



ORGANISATIONAL CHANGE AND INDUSTRIAL ACTION IN PUBLIC UNIVERSITIES IN UGANDA

Sr Mary Gorreti Namutebi, Dr Teopista Nalule Kyamanywa and Irene Musumba

School of Management and Entrepreneurship, Kyambogo University

Abstract: - The paper was derived from a bigger research that examined a relationship between organizational change and industrial action in Public Institutions of Higher Learning in Uganda, taking Kyambogo University, the second largest Institution of Higher Learning in Uganda that came into existence as a result of merging three institutions (ITEK, UPK and UNISE). Since its inception, Kyambogo University has been experiencing persistent employee strikes and general unrest. A conceptual framework was developed, and variables were measured using quantitative and qualitative methodologies. Specifically, to analyze the relationship between organizational change, employee attitude and industrial action; questionnaires, interviews and review of related literature were employed. Findings revealed that: (a) there was a significant relationship between organizational change and industrial action at Kyambogo University ($r = 0.15$ sig = 0.03); (b) a significant positive relationship exists between organizational change and employee attitude ($r = 0.63$, sig = 0.00). On the basis of the findings, it was recommended that there should be clear and comprehensive strategies involving concerned parties in decision making and implementation of changes. Also changes should be monitored by management in conjunction with elected staff representatives. In addition, management should follow the policies and procedures in place for managing mergers and the affected human resources at the University.

Key words: Industrial action, mergers, employee attitude, inception

Introduction: This study examined the relationship between organizational change and

For Correspondence:

mgnamutebi@yahoo.com

Received on: January 2016

Accepted after revision: January 2016

Downloaded from: www.johronline.com

industrial action at Kyambogo University - that was undergoing multiple institutional mergers and a lot of organizational changes at the time. The University is among the newly established public universities in Uganda, established by the Universities and other Tertiary Institutions Act 2001. Among the objectives of its establishment, was to ensure that the university

becomes a centre of academic and professional excellence.

Change Overview: Change is defined as introducing something different from what had been done or existed before (Creasey 2006). Change is further explained as involving transformation, making different in form, replacing or substituting of the original form. From the look of things at Kyambogo University, employees seem to be resisting change.

Bedein (1980) in Buchanan et al (1991) identifies four common causes of resistance to change in organizations. These include:

1. Parochial self-interest: individuals would like to protect a status quo; change may mean loss of power, respect, prestige etc.
2. Lack of trust and misunderstanding of the change process: people resist change when they do not understand the reason for the change, or its nature and likely consequences.
3. Low tolerance of change: individuals differ in their ability to cope with change, to face the unknown and to deal with uncertainty.
4. Contradictory assessment of the situation: individuals differ in the way they evaluate the costs and benefits of change.

Bedein (1980) further points out that contradictory analysis of change may lead to constructive criticism and improved proposal. Thus resistance to change may not necessarily be disruptive; it may lead to more effective forms of change.

The Change at Kyambogo University: Kyambogo University was established in July 2003 (*Establishment of Kyambogo University*) Instrument No. 37 of 2003. The Ministry of Education and Sports (MOES) took a policy decision to merge the three institutions in order to create a University. The three institutions were: Uganda Polytechnic Kyambogo (UPK), Institute of Teacher Education Kyambogo (ITEK), and Uganda National Institute of Special Education (UNISE). The Vision of this University is; 'To be a centre of Academic and

Professional Excellence'; the Mission is; 'To advance and promote knowledge and development of skills in Science, Technology and Education, and in other such fields having regard to quality, equity and the progress of the society, while the Motto is; 'Knowledge and Skills for Service'.

Before the creation of the university, the three institutions had already developed; each had its own structure, culture and system of administration. This definitely implies that each was well established and had developed some level of complexity, formalization and centralization of activities.

UPK evolved from a small technical school in 1928, to a Uganda Technical College, and finally named Uganda Polytechnic Kyambogo. It specifically dealt with more or less technical activities, and produced technicians and engineers. ITEK started as a government Teacher training college in 1948 at Nyakasura, transferred in 1954 to Kyambogo as a National Teachers College and later became ITEK in 1989, by statute of Parliament, and it was specifically producing teachers for primary, secondary and tertiary institutions. UNISE was originally a department of Special Education in the Faculty of Education of Makerere University and later became an autonomous Institution by an Act of Parliament in 1998. It was an institution training those who could assist people with special needs. Merging the three institutions to form a University was a major organizational change. However, since its inception, the University has been experiencing a number of problems probably resulting from the organizational change the Institution underwent, which is also affecting its effectiveness

The claimed causes of the strikes advanced by the employees are ranging from absence of employee involvement in decision making, poor remuneration and inadequate incentives. So it seemed to the scholars that there was a relationship between organizational change and the industrial action that ensued.

Objectives of setting up Kyambogo University

The objectives of changing the institutions by merging them and setting up this University as expressed in a report from the Ministry of Education and Sports included, among others, the following;

- Cooperation of the merged institutions to achieve optimal utilization of all resources and performance of their functions.
 - Share strategies of academic development for both staff and students.
 - Increase in salaries, benefits and allowances of employees.
 - Promotion of employees depending on qualifications and conduct.
 - Sharing library resources and other expensive equipment by students and staff.
- (Report on proposed merger May 1999)*

Kyambogo University also made a strategic plan including the following objectives relating specifically to human resource among other objectives;

The strategic objectives:

- To consolidate staff growth and development in their respective careers;
- To promote staff welfare and development in the University;
- To promote professional ethics, integrity and the culture of accountability among the university community.
- To strengthen the staff development programmes of the university
- To ensure optimum human resource capacity and utilization at all levels of the university.

(Kyambogo Strategic Plan 2004)

Before the merger, the following were some of the expectations from the employees, relating to the objectives for change that was implemented; change in the salary structure, procedures for promotions, policies for staff welfare and development, change in infrastructure to suit the newly formed university among others. After the merger, there was a need to restructure activities in order to set up a uniform culture to accommodate everyone within the entire

university, to change the structure to befit the new organization and a system of administration of a University. Thus, the Human Resource strategies had to be given due consideration. However, unfulfilling of the expected outcome of the change seems to have had an effect on both the employees, the management and other stakeholders, which in the short or long run has caused a lot of dissatisfaction among the employees, leading to industrial action and also affecting the organizational effectiveness.

Industrial Action: This is a concept which is often used interchangeably with resistance to change, it relates mainly to the way employees within an organization may react to situations which may be against their will. If the change in an organization becomes too refractory to the wants of the employees it can cause negative emotions that may invoke industrial action. There are a variety of forms by which industrial action can manifest itself. It can range from quite harmless covert manifestations -like rumours and gossip, a 'wait and see' policy, protest letters to the management and trade union activity- to harmful overt manifestations - like sabotage of work processes and aggression against management (Coch and French, 1948). The harmful manifestations of industrial action can have severe effects on the well being of organizational members. Industrial action can, lead to high staff turnover, reduced effectiveness and efficiency of the organization, conflicts, reduced organization commitment and increased absenteeism and late coming on jobs. In this study, resistance to change will be referred to more in an attempt to express the industrial action among employees. Industrial action will mainly refer to the reactions and resistance of the employees towards the changes in organizations.

Problem Statement: The three institutions; (1) Institute of Teacher Education, (2) Uganda Polytechnic, and (3) Uganda National Institute of Special Education at Kyambogo, were stable and performing well when independent. Change

occurred when they were merged into a Public University in 2003.

Although the objectives of turning the three institutions into a University included that of becoming a centre of academic and professional excellence among others, as expressed in the University vision and very good strategic objectives set up as outlined above including promoting the staff welfare and development. Kyambogo University, since its inception, is reportedly experiencing a number of problems related to the staff welfare and development. Several years down the road, the University has experienced several strikes by both lecturers and support staff, an act that students said reflects management's inability to address outstanding issues related to working conditions, welfare package and job satisfaction of the staff. Ahimbisibwe (2006) reported that Kyambogo academic staff went on strike following the expiry of an ultimatum to make members of staff permanent, and Okiror (2008), reported that Kyambogo University lecturers went on a sit down strike over salaries. The lecturers accused the University management of reducing their salaries, and refusing to address their grievances. Ever since this merger, the organization has experienced and suffered resistance to change (from both academic and non teaching staff) and students have also resisted the changes.

It was upon such a background that the researchers were prompted to conduct a study in effort to establish whether a relationship exists between change and the industrial action among staff at Kyambogo University.

General Objective: The general objective of this study was to establish the relationship between organizational change and industrial action at Kyambogo University.

Specific Objectives:

1. To establish the relationship between organizational change (in salaries, infrastructure, job titles) and industrial action at Kyambogo University.
2. To assess the relationship between staff attitude and industrial action.

Research Hypotheses:

H1. There is a relationship between organizational changes industrial action at Kyambogo University.

H3. There is a relationship between staff attitude and industrial action among employees of Kyambogo University.

Geographical Scope: The study was conducted at Kyambogo University, which is located 8 km from Kampala city –centre, along the Kampala-Jinja Highway.

Content Scope: The study focused on the change that took place at Kyambogo after the three institutions were merged to form Kyambogo University. The objectives of the study were to examine the relationship between the changes implemented and staff reaction; and employees' attitudes towards change.

Organizational change: Due to the fact that organizations nowadays need to operate in increasingly dynamic environment, they are under great pressure to fundamentally change the way they do business (Reger et al., 1994). The world is continuously changing and so the organizations in it need to change along in order to survive (Greenberg and Baron, 2002). According to Greenberg and Baron (2002), organizational change refers to planned or unplanned transformations in the structure, technology and/or people of an organization. There are variations in shape, quality, or state over time after an introduction of new ways of working, thinking, and acting within an organization (Van de Ven and Poole, 1995; Del Val and Fuentes, 2003). In general, the aim of an organizational change is an adaptation to the environment and /or an improvement in performance (Del Val and Fuentes, 2003).

Daft (2001) stated that organizational change is the adaptation of new ideas, or behaviours by an organization. Organizational change may also be described as a response to a break in the status quo of an established organization, which may be needed in occasional situations. Robbins (2000) explains organizational development as a term used to encompass a collection of change

techniques, found in organizations' wide change in structure and systems. He further talks about change as either being incidental or planned.

The main objective of planned organizational change is to alter the behaviors of individuals within an organization. Organizations survive, grow, prosper or fail because of the things that employees do or fail to do. Therefore organizational change depends on the change in behaviours of the individuals.

Colin (1999) as quoted by Onebe (2006) asserts that managing major changes successfully requires an organization's wide approach, because change creates stress and strain for those who support change and for those who are indifferent, opposed or fearful of change. Organization restructuring and strategic change should be based upon effective diagnosis and benchmarking information and incentive systems. In today's economy, change is all-pervasive in organizations. It happens continuously, and often at rapid speed. Because change has become an everyday part of organizational dynamics, employees may resist changes that can actually cripple an organization's development.

Because of the organization change that took place at Kyambogo while merging the three institutions, the employees of the three institutions were not comfortable with the change and hence were forced to resist this change by industrial action means.

Early Researches and Organizational Change

In the 1940's, social psychologist Kurt Lewin first introduced the idea of managing and removing "resistance" to proposed changes occurring within organizations. His early work focused on the aspects of individual behavior that must be addressed in order to bring about effective organizational change.

Morgan (1997) states that: Lewin suggested that any potential change is resisted by forces in the opposite direction. The idea is similar to the dialectical principle that everything generates its opposite. But within Lewin's framework, the forces tend to be external to the change, holding

situations in states of dynamic equilibrium. His solution was to advocate that successful change rests in "unfreezing" an established equilibrium by enhancing the forces driving change, or by reducing or removing resisting forces, and then "refreezing" in a new equilibrium state.

The first known published reference to research on resistance to change in organizations was a 1948 study conducted by Coch and French entitled, "Overcoming Resistance to Change." Their research, which generated a large body of work on the importance of employee involvement in decision making, was conducted at the Hardwood Manufacturing Company, a pajama factory located in Virginia. This study focused on the main questions (1) Why do people resist change so strongly? and (2) What can be done to overcome this resistance? (Dent & Goldberg, 1999).

In 1950, Alvin Sander wrote, "Resistance to Change—Its Analysis and Prevention." His article made an early distinction between the symptoms of resistance, like hostility or poor effort, and the underlying causes for the behavior. Dent & Goldberg (1999) state: "Rather than providing a systems model, Sander equates resistance in organizations to that of a psychotherapist and a patient. His primary advice for practicing managers is, to know what resistance means, so as to work on the causes rather than the symptoms".

Sander, a close colleague of Kurt Lewin, leaned heavily on his work, offered six primary reasons for resistance to surface. (1). If the nature of the change is not made clear to the people who are going to be influenced by the change. (2). If the change is open to a wide variety of interpretations. (3). If those influenced feel strong forces deterring them from changing. (4). If people influenced by the change have pressure instead of having a say in the nature or the direction of the change. (5). If the change is made on personal grounds. (6). If the change ignores the already established institutions in the group (cited in Dent & Goldberg, 1999)

Symptoms are the specific behaviors individuals exhibit when they are resistant to change. According to Bhutan (1995), it is important to distinguish between the symptoms of resistance to change, and the causes behind it. These behaviors fall into two categories -- active-resistance or passive-resistance. Symptoms of active-resistance include finding fault, ridiculing, appealing to fear, and manipulating. Passive-resistance symptoms include agreeing verbally but not following through, feigning ignorance and withholding information.

Organizational Change and Employee Attitude: Resistance is an inevitable response to any major change. Individuals naturally rush to defend the status quo if they feel their security or status is threatened. Folger & Skarlicki (1999) claim that "organizational change can generate skepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvements"

Resistance to change is the most frequently cited implementation problem encountered by management when introducing change (Bovey & Hede, 2001). It results in costs and delays in the change process that are difficult to anticipate, but must definitely be taken into consideration (Del Val & Fuentes, 2003). Although unwanted, resistance to change can be seen as a natural part of the change process. Therefore, an understanding of the process that leads to change and the underlying causes of resistance to change is very useful. If the management does not understand, accept and make an effort to work with resistance, it can undermine even the most well-intentioned and well-conceived change efforts. Coetsee (1999) states that, any management's ability to achieve maximum benefits from change depends in part on how effectively they create and maintain a climate that minimizes resistant behavior and encourages acceptance and support.

It can be observed that if employees do not properly understand the process that leads to change, and if management does not make an effort to properly communicate the need to

change, this may certainly lead to a negative attitude from the employees and result in industrial action.

How People respond to Organizational Change: According to Bovey and Hede (2001), when people are personally confronted with major organisational change, they go through a reaction process. This process consists of four phases: initial denial, resistance, exploration and eventually commitment (Bovey & Hede, 2001; Reynolds, 1994). Also, O'Connor (1993) says that individuals respond to the threats of change with unconscious processes. People unconsciously use well-developed and habitual defence mechanisms to protect themselves against change and the feelings of anxiety caused by change (Oldham and Kleiner, 2001). Changes lead to a great deal of uncertainty and stress among employees, also due to feelings of no control over the situation engendered by uncertainty. The individual then believes that he or she is unable to effect the change in a desired direction on the environment. Uncertainty, defined as the inability of an individual to predict something accurately due to lack of knowledge about current or future events, undermines this ability to influence or control these events. Negative consequences such as anxiety, psychological strain, learned helplessness and lower performance are the result (Bordia et al, 2004a). The defence mechanisms against these negative consequences might obstruct and hinder an individual from adapting to change (Halton, 1994).

Industrial Action: This is a concept which can be used interchangeably with resistance to change, it relates mainly to the way employees within an organization may react to situations which may be against their will. If the change in an organization becomes too refractory to the wants of the employees it can cause negative emotions that may invoke industrial action. There are a variety of forms by which industrial action can manifest itself. It can range from quite harmless covert manifestations -like

rumours and gossip, a 'wait and see' policy, protest letters to the management and trade union activity- to harmful overt manifestations - like sabotage of work processes and aggression against management (Coch & French, 1948). The harmful manifestations of industrial action can have severe effects on the well being of organizational members. Industrial action can, for example, lead to high staff turnover, reduced effectiveness and efficiency of the organization, conflicts, reduced organization commitment and increased absenteeism and lateness (Metselaar, 1997). In this study, resistance to change will be referred to more in an attempt to express the industrial action among employees. Industrial action will mainly refer to the reactions and resistance of the employees towards the changes that have taken place at Kyambogo University.

Resistance Defined: In order to understand the concept of industrial action or employee resistance, it is critical to define what is meant by the term resistance. Alvin Zander (1950), an early researcher on the subject, defined resistance to change as "behavior which is intended to protect an individual from the effects of real or imagined change" (cited in Dent & Goldberg, 1999). Zaltman & Duncan (1977) define resistance as "any conduct that serves to maintain the status quo in the face of pressure to alter the status quo" (cited in Bradley, 2000). In the view of Folger & Skarlicki (1999) resistance is defined as "employee behavior that seeks to challenge, disrupt, or invert prevailing assumptions, discourses, and power relations".

Stages of Resistance to Change: Piderit (2000) believes that the definition of the term resistance must incorporate a much broader scope. She states that "a review of past empirical research reveals three different emphases in conceptualizations of resistance: as a cognitive state, as an emotional state, and as behavior". The notion that employee resistance can be overcome cognitively suggests that negative thoughts or beliefs about the change exist. Piderit sites, Watson (1982) who suggested that what is often labeled as resistance is, in fact,

only reluctance. Armenakis, Harris, and Mossholder (1993) define resistance in behavioral terms but suggest that another state precedes it: is a cognitive state they call (un)-readiness".

Others attempt to define employee resistance based on the emotional factors exhibited as a result of organizational change. From their early study, Coch and French (1948) acknowledged aggression and frustration in employees as the emotional factors that caused undesirable behaviors and resistance to change. Argyris and Schon (1974, 1978) noted that resistance to change is a defense mechanism caused by frustration and anxiety (Piderit, 2000). The final aspect of Piderit's conceptualization focuses on individual behavior in an attempt to define employee resistance to change. She cites Brower and Abolafia (1995) who define resistance as a particular kind of action or inaction. Ashforth and Mael (1998) define resistance as intentional acts of commission (defiance) or omission. Shapiro, Lweicki, and Devine (1995) suggest that willingness to deceive authorities constitutes resistance to change (Piderit 2000).

Piderit (2000) claims that: although these conceptualizations of resistance overlap somewhat, they diverge in important ways. Finding a way to bring together these varying emphases should deepen our understanding of how employees respond to proposed organizational changes. Each of these three conceptualizations of resistance - as a behavior, an emotion, or a belief - has merit and represents an important part of our experience of response to change. Thus, any definition focusing on one view at the expense of the others seems incomplete. According to Dent & Goldberg (1999), individuals aren't really resisting the change, but rather they may be resisting the loss of status, loss of pay, or loss of comfort. They claim that, "it is time that we dispense with the phrase resistance to change and find a more useful and appropriate models for describing what the phrase has come to mean - employees

are not wholeheartedly embracing a change that management wants to implement".

As expressed by Argyris and Schon (1974, 1978) noted that resistance to change is a defense mechanism caused by frustration and anxiety. Kyambogo staff may have unconsciously used this well-developed defensive mechanism (industrial action) to protect themselves against change and the feelings of anxiety caused by change.

Causes of Resistance to Change: There are a variety of forms by which resistance can manifest itself. It can range from quite harmless covert manifestations -like rumours and gossip, a 'wait and see' policy, protest letters to the management and trade union activity- to harmful overt manifestations -like sabotage of work processes and aggression against management (Coch & French, 1948). The harmful manifestations of resistance can have severe effects on the well being of organizational members. Structural resistance can, for example, lead to high staff turnover, reduced effectiveness and efficiency of the organization, conflicts, reduced organization commitment and increased absenteeism and lateness (Metselaar, 1997). In order to understand the emergence and manifestation of resistance to change, it is necessary to know the causes of this phenomenon.

In order to diagnose the true cause of resistance to change, it is necessary to obtain an understanding in the people behind it. Usually, management has a tendency to neglect or ignore the human dimension when implementing change. They only focus on the technical aspects, not recognizing or understanding how the human element influences the success or failure of change. Change requires the participation of the people in the organisation who first need to change themselves before organisational change can succeed (Bovey and Hede, 2001). When implementing change, management needs to be aware of the ways in which personal issues can impact on an employee's thoughts, feelings and behaviour.

Diagnosing employee resistance when implementing change, is, therefore an important task that sometimes requires to go beyond the outward aspects of an individual's behaviour and to address the unconscious motivations to achieve a change of attitude (Bovey and Hede, 2001). Bhutan (1995) adds, "There is always the danger of identifying a symptom of resistance when you are really looking for its cause. To diagnose the causes, we must understand a person's state of mind. The most important factors that go into a person's state of mind are; his or her facts, beliefs, feeling, and values".

The list of reasons why individuals might be resistant to organizational change has grown since Sander's initial six published in 1950. It is safe to assume that any attempts to cover all of them would produce volumes of literature. However, there are several that are quite common and prevalent, which help provide a solid basis to understanding the concept. Employees resist change because they have to learn something new. In many a case there is not a disagreement with the benefits of the new process, but rather a fear of the unknown future and about their ability to adapt to it. De Jager (2001) argues that most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we will get from the old to the new, especially if it involves learning something new and risking failure. Low tolerance for change is defined as the fear that one will not be able to develop new skills and behaviors that are required in a new work setting. According to Kotter & Schlesinger (1979), if an employee has a low tolerance for change, the increased ambiguity that results as a result of having to perform their job differently would likely cause a resistance to the new way of doing things. An employee may understand that a change is needed, but may be emotionally unable to make the transition and resist for reasons they may not consciously understand.

Folger & Skarlicki (1995) investigated resistance to change as a response to the

treatment employees receive in the change process. Specifically they focus on resentment-based resistance -reactions by disgruntled employees regarding the perceived unfairness of the change. They claim that "resent-based" resistance behaviors, which can range from subtle acts of non-cooperation to industrial sabotage, are often seen by the perpetrators as subjectively justifiable - a way to "get even" for perceived mistreatment and a way for employees to exercise their power to restore perceived injustice".

Strebel (1996), attributes resistance as a violation of "personal compacts" management has with their employees. Personal compacts are the essence of the relationship between employees and organizations defined by reciprocal obligations and mutual commitments that are both stated and implied. Any change initiatives proposed by the organization would alter their current terms.

Strebel points out that when these personal compacts are disrupted it upsets the balance, and increases the likelihood of resistance. He suggests that management view how change looks from the employees' perspective, and to examine the terms of the personal compacts currently in place. 'Unless manages define new terms and persuade employees to accept them, it is unrealistic for managers to expect employees to fully buy into changes that alter the status quo".

Kegan & Lahey (2001) describe a psychological dynamic called a "competing commitment" as the real reason for employee resistance to organizational change. The change is not challenged, but rather is it resisted, or not implemented at all because the employee faces additional issue or concerns related to the change. When an employee's hidden competing commitment is uncovered, "behavior that seems irrational and ineffective suddenly becomes stunningly sensible and masterful - but unfortunately, on behalf of a goal that conflicts with what you and even the employee are trying to achieve".

Competing commitments should not be viewed as a weakness, but as a version of self-protection. If these competing commitments are a form of self-protection, then what are employees protecting themselves from? Kegan & Lahey believe the answer usually lies in what they call "big assumptions" - deeply rooted beliefs people have about themselves and the world around them. Many rarely realize they hold big assumptions because they are woven into the very fabric of people's existence, and thus they accept them as reality. "These assumptions put an order to the world and at the same time suggest ways in which the world can go out of order. Competing commitments arise from these assumptions, driving behaviors unwittingly designed to keep the picture intact".

Positive Resistance to Change

Managers often perceive resistance negatively, and employees who resist are viewed as disobedient and obstacles the organization must overcome in order to achieve the new goals. However in certain instances, employee resistance may play a positive and useful role in organizational change. Insightful and well-intended debate, criticism, or disagreement do not necessarily equate to negative resistance, but rather may be intended to produce better understanding as well as additional options and solutions. De Jager (2001) claims, "the idea that anyone who questions the need for change has an attitude problem is simply wrong, not only because it discounts past achievements, but also because it makes us vulnerable to discriminate and ill-advised change'. Piderit (2000) points out that what some managers may perceive as disrespectful or unfounded resistance to change might be motivated by an individual's ethical principles or by their desire to protect what they feel is the best interests of the organization. Employee resistance may force management to rethink or reevaluate a proposed change initiative. It also can act as a gateway or filter, which can help organizations select from all possible changes the one that is most appropriate to the current situation. According to de Jager

(2001), "resistance is simply a very effective, very powerful, very useful survival mechanism". Folger & Skarlicki (1999) claim "that not all interventions are appropriate as implemented – the organization might be changing the wrong thing or doing it wrong. Just as a conflict can sometimes be used constructively for change; legitimate resistance might bring about additional organizational change".

Organizational change management: Organizational change management includes processes and tools for managing the people side of the change at an organizational level. These tools include a structured approach that can be used to effectively transition groups or organizations through change. When combined with an understanding of individual change management, these tools provide a framework for managing the people side of change. People who are confronted by change will experience a form of culture-shock as established patterns of corporate life are altered, or viewed by people as being threatened. Employees will typically experience a form of "grief" or loss (Stuart, 1995).

Some literature on change management notes that one needs good communication patterns to deal with the uncertainty and anxiety experienced by employees during organisational change (Bordia *et al.*, 2004b). Poorly managed communication can lead to widespread rumours, which often exaggerate the negative aspects of and feelings due to the change. This builds resistance towards change. Others state that

participation or involvement of those affected by organisational change will reduce organisational resistance, creating a higher level of psychological commitment toward the proposed change (Lines, 2004). Likewise, a study of Wanberg and Banas (2000) reported that self-esteem, optimism, and perceived control – interpreted as measures of psychological resilience – predicted employees' willingness to accept changes at work. As such, personality traits form important aspects that need to be taken into account when considering resistance to change.

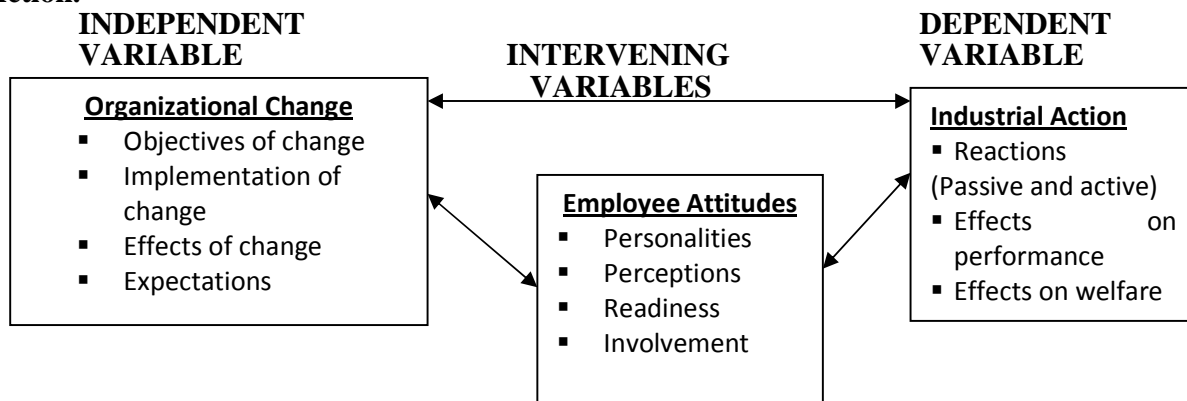
Change Management: The Ugandan Experience: According to Odoy –Asoka's study (1998) on NWSC; (restructuring of NWSC i.e. to change it from Government service corporation, to Government commercial enterprise); though it was a planned change, it met with a lot of resistance from the work force. This was due to a number of reasons among which were;

- Lack of employee involvement
- Lack of shared visions and
- Both open and hidden resistance.

Hence change was just imposed on the workforce.

In Uganda Garment Industry Limited (UGIL) which was restructured in 1991, workers were not aware of the change content to be effected by the World Bank (1990); because of this lack of awareness the response of the workers were based on their feelings, and so they had to resist the change.

The conceptual model showing the relationship between Organizational Change and Industrial Action.



Source: Personal initiative

Description of the conceptual framework:

The conceptual framework depicts organizational change as the independent variable, while Industrial action is the dependent variable. The objectives, expectations and implementation of change can lead to an industrial action among members of an organization; however employee attitudes can act as intervening variables, such that if they are kept constant, there may be a strong relationship between the independent and dependent variables.

Organizational change as Morgan (1997) stated, any potential change is resisted by forces in the opposite direction. Employee resistance to change is a complex issue facing management in the complex and ever-evolving organization of today. The process of change is ubiquitous, and employee resistance has been identified as a critically important contributor to the failure of many well-intend and well-conceived efforts to initiate change within the organization.

Summary and Gaps to be filled by the Study:

The literature review chapter surveyed the available literature, it was found out that it had mostly focused on reasons why people resist change, Bhutan (1995), Sander (1950), how resistance can be prevented or what can be done not to resist change, Dent & Goldberg, (1999), but never gave an approach to the effects and relationship between change and the reactions of employees to change. This is mainly the gap the researcher would like to establish within this study, while looking at the relationship between organizational change and industrial action among employees of Higher Institutions of learning in Uganda, using Kyambogo University as a case study.

Methodology

Research Design: A case study research design was preferred because it places more emphasis on in depth contextual analysis of events in an entity and their interrelationship (Creswell et al, 2003).

Target Population: The target population was the teaching staff (400) and non-teaching staff (600) of Kyambogo University. The study subjects were selected from employees/ members of staff of Kyambogo University.

(Teaching and non-teaching staff/ professionals and non professionals).

Categories of Staff

Category of Kyambogo employees	Number of employees in each category
Teaching Staff	400
Non-teaching staff	600
Total	1000

The sample size was composed of 1,000 staff; however 197 were purposively selected from the two categories, (i.e. 79 teaching staff and 118 non-teaching staff) (Krejeie & Morgan in Amin 2005).

Population and Sample Size

Category of Kyambogo employees	Number of employees in each category (Population)	Sample Size
Teaching Staff	400	79
Non-teaching staff	600	118
Total	1000	197

In selecting the individual respondents, both purposive and convenient sampling techniques were used. Purposive sampling is one where sampling is confined to specific types of people who can provide the desired information (Sekaran, 2003 & Amin, 2005).

Instruments of data collation: A questionnaire and an interview guide were used for collecting data and were tested for validity and reliability (Saunders et al 1997, White 2002).

Validity test:

Expert 1: = $30 + 35/73 = 0.8904$

Expert 2: = $20 + 18/73 = 0.5205$

From the above findings, it was deduced from the two experts' results (0.8904 and 0.5205) that the questions were relevant to the study, thus $CVI \geq 0.50$.

Reliability test:

Cronbach Alpha test was applied.

If Alpha was > 0.60 , then the scales used to measure the study variables were reliable and consistent.

Reliability Test

Variable	Constructs	Cronbach Alpha
Organizational Change		0.7252
	Objectives of change	0.6066
	Implementation of Change	0.8520
	Effects of change	0.7332
	Expectations	0.7439
Employee attitudes		0.6966
	Personalities	0.6095
	Perceptions	0.6095
	Readiness	0.6095
	Involvement	0.6641
Industrial Action		0.7265
	Reactions	0.7897
	Effects on performance	0.7675
	Effects on welfare	0.6078

From the above table, all coefficients were above 0.6 which implies that the scales used to measure the variables were consistent and therefore reliable.

Data Presentation, Analysis And Interpretation

Descriptive analysis:

Objective 1: To establish the relationship between organizational changes in Salaries, infrastructure, job titles, and their effects on employee welfare at Kyambogo University.

(a) The various changes that were expected

The identifies types of change included; change in status of the institutions, administrative roles, infrastructure, job titles, and salaries.

Change of Status

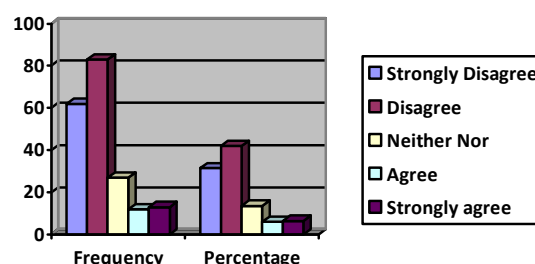
Status changed from institutions to University

Change from institutions	Frequency	Percentage
Strongly Disagree	2	1.0
Disagree	2	1.0
Neither Nor	10	5.1
Agree	64	32.5
Strongly agree	119	60.4
Total	197	100.0

The above table shows that 93% of the respondents agreed that, the status of the three institutions changed from institutions to a University status, while 2% disagreed and 5% were neutral. Therefore this shows that there were significant changes in operations of the former institutions when there were merged into a university, which affected the working conditions of the employees.

Administrative roles

Administrative roles changed



Source: Primary data Source

The above chart shows that 74% disagreed that administrative roles changed, 14% were neutral while only 12% agreed that the administrative roles changed. Therefore there was little change in the administrative roles after the implementation of change.

Infrastructure

There was a change in infrastructure

Change in Infrastructure	Frequency	Percentage
Strongly Disagree	12	6.1
Disagree	29	14.7
Neither Nor	58	29.4
Agree	21	10.7
Strongly agree	77	39.1
Total	197	100.0

Source: Primary data Source

The previous table shows that 50% agreed that there was change in infrastructure, while 21% disagreed and 29% were neutral. Thus the implementation of change brought about very little change in the infrastructure which was available, a few lecture rooms were added,

libraries and laboratories were slightly improved.

Job Title: A higher job title after the change

Change in Job title	Frequency	Percentage
Strongly Disagree	13	6.6
Disagree	66	33.5
Neither Nor	35	17.8
Agree	43	21.8
Strongly agree	40	20.3
Total	197	100.0

The table shows that 42% of the respondents agreed that after the change they got higher job titles than before the change, 41% disagreed while 18% were neutral. Since the results showed that less than half agreed with the statement therefore there were no higher jobs assumed by the staff after the implementation of change.

Salary

Salary increased after the change

Change in salary	Frequency	Percentage
Strongly isagree	16	8.1
Disagree	51	25.9
Neither Nor	61	31.0
Agree	41	20.8
Strongly agree	28	14.2
Total	197	100.0

The above table shows that 35% of the respondents agreed that their salary increased after the change, 34% disagreed while 31% of the respondents were neutral. Thus there was no significant increase in salaries of most of the employees at Kyambogo University after the change was implemented.

Experience

Appreciated as a staff of the University

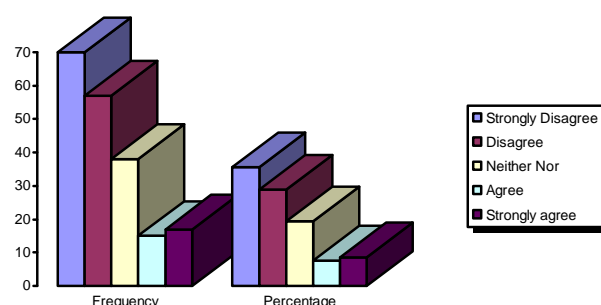
My status	Frequency	Percentage
Strongly Disagree	25	12.7
Disagree	40	20.3
Neither Nor	60	30.5
Agree	42	21.3
Strongly agree	30	15.2
Total	197	100.0

Source: Primary data Source

The table shows that 36% agreed that they were appreciated as staff of the University after the change, 33% disagreed while 31% were neutral. Despite the changes, some few staff felt they were appreciated.

Morale

Loss of morale among the Staff

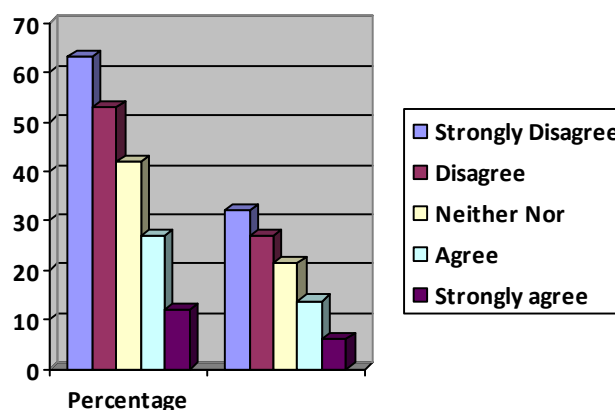


Source: Primary data Source

The above chart shows that 17% of the respondents agreed that they lost morale to work after the change was implemented, 65% disagreed with the statement, and then 18% were neutral. Therefore, despite the change, the staff at Kyambogo never lost morale to work.

Staff Performance

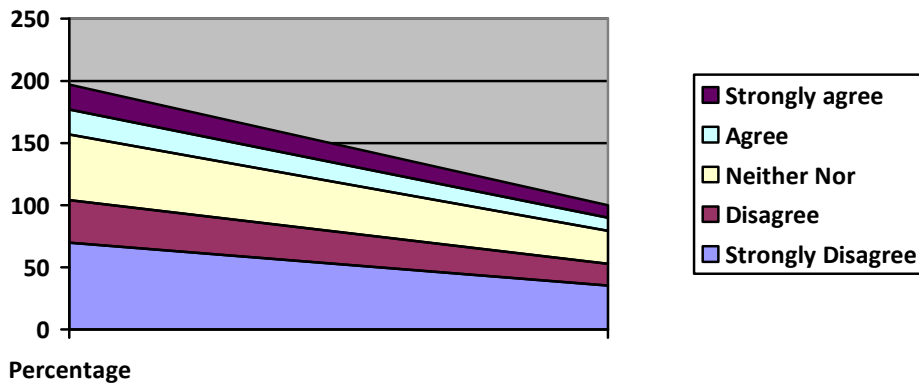
Decline in Staff Performances:



Source: Primary data Source

Above chart shows that 59% of the respondents disagreed that there was a decline in the staff performance as a result of implementation of change at Kyambogo University, 20% agreed that there was a decline in the performance, while 21% were neutral. Hence the decline in staff performance was not so significant as indicated from the percentages recorded.

Student Performance: Decline in student performance:



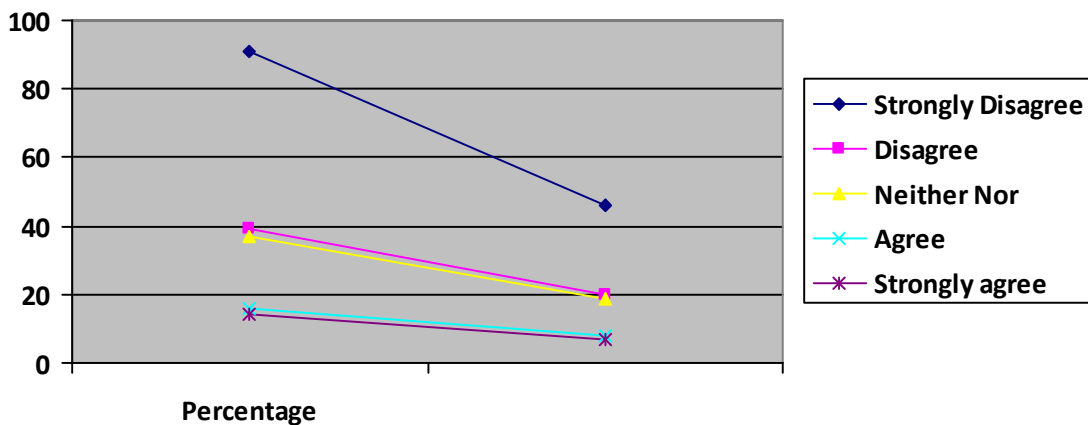
Source: Primary data Source

The preceding chart above indicates the 53% of the respondents disagreed with the statement that there was a decline in the students' performance at Kyambogo University, 20%

agreed that there was a decline in the students' performance due to the implementation of change and 27% were neutral. Hence despite the changes at Kyambogo, there was little decline in the students' performance.

Relationship between Staff and Administration

Loose relationship between staff and administration:



Source: Primary data Source

The above Chart indicates that 66% disagreed that there was a loose relationship between staff and administration, 15% agreed with the statement, while 19% were neutral. Therefore despite the change at Kyambogo, the relationship between the staff and the administration was not so loose.

Objective Two: To assess the relationship between change, employee welfare and industrial action.

These were expressed in terms of anxiety among employees, utilization of human resource, lack of staff development programs, promotions, staff and students' performance, morale and relationship among staff, and lack of trust. As shown in tables below, were related to some of the reactions and experiences of the employees after the implementation of change at Kyambogo University.

Objective One which is about the organizational change and its effects on employee welfare also upholds hypothesis one, (H1) which says that organizational change affects the employees' welfare.

Anxiety: Anxiety feelings after the change in Kyambogo

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	20	10.2	10.2
Disagree	87	44.2	54.3
Neither Nor	35	17.8	72.1
Agree	39	19.8	91.9
Strongly agree	16	8.1	100.0
Total	197	100.0	

Source: Primary data Source

According to the table above, 54% disagreed with the statement, 28% agreed with the statement, while 18% were neutral, however

results showed that despite the changes implemented in Kyambogo, a few of the staff felt a lot of anxiety.

Human Resource

The University is making a full utilization of Human Resource

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	11	5.6	5.6
Disagree	25	12.7	18.3
Neither Nor	53	26.9	45.2
Agree	60	30.5	75.6
Strongly agree	48	24.4	100.0
Total	197	100.0	

Source: Primary data Source

The above table showed that; 55% agreed that the University was making full utilization of Human resource while 19% disagreed with the statement and 27% were not sure. This shows

that almost half the number agreed with the statement and therefore despite the changes, there was some utilization of Human resource at Kyambogo University.

Promotion

Promotion is based on qualification and conduct

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	67	34.0	34.0
Disagree	40	20.3	54.3
Neither Nor	51	25.9	80.2
Agree	11	5.6	85.8
Strongly agree	28	14.2	100.0
Total	197	100.0	

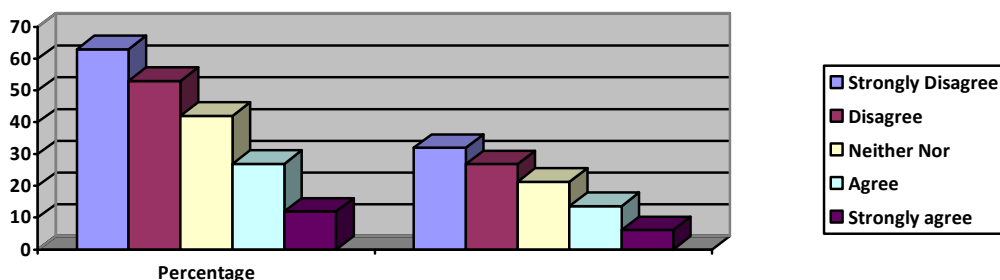
Source: Primary data Source

The table above showed that 54% disagreed with statement that promotion at Kyambogo depended on qualification and conduct of the staff, while only 20% agreed with the statement

and the remaining 26% were not sure, thus promotion may be based on other factors other than qualification and conduct.

Staff Performance

Decline in Staff Performances:



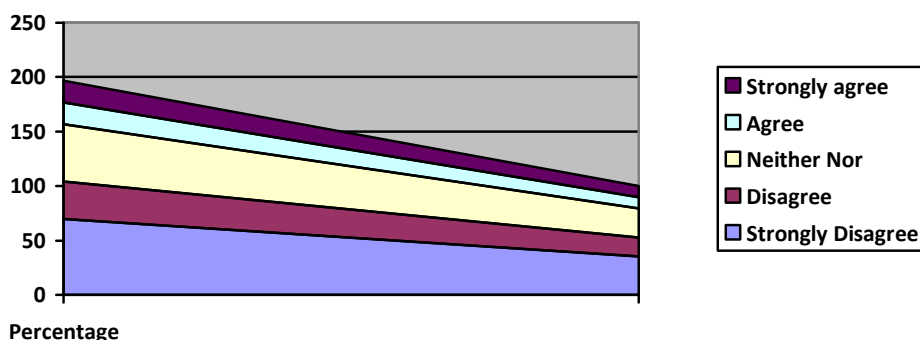
Source: Primary data Source

Above chart shows that 59% of the respondents disagreed with the statement that there was a decline in staff performance because of the change, only 20% agreed with the statement

while 21% were not sure. Therefore although there was organizational change, the performance of employees never declined.

Student Performance

Decline in student performance:



Source: Primary data Source

The preceding chart above showed that 53% of the respondents disagreed with the statement that there was a decline in students' performance because of the change, only 20% agreed with the statement while 27% were not sure. Therefore although there was organizational change, reactions showed that, the performance of students never declined.

Relationships

Loose relationship between staff and administration

The chart about relationships indicated that 66% disagreed that there was a loose relationship between staff and administration, 15% agreed with the statement, while 19% were neutral. Therefore despite the change at Kyambogo, the reactions showed that the relationship between the staff and was not so loose.

Staff Morale

Loss of morale among the staff: In Chart for morale it was indicated that 65% disagreed with the statement, that there was loss of morale among the employees because of the change, only 17% agreed with the statement, while 19% were neutral, therefore, despite the changes at Kyambogo University, the staff never lost morale to work, they continued working at the university.

Objective Two upholds the research hypothesis (H2) which states that; there is a relationship between change, industrial action and employee welfare at Kyambogo.

Objectives Three: To assess the relationship between attitudes, and industrial action of employees towards organizational change.

Inferential Analysis:

Finally, the inferential analysis was done and sub-divided into two groups, the correlation analysis and the regression analysis.

Correlations analysis

		Org change	Industrial action	Employee attitude
Org change	Pearson Correlation	1		
	Sig. (2-tailed)			
Industrial Action	Pearson Correlation	.153*	1	
	Sig. (2-tailed)	.032		
Employee attitude	Pearson Correlation	.638**	.159*	1
	Sig. (2-tailed)	.000	.026	
	N	197	197	197

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

There was a significant and direct positive relationship between organizational change and Industrial action. ($r = 0.153$, $sig = 0.032$), thus, whenever there is organizational change, there is industrial action among the employees of Kyambogo University leading to the reactions of employees, decline in performance, and welfare issues.

The relationship between Organizational change and employee attitude ($r = 0.63$, $sig =$

0.00) was significantly positive. Therefore, change positively affects the attitudes of the employees on their perceptions, readiness to change, involvement and personalities. Whenever there is organizational change, there is also change in the attitude of the employees. There was a significant positive relationship between employee attitude and industrial actions ($r = 0.16$, $sig = 0.03$) therefore employee attitude fairly affects industrial action.

Regression model 1

Regression Model for Effects on welfare (Industrial Action) as dependent variable and Organization Change, Employee attitude as independent variables

Model 1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.123	.316		6.716	.000
	ORGCHANG	.198	.091	.153	2.180	.030
	Employee Attitude	9.986E-02	.052	.135	1.923	.056
R-Squared = 0.042, Adj R –Squared = 0.032, F = 4.222, Sig = 0.016						

Organizational change and employee attitude were positively and linearly related to Industrial Action. ($F = 4.222$, $Sig = 0.016$). Organizational change and employee attitude

predicted 3.2% of Industrial Action, with organizational change ($Beta = 0.153$) contributing more to industrial action than employee attitude ($Beta = 0.135$).

Hence, organizational change in terms of Administrative roles, change in infrastructure, number of students' enrollment, and others, contributed positively to the industrial action, by staff and students in form of strikes and loss

of morale. Employee attitude in form of resistance to change and failure to understand the change contributed positively to the industrial action at Kyambogo University in form of loss of status and morale among others.

Regression Model 2

Regression Model for Effects on performance as dependent variable with Organization Change, Employee attitude as independent variables:

Model		Unstandardized		Standardized	t	Sig.
		Coefficients	Std. Error	Coefficients		
2		B		Beta		
	(Constant)	-8.782E-02	.330		-.266	.790
	ORGCHANG	1.066	.095	.628	11.256	.000
	Employee Attitude	-2.894E-02	.054	-.030	-.535	.594
R-Squared=0.396, Adj R-Square=0.389, F = 63.502, Sig = 0.000						

Organizational change and employee attitude were linearly related to the effects of change; (F = 63.502, Sig = 0.000). Organizational change predicted 38.9% of the effects on performance. Organizational change (Beta = 0.628), significantly and positively explained the effects on performance. As the organization changed in terms of administrative roles, infrastructure, offices, lecture rooms and number of students' enrollment, the university experienced high costs of repairs and maintenance, a decline in staff and students performance and lack of trust among employees.

Employee attitude negatively affected the effects on performance (Beta = - 0.038). Employee attitude in form of resistance to change and failure to understand the change led to a decline in staff performance, students' performance, and loss of morale and trust among the staff.

Objectives three was also in agreement with the research hypotheses three (H3) which states that; There is a relationship between organizational change, attitudes and industrial action among employees of Kyambogo University.

Summary of the Chapter

The chapter analyzed the organizational changes which were in form of salary scales,

available infrastructure, job titles, and their effects on employee welfare in form of human resource policies; promotions, allowances, individual experience, staff, morale to work, decline in staff and students' performance, and relationship with administration. It analyzed the relationship between change, employee welfare and industrial action. It was found out that these were expressed in terms of anxieties among employees, lack of utilization of human resource, lack of staff development programs, promotions procedures, decline in staff and students' performance, morale, relationships among staff, and lack of trust.

Overall, it was found out that organizational change and employee attitudes are determinants of industrial action in Organisations. Thus whenever there is change in an organization, the immediate reaction of the employees would be to resist change in form of industrial action.

The researcher concludes the study, makes the recommendations and suggests further research in the next chapter.

Discussion, Conclusion and Recommendations

Types and Effects of Organizational Change: The status of the three institutions changed from institution to a University status. Therefore this shows that there were some

changes in operations of the former institutions when they were merged into a university. The administrative roles did not change much. Therefore there was little change in the administrative roles after the implementation of change. That is there was average change in infrastructure, thus the implementation of change brought about average change in the infrastructure which was available.

After the change employees got lower job titles than before the change, since the results showed that less than half agreed with the statement, there were no higher jobs assumed by the staff after the implementation of change.

It was found out that the salaries of employees were reduced after the change. Thus there were no increases in salaries of most of the employees at Kyambogo University after the change was implemented. It was also noted that the employees were not appreciated as staff of the University after the change. Despite the changes, very few staff felt they were appreciated as members of Kyambogo University staff. It was as well found out that there was no big decline in the staff performance as a result of implementation of change at Kyambogo University. Hence the decline in staff performance was not as bad as indicated from the percentages recorded.

It was also revealed that there was slight decline in the students' performance at Kyambogo University. Hence despite the changes at Kyambogo, there was no significant decline in the students' performance. It was also noted that there was no significant loose relationship between staff and administration. Therefore despite the change at Kyambogo University, the relationship between the staff and the administration was not so loose.

Reactions of Staff towards Change: On Staff performance there was no decline in staff performance because of the change. Therefore although there was organizational change, the performance of employees never declined substantially.

On Student performance there was no decline in students' performance because of the change. Therefore although there was organizational

change, the performance of students never declined substantially.

On Morale among staff there was no loss of morale among the employees because of the change, despite the changes at Kyambogo University, the staff never lost morale to work, they continued working at the university.

On Relationships there was no loose relationship between staff and administration. Therefore despite the change at Kyambogo, the relationship between the staff and administration was not so loose.

This is in line with Bovey and Hede (2001), Reynolds (1994), and O'Connor (1993) saying that people unconsciously use a well developed and habitual defense mechanism to protect themselves against change and feeling of anxiety caused by change.

Also Bordia et al (2004a) expressed that changes lead to a great deal of uncertainty and stress among employees, also due to feelings of no control over the situation engendered by uncertainty. The individual then believes that he or she is unable to effect the change in a desired direction on the environment. Negative consequences such as anxiety, psychological strain, learned helplessness and lower performance are the result. The defense mechanisms against these negative consequences might obstruct and hinder an individual from adapting to change (Halton, 1994). Metselaar, (1997) asserts that Industrial action can, for example, lead to high staff turnover, reduced effectiveness and efficiency of the organization, conflicts, reduced organization commitment and increased absenteeism and lateness

Relationship between Organizational Change and Industrial Action

There was a significant and direct positive relationship between organizational change and Industrial action. Whenever there is organizational change, there is industrial action among the employees of Kyambogo University leading to the reactions of employees, decline in performance, and welfare issues. This is confirmed by literature that People who are confronted by change will experience a form of culture-shock as established patterns of

corporate life are altered, or viewed by people as being threatened. Employees will typically experience a form of "grief" or loss (Stuart, 1995).

Some literature on change management notes that one needs good communication patterns to deal with the uncertainty and anxiety experienced by employees during organisational change; Bordia *et al.*, (2004b). Poorly managed communication can lead to widespread rumours, which often exaggerate the negative aspects of and feelings due to the change. This builds resistance towards change. Others state that participation or involvement of those affected by organisational change will reduce organisational resistance, creating a higher level of psychological commitment toward the proposed change (Lines, 2004). Likewise, a study of Wanberg and Banas (2000) reported that self-esteem, optimism, and perceived control – interpreted as measures of psychological resilience – predicted employees' willingness to accept changes at work. As such, personality traits form important aspects that need to be taken into account when considering resistance to change.

Relationship between Organizational Change and Employee Attitude

The relationship between Organizational change and employee attitude was significantly positive. Therefore, change positively affects the attitudes of the employees on their perceptions, readiness to change, involvement and personalities. Whenever there is organizational change, there is also change in the attitudes of the employees. This is in line with Folger & Skarlicki (1999) claim that "organizational change can generate skepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvements" (p. 25).

Resistance to change is the most frequently cited implementation problem encountered by management when introducing change, as stressed by Bovey and Hede, (2001). It results in costs and delays in the change process that are difficult to anticipate, but must definitely be taken into consideration, added Del Val and Fuentes, (2003). Although unwanted, resistance

to change can be seen as a natural part of the change process. Therefore, an understanding of the process that leads to change and the underlying causes of resistance to change is very useful. If management does not understand, accept and make an effort to work with resistance, it can undermine even the most well-intentioned and well-conceived change efforts. Coetsee (1999) states that, any management's ability to achieve maximum benefits from change depends in part on how effectively they create and maintain a climate that minimizes resistant behavior and encourages acceptance and support.

Relationship between Employee Attitude and Industrial Action

There was a significant positive relationship between employee attitude and industrial actions; therefore employee attitudes fairly affect industrial action. Literature is in support of the relationship; Piderit (2000) claims that: although these conceptualizations of resistance overlap somehow, they diverge in important ways. Finding a way to bring together these varying emphases should deepen our understanding of how employees respond to proposed organizational changes. Each of these three conceptualizations of resistance - as a behavior, an emotion, or a belief - has merit and represents an important part of our experience of response to change. Thus, any definition focusing on one view at the expense of the others seems incomplete

According to Dent & Goldberg (1999), individuals aren't really resisting the change, but rather they may be resisting the loss of status, loss of pay, or loss of comfort. They claim that, "it is time that we dispense with the phrase 'resistance to change' and find a more useful and appropriate model for describing what the phrase has come to mean - employees are not wholeheartedly embracing a change that management wants to implement"

As expressed by Argyris and Schon (1974, 1978) resistance to change is a defense mechanism caused by frustration and anxiety. Kyambogo staff may have unconsciously used this well –developed defensive mechanism (industrial action) to protect themselves against

change and the feelings of anxiety caused by change.

Conclusion: Types of change that were expected at Kyambogo University included change in status of the institutions, change in administrative roles, change in infrastructure, lecture rooms, job titles where the lecturers would have assumed that of senior lecturer, assistant to lecturer, teaching assistants to assistant lecturer; numbers of students enrolled in the different faculties; a change in salaries and allowances of the staff; change in responsibilities, among others. However most of the changes that were expected were not significantly implemented, this could have been due to poor planning of the change process, unclear objectives for the implementation of the change, and less involvement of the staff/employees in the change process.

Effects of change were mainly anxiety among the members of staff after the change was implemented at Kyambogo University. On average the University was utilizing Human resource. There was some re-training of staff through staff development though on a lower scale. However, it was found out that promotion at Kyambogo University did not depend on qualification and conduct of the staff, thus promotion could be depends on other factors other than qualification and conduct.

Reactions are as a result of change in the organization, whereby, Staff performance and students' performance may decline because of the change. The morale to work among employees may be lost in relation to how the change may be implemented in an organization. The relationships between the lower staff and administration may be strengthened or loosened depending on how the change is implemented in an organization. However, despite the change at Kyambogo University, the relationship between the staff and the administration did not significantly loosen.

Nevertheless, in the nutshell, organizational change and employee attitudes are determinants of industrial action in Organisations. Thus whenever there is change in an organization, the immediate reaction of the employees would be to resist change in form of industrial action.

Recommendations:

- The changes in public universities should be based on proper planning for the particular change, by setting clear objectives; identifying roles and responsibilities of members; streamlining duties in the school, faculties departments among others.
- To avoid negative attitudes such as resistance to change from the members of an organization, employee involvement, open communication and interpersonal skills should be enhanced.
- *The Management should promote employees based on their qualifications and performance so as to promote equity.*
- *The government should put in place proper policies to manage mergers of institutions of higher learning, through transitional, gradual and partial change approaches before finally embarking on merging institutions.*

Suggestions for further Research:

The study focused on the relationship between organizational change, employee attitudes and reactions from employees in form of industrial action, further research should be conducted on other factors that lead to unrest among employees of organizations.

References:

- Ahimbisibwe (2006). 'The Monitor' newspaper (October 16th 2006).
- Akiror (2008). 'The New Vision' (29th February 2008)
- Armenakis, A. A., Harris, S. G., and Mossholder, K. M. (1993) 'Creating readiness for large-scale change', *Human Relations*, 46, 681-703.
- Bridges, W. (1991). *Managing transitions: making the most of change*. Reading, MA: Wesley Publishing Company.
- Bordia, P., Hunt, E., Paulsen, N, Tourish, D., DiFonzo, N. (2004b). 'Uncertainty during organisational change: Is it all about control?' *European Journal of Work and Organisational Psychology*, 13(4), 234-365.
- Bovey, W.H. and Hede, A. (2001). 'Resistance to organisational change: the role of defence mechanisms', *Journal of Managerial Psychology*, 16(7/8), 534-548.

- Businge (2008) 'The New Vision' of 5th May 2008
- Coch, L. and French, J. (1948). 'Overcoming Resistance to Change', Human Relations, 1, 512-532.
- Coetsee, L. (Summer, 1999). *From resistance to commitment. Public Administration Quarterly*, 204-222.
- Daft Richard L (2001). *Organizational Theory and Design*. South Western College.
- De Jager, P. (2001, May/June). *Resistance to change: a new view of an old problem. The Futurist*, 24-27.
- Del Val, M.P. and Fuentes, C.M. (2003). 'Resistance to change: a literature review and empirical study', Management Decision, 41(1/2), 148-155.
- Dent, E. & Goldberg, S. (1999, March). *Challenging "resistance to change." Journal of Applied Behavioral Science* 25-41.
- Folger, R. & Skarlicki, D. (1999). *Unfairness and resistance to change: hardship as mistreatment, Journal of Organizational Change Management*, 35-50.
- Greenberg, J. and Baron, R.A. (2002). *Behavior in Organizations*, Prentice Hall, New Jersey.
- Halton, W. (1994). 'Some unconsciousness aspects of organisational life: contributions from psychoanalysis' in Obholzer, A. and Roberts, Z.V. (1994), *The unconscious at Work*, Routledge, London.
- Huczynki & Buchanan (1991). *Organizational Behaviour* 2nd Edition Prentice Hall NY
- Hultman, K. (1995, Oct). *Scaling the wall of resistance. Training & Development*, 15-22.
- Kegan, R. & Lahey, L. (2001, Nov). *The real reason people won't change. Harvard Business Review* 85-92.
- Kotter, J. P., & Schlesinger, L.A. (1979). *Choosing strategies for change. Harvard Business Review* 106-114.
- Mbabazi T (2007). *A user friendly guide to Research and Research Methods*. Jotain Co. Kampala -Uganda.
- McKenna, E.F. (2000). *Business Psychology and Organisational Behaviour: a Student's Handbook*, Psychology Press, Hove.
- Metselaar, E.E. (1997). *Assessing the willingness to change: construction and validation of the Dinamo*, Free University of Amsterdam.
- Morgan, G. (1997). *Images of organization* Thousand Oaks, CA: Sage Publications, Inc.
- Mossholder, K.W., Settoon, R.P., Armenakis, A.A and Harris, S.G. (2000). 'Emotion During Organisational Transformations: An interactive model of survivor reactions', Group and Organisation Management, 25(3), pp. 220-243.
- Nalunkuuma - (2006) Uganda Education News.
- Ngandwe T. (2006) State House News Details. Uganda
- O'Connor, C.A. (1993). 'Resistance: the repercussions of change', Leadership and Organisation Development Journal, 14(6), pp. 30-36.
- Oldham, M. and Kleiner, B.H. (1990). 'Understanding the nature and use of defence mechanisms in organisational life', Journal of Managerial Psychology, 5(5)
- Onebe Francis (2006). *Change Management and its effects on Organizational Performance: A case of Ernest & Young Uganda*
- Piderit, S.K. (2000, Oct). *Rethinking resistance and recognizing ambivalence: a multidimensional view of attitudes toward an organizational change. Academy of Management -794. A*, 783
- Reger, R.K., Mullane, J.V., Gustafson, L.T. and DeMarie, S.M. (1994). 'Creating Earthquakes to change Organisational Mindsets', Academy of Management Executive, 8(4), pp.31- 46.
- Strebel, P. (1996, May/June). *Why do employees resist change? Harvard Business Review* 86-92.