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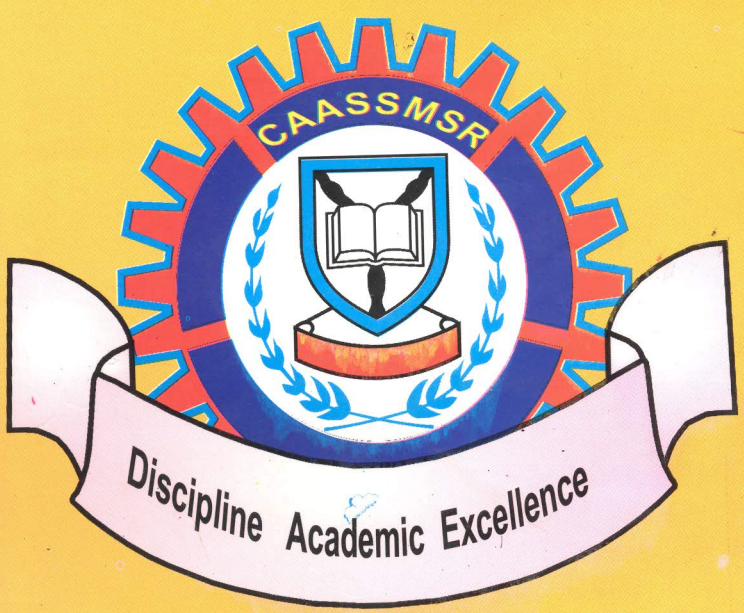

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THE READINESS OF ORGANIZATIONS FOR A SUCCESSFUL CHANGE MANAGEMENT IN A HYPER-COMPETITIVE ENVIRONMENT

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Abstract
Successful Nigerian organizations of the future must not only be efficient, effective, competent and competitive within any specific domain, but must be able to adapt, respond, manage change and turbulence in their environment. The paper seeks to identify factors that get managers and employees of manufacturing firms in Anambra and Enugu States ready for change management implementation. It examines equally whether middle managers in these organizations act as dinosaurs or dynamos of change management implementation. The survey research method was adopted. Data was collected from a population of 177 manufacturing organizations from the two states. The Yamane's statistical formula was employed for sample size determination. Out of the four readiness factors of change content, change context, change process, and individual attributes, individual attributes was ranked highest with a mean of 4.31. The paper reveals that middle managers in the organizations are not dinosaurs but dynamos of change management implementation. It recommends that those who will be affected by change management implementation must be involved in the work of structuring it from the outset with a view to identifying their interests, their knowledge, their attitude toward the change project and their mental state.

Key words: Readiness, Change Management, Hyper-Competitive, Middle Management, Implementation.

INTRODUCTION

The management literature has claimed that the complexity of business activities has made firms to confront hyper-competitive or high-velocity environments (D'Aveni 1994; Brown and Esienhardt, 1997) or shaped by jolts (Meyer et al, 1990). The Nigerian corporate profile has not been spared in these phenomenal changes taking place all over the world accentuated by the wave of globalization. Since 1990s, we have seen dramatic changes in this direction, and its impact on business and corporate practice in Nigeria. The environment for business has changed tremendously and so have the consequences for business practices (Osisioma, 2004). These environmental features have been exacerbated by a sudden opening of the markets to free competition accelerated by hyper-competitivity among the business firms. In these circumstances, rapid adaptive and organizational processes are essential to a firm's survival and success. A myriad of complex and often contradictory factors help determine who wins, who loses and how the game is played. Moreover, many of these factors change, often abruptly and in unpredictable ways-over time. Managers therefore must continually be alert to these changes in the environment, as well as challenges and be prepared to take decisive action when appropriate.

Ohmae (1999) asserts that the inevitability of globalization cannot be de-emphasized pointing out that competition is increasing from all quarters and modern corporations no longer have any place to hide. If they cannot compete globally they run the risk of becoming extinct due to manufacturing inefficiencies or poor products and service. Again customers are increasingly demanding more for less. They are putting increased pressure on both the price and the quality of products and services that various firms offer. This creates increased pressures for efficiency that many firms would prefer not to face.

This is why managers must be skilled in change management techniques. There are a number of reasons why managing change becomes inevitable in a hyper competitive environment:

- To change the direction of an organization in order to accelerate growth and productivity.
- To improve the performance of weaker divisions or units, and
- To train and develop managers to adapt to changing conditions.

Organizations are designed to accomplish some objectives or functions and to continue doing so for as long as possible. But change can affect all types of organizations, from giants to the smallest business. No one can escape change. A change in one part of the system will have an impact on one or more of the other parts. Drucker (cited by Herbert (2002:2) succinctly puts it in corporate parlance: "Managers must learn to build and manage a human group that is capable of anticipating the new, capable of converting its vision into technology, products, processes and services, willing and able to accept the new". The challenge facing Nigerian organizations therefore is not to avoid change and attain a state of changelessness. It is to manage change. That is seek change, initiate it, keep looking

for something new to do, something old to discard and do all these with minimum disruption of the status quo, thus attaining a state of profitable dynamic equilibrium. Organizations that do not change are forced to change from existence to non-existence (Ejiofor, 1998). Given the prevalent and importance of organizational change and the difficulty of successfully bringing it about, there has been much debate over the last two decades in particular as the most appropriate way to manage change (Pettigrew, 1990; Stacey 2003; and Dawson, 2003). There is a consensus among academics and practitioners that organizations are facing unprecedented levels of change and consequently the ability to manage change successfully should be a core organizational competence (Cooper and Jackson, 1997). From the foregoing, the following pertinent research questions become imperative:

Research Questions

From the foregoing the following research questions, could be deciphered.

- What are the readiness factors that get organizational employees for change management?
- What is the level of commitment of the top management for change management implementation?
- To what extent is a middle level manager dinosaur or dynamos of change management in organizations?

Research Objectives

Using Anambra and Enugu States as research areas, this study sought to investigate the readiness of organizations for a successful change management. Accordingly, the following research objectives were set for the study:

- To identify factors that get organizational employees ready for change management.
- To examine the commitment of top management in crafting out a successful change management.
- To find out if middle managers in these organizations are dinosaurs or dynamos of change management.

THEORETICAL CONSIDERATIONS AND REVIEW OF RELATED LITERATURE

Organizational theorists worldwide might agree that readiness for change is often the crux to any change management strategy (Armenakis, Harris and Mossholder, 1993). If people are not ready for change, they tend to resist (Lewin, 1945; Prochaska et al, 1994). The key question for change agents appears to be how people get ready for changes in their environment in such a way that they are eager to implement effective changes within their organizations. Change is seen as a departure from the status quo. It implies movement towards a goal, an idealized state or a vision of what should be and a movement from present conditions, beliefs of attitudes. Readiness can be defined as prepared mentally and physically for an experience or action (Merriam-Webster, 2005). However, (Walinga, 2008) defines readiness as being at peace, tolerant or open to change. Thus, change readiness is defined as the state in which one is best prepared to change intentionally because one is best prepared for change

in the environment, and the challenge of change readiness becomes "getting managers ready to get employees ready for change". Readiness is arguably one of the most important factors involved in employees' initial support for change initiatives (Armenakis, Harris and Feild, 1999).

The concept of readiness may have been first introduced by Jacobson (1957), the foundation for readiness as a unique construct has been embedded within several theoretical models of the process through which change unfolds. Van de, Ven and Poole (1995) synthesized change theories across several disciplines giving researchers managers and organizational development professionals a theoretical means to better understand the phenomenon.

Readiness takes its roots in early research on organizational change (Schein and Bennis, 1965). Perhaps, the greatest challenge of change lies with the assumption in the organization change literature that employees needed to "be made ready" for the change that is imminent within the organization (Armenakis and Harris, 2002). Increasing employee decisional latitude, participation and power often requires a further change in managerial approach from authoritative to participative. Perhaps, more important than facilitating employee readiness for change would be exploring how leaders can get ready to get employees ready for change.

The theoretical basis for change readiness begins with early studies on creating readiness "by reducing reassure to change". Coch and French (1948) illustrated the power of participation in their experiments involving garment workers. Experiments in creating readiness involve proactive, attempts by a change agent to influence the beliefs, attitudes, intentions and ultimately the behaviour of organizational members. At its core, it is believed that change readiness involves changing individual recognitions (Bandura, 1982). Most change readiness models emphasize the importance of the need for generating an awareness of the need for change and supporting people's perceived ability to change.

Defining change management is tough under any circumstances write Holland and Skarke (2003) especially in the context at a new technology being implemented in an existing organization. In its simplest sense, change management means the process of helping an individual, group or organization change. Thus, change management implies a purposeful effort to bring about change (Rothwell et al, 2009). Contributing, Kudray and Kleiner (1997) define change management as the continuous process of aligning an organization with its market place and doing it more responsively and effectively than competitors. In their own commentary, Anderson and Anderson (2001) define change management as a set of principles, techniques and prescriptions applied to the human aspect of exerting major change initiatives in organizational settings. Its focus is not on what is driving change (technology, reorganization plans, merger and Acquisition (M & A), globalization etc.) but on how to orchestrate the human infrastructure

that surrounds key projects as that people are better prepared (ready) to absorb the implications affecting them.

Readiness for Change

The change readiness model explores and elaborates on the gap between preparation and action by asserting first that effective organizational change begins at the individual level of analysis. Whereas social information processing models (Griffin, 1987) suggest that an individual's readiness to change may be shaped by the readiness of others, the present research begins from the assumption that all organizational change must first be enacted at the individual level and perhaps even more specifically at the leadership level. Leaders, after all, are individuals. Ultimately, it would seem that all change, whether organizational, individual, externally, or internally initiated, depends on the individual's resolve or willingness to change. Edmondson and Woolley (2003) discovered that variance in interpersonal climate and behavioural norms across different work groups are likely to affect responses to a change program or other organizational intervention, even when implementation methods are consistent in their delivery. Researchers in the area of individual change or "personal transformation" have described the individual change process in terms of unfreezing, moving, and refreezing (Lewin, 1951). Researchers have identified the "stages of change" (Prochaska et al., 1997), while suggesting a variety of psycho-socio-emotional factors that may contribute to an individual's movement from one stage to the next, including self efficacy, perceived behavioral control, and social support (Lazarus and Folkman, 1987).

However, as these purposeful changes are introduced, differences and conflicts between the organizational leaders and members may be confronted. For change to occur in the direction that leadership desires, conflicts must be resolved such that organizational members' beliefs and cognitions align with those of the leaders (termed dialectical change by Van de Ven and Poole, 1995). In essence, a state of readiness must be developed. Therefore, it is not surprising that the assessment of readiness prior to the introduction of change has been encouraged and several instruments have been developed to fulfill that gap (Cunningham et al, 2002; Weeks et al, 2004).

These instruments measure readiness from one of several perspectives namely, change process, change content, change context and individual attributes, (Jones, Jimmieson and Griffiths, 2005). The change process refers to the steps followed in implementation. One dimension of process can be the extent to which employee participation is permitted. A second perspective is the organizational change content which refers to the particular initiative that is being introduced (and its characteristics). Content typically is directed toward administrative, procedural, technological or structural characteristics of the organization. The third perspective is organizational context. Context here consists of the conditions and environment within which employees function. For example, a learning organization is one in which employees are likely to embrace continuous change. The fourth and

final perspective is the individual attributes of the employees. Because of the differences between individuals, some employees are more inclined to favour organizational changes than others may be. So in this paper; readiness for change can be seen as a comprehensive attitude that is influenced simultaneously by the content (i.e. what is being changed), the process (i.e. how the change is implemented), the context (i.e. circumstances under which the change is occurring) and the individuals (i.e. characteristics of those being asked to changed involved. Collectively, it reflects the extent to which an individual or individuals are cognitively and emotionally inclined to accept, embrace and adopt a particular plan to purposefully alter the status quo.

Middle Management: Dinosaurs or Dynamos of Change Management

A central debate within the literature on middle management is whether the middle management plays a destructive or productive role through the way it responds to and tries to influence senior management. A search through the literatures shows that middle management has more often than not been singled out as the primary locus for resistance to change management (Biggart, 1977; Dopson and Neumann, 1998; Dopson and Stewart, 1990). A frequent complaint of senior executives is that middle operating managers fail to take actions necessary to implement strategy or that they interfere with the implementation process by trying to manipulate the process. Added to this is the pressure on organizations on cutting costs, being adaptable and flexible have made middle management more vulnerable. More often, they are seen as adding costs and obstructing information flow. And implementation problems connected to change management issues are often heaped at the door steps of middle managers citing poor understanding and commitment to strategy (Floyd and Wooldridge, 1992; Guth and Mac Millan, 1986).

However, recent studies have questioned this notion of "foot-dragging" middle managers, suggesting that middle management can have an important role promoting and facilitating change management strategy in organizations (Currie, 1999; and Huy, 2002). This perspective views middle managers as strategic assets championing new ideas, facilitating adaptability and synthesizing strategic information for senior managers in formulating strategies (Floyd and Lane, 2000). Moreover, it argues that middle managers can have a key role in implementing strategic intents because they are uniquely suited to communicate the change across different organizational strata and above all, they can address their employees' emotions during change management. Leading scholars have suggested that whether middle management takes a constructive or disruptive role depends on its commitment to the strategy (Macmillan and Guth, 1985). In general, the middle management's strategic commitment depends on: how the contemplated strategy fits with what the managers perceive as the interest of the organization; how it fits with the managers' own personal self-interest. It must be pointed out for middle managers' to behave like dynamos in the implementation of change management strategy, the top managers must play their role very well. Huy, (2001) says that the main

problem is that the top managers fail to listen to their middle managers because they view them as inherently resistant to change. Since senior managers 'know' middle managers resist change, they only pretend to listen to them. Middle management in turn, learns that they won't be listened to, so they take the role as "the complaint child". The above assertion is in tandem with (Igwe, 2008:158) where it was pointed out that leadership and middle management commitment were the key drivers to both success and failure toward the realization of organizational competitive challenges such as productivity, performance and profitability via organization development.

Whether middle management takes a constructive or destructive role also depends on how top management defines its role in the implementation process. In studying a top-down change, (Balogun and Johnson, 2004) find that senior management was largely absent in operationalizing strategic intent. Rather than being active directors of change, senior management became "ghosts" in the implementation process. In terms of structural changes, this implied that top management outlined the new structure and left it to the middle managers to develop the operational details of this structure in its absence (Meyer, 2006).

METHODOLOGY

The study adopted a survey design in order to facilitate the realization of the research objectives as earlier stated (Eboh, 2009). The research frame utilized consists of organizations in Anambra and Enugu States Southeastern Nigeria. The population of the study was 177 manufacturing organizations. It is made up of 157 organizations registered with Manufacturers Association of Nigeria and 20 other organizations not registered but whose amount of capital was more than N20 million. The principal instrument for data collection was the structured questionnaire. The questionnaire was administered to both management and non management employees of 372 obtained from a population of 5407 employees using Yamane (1964) for sample size determination. The questionnaire containing 31 questions with issues raised in the study was divided into two (2) sections: section A and Section B. section A sought to collect bio-data of the respondents. Section B dealt with the core subject matter. Structured questionnaire was considered inevitable because of the population of the target respondents coupled with the technical nature of the information sought. The researchers utilized open ended and check list questions. The open ended questions were centred on change management readiness, the commitment of top management and middle management in the implementation process. After calculating the sample size, this value was allocated proportionally to the two states depending on the proportion of the employees that came from each state using Kumar (1976) proportional allocation formula. Again the questions were optioned using a five point Likert type of responses namely: strongly agree, agree, neutral, disagree and strongly disagree. In addition to the primary data, secondary data were drawn from published works and the internet.

Table 1.0: Distribution of Questionnaire among the two states

S/N	STATE	NO OF ORGANIZATIONS	NO OF PERSONNEL IN THE ORGANIZATION	NO OF QUESTIONAIRE
1.	ANAMBRA	MAN MEMBERS 135	4075	305
		NON MAN MEMBERS 14	352	
		TOTAL 149	4,427	305
2.	ENUGU	MAN MEMBERS 22	852	67
		NON MAN MEMBERS 6	128	
		TOTAL 28	980	67
		GRAND TOTAL 177	5,407	372

Source: Field Survey, 2011.

Table 2.0: Distribution of respondents based on organizational level

S/N	ORGANIZATIONAL LEVEL	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Upper management	52	14.0
2.	Middle management	110	29.6
3.	Lower management	92	24.7
	Total management	(254)	
4.	Operatives	188	31.7
	Grand total	**372**	**100.0**

Source: Field survey, 2011.

DATA ANALYSIS AND DISCUSSION

The data collected from the survey were analyzed using frequency and percentages to provide clues to the problems under investigation. This enabled the researchers come up with the findings and recommendations. Out of the three hundred and seventy two copies of questionnaire administered on respondents, (362) three hundred and sixty two (97.31%) were retrieved in a usable form Eight (2.1%) were not returned and two (0.5%) were not usable that is badly filled.

The demographic distribution of the respondents (organizations employees) is shown below on table 3.0. The data on sex 215 or 59.4 percent of the respondents were male while 147 or 40.6 percent were female. On marital status of the 362 respondents, 162 or 44.8 percent were single, 128 or 35.4 percent were married, 46 or 12.7 percent were widowed, 18 or 4.9 percent of the respondents have separated from their spouses while 8 or 2.2 percent claimed that they were divorced. Details on age, religion and highest education of the respondents are shown on the table.

Table 3.0: Demographic characteristics of the 362 respondents

S/N	Question	Response	Frequency	Percentage
1.	Sex?	Male	215	
		Female	147	
		Total	**362**	**100.0**
2.	Marital status?	Single	162	44.8
		Married	128	35.4
		Widowed	46	12.7
		Separated	18	4.9
		divorced	8	2.2
			362	**100.0**
3.	Aged?	Less than 20	12	3.3
		21-30	120	33.2
		31-41	157	43.4
		41-50	45	12.4
		51-60	16	4.4
		Above 60	12	3.3
			362	**100.0**
4.	Religion?	Christianity	325	89.8
		Moslem	30	8.3
		Other religion	07	1.9
			362	**100.0**
5.	Highest educational qualification?	SSCE	55	15.2
		RSA	-	-
		OND	75	20.7
		HND/B.Sc	160	44.2
		M.A/M.Sc/MBA	72	19.9
		Ph.D	-	-
			362	**100.0**

Source: From the 362 questionnaire returned 2011.

Table 4.0: Ranking of Change Readiness Factor

S/N	Factors	N	Mean	SD	Rank
1.	Change content	362	4.16	2.05	3
2.	Change context	362	4.22	2.08	2
3.	Change process	362	3.90	1.87	4
4.	Individuals attributes	362	4.31	2.16	1

Source: Field survey, 2011. See Appendix III.

Key: N stands for total number of respondents
$\overline{X}$ stands for mean
SD stands for standard deviation

Table 4.0 shows the respondents' ranking of the four readiness factors for change management in the selected organization based on their mean importance. Individual attributes of the employees ranked highest followed by change context with means of 4.31 and 4.22 respectively. Change context factor was third (4.16) and change process was ranked least (3.90). This finding collaborates earlier researches by Van de Ven and Poole, 1995; Weeks et al, 2004 and Jones, Jimmieson and Griffiths, 2005.

These writers assert that assessment of readiness prior to the introduction of change is very essential for change management success. It has been suggested that a variety of psycho-emotion factors may contribute to an individual's readiness for change management.

These are perceived behavioural control, self efficiency and social support (Lazarus and Folkman (1987).

Table 5.0: Level of commitment of top management

S/N	Response	Frequency	Percent	Cumulative frequency
1.	Very high	182	50.3	50.3
2.	High	80	22.1	72.4
3.	No opinion	36	10.1	82.4
4.	Low	50	13.8	96.2
5.	Very low	14	3.8	100.0
	Total	**362**	**100.0**	

Source: Field survey, 2011.

As shown on table 5, 182 (50.3%) and 80 (22.1%) of the respondents agreed that the level of commitment of top management was very high and high respectively. However, 36 (10.1%) expressed no opinion. 30 (13.8%) and 14 (3.8%) responded that the level of commitment by leaders of organization was of low and very low respectively. This result reveals that change readiness in the part of the employees can be enhanced greatly by the commitment of the top management/leaders in the organization. Edmondson and Woolley (2003), discovered that variation in international climate and behavioural norms across different work groups in organizations are likely to affect response to change program or organizational intervention, Griffin, (1987) agreed with the above assertion when he suggested that an individual's readiness for change can be shaped by the readiness of others, especially the top leaders.

Table 6.0: Middle level managers as Dinosaurs

S/N	Response	Frequency	Percent	Cumulative frequency
1	Strongly agree	40	11.0	11.0
2	Agree	43	11.9	22.9
3	No opinion	25	6.9	29.8
4	Disagree	72	19.9	49.x
5	Strongly disagree	182	50.3	100.0
	Total	**362**	**100.0**	

Source: Field survey, 2011.

As evidenced on table 6, 40 (11.0%) and 43 (11.9%) of the respondents agreed that middle level managers are dinosaurs (that is they 'foot drag' on change management implementation. Only 25 (6.9%) expressed no opinion on the issue. However, there was a sharp distinction as 72 (19.9%) and 182 (50.3%) of the respondents disagreed and strongly disagreed respectively. This finding contradicts earlier researches on the issue by Floyd and Wooldridge, 1992; Gouth and Macmillan, 1986) who submitted that implementation problems connected with heaped management are often heaped at the door steps of middle level managers.

Table 7.0: Middle level managers as Dynamos

S/N	Response	Frequency	Percent	Cumulative frequency
1	Strongly agree	203	56.1	56.1
2	Agree	102	28.2	84.3
3	No opinion	12	3.3	87.6
4	Disagree	30	8.3	95.9
5	Strongly disagree	15	4.1	100.0
	Total	**362**	**100**	

Source: Field Survey, 2011.

As indicated on table 7, 203 (56.1%) and 102 (28.2%) of the respondents respectively strongly agreed and agreed. 12 (3.3%) of the respondents had no opinion on the matter. However, 30 (8.3%) and 15 (4.1%) of the respondents disagree and strongly disagree respectively. There are some similarities between the findings of this study and the findings of earlier researchers on middle level managers in implementing change management strategy. This is consistent with the findings of (Currie, 1999 and Huy, 2002) who view middle managers as strategic assets, championing new ideas and facilitation of adaptability of change implementation strategy. However, (Culbert and McDonough, 1980) emphasized that for middle level managers' to behave like dynamos in the implementation of change management process, the top managers must play their role accordingly too. After all, it takes two to tango.

CONCLUSION

Organizational leaders and managers are regularly faced with challenges in attempting to effectively steer their organizations or teams through rapidly changing conditions in the environment. The key drivers of change readiness and management is an ability to treat as reality the individual attributes on the characteristics of employees being asked to change and the role of middle managers as dynamos of change management implementation.

RECOMMENDATIONS/SUGGESTIONS

Without expecting managers to be psycho-analysts, it is useful to realize that creating organizational readiness for change involve proactive attempts to influence the beliefs, attitudes, intentions and ultimately the behaviour of organizational member. With this in mind, the following recommendations become relevant:

- Generating an awareness of the need for change is necessary to determining the extent of the problem at hand. If the people affected by the change do not perceive genuine awareness, readiness will not be there and implementation resisted.
- Engagement of top management goals and support are a sine qua non for a successful change management readiness. A clear innovation goal should be articulated so that employees will know that they are expected to initiate, and adopt new ideas. Lack of management genuine support is one of the most frequent causes of implementation failure.
- Need to overcome resistance: No matter how impressive the performance characteristics of a change management strategy are, its full implementation is bound to conflict with some entrenched interests and jeopardize some alliances in the organization. This is because employees may be uncertain about the impact of the proposed strategy on their careers and thus may not be disposed mentally or emotionally to support it. This can be reduced with open communication - not information.
- Planners of change management techniques should never treat with kid gloves the perceived destructive dynamics of middle management. Their early and extensive participation should be part of the implementation strategy.
- Need to foster ideas champions in the organization is one of the most effective in winning change management battles. The idea champion sees that all technical activities are correct and ready. Middle management sponsors are also needed to move the idea through for effective implementation.
- Finally employees or even middle managers who are passing through major life transitions such as bereavement, relocation hassles, redundancy threats, e.t.c. are never ready for organizational change. This is because such people may view the new strategy as the 'last straw' and consequently their coping mechanisms and psychological resources may collapse.

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APPENDIX I

DISTRIBUTION OF QUESTIONNAIRE AMONG THE TWO STATES.

S/N	State	Number of Organizations	No. of Personnel in the Organizations	No. of Questionnaire Served
1	Anambra	MAN members 135 Non-MAN members 14 **Total 149**	4075 352 4,427	305
2	Enugu	MAN members 22 Non-MAN Members 06	852 128	67
		Total 28	980	
Grand Total		**177**	**5,407**	**372**

Source: Field Survey, 2011 and Statistical Analysis

Sample size determination Using Yamane (1964) formula $n = \frac{N}{1+N(e^2)}$

Where n =Sample size N =The finite population e =Level of significance/limit of tolerable error.
I =Unity (a Constant)

$$n = \frac{5407}{1+5407\,(0.0025)} = \frac{5407}{1+13.5175} = \frac{5407}{14.5175} = 372.45 \approx 372$$

APPENDIX II

Questionnaire Distribution Format: Applying Kumar (1976) proportional or allocation formula for the two states.

$$nh = \frac{n(Nh)}{N}$$

Where nh = Group population from each stratum n = Overall sample size N = The overall population
nh = Sample size from each stratum, in this case each state.

For Anambra State: $nh = \frac{n(Nh)}{N} = \frac{372(4427)}{5407} = \frac{1646844}{5407} = 304.58$

For Enugu State: $nh = \frac{n(Nh)}{N} = \frac{372(980)}{5407} = \frac{364560}{5407} = 67.42$

Checking

Anambra state -304.58
Enugu state - 76.42
372.00

Computation of 5-point livert state

$$\overline{X} = \frac{5x4x3x2x1}{5} = 3.0$$

APPENDIX III

COMPUTATION OF CHANGE READINESS FACTORS

Change Process Factor

X	Respondents Frequency (F)	FX
5	170	750
4	100	400
3	60	180
2	30	60
1	22	22

$$N = 362,\ \overline{X} = \frac{\Sigma FX}{N} = \frac{1412}{362} = 3.90$$

Change Content:

X	Respondents (F)	FX
5	170	830
4	110	440
3	60	180
2	12	24
1	10	10
		1504

$$\overline{X} = \frac{\Sigma Fx}{N} \approx \frac{1504}{362} = 4.16$$

Change Context:

X	Respondents (F)	FX
5	173	865
4	120	480
3	50	150
2	15	30
1	4	4
	362	**1504**

$$\overline{X} = \frac{\Sigma Fx}{N} \approx \frac{1529}{362} = 4.22$$

Change Content

X	Respondents (F)	FX
5	183	915
4	130	520
3	30	90
2	15	30
1	4	4
	362	**1504**

$$\overline{X} = \frac{\sum Fx}{N} \approx \frac{1559}{362} = 4.31$$

Computation of Variance for change process with

$\overline{X} = 3.90$

$$S^2 = \sum_{i=1}^{\wedge} \left(\frac{X_i - \overline{X}}{n-1} \right)^2$$

$$S = \sqrt{\sum_{i=1}^{\wedge} \left(\frac{X_i - \overline{X}}{n-1} \right)^2}$$

Substituting:

$$S = \frac{(5-3.9)^2 + (4-3.90)^2 + (3-3.90)^2 + (2-3.90)^2 + (1-3.90)^2}{5-1}$$

$$= \frac{1.21 + 0.01 + 0.81 + 3.61 + 8.41}{4}$$

$$= \frac{14.05}{4}$$

$$= 3.51$$

SD= $\sqrt{3.51}$

Standard deviation, SD = 1.87

Change Content, $\overline{X} = 4.16$

Substituting in the formula for variance

$$S = \frac{(5-4.16)^2 + (4-4.16)^2 + (3-4.16)^2 + (2-4.16)^2 + (1-4.16)^2}{5-1}$$

$$= \frac{0.7 + 0.03 + 1.35 + 4.67 + 9.99}{4}$$

$$= \frac{16.75}{4} = 4.18$$

$$SD = \sqrt{4.18} = 2.05$$

Change Context:

Substituting in the formula for variance

$$\overline{X} = 4.22$$

$$S = \frac{(5-4.22)^2 + (4-4.22)^2 + (3-4.22)^2 + (2-4.22)^2 + (1-4.22)^2}{5-1}$$

$$= \frac{0.61 + 0.05 + 1.49 + 4.93 + 10.37}{4}$$

$$= \frac{17.45}{4} = 4.36$$

$$) = \sqrt{4.36} = 2.08$$

dividual Attributes

$$\overline{X} = 4.31$$

Substituting for S as above

$$S = \frac{(5-4.31)^2 + (4-4.31)^2 + (3-4.31)^2 + (2-4.31)^2 + (1-4.31)^2}{5-1}$$

$$= \frac{0.48 + 0.10 + 1.72 + 5.34 + 11.0}{4}$$

$$= \frac{18.64}{4} = 4.66$$

$$SD = \sqrt{4.66} = 2.16$$

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