 4.21$, $SD = 1.05$) agreed that Unfreezing contribute to increased employee motivation and engagement in KBC. Finally, an agreement was revealed between the departmental heads ($M = 4.61$, $SD = 0.67$) and managers KBC leaders communicate the need for unfreezing and

its impact on overall performance and lastly It was further established that departmental heads ($M = 4.48, SD = 0.83$) agreed that Unfreezing process lead to positive changes in KBC's competitive advantage.

4.6 Transition Phase on KBC Performance of KBC

Establishing the Moving stage on KBC Reliability of KBC was the second goal. The participants were asked to rate their level of agreement with the following statements: Grade Scale: 5-Very Agree; 4-Agree; 3-Neither Agree Nor Disagree; 2-Disagree; and 1-Very Disagree. Table 6 presents the findings. Table 6 presents the findings.

Table 6 Transition Phase

Statement	N	Departmental	
		Mean	SD
Transitioning phase (implementing new practices and behaviours) enhance KBC performance	130	4.52	0.71
Transitioning lead to improved efficiency and effectiveness in KBC operations	130	4.56	0.81
KBC employees adapt to the changes introduced during the transitioning phase	130	4.32	0.86
Transitioning positively impact KBC's ability to innovate and stay competitive	130	4.46	0.84
KBC leaders managing the transitioning process	130	4.49	0.81
Transitioning lead to improved collaboration and teamwork within KBC			
		4.57	0.71

Source: Researcher (2024)

The results in Table 6 show that the respondents agreed (departmental heads, $M = 4.52$, $SD = 0.71$;) that Transitioning phase (implementing new practices and behaviours) enhance KBC performance. They also agree (departmental heads, $M = 4.56$, $SD = 0.81$; managers, $M = 4.73$, $SD = 0.45$) that Transitioning lead to improved efficiency and effectiveness in KBC operations. Also, they agreed (departmental heads, $M = 4.32$, $SD = 0.86$; managers, $M = 4.42$, $SD = 1.0$) that KBC employees adapt to the changes introduced during the transitioning phase. Further, respondents (departmental heads, $M = 4.46$, $SD = 0.84$, and managers, $M = 4.0$, $SD = 1.3$) agreed that Transitioning positively impact KBC's ability to innovate and stay competitive.

Respondents also agreed (departmental heads, $M = 4.49$, $SD = 0.81$; managers, $M = 4.49$, $SD = 0.78$) KBC leaders managing the transitioning process. In addition, respondents agreed (departmental heads, $M = 4.57$, $SD = 0.71$; managers, $M = 4.53$, $SD = 0.73$) that Transitioning lead to improved collaboration and teamwork within KBC. This widespread agreement suggests that these strategies are widely acknowledged as successful in driving performance.

4.7 Refreezing Phase on KBC Performance of KBC

The third objective is to determine the Refreezing Phase tactics implemented by KBC Performance's management. The following assertions were put to the respondents, who were asked to rate their agreement. Grade Scale: Five: Strongly Agree; Four: Agree; Three: Neither Disagree Nor Agree; Two: Disagree; One: Strongly Disagree

The findings are presented in Table 7

Table 7 Refreezing Phase on KBC Performance of KBC

Statement	N	Mean	SD
------------------	----------	-------------	-----------

Refreezing enhance KBC's adaptability to changing media trends and technologies	130	4.30	0.89
Refreezing process enhances innovation and creativity within KBC	130	4.29	0.67
Refreezing contributes to employee satisfaction and motivation at KBC	130	4.09	1.18
Refreezing play a significant role in improving KBC's operational efficiency and effectiveness	130	3.82	1.05
KBC manage the balance between stability (freezing) and change (refreezing)	130	4.16	0.50

Source: Researcher (2024)

The results are presented in Table 7 the results showed that Refreezing enhance KBC's adaptability to changing media trends and technologies ($M = 4.61$, $SD = 0.57$). Increasing the Refreezing process enhances innovation and creativity within KBC ($M = 4.30$, $SD = 0.89$). Increasing Refreezing contributes to employee satisfaction and motivation at KBC ($M = 4.29$, $SD = 0.67$).

Further, it was indicated that increasing Refreezing play a significant role in improving KBC's operational efficiency and effectiveness ($M = 4.22$, $SD = 0.79$). Also, KBC manage the balance between stability (freezing) and change (refreezing) ($M = 4.13$, $SD = 0.90$). The overall implication of the study shows that Refreezing are currently being used by KBC to improve

KBC's operational efficiency and effectiveness and hence performance

4.8 Performance of KBC

The results of KBC's performance using parameters assessed on a five-level Likert scale are shown in this section. The participants were asked to indicate their degree of agreement with the KBC Performance characteristics. This involved assigning a performance rating to KBC based on non-financial metrics. Five is Strongly Agree; Four is Agree; Three is Neither Disagree nor Agree; Two is Disagree; and One is Strongly Disagree. The results are displayed in Table 8.

Table 8 Growth of SACCOs

Statement	Mean	SD
KBC's profits have increased Significantly	4.2	0.34
KBC's operations are highly efficient.	4.0	0.26
KBC's sales and advertisement revenue have increased significantly	3.2.	0.15

Source: Researcher (2024)

The results showed that, as indicated by a mean score of 4.00, the majority of respondents agreed that KBC's profits had increased significantly. The respondents also concurred that KBC has consistently operated with great efficiency, as seen by a mean score of 3.997, and that the company has seen a noteworthy increase in sales and advertising revenue, with a mean score of 3.872.

4.9 Inferential Statistical

Regression analysis was used in the study to determine whether the dependent and independent variables were related.

Table 9: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.900	.899	1.67215

Predictors: (Constant), Unfreezing, Transition (change), Refreeze

Source: Researcher (2024)

The study found that the addition of independent factors including Unfreezing, Transition (change), and Refreeze had a significant impact on the enhanced KBC performance, with an 89.9% (R square = 0.89.9) impact. This suggests that there might be additional factors influencing the 11.1% Effectiveness of KBC that the study did not take into consideration. A one-way analysis of variance, or ANOVA, was also performed to evaluate how well the model explained the data; the findings are shown in Table 4.26.

Table 10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9715.664	2 130	1943.133	694.950	.000 ^b
	Residual	1076.489		2.796		
	Total	10792.153	132			

a. Dependent Variable: Performance of KBC

b. Predictors: (Constant), Unfreezing, Transition (change), Refreeze

Source: Researcher (2024)

According to the study's analysis of variance, the F-statistical significance value of 0.0001 suggests that the independent variables (including Unfreezing, Transition (change), and Refreeze) have a significant impact on Performance of KBC.

This highlights the importance of these predictors and confirms the significance of the regression model. Overall, the ANOVA findings shed light on the crucial role played by these factors in explaining the variations in Performance of KBC. The evidence suggests that by enhancing policies and implementing effective change strategies for Unfreezing, Transition (change), Refreeze), can have impact on Performance of KBC. To determine the contribution of each study variable, a regression coefficient was generated and presented in Table 11.

Table 11 Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	5.241	.866		6.052	.000
Unfreezing	.195	.021	.221	9.216	.000
Transition (change), 1	.235	.035	.173	6.706	.000
Refreeze),	.347	.027	.254	12.962	.000

a. Dependent Variable: Performance of KBC.

Unfreezing, Transition (change), Refreeze),

Source: Researcher (2024)

The regression coefficient findings provide insights into the relationships between the predictor variables (Unfreezing, Transition (change), Refreeze), and the dependent variable (Performance of KBC.). Each coefficient represents the change in the dependent variable associated with a one-unit change in the predictor variable while holding other variables constant.

Constant (Intercept)

When all predictor variables have a value of zero, the intercept symbolizes the anticipated outcome of the dependent variable, Performance of KBC. However, its significance may not be easily apparent since it lacks a specific interpretation within the context of the variables.

According to the coefficient for the predictor variable —Unfreezing," an increase of one unit is associated with an increase of 0.195 units in the dependent variable Performance of KBC," while controlling for other factors. This standardized coefficient (Beta) suggests a moderately positive effect of —Unfreezing," on Performance of KBC. Furthermore, the significant t-value indicates that this relationship is not likely due to chance.

Transition (change),

Based on the —Transition (change)," coefficient, it could be predicted that for every unit increase in this variable, there will be a corresponding increase of 0.235 units in Performance of KBC."

This standardized coefficient (Beta) indicates a significant positive influence on Performance of KBC, which is further supported by the strong t-value.

Refreeze),

According to the results, there is a clear positive correlation between the —Refreeze)," variable and —Performance of KBC.," with a coefficient of 0.347. The standardized coefficient, or beta,

further supports this by indicating a strong positive impact. These findings are strengthened by the high t-value and significant p-value, which indicate a strong relationship between the two factors. The regression model coefficients revealed a statistically significant relationship between the independent variables ((Unfreezing, Transition (change), Refreeze), and Performance of KBC ($P < 0.05$). Notably, all of the independent variables exhibited a positive coefficient. This suggests that a one-unit increase in any of the independent variables (Unfreezing, Transition (change), and Refreeze) results in a corresponding increase in maximum Performance of KBC. Overall, these findings highlight the importance of carefully considering and implementing change strategies in order to maximize performance of organizations.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents summary of findings, discussion, conclusion and recommendations based on the study specific objectives. In addition, contains recommendation as well as advice on the based future study. The study sought to establish influence of Kurt Lewin's change management model on performance of Kenya Broadcasting Corporation

5.1 Summary of Findings

5.1.1 Influence of Unfreezing Process Impact

The study found that the unfreezing process, which involves disrupting existing routines and mindsets, has a significant positive impact on the performance of the Kenya Broadcasting Corporation (KBC). Departmental heads reported that unfreezing promotes innovation and adaptability within the organization. It helps employees embrace change and adopt new ways of thinking, leading to enhanced overall performance.

The study also highlighted that unfreezing contributes to increased employee motivation and engagement. When KBC employees are encouraged to challenge the status quo and open themselves to new ideas, they become more motivated and involved in their work. This heightened motivation translates into improved organizational performance.

Furthermore, the findings revealed that KBC leaders effectively communicate the need for unfreezing and its positive impact on overall performance. This communication strategy emphasizes the importance of disrupting existing norms to foster a culture of continuous improvement and innovation.

In summary, the unfreezing process leads to positive changes in KBC's competitive advantage. By encouraging innovation, adaptability, and engagement, KBC can maintain a leading position in a competitive environment.

5.1.2 Influence of Transitioning Phase Process Impact

5.1.3 Influence of Refreezing Process Impact

The study revealed that the Transitioning phase, which involves implementing new practices and behaviors, significantly enhances KBC's performance. Departmental heads and managers strongly believe that this phase leads to improved efficiency and effectiveness in KBC operations. During the Transitioning phase, employees at KBC adapt well to the changes introduced, which positively impacts the organization's ability to innovate and stay competitive.

Moreover, both departmental heads and managers acknowledge the critical role KBC leaders play in managing the Transitioning process. This leadership ensures that the changes are smoothly implemented and that employees are guided effectively through the transition.

The Transitioning phase also leads to improved collaboration and teamwork within KBC, fostering a more cohesive and supportive work environment. Overall, these findings highlight the effectiveness of the Transitioning strategies in driving KBC's performance, helping the organization maintain its competitive edge and achieve its operational goals.

5.2 Conclusion

5.2.1 Influence of Unfreezing Process Impact

Unfreezing Process Impact: The departmental heads at KBC (Kenya Broadcasting Corporation) generally agree that the process of —unfreezing (disrupting existing routines and mindsets) has a

positive impact on KBC's performance to a great extent. Promoting Innovation and Adaptability: The unfreezing phase is perceived to significantly promote innovation and adaptability within KBC. Embracing Change: Unfreezing helps KBC employees embrace change and new ways of thinking. Employee Motivation and Engagement: There's agreement that unfreezing contributes to increased employee motivation and engagement. Leadership Communication: Managers and departmental heads recognize the importance of leadership communication regarding the need for unfreezing and its impact on overall performance. Competitive Advantage: Unfreezing processes lead to positive changes in KBC's competitive advantage.

5.2.2 Influence of The transitioning phase Impact

Enhanced Performance: The transitioning phase, involving the implementation of new practices and behaviors, is perceived positively by both departmental heads ($M = 4.52$) and managers. It enhances KBC's overall performance. Efficiency and Effectiveness: Respondents agree that transitioning leads to improved efficiency and effectiveness in KBC's operations. Employee Adaptation: KBC employees successfully adapt to the changes introduced during the transitioning phase. Innovation and Competitiveness: Transitioning positively impacts KBC's ability to innovate and maintain competitiveness. Leadership Involvement: KBC leaders play a crucial role in managing the transitioning process. Collaboration and Teamwork: Transitioning fosters improved collaboration and teamwork within KBC.

5.2.3 Influence of The Refreezing phase Impact

Adaptability: Refreezing enhances KBC's adaptability to changing media trends and technologies ($M = 4.61$). Innovation and Creativity: Increasing the Refreezing process positively impacts innovation and creativity within KBC ($M = 4.30$). Employee Satisfaction and Motivation: Refreezing contributes

to employee satisfaction and motivation ($M = 4.29$). Based on the findings you've provided, here's a concise summary of the conclusions and recommendations for your study on the transitioning phase within KBC (Kenya Broadcasting Corporation):

5.3 Recommendations

Training and Support: Provide training and support during the transition to facilitate employee adaptation. **Training and Communication:** KBC should invest in training programs and effective communication strategies to ensure that employees understand and embrace the unfreezing process. **Employee Training:** Provide training and support to ensure employees understand and embrace the changes introduced during freezing.

Leadership Support: Ensure leadership actively supports and communicates the importance of Refreezing. Remember to tailor these recommendations to KBC's specific context and engage relevant stakeholders for successful implementation. **Continuous Implementation:** KBC should continue to emphasize and enhance the Refreezing process. **Monitoring and Evaluation:** Continuously monitor the impact of transitioning on performance metrics. Regularly monitor the impact of unfreezing initiatives on performance metrics and adjust strategies accordingly. **Leadership Alignment:** Maintain alignment between leadership and departmental heads during the process. **Clear Communication:** Ensure clear communication about the purpose and benefits of transitioning to all employees. Ensure alignment between departmental heads and KBC leaders in communicating the importance of change and transitions process

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LIST OF APPENDICES

APPENDIX I: RESEARCH TOOLS

Appendix I: Letter of Introduction

Vivian Isiche

P.O Box 836-80100

Nairobi

To whom it may concern

RE: REQUEST TO COLLECT DATA

I respectfully ask for your participation in the research project named "Analysis of Kurt Lewin Change Model on Performance of Kenya Broadcasting Corporation" as a condition for partially fulfilling the requirements for the award of a master's degree in business administration at Mount Kenya University.

Based on the study's objectives, your company has been selected. As a result, I respectfully ask that you provide the required assistance.

The information will be managed discreetly because it will be used for educational purposes.

Regards, yours Regards,

Vivian Isiche, an MBA candidate

Appendix II: Consent Form for Participation on Research

Dear Participant,

I'm writing my master's research thesis and would like to encourage you to take part in a study at

Mount Kenya University called "ANALYSIS OF KURT LEWIN CHANGE MODEL ON PERFORMANCE OF KENYA BROADCASTING CORPORATION." The investigation's goal is

to: (To determine how Kurt Lewin's change management methodology affects Kenya

Broadcasting Corporation's performance.)

The purpose of the attached questionnaire is to gather data regarding: (To determine the impact of Kurt Lewin's change management model on Kenya Broadcasting Corporation's performance)

You voluntarily choose to take part in this research experiment. You have the option to refuse completely or to not respond to any questions at all. Participation carries no known risks beyond what one would experience on a daily basis. Your answers will be kept private and anonymous. The research's data will be kept confidential and reported solely as the total of all the data. Your unique responses to this questionnaire will remain confidential, only known to the researchers. You will not directly profit from taking part in this study. Talking about the problems the study tackles, however, could be fascinating for you and the industry as well as for clients in the future or those who have gone through comparable experiences. It is entirely voluntary for you to take part in this research experiment. You can choose not to respond at all or to mark any questions you don't want to answer. Beyond those found in daily living, there are no recognized dangers associated with involvement. We will keep your answers private and anonymous. The research's data will be confidential and shared only as a consolidated, overall total. Your specific responses to this survey will remain confidential to all parties save the researchers. Your participation in this research will not directly benefit you in any way. Still, you might find it fascinating to discuss the problems the study tackles, and it might help the industry as well as prospective clients or people with related worries.

Please are welcome to reach the investigator, Vivian Isiche, at 0703906872, or the supervisor, Dr. Evans Nyamboga, PhD, with any questions you may have concerning this study. To inquire about the rights you have as a study participant, please contact the Chairman of the Ethical Review Committee at Mount Kenya University, P.O. Box 342-01000, Thika.

Thanks for your assistance in this important endeavor.

CONSENT

I've had a chance to study the information supplied, comprehend it, and ask questions. I am aware that participation is completely optional and that I can end it whenever I want, for any reason, and for free. I am aware that an electronic version of this permission form will be provided to me. I willingly consent to participate in this research.



Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix III: Research Questionnaire

Please complete the survey. Your answers will be kept completely private and utilized exclusively for this study's objectives.

Section A: Company Profile

1. Number of years worked with the KBC?

Less than Five Years []

5-10 years []

11-15 years []

More than 15 years []

4.0 What is your Gender

Male []

Female []

5.0 What is the Department you work?

Hr Department []

Customer Service []

Finance and Accounts []

Procurement and Operations []

Marketing []



Section B: Unfreezing Phase on Performance of KBC

The assertions in the section that follows are relevant to your particular opinions about how the unfreezing period affects KBC's performance. Please rate how you concur with every one of the following statements by circling the ones that you agree with the most. Please assign a number to each of the following statements.

Grade Scale: 5- Very Agree; 4-Agree; 3-Nor Do They Disagree; 2-Disagree; 1-Very Disagree

Statements	5	4	3	2	1

Process of unfreezing (disrupting existing routines and mind-sets) positively impacts KBC performance					
Unfreezing phase in promoting innovation and adaptability within KBC					
Unfreezing helps KBC employees embrace change and new ways of thinking					
Unfreezing contribute to increased employee motivation and engagement in KBC					
KBC leaders communicate the need for unfreezing and its impact on overall performance					
Unfreezing process lead to positive changes in KBC's competitive advantage.					

4 In what ways has does unfreezing phase influences the Performance of KBC?

.....

Section C: Transitioning Phase on KBC Performance of KBC

The assertions in the section that follows are relevant to your particular opinions about how the transitioning affects KBC's performance. Please rate how you concur with every one of the following statements by circling the ones that you agree with the most. Please assign a number to each of the following statements.

Grade Scale: 5- Very Agree; 4-Agree; 3-Nor Do They Disagree; 2-Disagree; 1-Very Disagree

Rating Scale: 5- Strongly Agree; 4=Agree, 3 – Neither Disagree nor Agree,2– Disagree,1 – Strongly Disagree

Statements	5	4	3	2	1
Transitioning phase (implementing new practices and behaviours) enhance KBC performance					
Transitioning lead to improved efficiency and effectiveness in KBC operations					
KBC employees adapt to the changes introduced during the transitioning phase					
Transitioning positively impact KBC's ability to innovate and stay competitive					
KBC leaders managing the transitioning process					
Transitioning lead to improved collaboration and teamwork within KBC					

4 In what ways has does Transition phase influences the Performance of KBC?

.....

Section D: Refreezing Phase on KBC Performance of KBC

The assertions in the section that follows are relevant to your particular opinions about how the refreezing period affects KBC's performance. Please rate how you concur with every one of the following statements by circling the ones that you agree with the most. Please assign a number to each of the following statements.

Grade Scale: 5- Very Agree; 4-Agree; 3-Nor Do They Disagree; 2-Disagree; 1-Very Disagree

Rating Scale: 5- Strongly Agree; 4=Agree, 3 – Neither Disagree nor Agree,2– Disagree,1 – Strongly Disagree

Statements	5	4	3	2	1
Refreezing positively impacts KBC's overall performance refreezing positively impacts KBC's overall performance					
Refreezing enhance KBC's adaptability to changing media trends and technologies					
Refreezing process enhances innovation and creativity within KBC					
Refreezing contributes to employee satisfaction and motivation at KBC					
Refreezing play a significant role in improving KBC's operational efficiency and effectiveness					
KBC manage the balance between stability (freezing) and change (refreezing)					

6.0 In what ways has does refreezing phase influences the Performance of KBC?

.....

Section E: Performance of KBC

The assertions made in the section that follows are relevant to your particular opinions of KBC's performance. Please rate your agreement with each of the following statements by circling the ones that you agree with the most. Please assign a number to each of the following statements.


Grade Scale: Five: Strongly Agree; Four: Agree; Three: Neither Disagree Nor Agree; Two: Disagree; One: Strongly Disagree

Statements	5	4	3	2	1
KBC's profits have increased Significantly					
KBC's operations are highly efficient.					
KBC's sales and advertisement revenue have increased significantly					

Thank You



APPENDICES 2: ERC CERTIFICATE



Mount Kenya University

REF: MKU/ISERC/3739 Date: 29 May 2024
TO: VIVIAN ISICHE
REG: MBA/2022/52027

Dear Sir/Madam,

RE: ANALYSIS OF KURT LEWIN CHANGE MODEL ON PERFORMANCE OF KENYA BROADCASTING CORPORATION

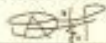
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2783**. The approval period is **29/05/2024 - 28/05/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000 Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus: General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

APPENDICES 3: INTRODUCTION LETTER FROM MKU

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2022/52027

30th May, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

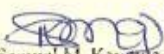
RE: VIVIAN ISICHE - REGISTRATION NO. MBA/2022/52027

The purpose of this letter is to introduce the above named student who is pursuing Master of Business Administration in the department of Accounting and Finance in the school of Business and Economics.

The title of the research is "Analysis of Kurt Lewin Change Model on Performance of Kenya Broadcasting Corporation." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between June, 2024 and August, 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

APPENDICES 4: NACOSTI RESEARCH LICENSE



REPUBLIC OF KENYA

Ref No: 727445

RESEARCH LICENSE



This is to Certify that Miss. Vivian Awino Isiche of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ANALYSIS OF KURT LEWIN CHANGE MODEL ON PERFORMANCE OF KENYA BROADCASTING CORPORATION for the period ending 18 June 2025.

License No: NACOSTI/P/24/06784

Applicant Identification Number: 727445



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 18 June 2024

Signature of Director General

DIRECTOR GENERAL NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDICES 5 : FIELD ENTRY/RESEARCH AUTHORIZATION

KENYA BROADCASTING CORPORATION

Telephone: + (254)2223757
When replying please quote


YOUR NATIONAL BROADCASTER

P.O. Box 30456-00100
NAIROBI, KENYA
Email: md@kbc.co.ke

Ref. No.....
KBC/MD/23/8/C

16th July, 2024

Ms. Vivian Isiche
P.O. Box 836- 80100
NAIRIBI -KENYA

Dear Madam,

MATTERS

**RE: REQUEST TO UNDERTAKE PHD RESEARCH AT KENYA
BROADCASTING CORPORATION**

This is in reference to your letter dated 5th July, 2024 on the above subject matter.

I wish to inform you that your request to conduct a research in the Corporation under the title "Analysis of Kurt Lewin's change Model on Performance" has been approved.

You are therefore requested to liaise with the undersigned for further guidance on the same.

I take this opportunity to wish you best of luck in your study.

Yours faithfully,


**JANE KIAMBI (MRS.)
FOR: MANAGING DIRECTOR**

APPENDICES 6: TURNITIN REPORT

ANALYSIS OF KURT LEWIN CHANGE MODEL ON PERFORMANCE OF KENYA BROADCASTING CORPORATION

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APPENDICES 7 : RESEARCH SITE MAP

