Change management in Dublin-based tour operators

Effective use of communication in change projects to prepare employees for upcoming change

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Declaration

I, Tamara Bartl, declare that this dissertation is a result of my own work. It is being submitted to fulfil the requirements of the MBA in Project Management at Dublin Business School. No part of the work described on this dissertation has been submitted in support of an application for a degree or qualification at this or any other college/university.

Further, all the work in this dissertation is entirely my own, except referenced in the text as a specific source and included in the bibliography.

Signed: _____

Tamara Bartl

22 August 2014

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List of Abbreviations

ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement – action-oriented framework for controlling change
APM	Association of Project Management
CM	Change Management
COSO	the Committee of Sponsoring Organisations of the Treadway Commission
ERM	Enterprise Risk Management – Integrated Framework
IC	Individualism/Collectivism (cultural dimension)
ICT	Information and Communication Technologies
IFITT	International Federation for Information Technologies in Travel and Tourism
ISO	International Organisation for Standardisation
PD	Power Distance (cultural dimension)
PM	Project Management
PMBoK	Guide to the Project Management Book of Knowledge
PMI	Project Management Institute
PRINCE2	Projects Controlled Environments
SOI	Service-Orientated Integration
SO-LO-MO	Social-local-mobile marketing
UA	Uncertainty Avoidance (cultural dimension)
UNWTO	World Tourism Organisation

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Abstract

Continuous developments in ICT or the challenges of globalisation are only some influences businesses have to address and use to their advantage. To do so projects and changes are part of the daily challenges of businesses. Lack of communication and resistance to change were identified to influence the success of projects.
This dissertation aims to identify communication practices during change projects and their value with regard to the success of these projects in Dublin-based tour operators.
Web-based questionnaires were sent out to tour operators to examine communication techniques and effectiveness, employees' perception of lack of communication and employee involvement in change projects. The findings of the empirical study were analysed and discussed with regard to the hypotheses asked and the relevant literature.

The study finds that while general communication is perceived as being executed well, change-specific information is not passed on to employees as efficient or accurate and change communication could be improved. Furthermore it was shown that employees would like to be more involved in company projects and changes.

Recommendations based on the primary research to improve the situation include the review of the communication process within the company. The use of change agents, direct communication between employees and their direct manager, and integrating employees early in the collection of information and the decision-making process are among these recommendations.

Finally implications for further research include the influence of cultural differences in communication on change processes and change communication. Furthermore researching the topic with the use of focus groups, observational studies or case studies is a recommendation for future research.

Author's keywords: Change communication, project management, resistance to change, tour operators, change in tourism

1 Introduction

The overall topic of this dissertation is communication during change. It evaluates literature views on change management, the role of communication and the impact resistance to change can have on employees, projects and companies.

Although the travel and tourism industry is such an important part of the economy and several challenges are to be faced by the industry it is an under-researched field of study. Especially connections between tourism and project management, and tourism and change management exhibit gaps in a variety of areas. This dissertation attempts to help to close the research gap concentrating on change and communication management.

The focus lies on tour operators in Dublin for a number of reasons. Firstly the author has a strong background and interest in the tourism industry. Secondly this industry has a strong connection with project management, the core focus of the author's MBA. Thirdly tour operators have not been researched or assessed in depth yet. Fourthly the focus on companies based in Dublin allows completing the study within the given time frame for this dissertation.
Limitations of the research are results of the restrictive time frame, accessibility of participants, and the broadness of the topic. Therefore only tour operators in Dublin are part of this study rather than nationwide tour operators or other types of tourism focused companies in Dublin. Furthermore the topic 'communication' was narrowed down to the focus on communication during and in change processes because of the variety of topics in this area.

In the next chapters this dissertation will address current literature related and important for the topic (chapter 2), followed by an explanation and evaluation of the methodology used (chapter 3), and the analysis of the collected data, findings and a discussion of results (chapters 4 and 5). Lastly a conclusion and recommendations resulting of the findings will be presented (chapters 6 and 7). A more precise introduction will be given at the beginning of each chapter.

In the following a brief introduction of the background will provide an insight on the topic, before the overall research question, the resulting hypotheses and the research objective are explained.

1.1 Background

Projects are an important part in an organisation's operations. Even though projects are unique, separated from daily business at first with a definite start and ending (Project Management Institute [PMI], 2013, p.3), they influence the daily operations and the company stakeholders, especially its employees. As Parker *et al.* (2013, p.538) wrote "projects are invariably initiated to bring about change".
Projects are widely used to implement change in organisations (Anca, 2013, p.137) which "are the pattern for nowadays" (Matos Marques Simoes and Esposito, 2014, p.324) rather than scarce events.

A recent study of The Standish Group, a company which conducts research of IT projects, showed a success rate of only 37% whereas 63% of the projects failed, or were late, over budget and/or missed required features (The Standish Group, 2012, p.1).

One of the most challenging parts of projects includes the people who will be affected by the project (Anca, 2013, p.137; Prosci, 2012). The challenge arises because these stakeholders face some level of uncertainty that can lead to fear, which then can generate resistance to change (Umble and Umble, 2014, p.17). This in the end can become the source of delays, cost increases or the cancellation of the project (Anca, 2013, p.137). These are some reasons why resistance has to be overcome (Umble and Umble, 2014).

Although the literature sees resistance to change as a negative 'product' of changes (Ortiz, 2012; Umble and Umble, 2014) some authors start to point out the necessity of investigating the reasons for resistance more closely and engage with it (Bareil, 2013; Burke, 2008, cited in Bareil, 2013, p.60; Ford and Ford, 2009; Matos Marques Simoes and Esposito, 2014; Smollan, 2011).

Involvement and communication are seen as important elements in organisational change to minimise resistance and to reduce the possibility of failure of the project as a result of resistance to change (Matos Marques Simoes and Esposito, 2014, p.325; The Standish Group, 2010, p.3).

Studies related to the travel and tourism industry and change are rare. Recent studies on change focussed on the readiness to change (Lopa and Day, 2011) change management in SMEs (By and Dale, 2008), or how sustainability or climate change effect tourism (Schwartz, Tapper and Font, 2008; Spasic, 2012; van der Duim and van Marwijk, 2006).

There are a number of research papers discussing resistance to change but empirical research about this topic is limited (Bareil, 2013, p.61). In a specialised area of research on travel and tourism industry it is even less (By and Dale, 2008, p.306).

1.2 Research Specifics

Overall Research Question

Are change projects and their processes communicated well in Irish tour operators in order to overcome or minimise possible resistance to change and its possible negative effects on these projects?

Research Hypotheses

The overall hypothesis is 'Resistance to change of all level employees has an impact on the change process and its outcome (overall success or failure). Effective and open communication will minimise resistance and increase commitment to the project/change process.' In the following four different hypotheses were formulated.

H1: Communication in tour operators can be improved.

H2: Employees want to be more involved.

H3: Employees are informed and updated regularly about projects/changes.

H4: Employees are informed about projects/changes before they start.

Overall Research Objectives

This dissertation study will examine how communication of projects and the changes they will bring takes place in Irish tour operators with offices in the Dublin area, and if employees feel included in the process to feel comfortable with the changes. This is to evaluate the employees' perception of lack of communication within the company and further on the possibility of existence or generation of resistance to change.

To achieve the objectives set a project plan is followed and the advice of the supervisor is taken into account. Focussed and efficient work is performed to present qualitative findings and recommendations.

Research Contribution

This analysis will contribute to the literature on the importance of communication during change processes and its influence on the success or failure of projects. Furthermore a comprehensive analysis of literature about resistance to change will provide an insight of today's view on the topic.

It will be beneficial not only for the participating companies and the travel and tourism sector but also for people/organisations interested in change management and overcoming resistance to change.

2 Literature Review

2.1 Literature Introduction

Chapter two will evaluate important and relevant literature for the present dissertation. Over seven sections, divided according to their focus on a specific topic, the latest findings, explanations, and studies are analysed. The connection between each topic and the research focus on communication and change management, as well as the links between each section will be highlighted accordingly.

The first three sections (2.2-2.4) will build an overall introduction to the topic and the last three (2.5-2.7) will give background of the focus of the dissertation.

Firstly a section about the travel and tourism industry will give definitions of tourism and specific tourism terms. This is followed by an outline of how tourism and project management are connected. Lastly an overview of challenges the whole industry faced and will face is given to show where project management and change management skills are required.

Secondly definitions and an overview of the term management and its meaning in today's business environment will be given. Also the challenges faced nowadays will be pointed out.

Thirdly project management literature will be discussed to provide the reader with a background and to initiate the topic. It will include statistics and up-to-date studies about project success and failure rates, and success factors. Furthermore a comparison of project methodologies and their suitability will be given in this part. Relevant topics and areas of project management will build the end of the section to give explanations and to point out important information of specific terms, concepts and parts of project management. This is to create a picture how these processes can influence and are part of communication and change management.

In the next section a closer look will be taken on communication and its impact on projects. The importance of internal communication and its influence on employee trust and engagement will be highlighted.

The previous sections provide a preparation for the reader for the fourth part 'change management' where latest studies will be used to evaluate the theoretical and practical point of view at the current state in research. Influencing factors of successful change management will be pointed out.

The analysis of current articles and research findings about resistance to change will build the last section of the literature review. The different positions on how to interpret resistance will be evaluated and the methods to overcome or use employees' hesitance to change positively in the company will be pointed out.

2.2 Travel and Tourism Industry

The travel and tourism industry represents an important part of the economy creating a big part of a country's economy and providing a great amount of jobs (Hagiu and Tanascovici, 2012, p.343; Saseanu, Dragusin and Petrescu, 2010, p.590; World Tourism Organisation (UNWTO), 2013, p.3).

This industry is very complex as it combines tourism specific products, which would not exist if the tourist would not visit the destination, but also of tourism connected products, which include services and products that are needed and used (mostly on a smaller scale) in a region even if there were no tourists, e.g. public transport (UNWTO, 2014, pp.10-11).
This reveals a first connection to project management, as e.g. the successful installation of a well working public transport system, that supplies the needs and the capacity to transport local people at peak times to and from work, as well as the additional capacity of tourists in the peak seasons, which needs to be planned, executed and controlled carefully.

2.2.1 Definitions

The definition of tourism was mainly influenced by the UNWTO and an early approved characterisation was published in 1994: "The activities of persons travelling to and staying in places outside their usual environment for less than a year, for any main purpose (leisure, business or other personal purpose) other than to be employed by a resident entity in the country or place visited" (cited in Candela and Figini, 2012, p.26).

In a publication of the UNWTO in 2013 tourism is defined as "a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure" (UNWTO Basic Glossary cited in UNWTO, 2013, p.7).

Given the focus on tour operators in this dissertation these shall be defined as "(…) a firm that organises holidays for customers, especially package holidays" ('Tour operator', 2001)
or more specifically as a company that "buys (or owns in some cases) a high volume of travel services across carriers, accommodation and services. These services are then assembled into packages for purchase by the consumer. The packages are sold via travel agents (independent or owned) or through the phone and internet" (Travel Trust Association, no date).

2.2.2 Tourism and Project Management

The previously mentioned tourism expenditure “refers to the amount paid for the acquisition of consumption goods and services, as well as valuables, for own use or give away, for and during tourism trips. It includes expenditures by visitors themselves, as well as expenses that are paid for or reimbursed by others.” (UNWTO, 2014, p.11)

But as mentioned earlier when purchasing a tourism product not only the direct services or products (tourism characteristic products) are bought, also the various parts of the infrastructure of a destination (tourism connected products) are used by the buyer. For example buildings and activity/entertainment places, roads and motorways, public transports, and water supply, are part of the acquired holiday, trip or tour. (UNWTO, 2014, pp.10-11)
This highlights once more the strong connection of travel and tourism and project management. A comparison of tasks from employees working in the tourism industry to the project definition (see 2.4) shows similarities in the uniqueness and the narrow goal orientation (Lebe and Vrecko, 2014, p.363).

Furthermore Lebe and Vrecko say that “tourism has converted to one of the globally most important project commissioners” (2014, p.364). “Superlative-destinations” like Dubai, where complex and sophisticated engineering and architectural projects are performed successfully and used to attract tourists; or China that plans to increase its number of hotel rooms fourfold, resulting in 9.1billion by 2039, are given as two examples where complex project management interferes with tourism (Lebe and Vrecko, 2014, p.364).

2.2.3 Changes and Challenges of the Industry

Tourism industries (including provision of accommodation, food and beverage serving activities, passenger transportation, travel agencies, etc. (UNWTO, 2013, p.7)) had to face several big changes and challenges in recent years. (Daniel and Rob, 2013; Hagiu and Tanascovici, 2012; Saseanu, Dragusin and Petrescu, 2010)

One of the big topics that influences and will continue to do so in the future is e-tourism and related topics. These are based on information and communication technologies (ICT) and the development in the industry. At the ENTER conference 2013, the annual conference of the International Federation for Information Technologies in Travel and Tourism (IFITT), future innovations and influences on the travel and tourism industry were discussed. These include augmented reality in tourism, social-local-mobile (SO-LO-MO) marketing, innovations in social and mobile commerce, smart technologies, and others. (Daniel and Rob, 2013)
Furthermore social media is still a big topic in the industry because of its power to instantly share views and opinions and the influence it has on customers (existing and potential ones) (Daniel and Rob, 2013, p.273). This not only is true for hotels or restaurants, but also tour operators. Social media makes it easy for customers to share their experience and satisfaction with different service providers.

Furthermore a powerful and competitive environment (internal and external) makes it necessary to strengthen the competitive advantage (Hagiu and Tanascovici, 2012, p.343) of organisations/destinations/regions/etc. to stay attractive for customers.

Also the inter-connection of the world plays an important role in today's business, as crises, unrests or other economic uncertainties can have influence not only in the country of origin of the threat but also on the countries it does business with or even the greater world economy (e.g. financial crisis, oil price rises, exchange rate fluctuation, etc.) (Saseanu, Dragusin and Petrescu, 2010, pp.588-590).

All above mentioned challenges have or will lead to changes within the industry and organisations. Therefore tourism can benefit from project management knowledge and techniques when implementing change projects (Lebe and Vrecko, 2014, p.363).

2.3 Management

Before detailing the following topics the term management will be defined as it is included in project management and sub topics, and most of all in change management. Furthermore a closer look will be taken to the meaning of management and required skills for managers to be successful. Through this the link to communication can be shown.

By definition management is “the process of dealing with or controlling things or people” (Oxford dictionaries, 2014a).

Management can vary in size from an individual to multi-layered hierarchical organisation and is installed to achieve the various goals and objectives of an organisation. Tasks of an organisation’s management include “planning, organising, budgeting, staffing, reporting, directing, and coordinating” (‘Management’, 2009).

Managing means “getting things done through people” (Mary Parker Follett (1868-1933) cited in ‘Management’, 2009).
To facilitate this it needs managers in different positions within an organisation. This is to strengthen its possibilities to reach company objectives in an effective and efficient way. This means that projects and other business actions are undertaken and completed within the predetermined “constraints of scope, time, costs, quality, resources and risk [...]” to be measured as successful (PMI, 2013, p.35). The managers assigned to these projects are responsible to set actions and boundaries for their teams and employees to ensure a positive completion.

Today’s increased global business environment brings new challenges for managers. Different skill sets are needed to address today’s challenges which bring diversity in employees and create highly technological influenced working environments. (Molinsky *et al.*, 2012)
This is also discussed by Popescu *et al.* (2013) in the article ‘Human Resource management practice in the hospitality and tourism industry’ where it states that ICT and e-business influenced the whole industry and brought both new opportunities but also new challenges. Furthermore industry specific issues like high staff turnover, and people changing into other sectors were mentioned. But also the variety of cultures, beliefs, languages, etc. form a challenge for employees in the industry especially managers. (Popescu *et al.*, 2013, pp.161-164)

According to an article in the Harvard Business Review successful managers in the 21st century need to have three important skills, which also address the issues and challenges mentioned above. These skills are "code switching between cultures, wielding digital influence, and dividing attention deliberately" (Molinsky *et al.*, 2012, pp.140-142).
Because communication is an important part when dealing with different cultures problems or difficulties could arise from differences in communication styles when delegating work or giving feedback. These are influenced by the cultural intelligence, values and beliefs of each manager. (Molinsky *et al.*, 2012, p.140)
Especially in tourism managers are needed, who possess this skill set as it is an industry where locals and expatriates work together (Popescu *et al.*, 2013, pp.161-162). Varying ways to communicate, delegate, and execute tasks to achieve company objectives, satisfy customers, and have a collaborating work force make the work of managers somewhat harder. To a certain extent adaption to local behaviours or modifying the own in specific situations to adjust to varying cultural norms is required of managers in order to be successful (Molinsky *et al.*, 2012, p.140).
A more detailed analysis and explanation of communication and related topics can be found in section 2.5.

In conclusion it can be said that management nowadays is a task that requires interaction with, and organisation of people. The purpose of management and managers is to delegate tasks to reach achievements efficiently. Growing cultural diversity within the workforce, and a greater influence of information technology create challenges for managers.
To reach the set company goals various ways of communication between each level of management and its subordinates need to be used to avoid setbacks, slow-down or other harming business developments. This will be explained further in the following sections.

2.4 Project Management

This part will give insights into project management and its position and importance within an organisation. Furthermore it will set the frame concerning change management and relating topics.

Projects are undertaken to create a unique outcome (product, service, or result), it has a definite start and end and its impacts may outlive the project itself (Project Management Institute [PMI], 2013, p.3). “Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements” (PMI, 2013, p.5).
The management process includes but is not limited to strike a balance between project limitations. The constraints include among other things scope, quality, schedule, budget, risks and resources. Typically also stakeholder management is included. This is to set and meet specified project requirements and create deliverables. (PMI, 2013, p.6)

Nowadays IT projects are the projects that have great influence on companies and their ability to adapt to rapid developments and changes on the market. Also these are the projects that create the most problems when companies try to increase their agility. (Stoica, Mircea and Ghilic-Micu, 2013, pp. 64-70)

In the first CHAOS report produced 1994 by the Standish Group, a company that regularly analyses IT projects, it is stated that 31.1% of projects will be cancelled before completion and over 50% of projects will cost 189% of the original cost estimations. Only 16.2% of software projects are completed on time and on budget. (The Standish Group, 1995, pp.1-2)
In the CHAOS manifesto of 2010 a success rate of 37% is shown, “the highest success rate in the history of CHAOS research”. A project is considered successful when “delivered on time, on budget, with required features and functions”. (The Standish Group, 2012, p.1)
Challenged projects (late, over budget, and/or with less than required features and functions) made 42% and 21% were failed projects (cancelled prior to completion, or delivered and never used) which showed a slight decrease compared to 2008 (The Standish Group, 2012, p.1).
The lowest percentage of successful projects was in 2000 (28%) which still represents an improvement to the survey in the 1990s. The highest failure rate was 24% in 2008 (23% in 2000). (The Standish Group, 2010, p.1; 2012, p.1)

The Standish Group produced 10 success factors which increase project success rates and decrease failures. These factors are based on lessons learned and the CHAOS research. (The Standish Group, 2010, p.2). The 10 factors did not change much from the first project success factors published in CHAOS project 1994 (The Standish Group, 1995, p.4).
Most important points were User Involvement, Executive Support, and Clear Business Objectives (The Standish Group, 1995, p.4; 2010, p.1). A comparison can be found in Appendix 1.

One of the 10 success factors in 2010 is Project Management Expertise (including project management skills as described in the PMBoK) (The Standish Group, 2010, p.1; p.4). Therefore an overview of different project management methods and methodologies will be given in the next section.

Furthermore key terms, knowledge areas and process groups of project management of relevance for this dissertation will be addressed in the following sub-sections.

2.4.1 Project Management Methods

In the project management literature and according to project management practitioners the project management practices, tools and techniques are grouped for a better understanding and for improved presentation in documents (Besner and Hobbs, 2012, pp.24-25).
There are two main traditional 'schools' or methods of project management which provide education and certification for project managers. The first to mention is the **Project Management Institute (PMI)** which is the leading association for project management (PMI, 2014) and publishes the Guide to the Project Management Book of Knowledge (Guide to PMBok) (PMI, 2013).
The second methodology is **PRINCE2** (**P**rojects **IN C**ontrolled **E**nvironments) which is primarily used by the UK government and in the UK but also internationally recognised (PRINCE2, 2014). Both provide knowledge and guidelines for professional project management, which will be explained further in the following paragraphs.

There are ten Knowledge Areas and five Process Groups according to the Project Management Institute (PMI, 2013, pp.60-61). When looking at the PRINCE2 process model (Appendix 2) it displays seven process groups (PRINCE2, 2009). Both the Guide to PMBoK and PRINCE2 include initiation and closing of a project. Processes before and between these are called and separated differently (PMI, 2013, p.61; PRINCE2, 2009).
Whilst there are only three more processes, namely planning, executing and monitoring, and controlling for the PMI, in the PRINCE2 model the first process is the starting process followed by the direction of it before the initiating process. This is followed by controlling of project stages, managing product delivery and managing a stage boundary before the closing of a project. (PMI, 2013, p.61; PRINCE2, 2009)

Although the process groups vary in number and names overall they include similar tasks and activities, for example communications management. This is split into plan, manage and control parts and set in the planning, executing and monitoring process groups by the PMI (PMI, 2013, p.61). In PRINCE2 the first step is called ‘prepare the communication management strategy’ as part of the initiation process. This is then linked to processes like managing stage boundaries and directing the project (PRINCE2, 2009).

In the end it can be said that there are overlaps and intersection with different practices and project management standards and that the important components of projects and project management are integrated in processes or areas in all major competency standards, which include project management standards from “Australia, South Africa, the Association of Project Management (APM) and the Project Management Institute (PMI)” (Besner and Hobbs, 2012, p.24).

There are alternatives to the traditional methods; one of them is the ‘Agile Methodology’. This is typically used in software development (Agilemethodology.org, no date). Differences in the way of working with Agile can be found in the length of work cycles, evaluation processes and addressing change in requirements. All of these areas are handled differently to support the specific needs of software development projects. (Agilemethodology.org, no date)

More detailed information and explanations about Agile will be given in the next section 2.4.2 after the traditional project life cycle is explained and analysed.

2.4.2 Project Life Cycle

The project life cycle builds the framework of the project and displays a series of phases from the initiation of a project to its closure. The name and the number of phases vary with the management and control needs of the organisation. (PMI, 2013, p.39)

A basic structure of the life cycle includes a starting, a planning and organising, a working, and a closing phase (PMI, 2013, p.39).

Adaptive life cycles are developed to keep stakeholder influences higher, and changes and therefore cost of changes lower (PMI, 2013, p.40).

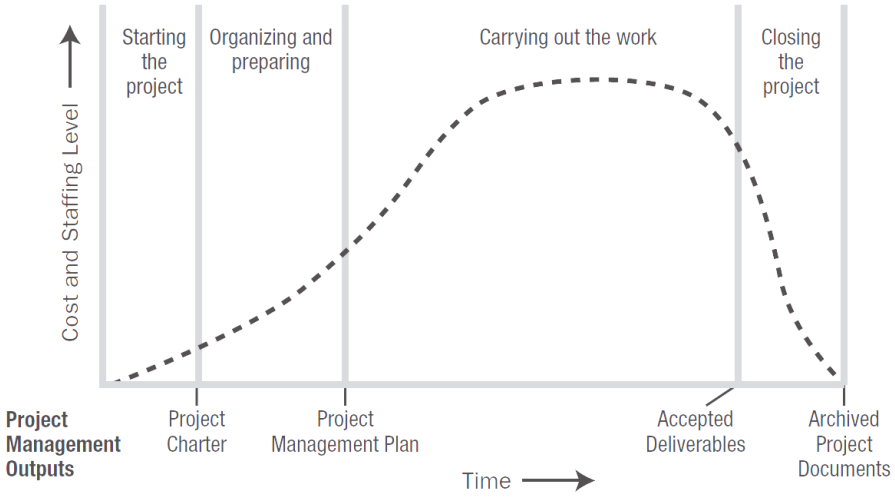

Figure 1: Generic Project Life Cycle Structure

Source: PMI, 2013, p.39

Another rather traditional display of a programming project life cycle is taken from Kerzner (2009, p.73) and includes a depiction of the varying amount of resources needed throughout the project.

(PMO = present method of operations; PMO' = the new present method of operations; T = time)

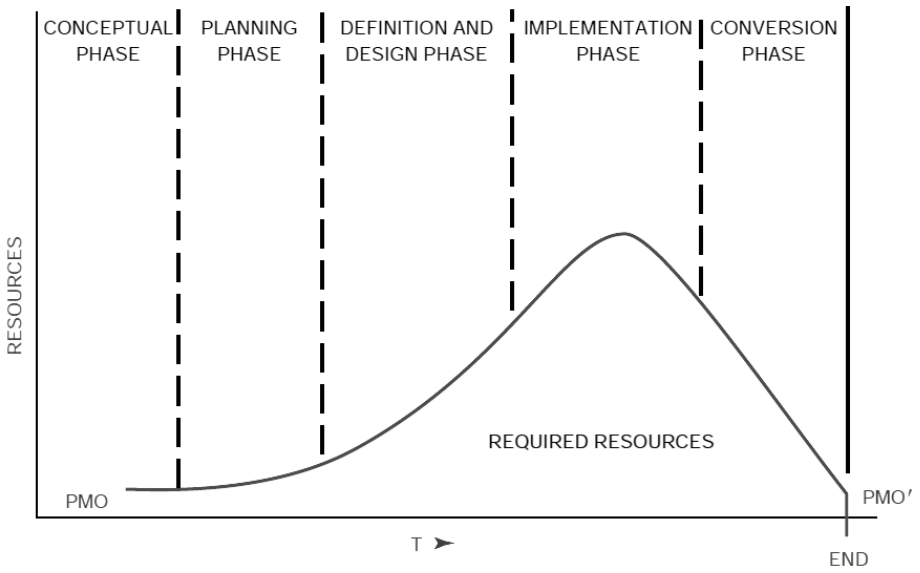

Figure 2: Programming Project Life Cycle - Definition

Source: Kerzner, 2009, p.73

A different traditional model to display software development is the '**Waterfall Model**' defined by Winston W. Royce (1970) (Stoica, Mircea and Ghilic-Micu, 2013, p.66).
This is a linear-sequential life cycle model where each stage has to be completed before the next can start. The review process takes place at the end of each stage to assess the fulfilment of requirements. (Stoica, Mircea and Ghilic-Micu, 2013, p.66)
For small projects, where requirements are clear, this builds an appropriate model which facilitates coordination. This is a result of sequenced project stages where the outcomes of each are defined in advance. (Stoica, Mircea and Ghilic-Micu, 2013, p.67)
Disadvantages of the waterfall model include the possibility of the occurrence of additional requirements after the initial gathering was completed, resulting in negative influences on the product development and additional costs. Testing of prototypes is only possible after the life cycle is finished and the reduced flexibility of splitting the project into stages are further disadvantages (Stoica, Mircea and Ghilic-Micu, 2013, p.67).

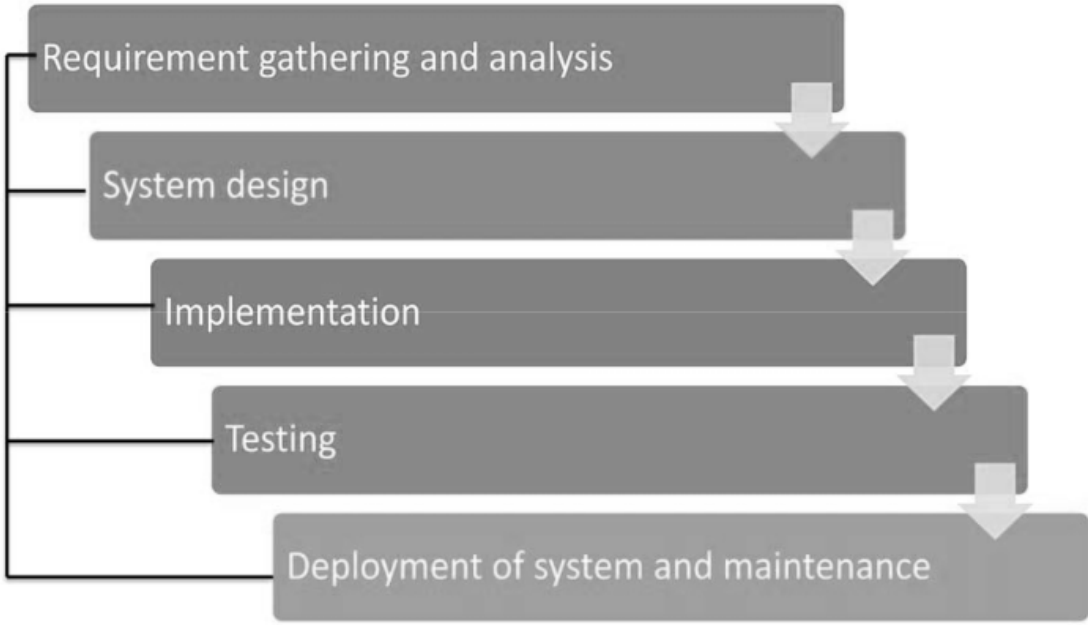

Figure 3: Waterfall Model
Source: Stoica, Mircea and Ghilic-Micu, 2013, p.66

Because computer technologies change rapidly a short data processing life cycle is preferred by most executives (Kerzner, 2009, p.71).
The incremental model builds "the base for all agile software development models" (Stoica, Mircea and Ghilic-Micu, 2013, p.66) where requirements are divided in subsets and multiple development cycles which are again split into modules for facilitated manageability (Stoica, Mircea and Ghilic-Micu, 2013, p.67).

One alternative to the traditional methods as mentioned before is the **Agile Methodology**. This is typically used in software development ('Agile Methodology', no date). Agile sets two weeks work cycles, shorter periods of evaluation ad re-evaluation of project progress and directions. (Figure 4) In comparison at traditional methods project requirements and specifics are set at the beginning and changes cannot be determined as easily. ('Agile Methodology', no date)

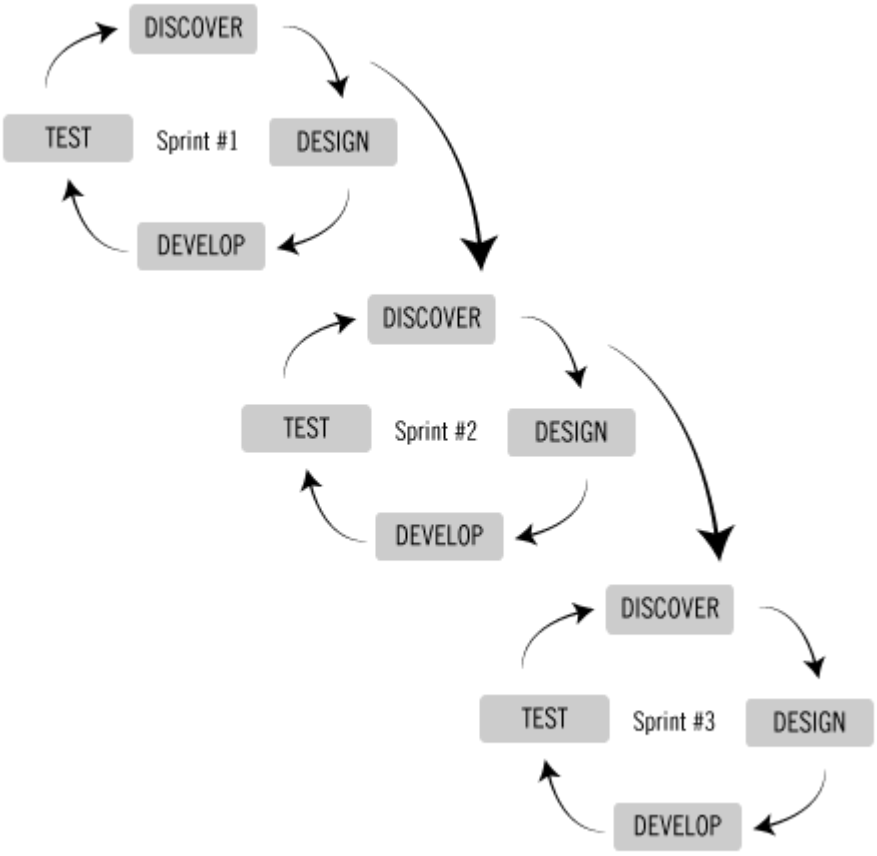

Figure 4: Agile Method

Source: 'Agile Method', (no date)

Agile allows undertaking changes in the project when they are needed at lesser costs and allows keeping the time to market as short as possible because requirements are gathered while the software is developed ('Agile Methodology', no date).

Drawbacks of this method are the possibility of an entirely different product than originally discussed, the risk of a never ending loop and the exceedance of the budget ('Agile Process Approach', no date).

Scrum is one of many agile software development methodologies (Stoica, Mircea and Ghilic-Micu, 2013, p.72) and "the most popular way of introducing agility (…) [to a company] due to its simplicity and flexibility" ('Agile Methodology', no date).
It concentrates on projects, where initial planning is difficult and constant feedback is essential (Stoica, Mircea and Ghilic-Micu, 2013, p.73). It further uses cross-functional, self-organising teams including around seven people who create and adapt the processes within the scrum framework. There are the two weeks to 30 days' time spans, called sprints, within which the teams attempt to build a properly tested product. (James, 2014)

Business agility is important for companies for a "dynamic adaptation to the business environment" (Stoica, Mircea and Ghilic-Micu, 2013, p.68).
A key element for agility is Service-Orientated Integration (SOI) which should have positive effects on the agility of human resources, business management and information technology. The agility of these three areas will be influenced by the organisational culture, the business process management in the company and the decision management, like policies to raise quality and consistency of decisions, while at "the same time lowering the time and costs associated with the decision making process" (Stoica, Mircea and Ghilic-Micu, 2013, p.68).

In the figure below the allocation of costs to the different phases or tasks of a project is illustrated. These cost estimations are based on the life cycle of a building, where it is assumed that design and construction build the first 50% of the costs, and operation and maintenance build the other 50% of costs. (Zeynalian, Trigunarsyah and Ronagh, 2013, pp.52-53)

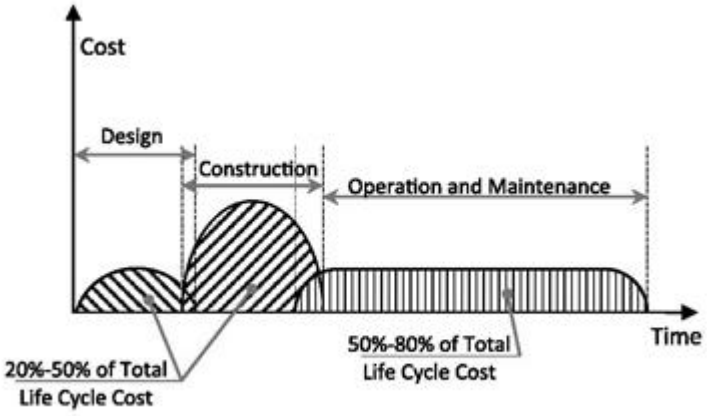

Figure 5: Life Cycle Costing Profile
Source: Zeynalian, Trigunarsyah and Ronagh, 2013, p.53 (based on data from Dunston and Williamson, 1999; Griffin, 1993)

The allocation of costs varies with the types of projects. But what most projects have in common is that the costs and the amount of money spent are higher in the first phases of the project. This is because expenses have to be made for planning, organisation and procurement at the beginning of the project to ensure resources are available in the necessary quantity and quality at the time they are needed. (PMI, 2013, pp.355-360)
The appropriate allocation of costs through accurate planning and a change management plan (see 2.6) is also a risk reducing procedure and necessary to keep the cost development as much in line with the plan as possible (PMI, 2013, p.309).

Figure 6 depicts a project lifecycle in relation to costs and risks. Whereas the occurrence of risks decrease the longer the project runs, costs to fix risk events increase drastically the more advanced the project is (Larson and Gray, 2011, pp.211-212).
The earlier necessary amendments are identified and procedures are implemented the more control the project team has on these. Furthermore the negative influence on the following steps in the project is lower. (PMI, 2013, pp.309-354)

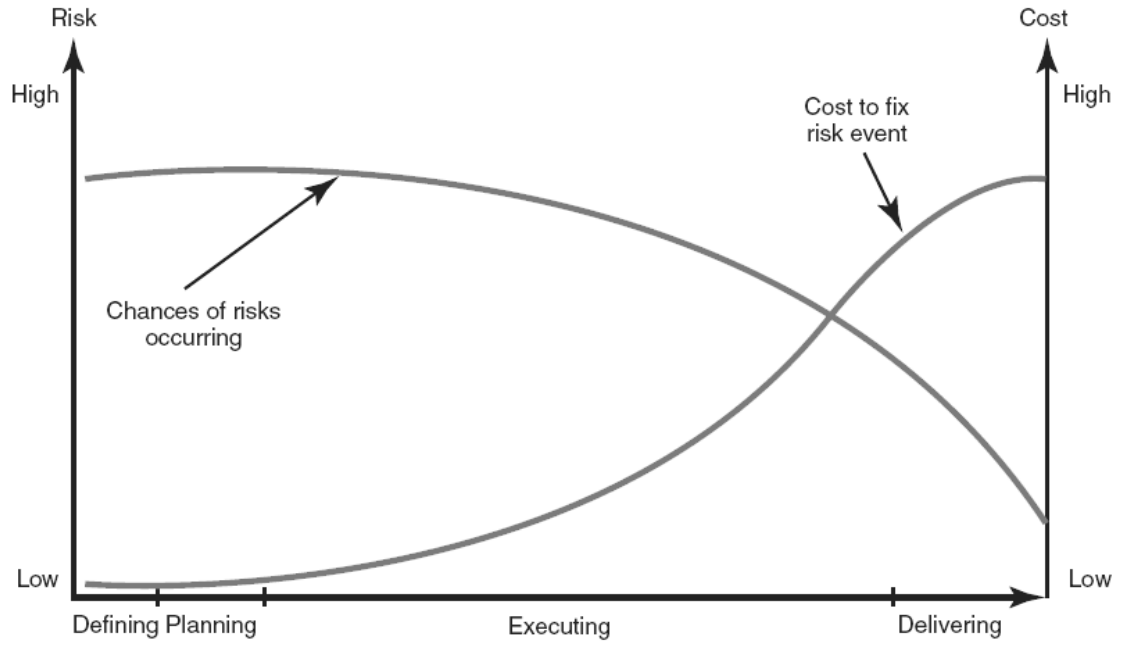

Figure 6: Behaviour of Risks and Costs in the Project Life Cycle

Source: Larson and Gray, 2011, p.212

2.4.3 Risk Management

Risk management should be a part of every project. It is important to review the project and its risks regularly and continuously to be successful; also the continuous evaluation of new, changed or out-dated risks is necessary. What types of risks a project may face varies with the type of project. (PMI, 2013, pp.309-311; p.350)
Kutsch, Browning and Hall (2014, p.26) mention that risk management "is a reductionist, predictive analysis that takes large problems and reduces them to smaller problems that can be managed in isolation". But they also point out that this approach does not work well for the majority of projects as the complexity and uncertainties of projects increase, leading to ineffectiveness of risk management. (Kutsch, Browning and Hall, 2014, p.26)

Project risks originate in the uncertainties present in all projects, and can be specified in known and unknown risks, individual and overall project risks. (PMI, 2013, p.310)
Project teams should try to identify as many risks as possible, as known risks allow the planning of responses specific to the analysed risks. If unknown the risks cannot be managed proactively which leads to a delayed answer to possible negative risks and their influence on the project is uncertain. Further on, the overall project risk is the uncertainty from all sources of the project as a whole, "it is more than the sum of the individual risks within a project". (PMI, 2013, p.310)

In the figure below a risk function is displayed (Kerzner 2009, p.744). It shows how risk is a function of its components and gives a classification of risks.

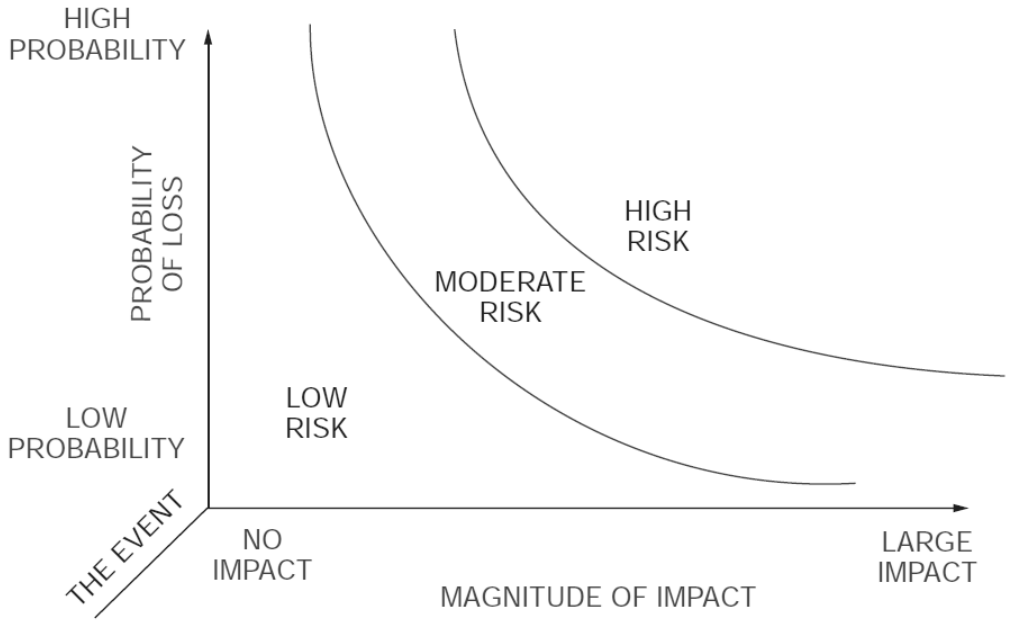

Figure 7: Risk Function

Source: Kerzner, 2009, p.744

The following description and explanations of a risk management plan are based on the recommendations of the PMI (2013). These also coincide with the descriptions of other project management authors (Kerzner, 2009, pp.741-798; Larson and Gray, 2011, pp.210-234).

When compiling a risk management plan input from several sources is gathered, including information from the project management plan, the project charter, the stakeholder register, enterprise environmental factors, and organisational process assets (PMI, 2013, p.313).

Using different methods and techniques to analyse information, will result in a risk management plan which states the allocation of resources, including the responsibilities of risk management team members, as well as budgeting of assigned resources. Also the approach and timing of how and when risk assessments will be performed throughout the project life cycle and the specification of required activities are part of the risk management plan. Furthermore risk probability and impact are defined in combination with project objectives, such as cost or quality. Lastly documentation standards will be defined, e.g. how outcomes will be analysed and communicated. (PMI, 2013, pp.316-318)

The data flow diagram in figure 8 displays the input of different project areas for a risk management plan and the four work parts, namely the identification of, the qualitative and quantitative analysis of, and the planning of responses to risks (PMI, 2013, p.313).

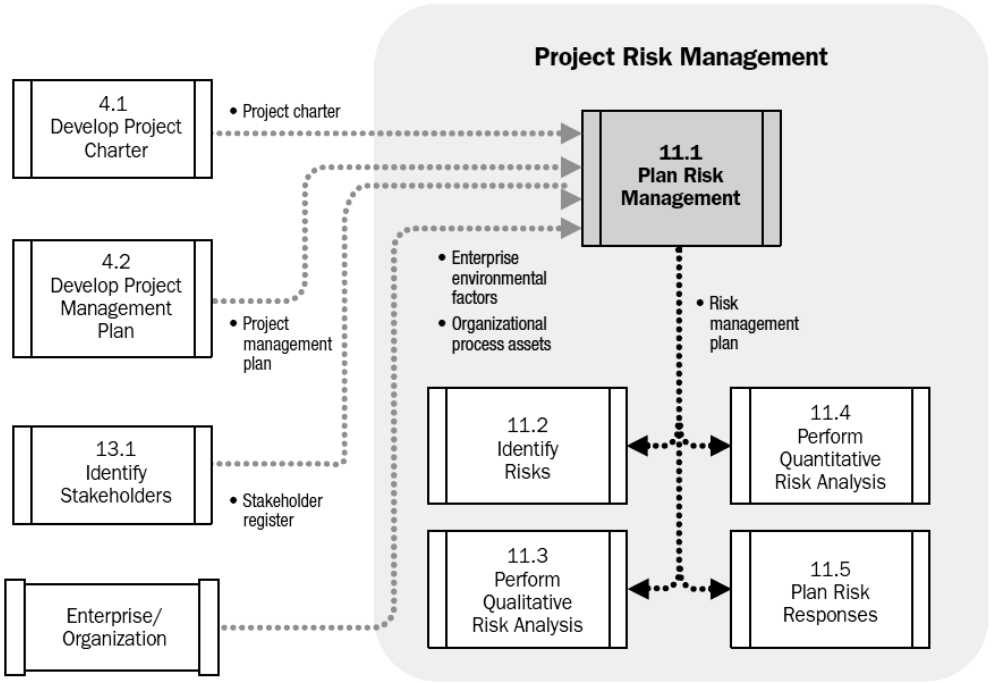

Figure 8: Plan Risk Management Data Flow Diagram

Source: PMI, 2013, p.313

Risks during a project can have positive influences (opportunities) and negative influences (threats) on project objectives (PMI, 2013, p.311) and can fall in different categories; these include internal, as well as external factors (PMI, 2013, p.310). Examples for internal risks are the project or organisational environment, immature project management or limited resources (PMI, 2013, p.310). External risks include events where a third party such as governmental organisations or suppliers are involved, or influences like the market and inflation (Larson and Gray, 2011, p.211; PMI, 2013, p.310).If the effects on objectives are negative changes may result in amendments of project specifics, costs and/or resources, may lead to delays or even to the cancellation of the whole project (Larson and Gray, 2011, p.211; PMI, 2013, p.310).

There are two approaches to risk management – traditional and strategic. The traditional approach focuses on the negative impacts of risks; and actions are undertaken to reduce "the loss frequency or loss severity" caused by "potential accidental losses" (Wieczorek-Kosmala, 2014, p.135). The strategic approach includes the possibilities of positive and negative influences of risks. The interdependencies of risks are recognised and it values progressions in risk analysis techniques and risk treatment techniques (Wieczorek-Kosmala, 2014, p.136).

In order to manage an organisation and projects with regard to risk (as opposed to managing risk isolated) the International Organisation for Standardisation (ISO) recommendations (Wieczorek-Kosmala, 2014, p.136) 'ISO 31000 Risk Management' (Frigo and Anderson, 2014, pp.51-52) can be followed.

The ISO recommendations are referring to the organisation as a whole (Frigo and Anderson, 2014, p.52), and the components are similar to the risk management processes for projects recommended by the PMI (PMI, 2013, p.309). The ISO 31000 Risk Management standards are depicted in Appendix 3 for further reference.
A third well recognised framework is the Enterprise Risk Management – Integrated Framework (ERM). It was issued by the Committee of Sponsoring Organisations of the Treadway Commission (COSO), an internationally recognised body of thought leadership (Frigo and Anderson, 2014, p.51).
All three organisations see communication, consultation, and information as an important part of risk management (Frigo and Anderson, 2014, pp.51-52; PMI, 2013, p.290, p.313; Wieczorek-Kosmala, 2014, p.136).Also Kutsch, Browning and Hall re-quote that "inadequate integration of stakeholders into risk management activities" can lead to ineffectiveness (Hubbard, 2009 and Nelson, 2007 cited in Kutsch, Browning and Hall, 2014, p.26).

Despite which approach on risk management is taken within a company, these should only be seen as frameworks, and practices should be adapted to the needs of each organisation. Furthermore a clear risk management strategy should be developed. (Frigo and Anderson, 2014, p.53)

Regular risk analysis is important. The risk management plan and its' items should be up-to-date throughout the project life cycle. In order to manage this several tools and techniques can be applied. One of these is meetings, which should take place regularly and where risks should be a fixed point of the agenda. (PMI, 2013, p.352)

Two further processes can influence the successfulness of risk management. These are project communications management and project change management.

Firstly communications management includes planning, managing and controlling communications in a project. It is important to integrate all stakeholders of the project in the risk communication. The group of stakeholders include "persons and organisation such as customers, sponsors, the performing organisation, and the public who are actively in the project, or whose interests may be positively or negatively affected by the execution or completion of the project" (PMI, 2013, p.394).
Secondly effective communication can build a bridge between stakeholders with different backgrounds, levels of knowledge and expertise, and interests (PMI, 2013, p.287).
A communications plan includes what information needs to be shared with whom and at what time and in which format. This builds the organisational framework for communication during the whole project, and ensures that information is "distributed to stakeholders based on their requirements". (Larson and Gray, 2011, p.643)

Similar a project change management plan is critical as it is part of the risk response control to new risks, which require changes in the scope, the budget, and/or the schedule of the project (Larson and Gray, 2011, p.229).
The change control process includes a submission of a formal change request after the change originated. This will then be reviewed and after approval the plan of record will be updated and the necessary actions will be undertaken. (Larson and Gray, 2011, p.231)

The importance of effective communication and change management will be discussed further in the following sections. It was already shown that the costs to react to a risk and apply changes increase the later they have to be implemented in the project life cycle (figure 6).

2.4.4 Stakeholder Management

Stakeholders and their roles in a project are critical for its success; this was already pointed out in previous sections. This part focuses on stakeholders and their influences on projects.

Stakeholders are defined as “an individual, group, or organisation who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project” (PMI, 2013, p.30). The expectations of each stakeholder might not only differ but often also conflict with each other (PMI, 2013, p.32).This can cause problems regarding the achievement of project and organisational objectives. Stakeholder management and project governance are therefore an important part of project management. (PMI, 2013, p.30)

Project stakeholders do not only include project sponsors, project managers and members of the project team also users (employees or customers), business partners and other managers in the organisation are stakeholders (PMI, 2013, p.31).
The levels of responsibility and authority vary, and also the involvement of different stakeholders throughout the project life cycle differs. Continuous assessment of stakeholders regarding their identification, the degree of influence and their attitude towards the project is necessary throughout the project life cycle. (PMI, 2013, p.31)

Stakeholders can influence a project both positive and negative. Therefore it is necessary to manage stakeholders and their needs and expectations to avoid changes in interests and the degree of influence that may affect the success of the project negatively. Omission of continuous stakeholder assessment can result in negative outcomes ranging from project delays, and cost increases to project cancellation. (PMI, 2013, p.31)
As already mentioned at the beginning of this chapter ‘User Involvement’ is the most important factor to influence the success of a project (The Standish Group, 2010, p.1).

To ensure the continuous assessment of the position of stakeholders, communication with all stakeholder groups and within the project team is necessary to be up-to-date regarding the next project steps, changes, and developments.
The importance of communication will be explained in depth in the next section.

2.5 Communication

One definition of communication is “the imparting or exchanging of information by speaking, writing, or using some other medium” (Oxford dictionaries, 2014b).

Communication itself can build a risk for projects and changes because of the different ways of communicating and the impact of cultural differences reflected in “values, perceptions and attitudes” on communication (Yüksek and Bekmeier-Feuerhahn, 2013, p.180).This was already pointed out as one of the challenges for today’s managers (section 2.3) but also for all stakeholders involved.

Already in 2006 a study found that work environments where employees “trust the people they work for, have pride in what they do and enjoy the people they work with” foster a positive atmosphere and satisfied employees (Carroll, 2006). According to Mishra, Boynton and Mishra (2014, p.184) this is attributed to “open communication” within an organisation. In a more recent survey openness and trust are again mayor criteria for job satisfaction (Smith, 2013). It is stated that “consistent communication” is one important part of why people want to work in the organisation (Zupan 2013, cited in Smith, 2013).

Internal communication in the work place is important. It can be defined as “the communication between the organization’s leaders and (…) the employees” (Dolphin, 2005, cited in Mishra, Boynton and Mishra, 2014, p.185).

Open internal communication will lead to employee trust and further on to employee engagement (Mishra, Boynton and Mishra, 2014, p.184). Engagement is necessary for the employees to create an ownership of their responsibilities in their company and to deliver a consistent message to customers. This means that every customer receives the same message no matter which employee he/she gets in contact with (Mishra, Boynton and Mishra, 2014, p.184). This refers to all stakeholders the company might have.
It is important that internal and external communication send the same message and are not “created in silos” (Mishra, Boynton and Mishra, 2014, p.185).

Whereas employees can be seen only as receivers of internal communication (Dolphin, 2005, cited in Mishra, Boynton and Mishra, 2014, p.185) Mazzei (2014) gives a different point of view. It is stated in the article about internal communication and employee enablement that employees were not only receivers of internal communication. They are able to be actively senders and exchangers of the internal communication. This enables employees to create knowledge and resources, which are of importance for the company. (Mazzei, 2014, pp.82-83)

Realising that internal communication is not only a one way communication from top to bottom to pass on information or to delegate work, but more a two way communication or the support and exchange of communication, will assist the company to create valuable competitive advantages. (Mazzei, 2014, p.83)

This includes a growing knowledge pool for the whole company and supports employees in decision making.
As Rubin (2013, p.37) stated: “Learning not only involves avoiding past mistakes, but also emphasises replication of past success – skills contained within a branch of knowledge management known as lessons learned”.

By communicating company practices and creating documents like lessons learned reports or a database with templates and process descriptions and making these available for employees at all levels, companywide learning and standardised procedures will be implemented. Also minimising of mistakes and reducing the undertaking of unnecessary risks when making business decisions can be outcomes the implementation of lessons learned reports and other internal communication. Not only does this save the company time and money, but also the employee knows where to find a guideline to work and react according to company standards. Therefore he/she can make advanced decisions and does not risk his/her position. (Rubin, 2013)

Beside the advantages of open internal communication regarding daily business operations and decision making (use of templates, lessons learned reports) there are also advantages when major changes in the business environment (internal and external) occur or when projects need to be undertaken that have not been done before in a company.

When facing major changes and big projects where employee engagement and agreement is essential communication and involvement from the beginning is essential. Systematic communication is seen as crucial from researchers, as well as from practitioners (Yüksek and Bekmeier-Feuerhahn, 2013, p.181). User involvement should take place in the “decision-making and information-gathering process (…) including feedback, requirements review, basic research, prototyping, and other consensus-building tools” (The Standish Group, 2010, p.3).

Internal communication is able to inform employees and help to create trust, commitment and involvement; some authors say that this is not enough during severe change processes. Change communication needs to be practiced to reach out to the emotional level of employees, because change is realised when behaviour changes and when employees show positive affective reactions to change. (Mazzei and Quaratino, 2013, p.168; Yüksek and Bekmeier-Feuerhahn, 2013, pp.181-182)
When comparing articles about change management and communication during change some authors give the term "internal communication" the same meaning and power to influence employees during change as "change communication" as it is seen by Yüksek and Bekmeier-Feuerhahn (2013, p.180).

If employees face unknown situations there is a tendency to build a resistance to change and show passive behaviour in order to be able to deal with the consequences on their daily tasks. An open two way communication is therefore necessary to give employees "the possibility of sharing a common point of reference" when there is the uncertainty of change. (Mazzei and Quaratino, 2013, pp.174-176)

Beside communication, the adoption of change management with emphasis on participation is important for successful change processes and projects, which furthermore ideally also reduces resistance to change and enhances the support from employees for planned changes (Mazzei and Quaratino, 2013).

The following two sections will discuss change management and resistance to change in detail to evaluate the necessity and advantages of change management and to point out which issues companies can face when resistance to change occurs and is not dealt with.

2.6 Change Management

The definition of change according to the Oxford dictionary of English is: “an act or process through which something becomes different” or as a verb “(1) make or become different (2) take or use another instead of” (Oxford dictionaries, 2014c).

“Change is inevitable and necessary to succeed” (Quiros, 2014, p.15) and “is no longer happening sparsely, but (…) the pattern of nowadays” (Matos Marques Simoes and Esposito, 2014, p.324).
The human transition to change is however a complex procedure and it is important that employees receive help to transform to reach a positive adaption of change (Quiros, 2014, pp.15-16).

Change management “is the utilisation of processes to control an organisational change effort” (Parker *et al.*, 2013, p.535).
It can be found in different actions an organisation undertakes to fundamentally improve its business operations to meet the demanding environment developments. These actions include total quality management, restructuring or rightsizing, or organisational cultural change, and others. (Parker *et al.*, 2013, p.535).

Change management is identified as a process rather than a single event (Parker *et al.*, 2013, p.535) and an understanding of these processes to manage change is important to be able to react to uncontrollable change of the external environment of an organisation (Parker *et al.*, 2013, p.537).

A high failure rate of “change interventions” suggests that there is a lack of management, monitoring and control (Parker *et al.*, 2013, p.542). Studies also found that employees oppose change initiatives because of the possible shift in power structures and a change in the established way of working (Battilana and Casciaro, 2013, p.62).
According to Mazzei and Quaratino (2013, p.168) change management can only be effective when behaviours of members change.
And the CHAOS research of the Standish Group shows that a lack of involvement increases the possibility of a failure (The Standish Group, 2010, p.3).

There are different ways in the literature which according to their authors improve and help successful change.
One says communication is the key-element for successful change (Matos Marques Simoes and Esposito, 2014, p.325). Top-down commitment and open communication is important. This should create an environment where people have the possibility to exchange their thoughts and can build up trust and commitment to upcoming changes (Mazzei and Quaratino, 2013).

Also Battilana and Casciaro (2013) recognise the importance of communication but use “change agents” to transform change ideas to successful change initiatives. The importance of these people in the informal network of an organisation was found to be the most influential on other employees and to conciliate them towards the suggested change projects. (Battilana and Casciaro, 2013, pp.64-65)

Mazzei and Quaratino recommend some principles for communication in a change process. These are: “Communication should reach all employees, be interactive, transparent and complete, without avoiding the mention of difficulties, (...) [furthermore it should] be continuous, supported by actions, future orientated and centred on values” (2013, p.174). Additionally the research showed that an intensive listening phase at the beginning brings multiple advantages and helps to successfully adapt the change process (Mazzei and Quaratino, 2013).

Similarly Quiros (2014, p.15-16) gives some tips to facilitate the transition and adaption to change for employees which again emphasises open communication.
He highlights the importance of informing employees directly (or through direct manager) and to ensure that employees will learn about the change from an official statement or announcement within the company and not through media or rumours. This will keep trust and avoids speculations. Furthermore explanations of the reasons behind and the necessity of changes should be explained to the employees to support their transition to acceptance of change. Also the critical processes need to be highlighted to ensure the control on these is as high as possible and impacts that could change these as low as possible. Lastly a respectful interaction is necessary to give employees the chance to adapt to the new possibilities arising from the intended change. (Quiros, 2014)

Yüksek and Bekmeier-Feuerhahn (2013) draw the attention to the influence of various cultural dimensions (as identified by ‘Geert Hofstede’, 2009) whereas individualism/collectivism (IC), power distance (PD) and uncertainty avoidance (UA) are said to have the biggest influence on communication through values, behaviour and attitude. As a result communication objectives have to be adjusted accordingly. For example the creation of trust is a priority in cultures with high PD and where collectivism is predominant. In individualistic cultures the generation of commitment is the most important communication objective due to the relatively lower tie to the company. Lastly the objective of communication in a culture with high UA is reducing uncertainty for employees through transparency and clarity of the change objectives and processes. (Yüksek and Bekmeier-Feuerhahn (2013, pp.184-186)

Prosci, a leading provider of change management products and benchmarking research, presented an action-orientated framework for controlling change, the Prosci ADKAR model (Prosci, 2014a; 2014b) developed by Jeff Hiatt (Prosci, 2014d). It is based on the perception that people "make changes successfully when they have the necessary Awareness, Desire, Knowledge, Ability and Reinforcement" (Prosci, 2014b). To facilitate these points open and effective communication between all involved parties is necessary.

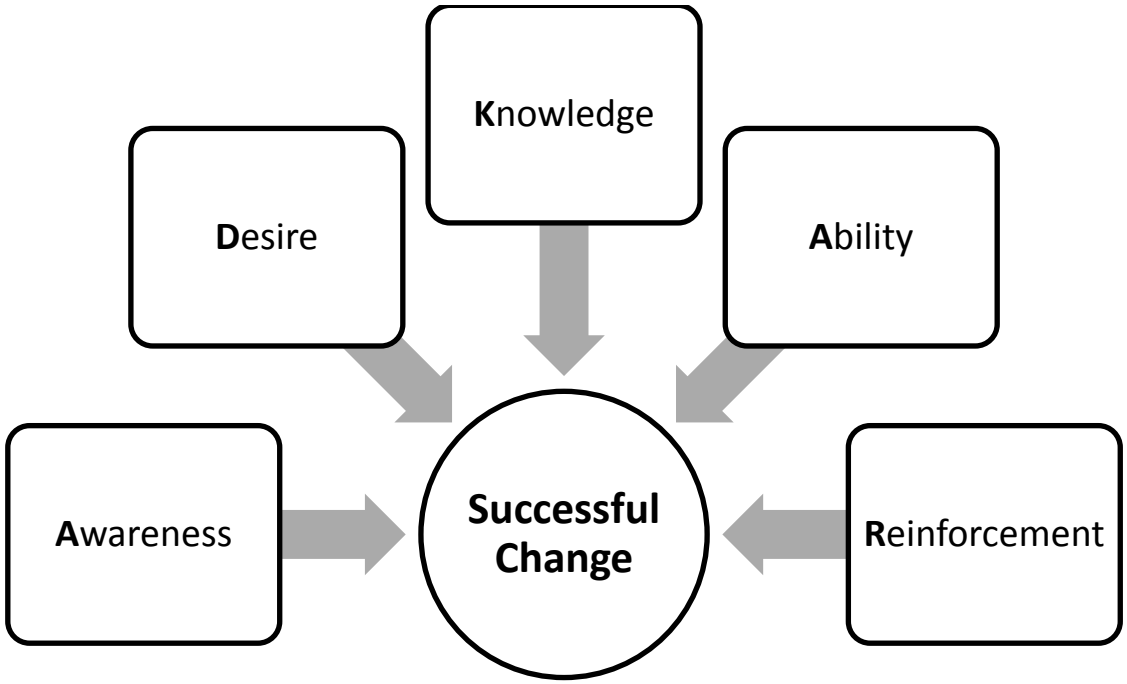

Figure 9: Prosci ADKAR Model
In accordance with: Prosci, 2014b

The model is used by managers to "identify and remove barriers" or resistance from individuals or groups by providing people with information and knowledge to be able to make a successful transition (Prosci, 2014b). It supports managers to understand different ways of attaining change and sources or causes of resistance (Prosci, 2014c).

Firstly awareness of the need for change needs to be created or strengthened which is followed by the desire to support and participate in the change. Managers then need to be able to share and enable employees to gather the knowledge of how to change. Also the ability of the individual to implement required skills and behaviour is an important part of the ADKAR model. (Prosci, 2014b) The significance of change in behaviour and skills was also found by Mazzei and Quarantino (2013, p.168) and Yüksek and Bekmeier-Feuerhahn (2013, pp.181-182). And lastly to sustain change, reinforcement is set in place by incorporating "proactive resistance management". This is a crucial point when dealing with change projects according to Prosci's research (Prosci, 2014a).

ADKAR Elements	Factors Influencing Success
Awareness of the need for change	• A person's view of the current state • How a person perceives problems • Credibility of the sender of awareness messages • Circulation of misinformation or rumors • Contestability of the reasons for change
Desire to support and participate in the change	• The nature of the change (what change is and how it will impact each person) • The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change) • Each individual person's situation • What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	• The current knowledge base of an individual • The capability of this person to gain additional knowledge • Resources available for education and training • Access to or existence of the required knowledge
Ability to implement required skills and behavior	• Psychological blocks • Physical capabilities • Intellectual capability • The time available to develop the needed skills • The availability of resources to support the development of new abilities
Reinforcement to sustain the change	• The degree to which reinforcement is meaningful and specific to the person impacted by the change • The association of the reinforcement with actual demonstrated progress or accomplishment • The absence of negative consequences • An accountability system that creates an ongoing mechanism to reinforce the change

Figure 10: Prosci ADKAR Influencing Factors

Source: Prosci, 2014b

In figure 10 factors which influence the success of an individual's change transition or adaption are listed (Prosci, 2014b). These also partly mirror the points and suggestions from other authors. For example it can be seen in the first point 'Awareness' that the lack of credibility, misinformation or rumours can influence the realisation of change negatively. These are also stated as possible reasons for failure in change by Quiros (2014).

As already mentioned before (in section 2.5), the creation and the sharing of knowledge are important steps to gain commitment, understanding of employees, as well as to enable them to implement the change.

Other authors find that project management and a project-based management are adopted nowadays to maintain flexibility to construct solutions promptly to market/environment changes and requirements. (Parker *et al.*, 2013) Whereby the definition of 'project' initiates that it is undertaken to change the current state of a product/service/organisation/etc. into a more successful state in the future through fulfilling a clearly stated outcome, by using project management tools and techniques, and with assigned resources. (Parker *et al.*, 2013, p.538)

Parker *et al.* (2013) focused on three frameworks of change management (Kanter, Stein and Jick, 1992; Kotter, 1996; Luecke, 2003) and identified where project management tools and techniques could contribute to the value of change processes. (Appendix 4)
There are several similarities between the three frameworks itself and compared to the Guide to PMBoK. For example creating a vision and strategy are first important steps of the three compared frameworks also communication and implementing structures and systems to enable employees are steps and processes in the four compared frameworks. (Parker *et al.*, 2013, p.536)
Whereas measurement of the project success is only part in later frameworks like the "Seven Steps" (Luecke, 2003) or the PMBoK (PMI, 2013), Kanter, Stein and Jick's (1992, cited in Parker *et al.*, 2013, p.536) "Ten commandments for executing change" does not include measurement at all. Involvement and communication are the focus of this framework.

In conclusion it is to say that change management developed further in the last decades and is to continue to be an interesting and evolving field of study; especially in combination with project management theories.
This means, as well as project management could add value to change management processes, change management could also improve parts of project management. Because project management focuses on the management tasks, the application of change management could improve "soft" issues related to projects, such as human, political or organisational change. (Parker *et al.*, 2013, p.541)
Although Parker *et al.* (2013) conclude that the different foci of project management (technical) and change management (human aspects and softer skills) were results on their background and by combining these two disciplines the gap could be closed, the developed and improved project management education and literature was not taken into account (e.g. increased focus and recognised value of stakeholder management in the Guide to PMBOK in edition 5, PMI, 2013).

2.7 Resistance to Change

The Resistance to change is commonly related to change management. It is a popular topic in the literature, but less empirically researched (Bareil, 2013, p.61).

The way people react to change can be positive or negative. The optimistic reaction leads to support, commitment and the predisposition (receptivity) for change. On the contrary people reluctant to change might react with stress, withhold information, or take actions that aim to keep the status quo. (McKay, Kuntz and Näswall, 2013, p.30)

One definition of resistance is: "opposition or insubordination that issues from relationships of power and domination" ('Resistance', 2004).

Another definition of resistance to change would be the "in-built opposition to change within an organisation. (…) It is said to be a natural human reaction to the unknown" ('Resistance to change', 2014). This is coherent with most studies of resistance to change (Bao, 2009; Chen and Chen, 2008; Lawrence and Robinson, 2007, cited in Bareil, 2013, p.61).

Resistance can be shown from all employment levels of the organisation. The management might be hesitant to implement new ideas which bring change not only because of the risk of failure and the loss of money, time and/or other opportunities, but also because failed initiatives decrease motivation and lower the willingness to actively participate in future change projects (Umble and Umble, 2014, p.18).
Employees at other positions might show resistance because of the uncertainty of the influence changes might have on their work, their position, the power distribution within the company or similar (Umble and Umble, 2014, p.18).
Negative implications for the change within the organisation can include doubts regarding the change, sabotages and opposition, actions to retain the current situation and similar (McKay, Kuntz and Näswall, 2013, p.30).

Bareil (2013) sees a need for a shift in the way resistance to change is seen. A more positive approach to this resistance is necessary and not only the negative, passive side. The modern paradigm of resistance should be interpreted as "an ambivalence, a resource, a concern or a preoccupation that represents feedback of discomfort about the change initiative" (Bareil, 2013, p.62). In Appendix 5 the traditional and the modern interpretation of resistance to change are compared.

Also other authors say that resistance to change can be used to open a dialogue between the affected parties (Matos Marques Simoes and Esposito, 2014) and to understand it as "feedback (…) [to improve] the quality and clarity of the objectives and strategies at the heart of the change proposal" (Ford and Ford, 2009, p.103).

As mentioned in earlier sections (2.5 and 2.6) communication is an important part of change management (Matos Marques Simoes and Esposito, 2014, p.325) and for overcoming or using resistance to change respectively, depending on the interpretation. Building awareness of why change is needed and how individuals are affected by it is vital (Prosci, 2012). Searching for a dialogue with stakeholders, especially employees, is necessary to find sources of resistance at an early stage. By evaluating the type of resistance and understanding the concerns will not only help to facilitate more rapid commitment to change (Bareil, 2013, p.65) but can also reveal a different angle of the process or flaws in the change plan.

In contrast to Bareil the latest Prosci report presented that the primary obstacle of change management was "ineffective change management sponsorship from senior leaders" followed by "insufficient change management resourcing" (Prosci, 2012). Resistance to change from employees and middle-management resistance were only the third and the fourth greatest obstacle in the 2012 reports (Prosci, 2012).
Nevertheless is resistance to change a big hindrance when implementing change initiatives and its power of impact should therefore not be underestimated.

Difficulties may arise when communication and exchange cannot take place in an environment of "trust and collaboration" (Bareil, 2013, p.67). Furthermore if fast action is required or cost of communication is too high the more traditional paradigm should be applied, where overcoming or eliminating resistance is a priority. This according to Bareil (2013, p.67) should only happen if the modern, open, communicative way does not work.

To overcome resistance it can be useful to point out consequences of a resistant behaviour towards upcoming change on individual, group or organisational performance (Bareil, 2013, p.68). New and strict guidelines of what behaviours can and will be accepted and what will result in disciplinary actions. This will "send a powerful signal to the organisation about the seriousness of this change and that resistance will not be tolerated" (Prosci, 2010; cited in Bareil, 2013, p.68).

To conclude resistance to change is likely to appear during change processes in a company. Signs of resistance can range from passive behaviour or slow reaction to change to sabotaging change initiatives. This means delaying processes, declining proposed change initiatives or keeping important information to oneself. (McKay, Kuntz and Näswall, 2013, p.30)

Different authors suggest to not only interpret resistance as negative and against change, they rather suggest using it as feedback to improve change decisions and outcomes (Bareil, 2013; Ford and Ford, 2009; Matos Marques Simoes and Esposito, 2014).

Open communication and support for employees to understand the projected outcomes and aims of the change (McKay, Kuntz and Näswall, 2013, p.37), and to help them to adapt to the change are methods to overcome or reduce resistance to change (in the traditional interpretation). In the modern interpretation the use of feedback generated from discussions arising from resistance to change is recommended. (Bareil, 2013)

2.8 Literature Conclusion

In conclusion it can be said that projects involve change, either for the whole organisation, single departments or individuals. Whenever changes are happening in organisations one can expect some sort and degree of resistance to change from stakeholders. Mostly employees or the middle-management show resistance (Prosci, 2012).

With changes and challenges in the tourism industry (Daniel and Rob, 2013; Hagiu and Tanascovici, 2012; Saseanu, Dragusin and Petrescu, 2010) a number of projects can be expected to be initiated to keep competitive advantages and to be able to follow market developments and customer needs.

Changes in the tourism industry can be expected from the continuing influence e-tourism and ICT have (Daniel and Rob, 2013). Furthermore communication was identified especially to be a challenge for people working in the industry because of variety in cultures and the influence culture has on communication objectives (Yüksek and Bekmeier-Feuerhahn, 2013).
Different communication styles and expectations were also identified as one of the big challenges faced in the daily operation of managers in any industry (Molinsky *et al.*, 2012; Popescu *et al.*, 2013).

To increase the chance of project success excellent project management and the use of the appropriate methodology are needed. Important success features are user involvement, clear objectives, communication, and management support. (Matos Marques Simoes and Esposito, 2014, p.325; Prosci, 2012; The Standish Group, 2010)
Furthermore resistance was recognised as an influencing factor on project success. To avoid harmful effects of resistance certain actions need to be taken. Depending on the interpretation of resistance these differ.
When dealing with resistance in a traditional way, the goal is to help employees to overcome and further on to eliminate resistance. In a modern paradigm, where resistance is seen as an opportunity to get feedback, communication in dialogues from the earliest stage of the change project is only one way to use it and to produce positive outcomes. (Bareil, 2013)
Despite which way of dealing is used it is important to identify those employees who show resistance early and to deal with it before it affects the successful realisation of the project.

3 Methodology

3.1 Methodology Introduction

The following chapter will discuss details about the research design, data collection instruments and analysis, as well as limitations of the applied methodology.

In the first section 'Research Design' the applied research philosophy will be explained and evaluated. Followed by an explanation why a deductive research approach was undertaken rather than an inductive.
Thereafter the research strategy is outlined and the time frame of the study is explained.
In section 3.2.5 the theoretical background of the selecting process of participants is outlined.
In the last part research ethics including their importance and influence on research studies will be discussed.

The second main section 'Data Collection instrument' will give detailed information about the data collection, including reasons for using web-based questionnaires, as well as advantages and disadvantages of the used method.

Lastly the limitations of used the methodologies will be explained and an outline of how to overcome these limitations is given.

3.2 Research Design

3.2.1 Research Philosophy

In order to apply the right philosophy to the research situation the necessity of applying more than one research philosophies was found.

With regard to the ontology aspect of the research topic a subjectivist position describes the author's assumptions about the way the world operates. With regard to this study it is believed that employees, who are the research participants, have different interpretations of situations they find themselves in. (Saunders, Lewis and Thornhill, 2009, pp.110-112)
Furthermore the subjectivist view of organisational culture, as described by Saunders, Lewis and Thornhill (2009, p.111) is congruent with the authors perception of culture and its creation and change respectively.

An interpretive and critical realism approach is applied. This is firstly seen appropriate because of the inclusion of the strong focus on people in this dissertation research. Secondly these approaches recognise that there are multiple realities that impact success or failure of change processes in companies. (Collis and Hussey, 2014, pp.44-45; Saunders, Lewis and Thornhill, 2009, pp.114-119)

Interpretivism recognises that people and their interpretation of situations are differently. Also it recognises the existence of bias through the background of the author and the influence on the interpretation of a situation. (Blumberg, Cooper and Schindler, 2008, p.21; Collis and Hussey, 2014, pp.46-47) Interpretivism is seen to be suited to research the social or human elements of business (Bryman and Bell, 2003, p.15). Furthermore features of interpretivism include "small samples; have a natural location; produce 'rich', subjective, qualitative data" (Collis and Hussey, 2014, p.50).

The inclusion of critical realism is seen as important as this research philosophy understands that the "knowledge of reality is a result of social conditioning and cannot be understood independently of the social actor involved" (Saunders, Lewis and Thornhill, 2009, p.115). Furthermore it recognises that the social world is constantly changing and the difficulty of understanding it completely (Saunders, Lewis and Thornhill, 2009, p.115), but that it is possible to get a reasonable understanding.

The positivist approach implies that objective facts need to be collected to observe the social world and that this world consists of and can be reduced to simple elements (Blumberg, Cooper and Schindler, 2008, p.20; Collis and Hussey, 2014, p.43). Because of these assumptions and the understanding of the author that social sciences, in contrast to natural sciences, need a different research philosophy a positivist approach is not used for this research.

3.2.2 Research Approach

The dissertation study falls into the category of 'basic research', which means it contributes to "general knowledge and theoretical understanding" and builds the "most academic form of research" compared to 'applied research' which intends to solve one specified problem (Collis and Hussey, 2014, pp.6-7).

Two types of research approaches could be undertaken when developing a study, deductive and inductive (Saunders, Lewis and Thornhill, 2009, pp.124-129).

In present dissertation the undertaken research approach is deductive. It follows the process of deduction which is 'Theory – Hypotheses – Data collection – Findings – Hypotheses confirmed or rejected – Revision of Theory'. On the basis of theoretical knowledge of the researched area, hypotheses will be deducted. (Bryman and Bell, 2003, pp.9-11) This is followed by a research strategy which is designed to test the hypotheses (Saunders, Lewis and Thornhill, 2009, pp.124-129).

An inductive approach does not seem appropriate as quantitative data will be collected after the theoretical background and framework is explored and evaluated. Furthermore given the timeframe of the study an inductive approach seems not to be suitable as this approach generally takes more time and flexibility in scheduling. (Saunders, Lewis and Thornhill, 2009, pp.124-129)

Lastly the deductive approach is applied rather than the inductive approach because of the relatively low research experience of the author.

3.2.3 Research Strategy

The adapted research strategy is a survey and is used to answer the research question and meet the research objectives.
The overall research question is: “Are change projects and their processes communicated well in Irish tour operators in order to overcome or minimise possible resistance to change and its possible negative effects on these projects?”
And the research objectives include the examination of the use of communication to include employees in projects and changes, the perception of employees of the quality of communication in their company, and the possible existence of resistance to change.

A survey allows the collection of large data in an economical way and can then be quantitatively analysed. Furthermore it allows working independently with the collected data, and the analysis can be conducted with analysis software like IBM SPSS. (Saunders, Lewis and Thornhill, 2009, p.144)

The survey consists of web-based self-completion questionnaires, which are developed using Google Drive. This allows an unlimited number of questions and the questionnaires can be formatted to the needs of the survey.
The unique link that is created is sent to the organisations via email, and is then shared within the company network.

3.2.4 Time Horizon

There are two different time horizons timeframes for studies, namely longitudinal and cross-sectional.
In cross-sectional studies the focus of the study of a situation lies on the explanation of the relationship between variables (Saunders, Lewis and Thornhill, 2009, p.140).
These types of studies are often conducted when time constraints and/or limited budgets are present. Limitations and problems regularly encountered in cross-sectional studies are the selection of a large enough samples to be representative for the population within the given timeframe, the isolation of a phenomena from influencing factors, and the examination of existence of correlations rather than the explanation of any correlations, according to the literature. (Collis and Hussey, 2014, p.63)
Longitudinal studies in contrary are “used to investigate variables (…) over a long period of time” and also have several problems to face (time consuming, expensive, and losing participants over time. The researcher has to be involved for a number of years for the study to be successful. (Collis and Hussey, 2014, p.64)

Given the restricted timeframe of only several months a cross-sectional explanatory research study design is be used in this research.

3.2.5 Selecting Participants

The questionnaires will be sent to holiday tour operators / travel agencies with offices in Dublin. There it will be sent to every employee of the company regardless of position within it; this aims to represent all company areas and point of views to evaluate differences in positions and involvement. Furthermore it is to ensure a high rate of return of answers and a suitable sample size.

To calculate the minimum sample size following formula is used: $n = p\% \times q\% \times (z/e\%)^2$ [1]

The chosen z value is 95% level of confidence, this equals 1.96 (Saunders, Lewis and Thornhill, 2009, p.581). The margin of error (e%) that can be tolerated is set at 5%. This is the most used confidence level within business and management research (Saunders, Lewis and Thornhill, 2009, p.219).

The number of registered Travel agencies in Ireland on the Irish Travel Agent Association (ITAA) is 163 (ITAA b, 2014) where agencies with different locations are listed more than once. The number of agencies with locations in Dublin amounts to 40 (excluding double listed companies) (ITAA a, 2014).

This produces a minimum sample size (n) of [$30 \times 70 \times (1.96/5)^2$ =] 322.7. This builds the basis for calculating the adjusted minimum (n').

The number of employees varies and could not be evaluated exactly. Therefore the assumption of a total of 500 employees in the Dublin area (N) will be made (assuming an average of 12 employees per company as there are small family run businesses, as well as bigger companies with several locations).

The adjusted minimum size therefore is 196. [Calculated: $n' = n / 1 + (n/N)$]

Based on Saunders, Lewis and Thornhill (2009, pp.222-228) either a simple random sampling technique or a systematic sampling technique could be used to obtain the representative sample.

[1] (n= minimum sample size required; p%= the % belonging to the specific category; q%= the % not belonging to the specific category; z= z value corresponding to the level of confidence required; e%= margin of error required/allowed) (Saunders, Lewis and Thornhill, 2009, p.581)

Using simple random sampling the companies will be selected randomly via the computer and a spread sheet; or simply by numbering all companies and using a random number table to reach the needed number of companies. (Saunders, Lewis and Thornhill, 2009, pp.222-226)

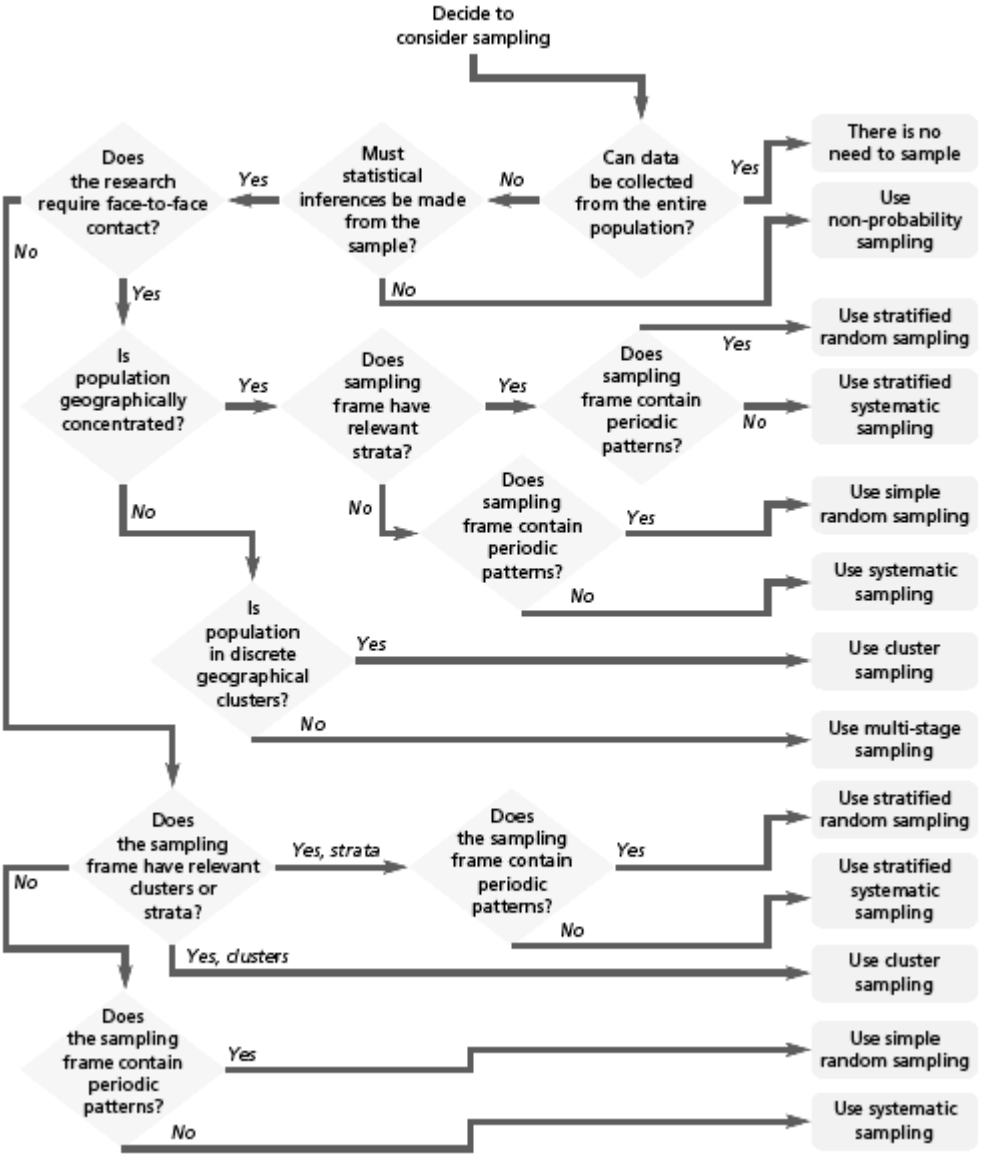

Figure 11: Selecting a Probability Sample

Source: Saunders, Lewis ant Thornhill, 2009, p.223

As the frame does not contain any periodic patterns the systematic sampling can be used. Again one number will be allocated to each company. After the random selection of the first company a sample fraction will be calculated to select the remaining companies. (Saunders, Lewis and Thornhill, 2009, pp.226-228)

After the first selection of companies and the reception of completed questionnaires, which did not produce the required adjusted minimum sample size of 196, all remaining companies were contacted.

This increased the number of valid returned questionnaires to a total of 81.

3.2.6 Research Ethics

The research will be conducted under the guidelines of professional and ethical codes for socio-economic research in the information society (Institute of Employment Studies, 2004).

Ethical issues that can be expected to arise across a research project include the privacy, anonymity and voluntarily participation of respondents, effects on participants, maintenance of the confidentiality of data provided, and behaviour and objectivity of the researcher (Saunders, Lewis and Thornhill, 2009, pp.185-186).

Furthermore one might see ethical issues in the focus on an industry that the author has worked for before and the possibility that the former employer company will be part of the survey, but as the questionnaires were sent out to a number of different companies and the answers remain anonymous this is not considered to influence the credibility of the research.

Throughout the research the author respects and protects the privacy and anonymity of possible and actual participants. In the designed questionnaire only the first three questions are personal to some extent (employment mode, duration of employment, and current position) but the anonymity is still ensured as the questionnaire cannot be traced back to the single participant. The companies also were asked for the permission of publication of the company name, which no company gave specifically therefore the name of any contacted company will not be mentioned.

Additionally the participants were made aware of the “purpose of the research, voluntary participation, and the opportunity to withdraw at any time” as discussed in Collis and Hussey (2014, p.32).

The collected data is kept securely and is not given to or shared with other people or institutions.

Furthermore data is collected accurately and fully to ensure objectivity and avoid subjective selectivity. This also relates to validity and reliability of this dissertation. (Saunders, Lewis and Thornhill, 2009, pp.185-186)

Lastly every participant was informed that the findings can be shared with them if they are interested.

3.3 Data Collection Instrument

The applied method to collect data is a web-based self-completion questionnaire. This is divided in five sections with separate questions under different topics for clarity and consistency. These sections are general questions, communication within the company, change and projects, projects and an open question. Where it was appropriate or necessary short introductions and explanations were given to prepare the participant for the following questions. (Appendix 7)

As with all data collection methods, also web-based self-completion questionnaires have advantages and disadvantages. These will be listed and evaluated below using relevant business research literature.

One advantage of this type of questionnaires is the relatively low costs. This is a result of the savings in e.g. postal charges in comparison to postal questionnaires, or travel expenses in comparison to face-to-face interviews.
Another point would be the time advantage as a large number of questionnaires can be sent out at once or the link to the questionnaire respectively.
A further benefit of a web-based self-completion questionnaire is that it can be completed when it is convenient for the participant.
Lastly it has to be mentioned that the absence of an interviewer removes the effects he/she can have on the answers given by the participant. Such effects include gender, ethnicity or the social background of the interviewer. Furthermore the variability in the order or way the questions are asked by the interviewer are eliminated. (Bryman and Bell, 2003, p.142)

Issues that could occur by using self-completion questionnaires may be in relation to the participants and the way questions are asked. To ensure correct and easy to understand and answerable questions closed questions are used. Furthermore a type of design is used that ensures that participants can follow the structure of the questionnaire easily and it is kept relatively short to reduce the occurrence of 'respondent fatigue'. (Bryman and Bell, 2003, p.142; Collis and Hussey, 2014, p.207, p.211)

Further disadvantages of questionnaires include the limited number of questions and elimination of the possibility to ask additional questions. Also the possibility of the participant to read all questions before answering the first question and then answering them in a different order can affect the quality of the given answers. (Bryman and Bell, 2003, p.142) This is worked against by marking questions to be answered first before the participant was able to go to the next page.

Another problem mentioned in relation to online questionnaires is their widely use and therefore the possibility of biased results. Furthermore this also influences “obtaining of sufficient responses” and might increase the time necessary to do so (Collis and Hussey, 2014, p.206).

A practical issue encountered was the access to the participants. This was because of the restricted access to the company internal database of employees and their email addresses. Therefore it was important to get a valuable contact in every company to ensure the link to the questionnaire is sent on to every person working in the company. First contacts via email to a single person are required to be able to spread the questionnaires.

Further on an issue which was taken into account was the rate of response and the possibility that it is too low to reach the adjusted minimum sample size. As mentioned before steps were undertaken to reduce this influence. When the minimum sample size was not reached firstly the questionnaire was send to a greater number of companies rather than to a specific number of tour operators. Furthermore additional effort to increase the number of response was undertaken by handing in printed versions of the questionnaires into tour operator offices in the Dublin area, which only resulted in little additional answers.
Despite the increase of effort the adjusted minimum sample size was not reached.

Other data collecting instruments could have been used for this dissertation, such as semi-structured interviews, which are used under an interpretivist paradigm (Collis and Hussey, 2014, pp.133-135). Other interview techniques that could have been applied are the critical incident technique or focus groups (Collis and Hussey, 2014, pp.139-144).

Any type of interview was rejected as research instrument because of the limited number of interviewees that could have taken part resulting of the limited time and the single researcher. The objective of the study was to get insight from employees of all levels. This would not have been possible through above mentioned techniques.

Another technique that could have been applied is observation. This was not used because there was no co-operating company available by the time the research had to start. Furthermore this method would have only allowed a focus on one company. Problems related with this technique are ethics, objectivity, and the impact of the researcher on those observed. (Collis and Hussey, 2014, pp.148-150)

Lastly focus groups would have built an alternative to questionnaires. This method combines interviews and observations and participants of every company and group (e.g. part-time/full-time) are needed. (Collis and Hussey, 2014, pp.141-144) The availability of sufficient participants was questionable and therefore this method was rejected.

3.4 Limitations of Methodology

In this last section of methodology the limitations of the methodology and the influence on the research will be pointed out.

The cross-sectional timeframe does not allow a deeper insight into the projects and changes that occurred in participating companies, but with the undertaken research a picture of the current situation can be drawn, regarding level of communication and involvement.

Self-completion questionnaires should be kept short to increase the possibility of returns (Bryman and Bell, 2003, p.142; Collis and Hussey, 2014, p.207, p.211). Therefore the number questions asked do not exceed 19 and questions of importance are included. To avoid questions not as significant for the study as firstly assumed pilot questionnaires were sent out to evaluate the meaningfulness and the overall quality of the questionnaire as advised in research literature (Collis and Hussey, 2014, p.205). Also knowledge gained through in-depth literature reviews is included in the phrasing of questions.

A generalisation of tour operators and their communication process of changes will not be reached with this study, due to the focus on Irish tour operators. Because of different cultures, values and behaviours further studies would have to be conducted in other countries to take these differences into account.

Also a generalisation on Dublin or Irish tour operators cannot drawn because the minimum adjusted sample size was not reached.
To overcome this problem the study could be repeated at a different time of the year to increase response volume and reach the required sample size. Although it is not expected that the outcome will vary much, the validity of the study will increase and further insight can be gained.

4 Data Analysis and Findings

4.1 Data Analysis Procedures

The self-completion questionnaire mostly contains 5 point questions, where the responses are coded from 1 to 5 (similar to a Likert-scale rating) (Saunders, Lewis and Thornhill, 2009, p.378). This allows statistical examination of e.g. frequency of specific responses to individual questions, tendencies, and variability in relation to total scores.
The majority of questions are multiple response questions, this means that participants were able to choose more than one answer if they wish. These include questions about the types of meetings (Q4) and the frequency of meetings (Q5) and the content of the meetings (Q6). The coding for these types of questions is different in order to be able to group and analyse the data with IBM SPSS. Each answer was given the code yes = 1 and no = 0. This allowed counting only those points which were answered with yes. E.g. If the participant said one-to-one and small group meetings are used in the company these two answers were coded with one, whereas the other answer options coded with zero. This was also necessary to distinguish where answers were given and where not, as these result in missing values at the data analysis outcome.

Questions were the 5 point rating is not used corresponding coding is used e.g. employment mode: part-time = 1; full-time = 2.

The questionnaire finished with an open question (Q18: If another project/change has to happen in the company what should be done different?). Usually this type of question is used where the response cannot be anticipated (Collis and Hussey, 2014, p.221). The reason for formulating this question as an open question was to get peoples opinion without giving them options to choose from. This eliminates the possibility of influencing their response. The answers are particularly important as these results will show if people feel that there are improvements in communication to be made or not, and what could be done better or different in change processes.
In order to code the responses suitable groups were formed. This resulted in eight response groups (see Appendix 8) which then could be filled into the software for further analysis.

The IBM software SPSS version 22 is used for the statistical analysis to examine connections between communication, resistance to change and project/change success.

The complete analysis of the collected data can be found in Appendix 9.

4.2 Research Analysis

In this section the analysis of the survey will take place and most important conclusions and implications will be discussed.
The analysis will be parted the same way the questionnaire was, first the analysis of the general questions, second the analysis of the section communication within the company, followed by the section change and projects and lastly the analysis of the open question.
The complete SPSS analysis of the questionnaire can be found in the Appendix 9.

The total number of responses was 89, 81 of which were found to be valid. The eight invalid questionnaires included questionnaires which were not completed, where questionnaires were returned twice, or where the credibility of the answers was questionable.

4.2.1 General Questions / Information

89% of the participants work full-time and 11% are part-time employees. Most of the employees worked in the respective company less than one year (38%), followed by 1-3 years (26%) and over 5 years (25%). Employees working for 3-5 years within the company built only 11% of the participants.

The high number of short duration of employment within one company seems to reflect the common assumption of a high employee turnover in the industry (Popescu *et al.*, 2013, p.163).

Most of the participants work in an executive position (40%) followed by employees in an intern position (23%).
The relatively lower number of middle and upper management positions could reflect a rather flat hierarchy in tour operators.

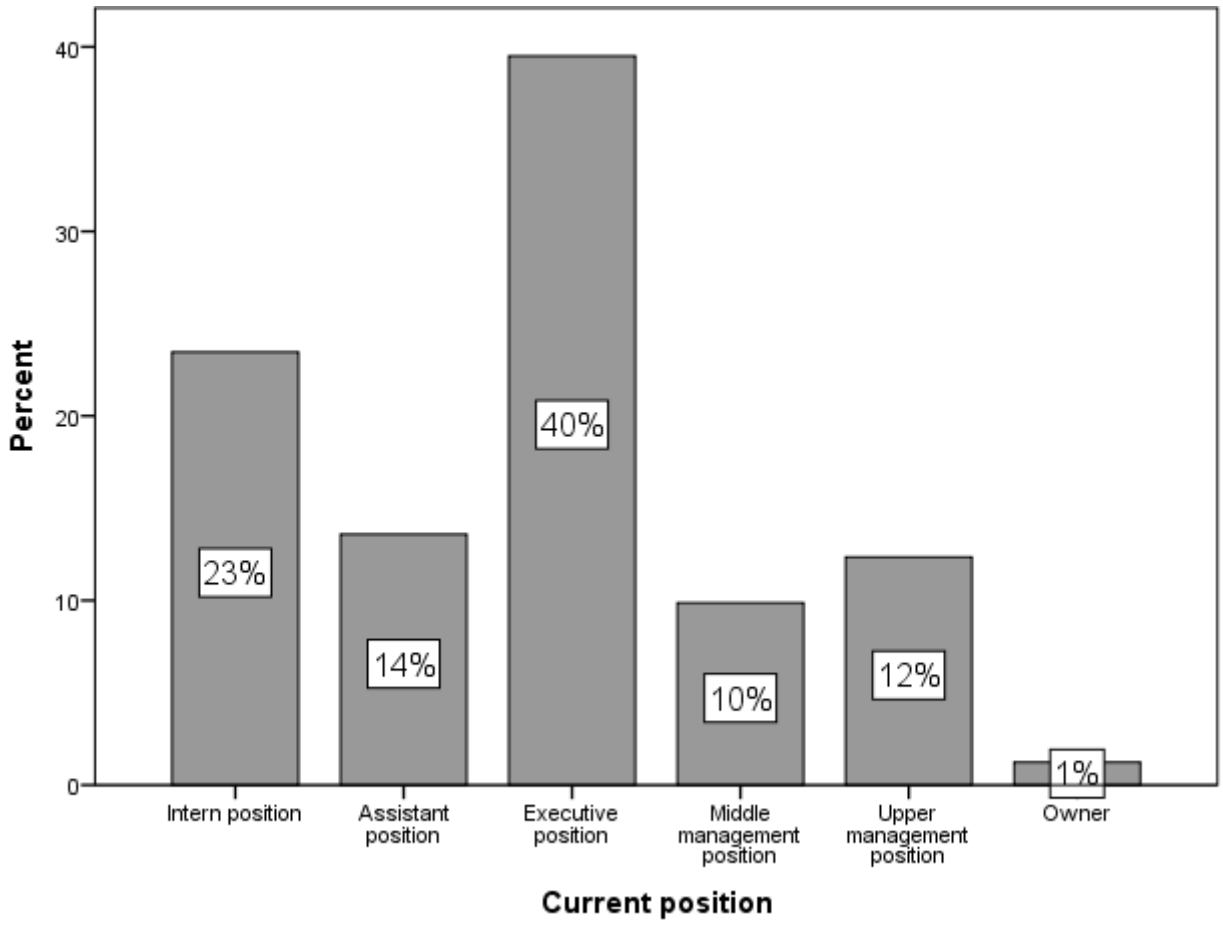

Figure 12: Current Position in the Company

Source: SPSS Analysis

4.2.2 Communication within the Company

The next part of the questionnaire approached the topic of communication within the company. Here questions regarding meetings were asked to get an understanding of what is communicated, how it is communicated and how often.

The first question of this part addressed the **types of meetings** held in the company (Table 1). Because there are a variety of different meetings (PMI, 2013) and the assumption could be made that more than one type of meeting takes place in a company multiple answers could be chosen.

$Meetings Frequencies

What types of meetings take place?a		Responses N	Responses Percent	Percent of Cases
	One to one meetings	63	32.8%	77.8%
	Small groups / Intra/departmental	75	39.1%	92.6%
	Whole company / Majority of staff	52	27.1%	64.2%
	Other	2	1.0%	2.5%
Total		192	100.0%	237.0%

a. Dichotomy group tabulated at value 1.

Table 1: Types of Meetings in the Company

Source: SPSS Analysis

The response number indicates that most all participants stated that there were at least two types of meetings held in the company (a total response number of 192 at 81 participants). According to this study the majority builds small groups or intra-departmental meetings (39%) followed by one-to-one meetings (33%). (Table 1)
Two participants also gave explanations of other meetings held in their company. One was 'trainings' which probably relates to internal programmes, products or similar. The other one was 'work with public' which was not specified further. It is assumed that regular public information or public relations work could be meant.

Regarding the **frequency of meetings** 49% said that there are weekly meetings, followed by monthly meetings (31%). Irregular meetings and quarterly meetings combined build 14%. The option 'other' frequencies included daily meetings of various types, informal, and planning meetings, bi-weekly, and one-to-one meetings every 6 months, or upon request. These answers were given by eight people (6% of the responses).

Lastly the **topics discussed** in these meetings were asked. Five groups of answers were given whereby the last option was 'other' were participants had the opportunity to add topics if needed. The vast majority only used the predefined answers which resulted in the following graphic (Figure 13).

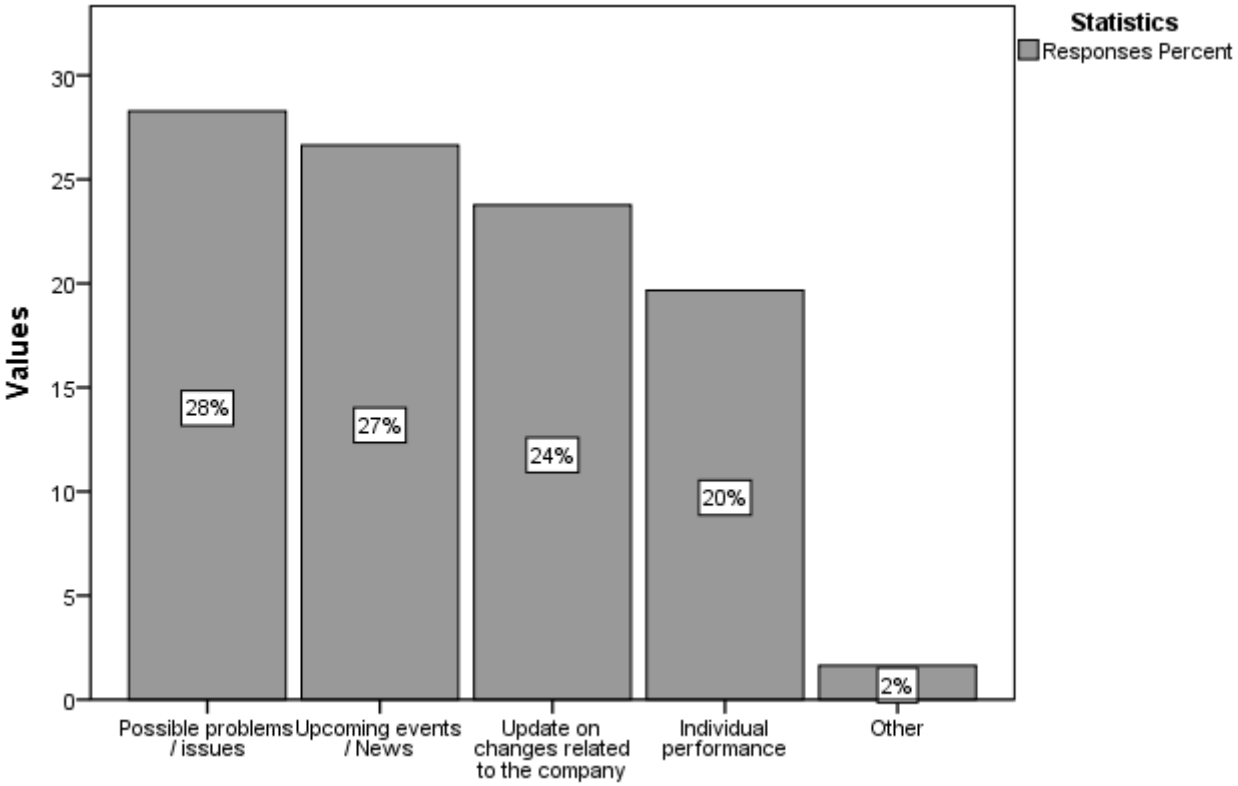

Figure 13: Topics Discussed in Meetings

Source: SPSS Analysis

Mostly problems or issues (28%) are discussed during the different meetings and also news and upcoming events (27%) are addressed. The update on changes related to the company was the third most given answer (24%). Individual performance only closely reached 20%. Although this dissertation is focussing on communication related to change the low rate of performance meetings (compared to the other topics) was firstly surprising. Given the numbers of interns who answered the questionnaire might influence this outcome as they might not have a performance meeting until they leave the company to go back to college. This is also shown in the cross reference between the current position and the topics discussed in meetings (SPSS Analysis - Appendix 9, p.100).

Other topics which were given include future or forward planning, and office policies.

4.2.3 Change and Projects

The next section in the questionnaire approached changes and projects in the company. This was split into two sections for consistency in the length and look of each page of the questionnaire. Furthermore if a participant said that there were no changes in his/her company then he/she was directly transferred to the last page of the questionnaire after this answer. Due to this it lead to a varying value of valid and missing cases in the SPSS output.

Firstly 79% of the participants said that there have been changes in their company, 17% were not sure and 4% said that there were no changes (Figure 14).

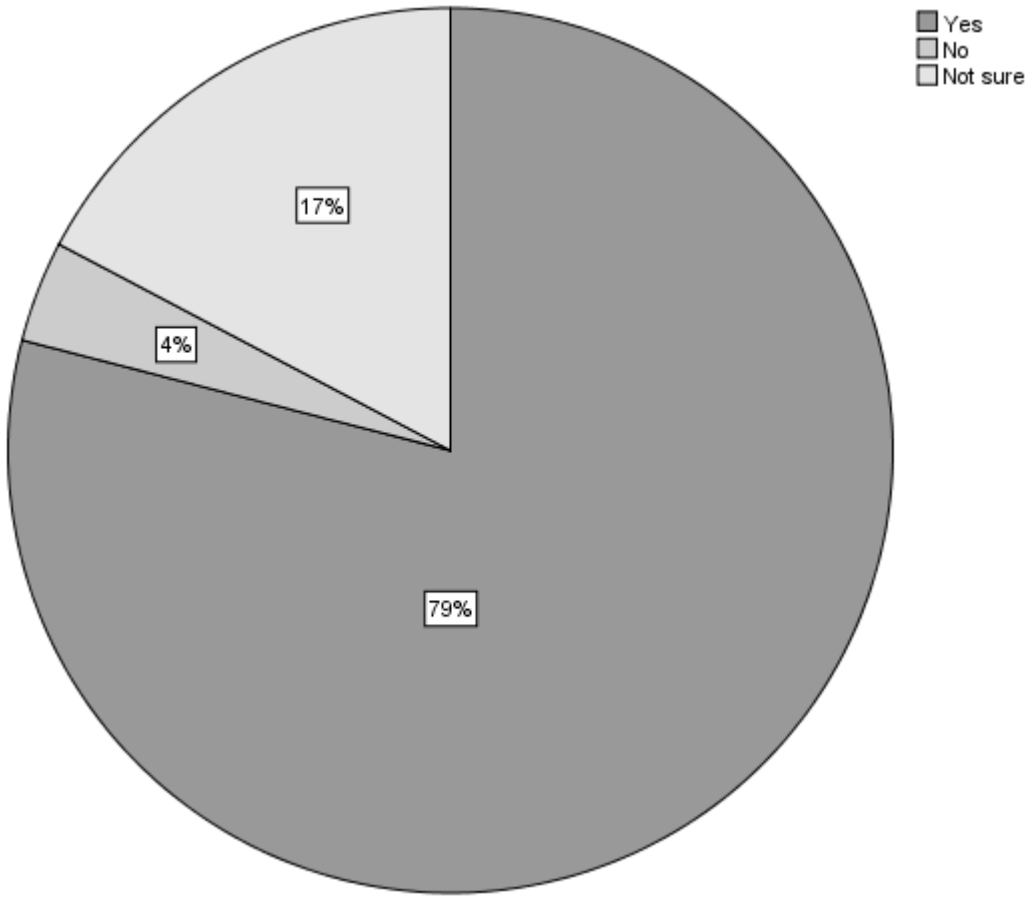

Figure 14: Occurrence of Changes

Source: SPSS Analysis

In regards to what **types of changes** occurred within the last two years changes in management (30%) and office rebuilding/refurbishing/relocating (29%) were the most given answers. Restructuring was the third most chosen answer with 26%. Strategic shifts were only identified 19 times (12%). Other changes that participants specified were the implementation of a new booking system and website, regular management changes (manager changes every 3-4 years), as well as internal procedures and the way of working.

When comparing the answers of occurrence of change and what types of changes happened, it shows that although people answered not sure or no, they then found changes that appeared in their company (Table 2).
This could be a result of either people did not qualify certain events in their work environment as changes, or see the change as a regular event, or the changes that occurred were outside the given timeframe of the last 2 years.
This case was identified in one questionnaire where it was said that no changes happened but later on was clarified that changes in management occur regularly every 3 to 4 years (participant #36).

Q7Changes*$changetypes Crosstabulation

7. Have there been changes in your company within the last two years?			What types of change ocurred?[a]					Total
			Changes in management	Restructuring	Strategic shifts	Office rebuilding / refurbishing / relocating	Other	
	Yes	Count	45	40	18	40	2	145
		% within $changetypes	97.8%	100.0%	94.7%	88.9%	50.0%	
	No	Count	1	0	0	0	1	2
		% within $changetypes	2.2%	0.0%	0.0%	0.0%	25.0%	
	Not sure	Count	0	0	1	5	1	7
		% within $changetypes	0.0%	0.0%	5.3%	11.1%	25.0%	
Total		Count	46	40	19	45	4	154

Percentages and totals are based on responses.

a. Dichotomy group tabulated at value 1.

Table 2: Change Occurrence and Types

Source: SPSS Analysis

When looking at the **stage or time** when people felt they were **informed** about the change 53% of the participants answered that they were informed before the project/change started or in the planning phase. This is also the most chosen answer for every employment position group. Also a relatively high number of people found that they were informed when first changes happened (28%). This is still at an early stage of a project, but might lead to problems later on, because important input of experienced and knowledgeable people might be missing.

As much as 13% said that they were only informed after the implementation of the change. This was especially high with people in executive positions, which formed the biggest group of respondents. (Figure 15)

Some participants chose more than one point of time when they have been informed. This might be because people could not identify a clear stage of when they have been informed, e.g. people chose planning phase and when first changes happened. Or it was an on-going, continuous information process, which could be the case of participants who have selected all four answer options. Another reason could be that participants were referring to different projects for each answer option they chose.

It is expected that a person's position in a company can affect the point of time when he/she gets informed about projects and changes. This means the higher in the company hierarchy the more important people are and the earlier they get informed and involved.

Although this expectation exists the link between the time of information and the position of a person within a company could not be verified with this study. Chi-Square tests were conducted to assess if the hypothesis that there is a relation between the position and the time of information is true or not. Due to the limited sample number no reliable outcome of the test could be made (SPSS Analysis – Appendix 9, pp.113-116)
A greater number of participants would be needed and the question would have to be changed to a single answer option only to get valuable results.

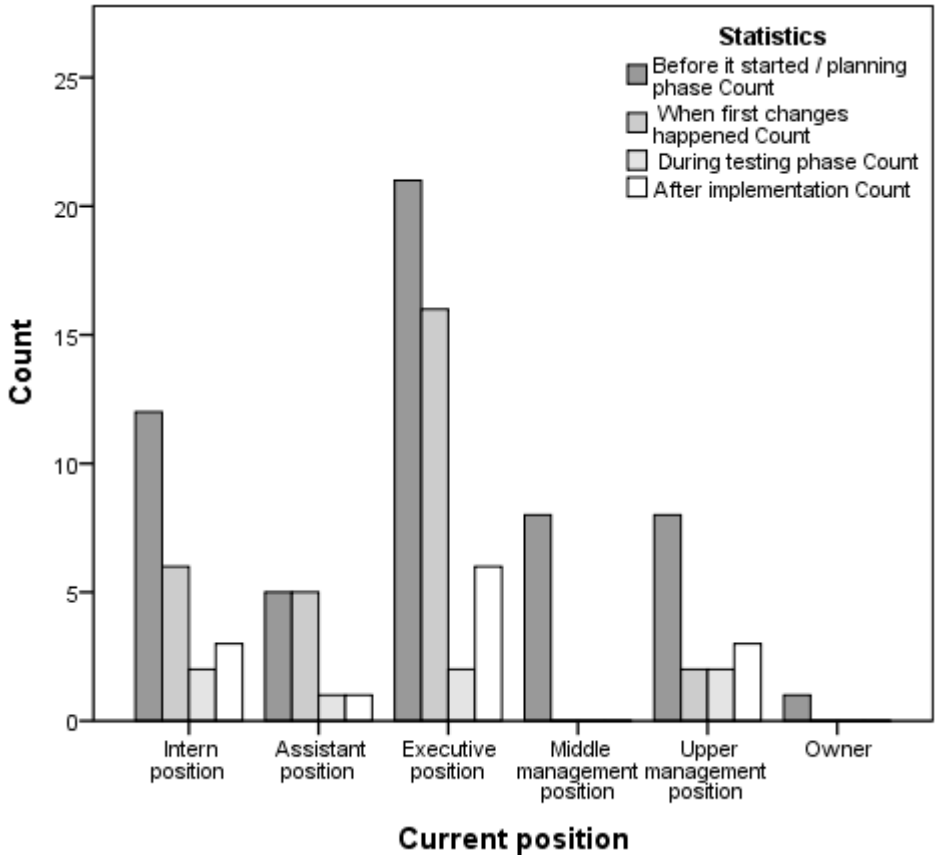

Figure 15: Time of Information and Employment Position

Source: SPSS Analysis

In terms of the **method or medium used to inform people** company meetings (44%) or smaller department/group meetings (23%) were used mostly. Also the information of people via email was named 18%. One-to-one meetings only took place in 14% of the cases.
As another source of information the board of the company was named (by an owner of a company - participant #52).

The following two questions asked in the questionnaire dealt with the **input and** the **concerns** or ideas of people **regarding to the projects**.

Firstly people were asked if they were asked for their input in projects followed by the question if they would have liked to be asked if they were not.
The breakdown of valid answers is 42% 'yes', 43% 'no' and 15% 'unsure'. In relation to these answers the following table presents if people who have not been asked for input would have liked to be.

10.Were you asked for your input for planned or realised projects/changes in your company? * 10.a.If no, would you have liked to be asked for your input?

Count

10. Were you asked for your input for planned or realised projects/changes in your company?		10.a.If no, would you have liked to be asked for your input?			Total
		Yes	No	Unsure	
	Yes	2	0	0	2
	No	15	8	10	33
	Unsure	4	0	5	9
Total		21	8	15	44

Table 3: Input in Projects

Source: SPSS Analysis

The majority would have liked to be asked for their input. This also does not change when excluding the two 'yes'-answers from question 10.
This also reflects the literature findings (section 2.6) where it is said that employees want to be more integrated in projects or changes within their company.

The relatively high number of people who were unsure if they would have liked to be asked for their input could be related to several thoughts a person might have. Firstly one might think to not have enough knowledge or experience to be qualified to assist in a project. Secondly one might think that if he/she gets involved the own workload might increase by being a bigger part of the project. Thirdly one might be unsure because of the unknown and the changes this involvement will bring for the person. And lastly a reason might be that the participant did not want to give 'no' as the answer.

When comparing this with the current position of an employee (Table 4) it shows that people in management positions would like to be asked for their input if they have not been asked. As for people in executive positions the majority wanted to be included or was not sure about it.

The opinions of interns working in the companies were evenly spread. There are different backgrounds an internship could have; most likely these could be that the internship is compulsory as part of a college course. But it can also be a temporary position which should lead into a permanent position within the company. These circumstances might affect the involvement of the person in the company and if they would like to be asked for their input or not.

3.What is your current position? * 10.a.If no, would you have liked to be asked for your input? Crosstabulation

Count

3. What is your current position?		10.a.If no, would you have liked to be asked for your input?			Total
		Yes	No	Unsure	
	Intern position	6	5	5	16
	Assistant position	4	0	3	7
	Executive position	8	3	7	18
	Middle management position	1	0	0	1
	Upper management position	2	0	0	2
Total		21	8	15	44

Table 4: Current Position and Input

Source: SPSS Analysis

As stated earlier most people were informed at an early stage of projects. When paring the answers from question 8 (time of information) with question 10 (input for projects) the following table can be produced.

$Q8Timeofinformation*Q10Input Crosstabulation

When were you informed?a			10.Were you asked for your input for planned or realised projects/changes in your company? Yes	No	Unsure	Total
	Before it started / planning phase	Count	31	17	7	55
		% within Q10Input	67%	40%	50%	
	When first changes happened	Count	9	16	4	29
		% within Q10Input	20%	37%	29%	
	During testing phase	Count	3	2	2	7
		% within Q10Input	7%	5%	14%	
	After implementation	Count	3	8	1	12
		% within Q10Input	7%	19%	7%	
Total		Count	46	43	14	103

Percentages and totals are based on responses.

a. Dichotomy group tabulated at value 1.

Table 5: Time of Information and Input

Source: SPSS Analysis

Based on the responses given 67% of the people who found that they were asked for their input in projects were also informed at the planning phase. The other 33% were informed at a later stage of the project, this either implies that their knowledge was specifically required at a certain stage of the project and they were intentionally only asked at this point or the project encountered difficulties or a change in specifications that required the inclusion of these participants at this particular stage.

Because the number of people who were not asked for their input but were still informed at an early stage of the project is relatively high (77%) it cannot be said certainly that early information automatically results in a direct involvement in the project. This can also be seen when the actual numbers of answers of early stage information are compared; 40 people were asked for their input and 33 were not asked for their input.

The next set of questions related to **project-related communication**, with 56% saying that they had the opportunity to express their concerns or ideas. From the 25% who said they did not have this opportunity one third said then they would have liked to get the opportunity.
Most of the participants reached out to their manager (37%) followed by their colleagues (31%). 14% spoke directly to the owner of the company, mostly people in executive and management positions.

8% stated they approached others. These include Human Resources, an external consultant, the company board, and a project manager. Further responses included that the opportunity to approach someone was given but that there were no concerns; and another one said that there were difficulties in the approachability of people to talk to.

The following chart depicts the impression of the **information given regarding changes on people's daily work**. 86% said that they received enough information or were at least able to ask further questions.
Only 6% said that there was nothing or not enough explained to them. The only answer that was given in the category 'other' was that the participant was not aware of any changes.

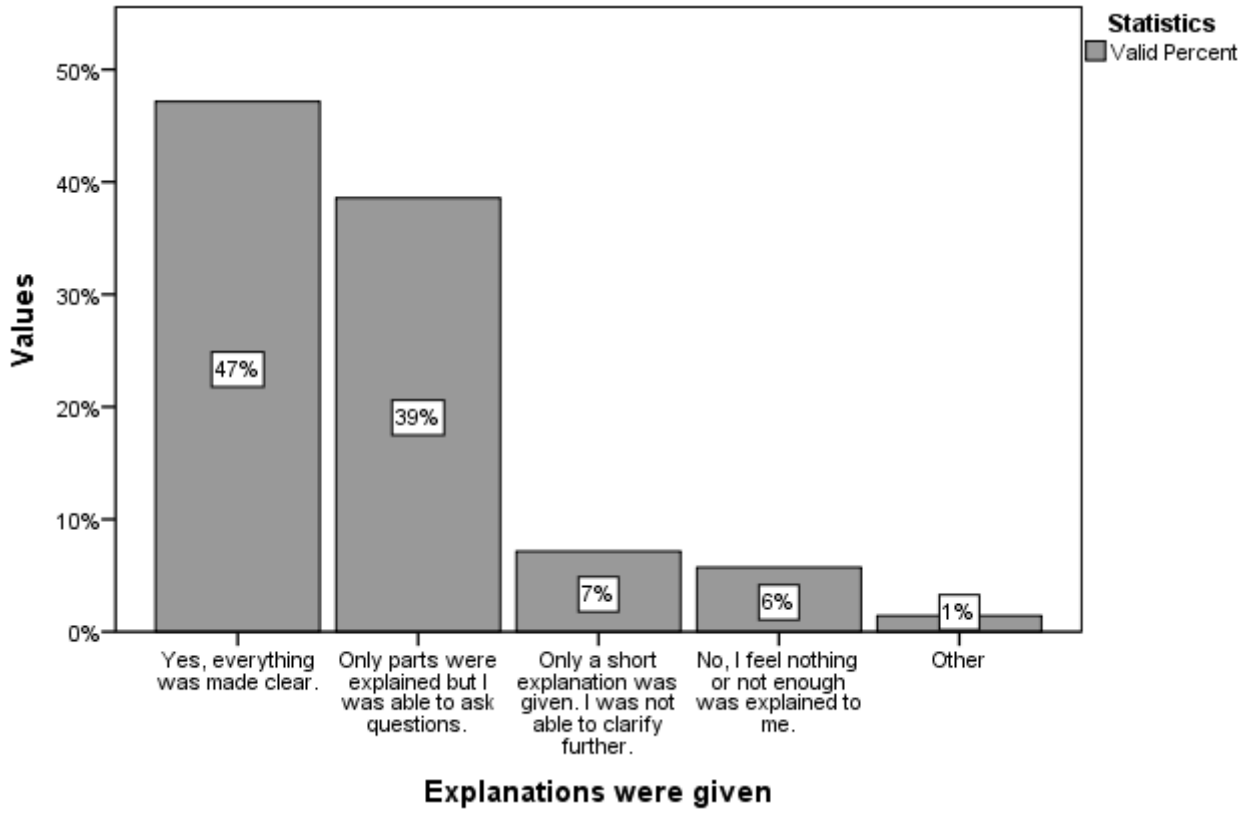

Figure 16: Explanation of Impacts on Daily Work

Source: SPSS Analysis

This mirrors the number of people who said that the necessity of the changes were explained to them (86%-‘yes’, 7%-‘no’, 7%-‘unsure’) (Figure 17).

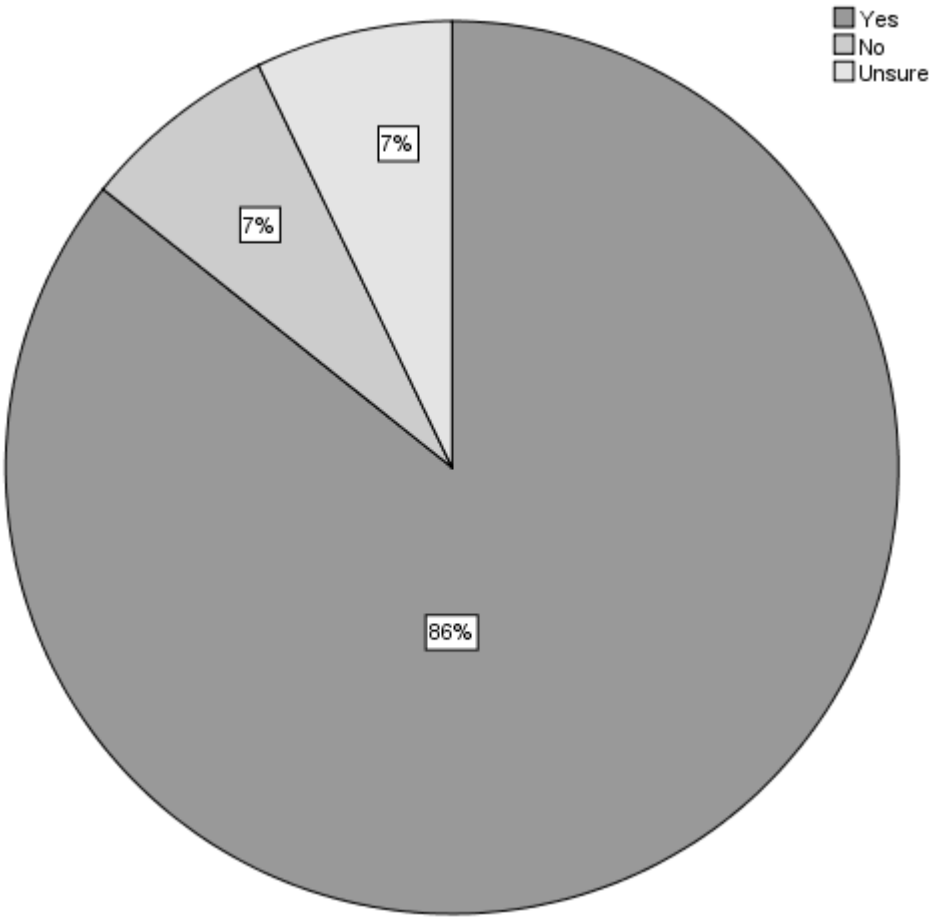

Figure 17: Explanation of Necessity of Changes

Source: SPSS Analysis

To conclude the sections about communication, and projects and changes in the companies the reference to Prosci's ADKAR model needs to be made (Prosci, 2014b). Although employees are informed of and integrated in changes a real transition and time to adapt seems not to be given.

Following the ADKAR model a real awareness of the need to change needs to be created. This seems to take place in the participating companies; 86% (of valid responses) felt that the necessities were explained (Q13). 89% of the participants who identified changes in the company (Q7) stated that they have been informed about it before it started (Q8).
In relation to their own work the majority was able to ask and clarify the changes and impacts (Q14).

The desire to take part in the change seems exist within the employees as almost half of the people who were not included would have liked to participate. Not only would participation create a greater amount of input but most importantly it creates support for the change which is a strong influencing factor for change to be successful (Bareil, 2013; Matos Marques Simoes and Esposito, 2014; Prosci, 2012; The Standish Group, 2010).

The use of the last steps of the ADKAR model (knowledge, ability and reinforcement) could not be identified and no assumptions want to be undertaken at this point.

4.2.4 Projects

In the second last section only **project specific questions** were asked and only participants who indicated yes or not sure in question 7 ('Have there been any changes in your company within the last two years?') were referred to this section.
This produced a total of 53 answers (25 missing values where participants who did not answer the question; 3 missing values resulted from no occurring changes).

36% stated the project was finished in time, the majority (51%) although was not sure if the project stayed within the given timeframe. 13% clearly said that the project exceeded the schedule. (Figure 18)
From these given answers most participants were not sure about the extent of the exceedance. Three people stated an overrun of 2 to 4 weeks, and two people each said 1 to 3 months or 3 to 6 months respectively. One said that the project is still on going and that there is no specific deadline (participant #51).

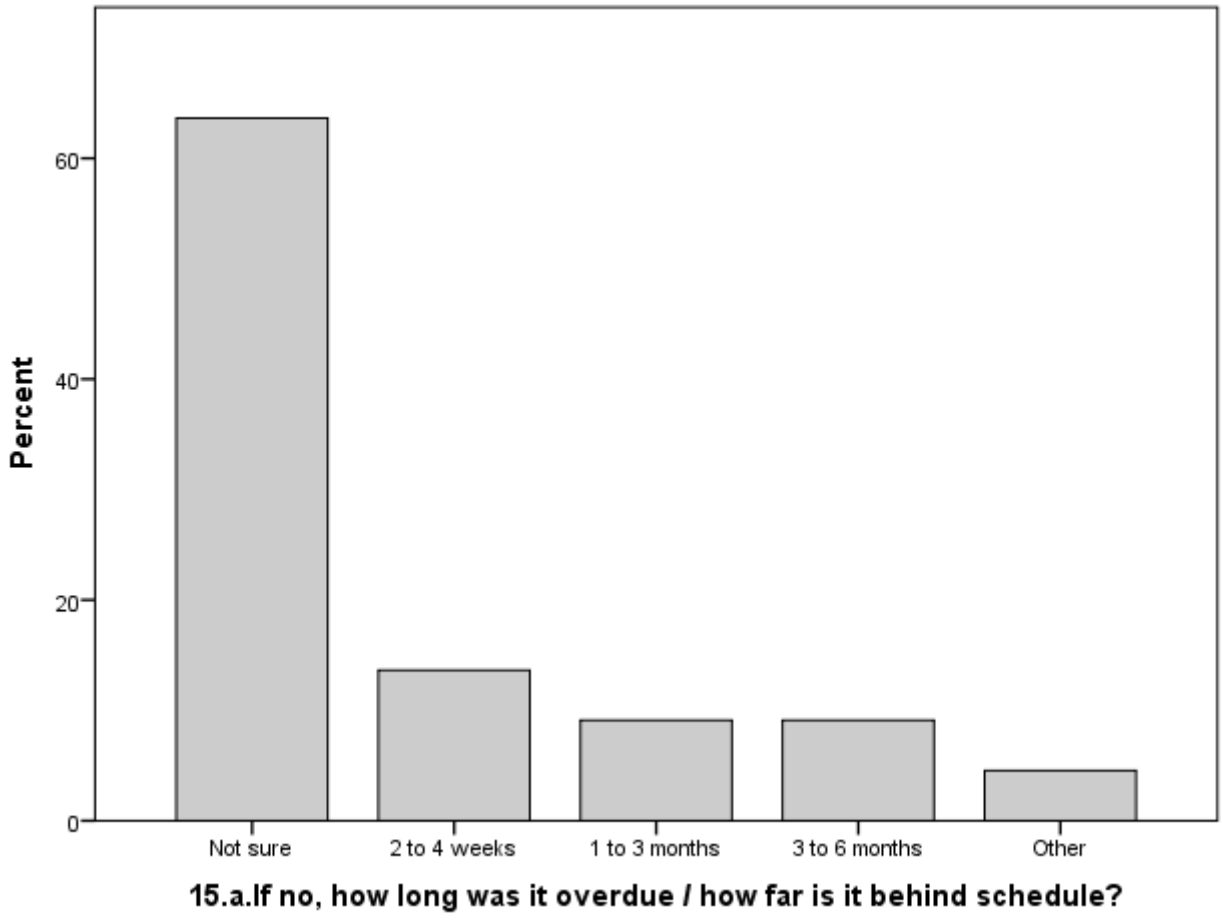

Figure 18: Exceedance of Schedule
Source: SPSS Analysis

Similar to the question before was also the question about the **project budget**. Here only 17% were sure that the project stayed within budget, 9% said it did not and the majority (74%) was unsure.

When combining with the sub-question it can be seen that 30% were not sure about the amount, 3% expect that it exceeds by less than 10% and 1% thinks it will lie between 10-25% or 25-40% respectively. The missing values increased to 52 in this sub-question. It can be assumed that people who indicated that the project will be over budget did not know or did not want to specify how much this is. Furthermore it can be assumed that the majority of people who said that they were unsure if the project stayed within the budget could then not clarify further in the sub-question. These could be two reasons why the number of answers decimated from the main to the sub-question.

16.Did or will the project stay within the budget? * 16.a.If no, how much was / will the budget be exceeded by? Crosstabulation

Count

16. Did or will the project stay within the budget?		16.a.If no, how much was / will the budget be exceeded by?				Total
		Not sure	Fewer than 10%	10 - 25 %	25 - 40 %	
	Yes	0	1	0	0	1
	No	2	1	1	1	5
	Unsure	23	0	0	0	23
Total		25	2	1	1	29

Table 6: Budget Exceedance

Source: SPSS Analysis

Furthermore it can be assumed that the last two question groups are hard to answer for employees who are not very involved in the projects. Also it can be assumed that financial information is not as openly shared as for example general project developments.

The last question asked in this section was about **unfinished projects** and the reason for this. The majority of people chose ‘does not apply’ (85%) which would ask for a further specification. Therefore it is found that this question does not add specific value to the survey.
The other categories, ‘responsible person left the company’, ‘environmental changes’, ‘political changes’, and ‘budget was depleted’, were chosen quite equally at 4% or 2% respectively.

4.2.5 Open Question

In the last part of the questionnaire an open question was asked about the **improvements**, if any, that could be made in any **future projects** the company might plan. The category groups based on these answers are depicted in the following figure 19.

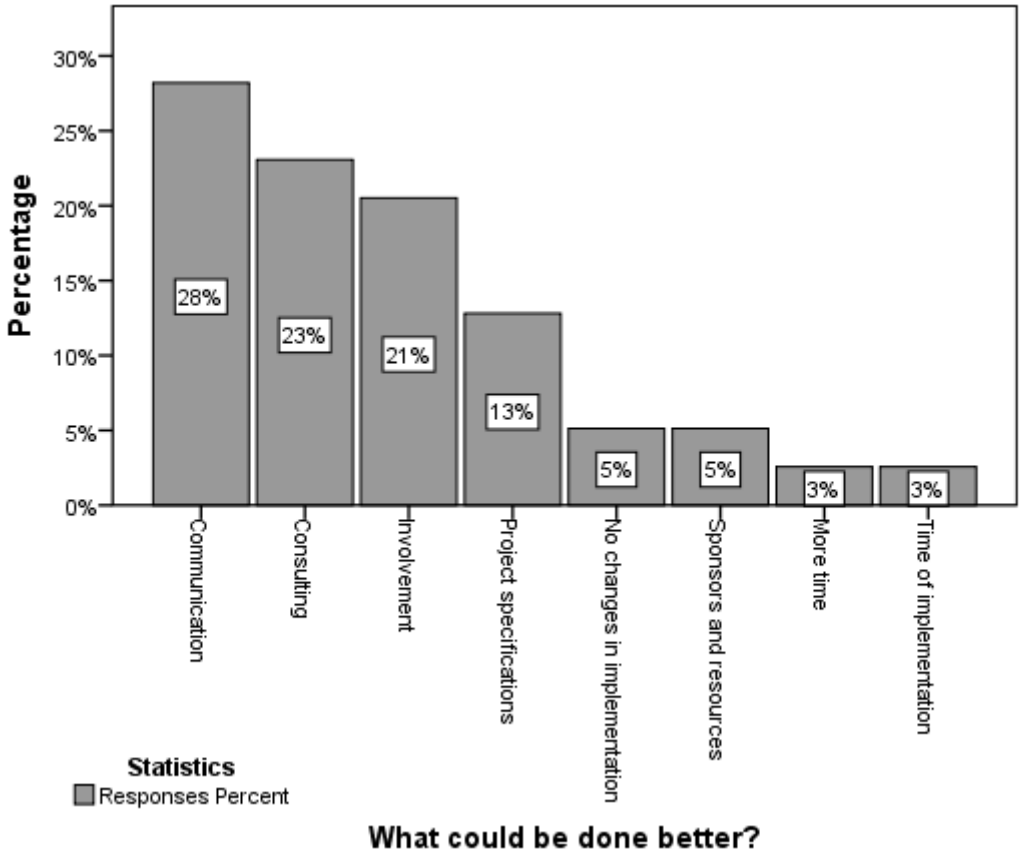

Figure 19: Improvements for Future Projects

Source: SPSS Analysis

It can be seen that 28% of the given responses stated a necessary improvement of communication. It includes general statements like better or more communication, regular information of staff about the progress of projects, and communication with staff before changes occur or have been made.

This is a little contradicting because participants stated earlier that various meetings take place (Q4) where a variety of topics (Q6) are discussed including updates on changes (response frequency 24%). Despite that, the necessity of improvements in communication formed the biggest group of answers.

One participant explained that “to communicate as quickly as possible” is important to them to prevent staff from “anticipating or getting wind of” significant changes before the management and team leaders want them to know (participant #5).

This firstly seems to be the opposite of how communication in a company especially during change processes should be handled (Mishra, Boynton and Mishra, 2014; Mazzei and Quaratino, 2013). But as it is further stated in this comment the company is very small (15 employees) and general communication is working well but significant changes need to be worked out in small groups first so that all relevant questions can be worked on and the important objectives of projects are made clear to the management or team leaders. This allows sharing complete plans and steps with the rest of the company according to participant #5. Furthermore it prepares the management or team leaders for any question employees might have and it also enables them to assess if suggestions and other inputs employees might have are relevant or not for the specific objective of the project.

The next most frequent suggestion was regarding the consultation of staff (23%). Mostly it said to consult and gather the opinion of staff members, get their input, especially from staff that are affected by the changes on a daily basis (e.g. participant #50 “changing the booking system is too expensive but really necessary as it is extremely hard to work with it on a daily basis”; or participant #64 “input from the day-to-day users”).
One said that senior members of staff should be consulted when junior members are promoted over them to prevent ill feeling (participant #1). Due to the explanation that ill-feeling occurred, it can be assumed that ‘consultation’ rather than a ‘lack of communication’ was mentioned in this particular case because of hurt feelings or egos, or the disturbance of a certain power distribution within the company. Whereas it would be more helpful for the company to use the experience of senior staff and their impression of the junior member, who is in question for promotion, to consider his/her fit for the position. Through the consultation and inclusion of senior members of staff in certain types of decisions negative and unconstructive behaviour could be prevented or diminished as these will feel respected. And a resistance to accept to the change in the power structure could be reduced and adaption of senior employees to it could be supported. This mirrors Battilana and Casciaro (2013, p.62) who say that a change in the power structure can lead to denial or opposition of change initiatives.

The third most occurring improvement mentioned was involvement of staff (21%), ranging from an early involvement to involvement of regular or all levels of staff and not only management to collect ideas before the implementation.
Also improving involvement to help employees to understand why projects and changes are undertaken was mentioned.
All the above cited improvements are coherent with the suggestions and findings of various authors about change management and the reduction of resistance to change (among others Bareil, 2013; McKay, Kuntz and Näswall, 2013).

The next highest grouped answer was project specifications (13%). In this combined group "anticipate the objection and have answers and reassurance for staff" (participant #5) was one of the explanations given. A further answer listed specifically was "1)Produce clear specification and objectives of project, 2)Identify benefits, 3)Plan project process and resources" (participant #42). From the same participant also "having a clear strategic direction and future plan" was stated to be important.
Other answers were regarding research and product knowledge before starting or implementing the project.

5% stated that no changes in the way of working should be made; participant #19 clarified this further. In his/her case keeping staff members informed, on-going involvement, and communication with the project committee are already in place in the company and work well, therefore no changes in the procedures and implementations should be made.

Likewise 5% mentioned sponsors and resources are important for projects. "Ineffective change management sponsorship from senior leaders" was also identified as the main hindrance in change management by Prosci (2012) as pointed out in section 2.7.
Specifically dedicated resources or training teams are mentioned to be needed for the change. Also identified to be very critical for successful change implementations were strong sponsors to support the changes and stand behind decisions that needed to be made (participant #68). This implies that difficulties in the implementation were encountered and support from sponsors was missing and the project was endangered, hindered, delayed or negatively influenced in other ways.

The last two categories with 3% respectively of the given answers are time related. Firstly it was stated that more time is needed, specifically for the studying of the project and all the given options, and also more time to test the project.
Secondly the specific time of implementation was specified as an improvement for future projects. It was said that changes in the company should be made "during low season rather than peak season". This would make more sense to participant #8, because people could be more involved and could find more time to work and participate in projects during low season, as it would be wiser to introduce changes to the company during this time. But certain changes or projects cannot be timed this specifically, and especially when circumstances from outside affect and influence the company and actions need to be taken fast.

5 Discussion

The overall goal of the primary research was to identify gaps in the communication of Dublin-based tour operators which could lead to failures in or of projects and changes in the companies. Therefore the employees' perception of the current communication practices was examined. Furthermore the opinion of employees was collected to investigate if people experience gaps or possibilities for improvements in communication on an individual basis.

Four hypotheses related to change management in tour operators were formulated at the beginning

H1: Communication in tour operators can be improved.
H2: Employees want to be more involved.
H3: Employees are informed and updated regularly about projects/changes.
H4: Employees are informed about projects/changes before they start.

In relation to **H1** 'Communication in tour operators can be improved' it can be said that from an employee's point of view general communication in part-taking tour operators based in Dublin seems to be practiced well. Specific change-related communication could be improved based on the answers from the survey, even though the survey found that various meetings and written communication take place. It assumes that when it comes to bigger changes in the company that they are not shared as openly and as quick as it is recommended in relevant literature (Battilana and Casciaro, 2013; Matos Marques Simoes and Esposito, 2014; Mazzei and Quaratino, 2013; Quiros, 2014).
Almost 50% of the participants said that weekly meetings take place, of various types and with different topics addressed it seems that people still do not feel well informed or included when it comes to bigger changes in the company. An equal percentage was found between people who were asked for input (42%) and who were not (43%). And further the majority would have liked to be included.

For example 44% of people who were informed of the changes during the planning phase were not asked, or unsure if they were asked for their input. The same applies for participants who were informed when first changes happened, here 66% did not answer that they were asked for their input.

In order to examine if employees would like to be more involved in the company projects (**H2**) several questions were asked. The most significant question was question 18 were participants expressed their suggestions or point of view freely. Here 21% stated that more involvement in projects, especially before the implementation is needed and 23% stated consultation as suggested improvements. Consultation included the collection of opinions and input especially from affected employees and senior employees.
Furthermore the majority of employees who have not been asked for their input would have liked to be included.
Overall it can be said that H2 can be accepted and employees in the participating companies like to be involved in company projects and changes.

In relation to **H3** 'Employees are informed and updated regularly about projects/changes' a number of observations was made.
It was found that the vast majority of participants (79%) identified that changes occurred in their company. A further clarifying question than revealed that also participants who did not recognise any changes first found that several changes or projects took place in their company resulting in a total of 88% of all participants identifying one or more types of changes. This implies that clear information about changes might not be passed on to employees.

As mentioned before meetings take place regularly in most of the participating companies. 'Update on changes related to the company' was chosen 58 times (24% of the total responses). This was the third most given answer. But when comparing this to the outcome of questions relating to project specific information, time and budget, a relative low number of participants could provide exact information.

Update on changes related to the company * 15.Was or will the project be finished on time? Crosstabulation

Update on changes related to the company			15.Was or will the project be finished on time?			Total
			Yes	No	Unsure	
	Yes	Count	15	4	19	38
		% within Update on changes related to the company	39.5%	10.5%	50.0%	100.0%
		% within 15.Was or will the project be finished on time?	78.9%	57.1%	70.4%	71.7%

Table 7: Specific Information and Project Completion in Time

Source: SPSS Analysis

Update on changes related to the company * 16.Did or will the project stay within the budget? Crosstabulation						
Updates on changes related to the company			16.Did or will the project stay within the budget?			Total
			Yes	No	Unsure	
	Yes	Count	6	3	30	39
		% within Update on changes related to the company	15.4%	7.7%	76.9%	100.0%
		% within 16.Did or will the project stay within the budget?	66.7%	60.0%	75.0%	72.2%

Table 8: Specific information and Budget

Source: SPSS Analysis

Although it is shown that a great number of employees are informed or updated regularly about changes in their company it is questionable how relevant or accurate the information is, and what type of information is shared with the employees. Furthermore in the findings from Q18 (improvements in future projects) over one quarter found that more information about projects should be communicated.

As a result H3 cannot be clearly accepted or rejected because of contradictory statements.

H4 'Employees are informed about projects/changes before they start' can be accepted. It was found that the majority of people get informed at an early stage of projects. According to their self-evaluation this is either before or during the planning phase of projects/changes (53%). A great number of participants were also informed at an early stage (28% - 'when first changes happened'). And although some respondents did not clearly identify the changes in the first place (Q7 – 'not sure' 17%) 10% then stated that they were informed at some stage about the changes.

Furthermore almost 50% of valid answers said that impacts of changes on their work were made completely clear before changes happened and 42% stated that they were able to clarify further.

5.1 Limitations of the Study

There are certain limitations in this study, some resulting out of the nature of this study and some are given due to the execution of it.

As mentioned earlier there are several limitations, resulting of the methodologies used in this dissertation (section 3.4 'Limitations of Methodology').
These are the cross-sectional timeframe of the study which results in the collection of data at only one point in time, the use of self-completing web-based questionnaires as opposed to other data collecting methods, which only allowed a certain number of questions.

The generalisation of the results of the study to tour operators in Ireland or worldwide is not possible. Firstly and most influential is the fact that the adjusted minimum sample size was not reached. The result of only 81 valid questionnaires builds 41% of the needed sample size. This low number of respondents had effects on the calculations and analyses of SPSS. Several tests (such as the Chi-square test) did not produce valid results because this.
Secondly differences in cultural intelligence, values and beliefs influence communication styles, therefore studies with specific focus on different culture groups would be needed to identify similarities within those groups.

Lastly it has to be said that due to the lack of participants not only a generalisation of the study results is not possible also the validity and significance is questionable when based on the calculated values.
But due to the consistency of answers it is assumed that the overall outcome of the study would not change drastically if the minimum size would have been reached.

6 Conclusion

In conclusion the overall hypothesis that ‘resistance to change of all level employees has an impact on the change process and its outcome (overall success or failure) and that effective and open communication will minimise resistance and increase commitment to the project/change process, was only supported to a certain extent through combined findings of secondary data. The primary data did not give enough information to accept or reject this specific hypothesis.

While not all hypotheses could be confirmed, the study showed that based on the participating companies and employees, communication in general and project or change-related communication is perceived to be good but can be improved, especially regarding more specific information on changes within the company.

It was found that employees would like to be informed about changes and get involved in projects at an early stage, especially when they are directly affected which is congruent with the general literature findings. Improved communication in participating tour operators can lead to a higher success rate in projects, e.g. staying within budget and the given time frame. Furthermore the early open communication within the company can create a higher sense of certainty and involvement of employees in these companies which can result in an increased company loyalty and proudness.

7 Recommendations

Recommendations for tour operators

Based on the findings of this dissertation firstly the importance of recognising, identifying and responding to resistance was shown to be an important factor when changes are occurring in a company. As stated by a number of authors communication can be an effective way to reduce negative influences of resistance and increase the use of opportunities it can bring (Bareil, 2013; Matos Marques Simoes and Esposito, 2014; McKay, Kuntz and Näswall, 2013).

Secondly findings of the primary research show that specifically change communication can be improved in the tour operators. Open and informative communication at an early stage is desired or preferred by employees.

Therefore it is recommended to review the communication process within the company, identify ways of how communication about change projects can be more effective and targeted.

Investing some time at the beginning to find a suitable way for the company and its employees will bring results like increased commitment and understanding, less resistance and more support amongst and from the employees. Companies might use different methods to do this, which could include direct communication between employees and their direct manager, or the application of the Prosci's ADKAR model. Furthermore garner support of people important in the internal network of a company and using them as change agents to convince other people of the necessity and positive implications of change projects, is one way to lower resistance.

All of these where found to be supportive and successful during change periods as mentioned in the sections 2.5 and 2.6.

Another recommendation for participating companies would be to contract or employ a project manager or consultant with experience to improve the quality and success rate of undertaken projects. Within the whole study only once a project manager was mentioned which implies that the majority of companies either do not employ professional project managers or the project manager does not have a valuable position within them. The knowledge and experience of a project manager combines a variety of disciplines, such as time and cost management, project procurement, quality and risk management and human resource management.

Using a project manager for major projects in the company can improve small projects through knowledge and experience employees gained during the time the project manager worked with/in the company.

Recommendations for further research

Tourism forms a big part of the economy and only specific areas are widely researched.
Tour operators facilitate people to travel to different places and are therefore responsible for a big part of the creation of tourism related income. Nevertheless they are one of the areas which are not as widely researched. Therefore it is recommended to execute a similar study to get further insight in their operation practices regarding change projects to be able to create more specific recommendations for performance improvement.
In relation to this it is recommended to undertake the research at a different time of the year to guarantee a higher number of participants.
Also the expansion into other regions of Ireland could be interesting as to evaluate if there are differences within the country.

As mentioned before culture is influencing communication styles and objectives. Furthermore the tourism industry is an employer where different cultures work together. Therefore two research areas could be of interest. Firstly the influence of expatriates on the communication style within a company or respectively the influence of the 'home-culture' on expatriates would be an interesting field of research.
Secondly the research of communication in change projects to prepare employees for it in other countries could be valuable. This would allow comparing the results and finding similarities or differences which allow suggestions for improvements during change projects. Project management in general would also benefit from these findings.

A further research recommendation for studies focusing on tour operators or tourism in general is the use of case studies or observational studies to examine resistance to change more closely. Collaboration with companies could bring more valuable insight.

Another area of interest, which was found during this research, builds the employees working as interns in companies. Because of the high number of interns employed in tour operators a study focusing on this group might be interesting to investigate further.
The assumption can be made that interns are not as involved as full time employees (although this could not be proven in this study due to a limited number of participants) it is interesting to evaluate their position, integration, opinions, etc. further. Possible methods could be questionnaires followed by focus groups to get insight.

This study identified some support for theories and techniques in the project, communication, and change management literature. But it is still necessary to further investigate and explore these topics with a tourism focus. Therefore the above recommendations where given to indicate areas for further research.

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Appendix on self-reflection

This chapter focuses on my learning and development process. It is separated into learning styles, self-appraisal, problem solving, added value, and plans to sustain and apply the learning.

Learning styles

At the beginning of the first semester the learning styles test from Honey and Mumford (1982, cited in 'Learning Styles', 2009) was undertaken as part of a course. The result showed a very strong preference for 'Theorist' and a strong preference for 'Pragmatist'. Both of which styles I found were true, e.g. I am a logical thinker who acts rational, and also prefers to act practical, realistic, and straight to the point.
A repetition of the test after working on the dissertation for some time showed a slight change. I now had a strong preference for three of the learning styles. The preference for the 'Reflector' style increased in this test. The 'Reflector' is said to collect data extensively, which results in a longer research and postpones the formulation of a conclusion for as long as possible.
This I had experienced a lot especially at the beginning of the literature review. I felt that although I was satisfied with a part I kept searching for more sources or different angles. I kept chapter findings unfinished to add as I kept working. After the test I was more aware of this and I understood that I did not finish chapters because of the influence of the 'Reflector' learning style rather than the under-researched area. It helped me to reach conclusions faster where I had researched sufficiently.

Self-Appraisal

The additional knowledge acquired while preparing for and writing the dissertation allowed me to get deeper understanding and additional insight in specific areas of project management. The content of the courses of the MBA programme especially project management and international management pointed out some business issues faced today, which created first ideas of the topic and direction of the dissertation. Focusing on change management and studying various articles and studies the core topic of communication during change process was found to be important and interesting. The concentration on tour operators was suitable because of my background in and knowledge of tourism.

Overall I found that the research has broadened my knowledge in these specific areas. The individual secondary research I undertook allowed comparing and understanding the current point of views, e.g. the development in the perception of resistance of change, the most occurring issues during change and recommendations to reduce or overcome them. Also the practical studies used showed that the application of recommendations in the literature mirror the problems faced in practice, but that the techniques or tools are not used or used correctly in daily business. This was surprising to a certain extent as it was assumed that the practice would make more use of the theoretical knowledge available.

Problem Solving

Due to my focus on tourism in previous studies I had sufficient background to be aware of problems that could be encountered during the dissertation. One was the availability of specific research. Although tourism research is a growing field of study there are a lot of specific areas which are not widely investigated. To overcome this problem multiple sources were used (such as the databases EBSCO or Emerald) and a variety of search terms were used to increase the chance of finding relevant articles and studies.
Another problem that was taken into account was the accessibility of participants and the time when questionnaires where sent. Because the study was close to the summer, one of the busiest seasons for the industry the questionnaire was sent as early as possible, which resulted in a good first number of responses. Unfortunately the adjusted minimum sample size was not reached and additional attempts to increase the responses (e.g. reminders were sent, personal contact was made and details of further contact persons were collected) where only of minimal impact. For future research I would try to set it in a less busy time of the year or change the research method to e.g. a case study which would give more insight into the communication practices in a company. In order to increase the number of responses the time allocated for the collection of the data was expanded, which created a backlog in activities. This was worked against with extra working hours and additional effort to reduce it and stay within the planned timetable.

As experienced in my Bachelor studies it is important to have a balance in the literature used. This means to be open-minded and objective to not only use sources that support your own perceptions of a topic or way of thinking. An objective and unbiased point of view has to be presented in the literature review. I tried to achieve this through extensive research, multiple databases, and actively searching for the availability of articles that present a different point of view.

Lastly I want to mention my experience and learning regarding undertaking a survey through questionnaires. Retrospective I would take more time to compile the questionnaire. Although I tested and re-phrased questions I found during the analysis that some questions were asked either too broad or not general enough. Furthermore I would give less multiple answer questions, as this affected the analysis and the tools that had to be used.
I also learned that although shorter questionnaires are more attractive to respondents and increase the chance of answers, a researcher should use the amount of questions needed to reach a valuable outcome. I think that if people are willing to take part they will answer a questionnaire with any reasonable amount of questions.
In future research I would apply rating-style questions with single answer options which change the phrasing of questions and should therefore make them easier to understand. This would allow a higher number of questions without creating a questionnaire that takes too much time to fill in.

Future application

The experience and learning of undertaking the MBA and writing a dissertation had an influence on skills and knowledge that I regard as important in today's work environment. These critical skills include strategic and analytical thinking, and self-management.
The Project Management stream provided me with important knowledge of all angles of managing projects, from the technical side to the people side of projects. The deep knowledge about communication in projects will be valuable in any future career positions.

Furthermore my research skills have improved and developed further. Challenge sources and statements, synthesise information, and developing and following a research plan are some of the skills that were developed during this time and which will be useful for my professional and private future.

Conclusion

The MBA programme was valuable for my personal and professional growth and development. I am sure that the skills and knowledge gained through the study will be useful for any future challenges.
The experience of undertaking the MBA and writing the dissertation was challenging but very valuable and rewarding at the end.

Appendices – Secondary Research

Appendix 1: Project Success Factors – CHAOS report 1994 & 2010

The following table presents the success factors of the CHAOS reports from 1994 and 2010. Very little difference in the top factors can be found in this comparison.

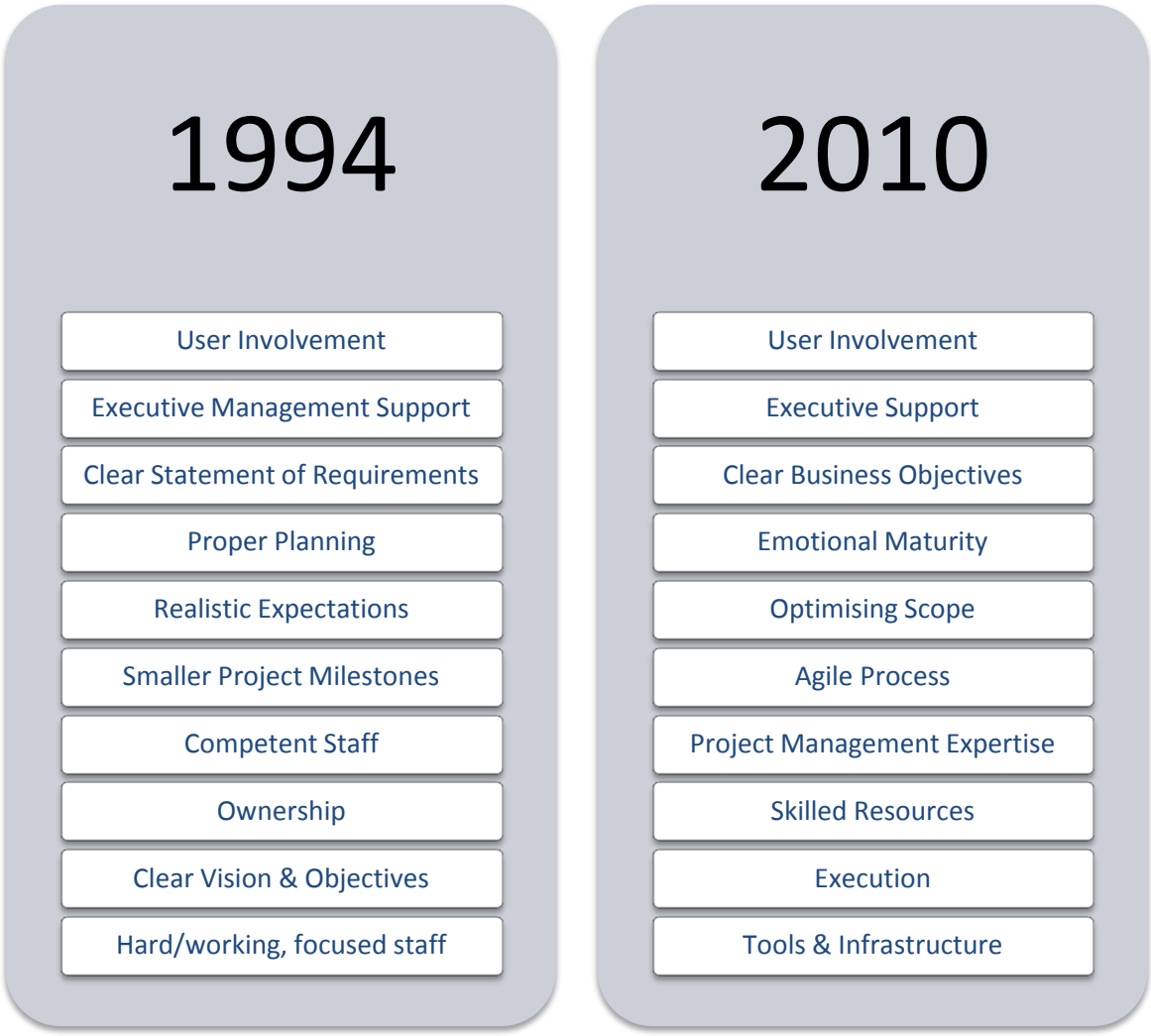
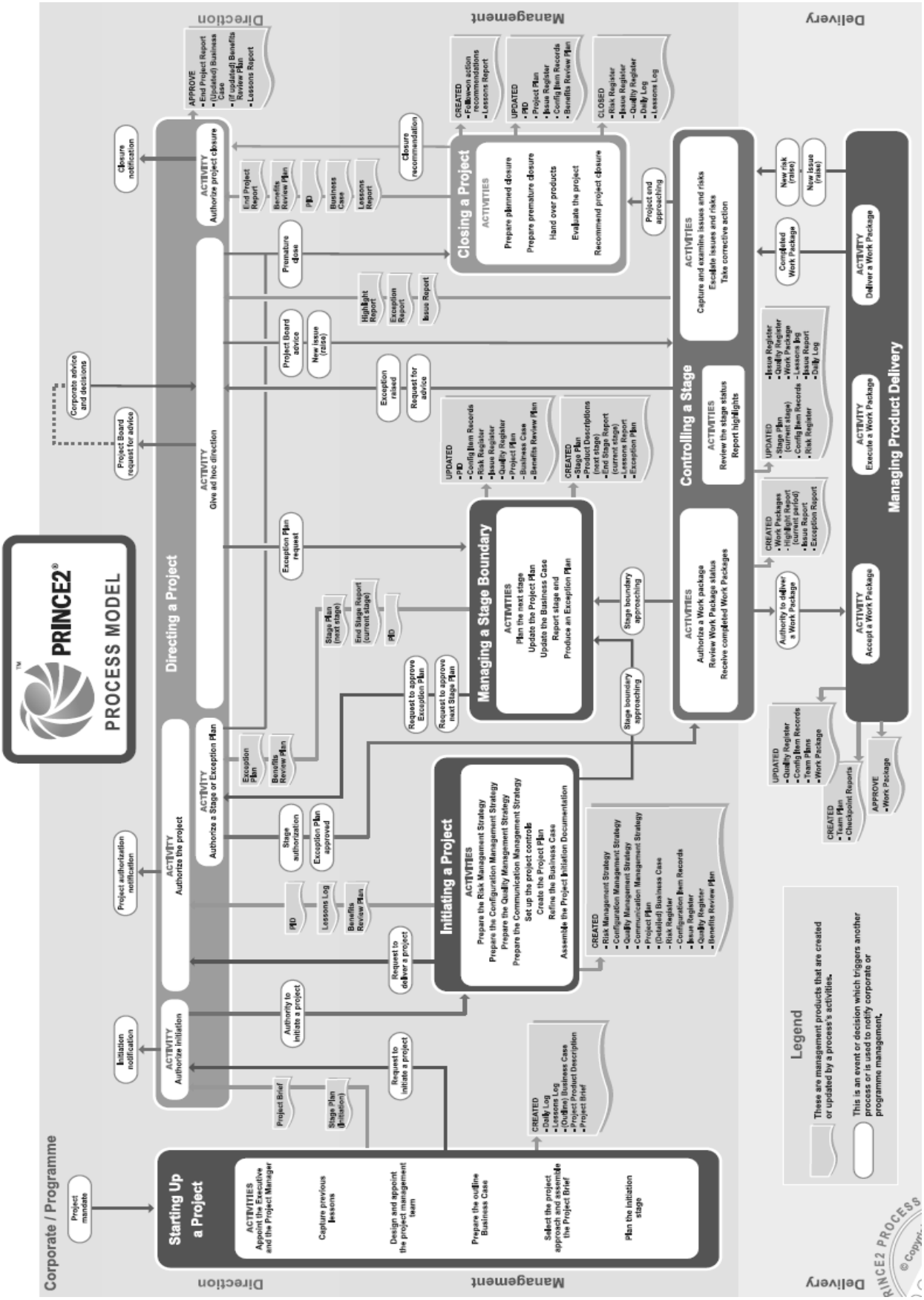


Figure 20 Project Success Factors

In Accordance with: The Standish Group 1995, p.4; 2010, p.1

Appendix 2: PRINCE2 Process Model



Source: PRINCE2 (2009)

Appendix 3: ISO 31000 - Risk Management

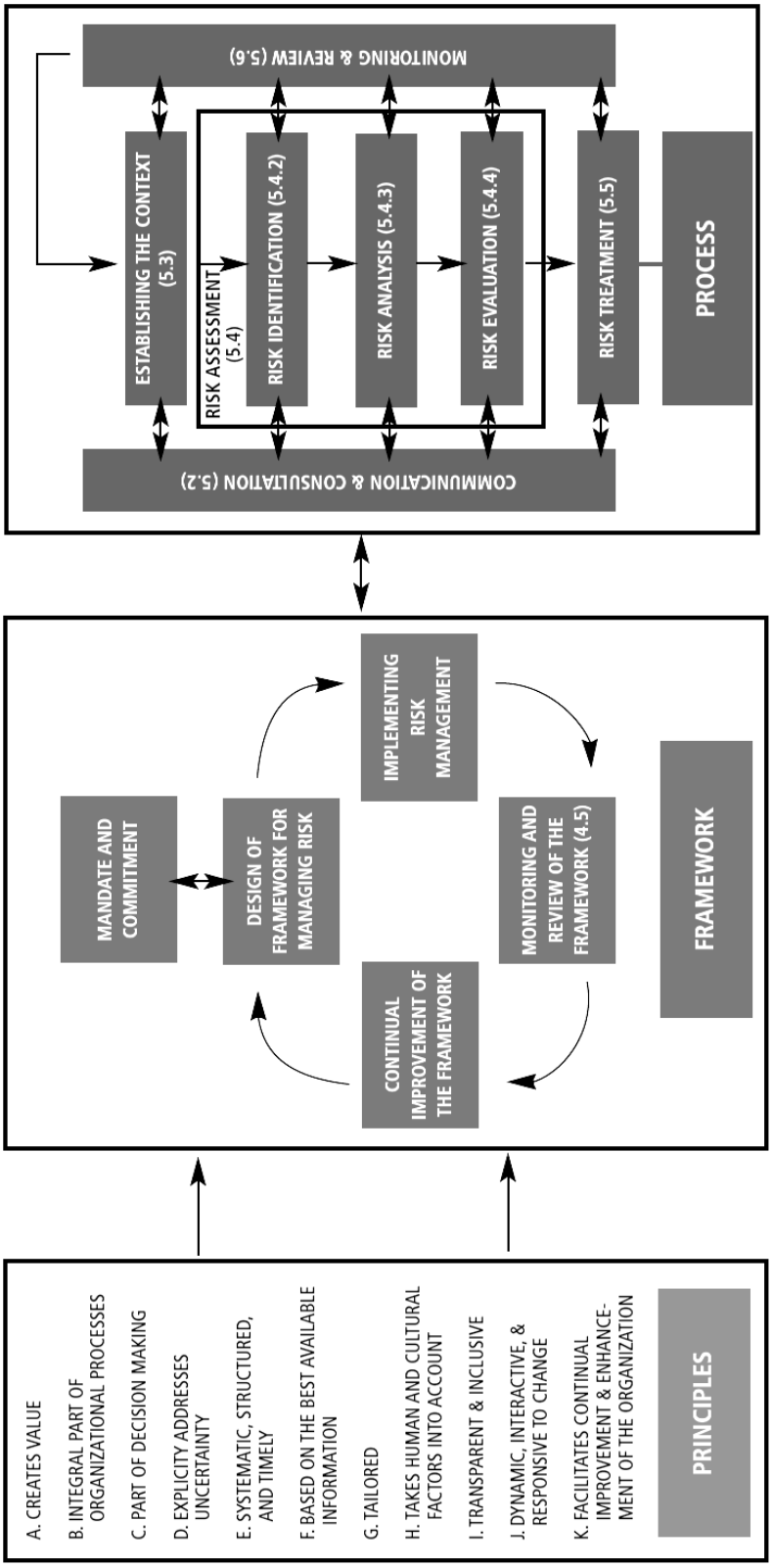


Figure 21 ISO 31000 Risk Management

Source: Frigo and Anderson, 2014, p.52

Appendix 4: PM Methodologies (tools and techniques) and CM Models

Ten commandments for executing change Kanter *et al.* (1992)	Eight-stage process for successful organisational transformation – Kotter (1996)	Seven steps – Luecke (2003)	PMBoK translation of steps into project methodology and techniques
1. Analyse the organisation and its need for change		1. Mobilise energy and commitment through joint identification of business problems and their solutions	
2. Create a vision and a common direction	3. Developing a vision and strategy	2. Develop a shared vision of how to organise and manage for competitiveness	Develop a vision and corresponding high-level plan; define stages for project implementation
3. Separate from the past			Identify and develop plan for risks
4. Create a sense of urgency	1. Establishing a sense of urgency		
5. Support a strong leader role		3. Identify the leadership	
6. Line up political sponsorship	2. Creating a guiding coalition		
7. Craft an implementation plan			Implement plan utilising a stage by stage approach
8. Develop enabling structures	5. Empowering broad-based action		Define work packages and delegate responsibilities
9. Communicate, involve people and be honest	4. Communicating the change vision		
10. Reinforce and institutionalise change	8. Anchoring new approaches in the culture	6. Institutionalise success through formal policies, systems and structures	Manage by stages – review and adjust plan where required at end of each stage
	6. Generating short-term wins		
	7. Consolidating gains and producing more change		
		4. Focus on results, not on activities	
		5. Start change at the periphery, then let it spread to other units without pushing it from the top	Measure success of project
		7. Monitor and adjust strategies in response to problems in the change process	Capture and document lessons learned for future projects

Source: Taken from Todnem (2005, p. 376) and adapted to link to PM methodologies

Source: Parker *et al.*, 2013, p.536

Appendix 5: Resistance to Change – Two Paradigms

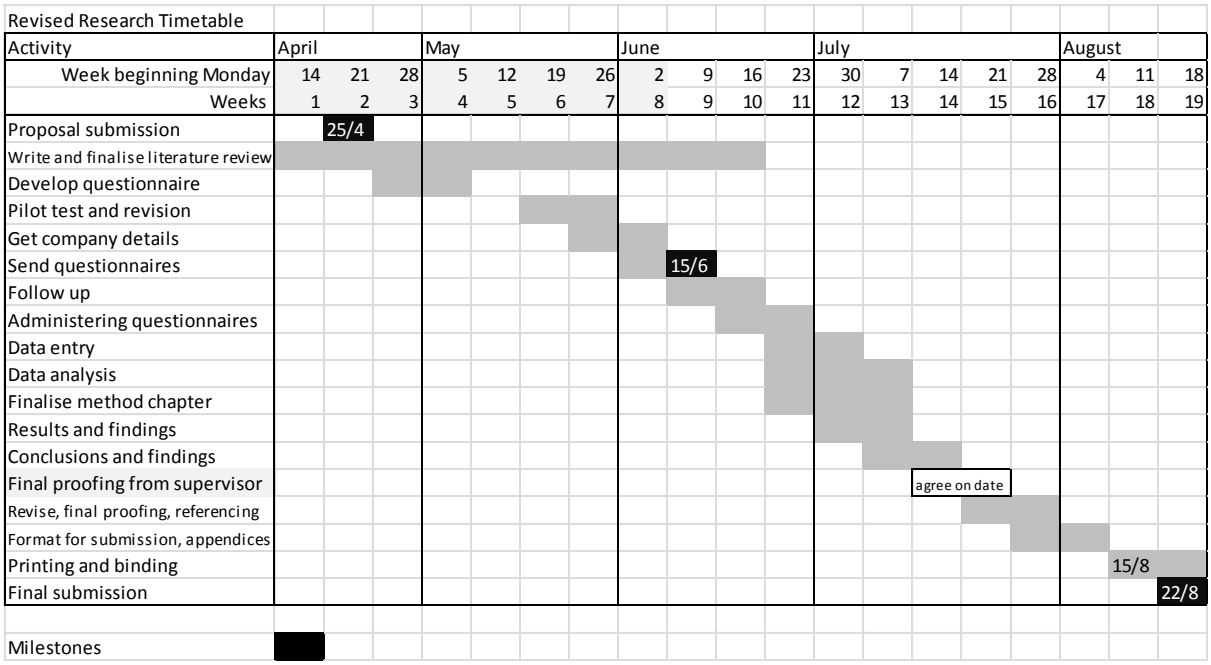
Interpreting resistance	Paradigm	
	Modern	Traditional
Definition and interpretation of resistance to change	Resistance to change is a change-specific behavioral response of a change recipient (or group of change recipients) such as questioning, doubting, arguing, showing ambivalence, and so forth. It is interpreted by a change agent as an ambivalence (Piderit, 2000), a concern (Hall & Hord, 2011), a preoccupation (Bareil & Gagnon, 2005), a warning (Armenakis & Harris, 2009), a reflective response, a resource, a form of feedback (Ford & Ford, 2009) or a discomfort about the change initiative (Bareil et al., 2007; Ford et al., 2008).	Resistance to change is a change-specific behavioral response of a change recipient (or group of change recipients) such as opposing, fighting, defying, refusing, disturbing, rejecting, and so forth. It is interpreted by a change agent as an on-going opposition to the change initiative, a restrictive force or a maladaptive behavior against the change.
Purpose of resistance	To make sense, to understand, to dialogue, to hold onto good things from the past, to adapt implementation plans, to adjust communications or to change the change.	To stop, to perturb, to slow down, to disturb the planned change or the long term implementation plan.
Resistor/change recipient	An individual (or a group) who cares about the organization and offers his feedback about the change (Ford & Ford, 2009). Can be any stakeholder: e.g., employee, manager, or union. Undecided, uncertain, hesitant, passive, and ambivalent actors constitute 60 to 80% of all change recipients (Autissier & Moutot, 2010, p.171; Prosci, 2010).	An individual (or a group) who is opposed to the change initiative and has a dispositional inclination to resist change (Oreg, 2003; Oreg et al., 2008). Is usually an employee, the end-user. Real resistors, opposed and hostile actors constitute only 10 to15% of all change recipients (Autissier & Moutot, 2010, p.171).
Vision of the change initiative	Change initiative is open to discussion and can always be improved. Time and money are sufficient.	Change initiative is unchangeable; has been decided in advance. Speed is essential (Kotter & Schlesinger, 2008).
Vision of the change implementation scenario	Continuous improvement; flexible and adaptable; in constant re-evaluation.	Scenario planned in advance: fixed dates for training sessions with a predetermined communication plan.
Role of the change leader	A resource for the change.	"One man show" who dictates the change.

Source: Bareil, 2013, p.63

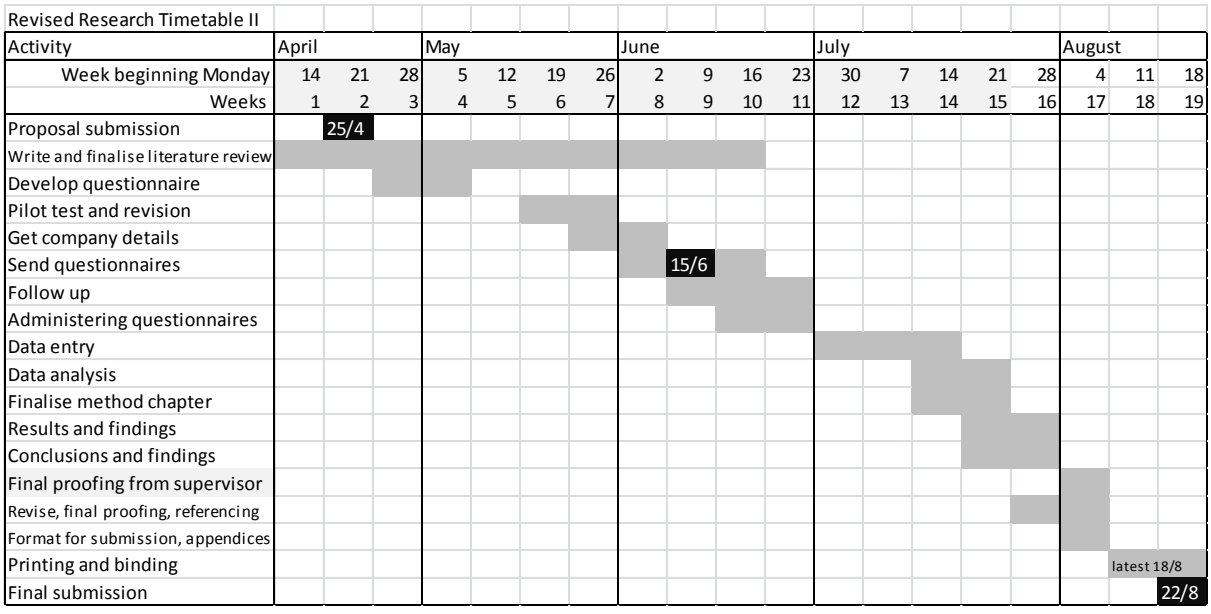
Appendices - Primary Research

Appendix 6: Revised Research Timetables

Revised timetable June



Revised timetable July/August



Appendix7: Questionnaire

This survey has been designed to provide information for my MBA thesis examining the impact of communication on change. All research conducted by Dublin Business School students is done for the purpose of meeting course requirements. In completing the survey, please try to be as honest and accurate as possible, and do not pause for too long over any one question. All responses will be treated with the strictest sensitivity and are anonymous. You may withdraw from participation at any time (take note of the exact time and date when you filled out this survey to facilitate removal of your responses if required). I am available at 10032071@dbs.ie if you have any questions or queries. My supervisor is Patrick Mongey and can be contacted at patrick.mongey@dbs.ie
Thank you for your cooperation. (Tamara Bartl)

General questions

1. Employment mode
   - Part time
   - Full time

2. How long have you been working for the company?
   - Less than one year
   - 1-3 years
   - 3-5 years
   - Over 5 years

3. What is your current position?
   - Intern position
   - Assistant position
   - Executive position
   - Middle management position
   - Upper management position
   - Owner

Communication within the company

4. What types of meetings take place in your company? Please choose at least one answer.
   - One-to-one
   - Small groups/ intra-departmental
   - Whole company/ majority of staff
   - Other: _____

5. How often do they take place? Please choose at least one answer.
   - Once a week
   - Once a month
   - Every three months
   - Not regularly
   - Other: _____

6. What topics are discussed in these meetings? Please choose at least one answer.
   - Individual performance
   - Upcoming events / news
   - Possible problems / issues
   - Update on changes related to the company
   - Other: _____

Change and projects

In the following section the term project relates to company projects which have brought or lead to changes for the company.

7. Have there been changes in your company within the last two years?
   If yes/not sure, please continue with the next question. If no, please go to question 17.
   - Yes
   - No
   - Not sure

7.a. What types of changes have been in your company / your working environment?
Please choose at least one answer.

- Changes in management
- Restructuring
- Strategic shifts
- Office rebuilding/refurbishing / relocating
- Others: _____

8. At what stage were you informed about the changes? Please choose at least one answer.
   - Before it started / planning phase
   - When first changes happened
   - During the testing phase
   - After the implementation
   - Other: _____

9. How were you informed about the changes? Please choose at least one answer.
   - Company meeting
   - Department / group meeting
   - One-to-one meeting
   - Email
   - Other: _____

10. Were you asked for your input for planned or realised projects/changes in your company?
    If yes, please proceed to question 11.
    - Yes
    - No
    - Unsure

    10a) If no, would you have liked to be asked for your input?
    - Yes
    - No
    - Unsure

11. Have you had the opportunity to express concerns or ideas about what was/is happening?
    If yes, proceed to question 12. If no, please also answer 11.a. and proceed to question 15.
    - Yes
    - No
    - Unsure

    11.a. Would you have liked to get the opportunity?
    - Yes
    - No
    - Unsure

12. Who did you express your concerns or ideas with?
    Please choose at least one answer.
    - Owner
    - CEO
    - Manager
    - Colleagues
    - Other: _____

13. Do you feel that the reasons or the necessity of the changes/projects were explained to you?
    - Yes
    - No
    - Unsure

14. 1Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?
    - Yes, everything was made clear.
    - Only parts were explained but I was able to ask questions.
    - Only a short explanation was given. I was not able to clarify further.
    - No, I feel nothing or not enough was explained to me.
    - Other: _____

Projects

15. Was or will the project be finished on time?
    If yes, please proceed to question 16. If no, please answer the next question.
    - o Yes
    - o No
    - o Unsure

    15.a. If no, how long was it overdue/ how far is it behind schedule?
    - o Not sure.
    - o Up to 2 weeks
    - o 2 to 4 weeks
    - o 1 to 3 months
    - o 3 to 6 months
    - o Other: _____

16. Did or will the project stay within the budget?
    - o Yes
    - o No
    - o Unsure

    16.a. If no, how much was / will the budget be exceeded by?
    - o Not sure
    - o Fewer than 10 %
    - o 10 – 25 %
    - o 25 – 40 %
    - o over 40 %

17. If there were projects which were closed before finishing them, what were the reasons?
    - o Does not apply
    - o Responsible person left the company
    - o Environmental changes
    - o Political changes
    - o Budget was depleted
    - o Other: _____

Open question

18. If another project / change has to happen in the company what should be done different?

Feel free to add your thoughts in bullet points, keywords or text format. Your answers may include topics like involvement, communication, etc.

19. This was the last question if you have any additional information you want to share please feel free to do so now.

Appendix 8: Open Question Groups

SPSS #	18) If another project / change has to happen in the company what should be done in the same way and what should be done different?
1	Staff should be kept involved before implementation and more senior staff consulted when junior members are due to be promoted over them. This caused a lot of ill feeling within our company when it happened.
2	Different: - More involvement of regular staff, ie not only management team, gather the opinion of staff members etc. - Staff kept more up to date with changes before they occur
3	Communicate the planned changes to staff before they have been made.
5	We are a relatively small company, only 15 persons, the office is open plan which is great for general communication but it also makes it difficult to plan significant changes without people anticipating or getting wind of those changes. Therefore it remains important for us to communicate as quickly as possible, anticipate the objections and have answers and reassurances for the staff but we need to brief the team leaders first, so that we don't forget key elements that they might know of before general roll-out.
8	Makes changes in the company during low season rather then peak season would've made more sense.
14	Same way inform us on a regular basis on what the progress are Different explain us more deeply so we understand why its been done
16	Same way would be to inform the staff and get their imput as it was great to get the staff involved in the project and get their ideas on board before they made the changes.
17	Same way would be to inform the staff and get their imput as it was great to get the staff involved in the project and get their ideas on board before they made the changes.
19	Staff members should be kept informed about project / change as done with previous projects / changes that happened and their involvement should be on going, communicating with the commitee set up for the project / change to happen. I don't believe there should be anything done differently.
22	I would not make any changes
36	consultation soliciting staff feedback.
42	1/Produce clear specification and objectives of project 2/Identify benefits. 3/Plan project process and resources 4/Ensure everyone up to speed and involved from beginning.
50	Directors should take the opinions of staff of affected areas more into account (i.e. changing the booking system is too expensive but really necessary as it is extremely hard to work with it on a daily basis)
58	- more involvement from employees (All levels, not just management)
61	I would like to be informed of changes if there were any
62	More communication
64	Better communication from the outset and greater knowledge of the product and how it might, or might not, work for the company. Greater input from the 'day to day' users of the new systems Dedicated training team
65	More research before rolling it out to different teams in the business. therefore any issues are solved instead of coming up against them in the implementation process
67	We need more time to study the project enough, think about all the options. More time to test the project Questions about the project need to be brought up to discussion in managerial meeting for everyone's input.
68	Need a strong sponsor for the change high up in managmement to be behind the change to make decisions. Need dedicated resources for the change.
	Colour code:
	Involvement of staff
	Consutling of staff
	Communication
	Definition of project specifications
	time of implementation
	more time (testing etc.)
	Sponsors and resources
	No changes in the way of working

Appendix 9: Output SPSS

General Questions

Question 1: Employment mode

Statistics

1.Employment mode

N	Valid	81
	Missing	0
Mean		1.89
Median		2.00
Mode		2
Sum		153

1.Employment mode

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part time	9	11.1	11.1	11.1
	Full time	72	88.9	88.9	100.0
	Total	81	100.0	100.0	

Question 2: How long have you been working for the company?

Statistics

2.How long have you been working for the company?

N	Valid	81
	Missing	0

2.How long have you been working for the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	31	38.3	38.3	38.3
	1-3 years	21	25.9	25.9	64.2
	3-5 years	9	11.1	11.1	75.3
	Over 5 years	20	24.7	24.7	100.0
	Total	81	100.0	100.0	

Question 3: What is your current position?

Statistics

3.What is your current position?

N	Valid	81
	Missing	0

3.What is your current position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intern position	19	23.5	23.5	23.5
	Assistant position	11	13.6	13.6	37.0
	Executive position	32	39.5	39.5	76.5
	Middle management position	8	9.9	9.9	86.4
	Upper management position	10	12.3	12.3	98.8
	Owner	1	1.2	1.2	100.0
	Total	81	100.0	100.0	

Communication within the Company

Question 4: What types of meetings take place in your company? (Multiple choice)

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Meetings[a]	81	100.0%	0	0.0%	81	100.0%

a. Dichotomy group tabulated at value 1.

$Meetings Frequencies

		Responses		Percent of Cases
		N	Percent	
What types of meetings take place?[a]	One to one meetings	63	32.8%	77.8%
	Small groups / Intra/departmental	75	39.1%	92.6%

	Whole company / Majority of staff	52	27.1%	64.2%
	Other	2	1.0%	2.5%
Total		192	100.0%	237.0%

a. Dichotomy group tabulated at value 1.

Question 5: How often do they take place? (Multiple choice)

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$MeetingsFrequency[a]	81	100.0%	0	0.0%	81	100.0%

a. Dichotomy group tabulated at value 1.

$MeetingsFrequency Frequencies

		Responses		
		N	Percent	Percent of Cases
How often do they take place[a]	Once a week	62	48.8%	76.5%
	Once a month	39	30.7%	48.1%
	Every three months	10	7.9%	12.3%
	Not regularly	8	6.3%	9.9%
	Other	8	6.3%	9.9%
Total		127	100.0%	156.8%

a. Dichotomy group tabulated at value 1.

Question 6: What topics are discussed in these meetings? (Multiple choice)

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Topic[a]	81	100.0%	0	0.0%	81	100.0%

a. Dichotomy group tabulated at value 1.

$Topic Frequencies

		Responses		
		N	Percent	Percent of Cases
What is discussed?[a]	Individual performance	48	19.7%	59.3%
	Upcoming events / News	65	26.6%	80.2%
	Possible problems / issues	69	28.3%	85.2%
	Update on changes related to the company	58	23.8%	71.6%
	Other	4	1.6%	4.9%
Total		244	100.0%	301.2%

a. Dichotomy group tabulated at value 1.

Change and Projects

Question 7: Have there been changes in your compnay within the last two years?

Statistics

7.Have there been changes in your company within the last two years?

N	Valid	81
	Missing	0

7.Have there been changes in your company within the last two years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	79.0	79.0	79.0
	No	3	3.7	3.7	82.7
	Not sure	14	17.3	17.3	100.0
	Total	81	100.0	100.0	

Question 7a: What types of changes have been in your company / your working environment?

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$changetypes[a]	71	87.7%	10	12.3%	81	100.0%

a. Dichotomy group tabulated at value 1.

$changetypes Frequencies

		Responses		
		N	Percent	Percent of Cases
What types of change ocurred?[a]	Changes in management	46	29.9%	64.8%
	Restructuring	40	26.0%	56.3%
	Strategic shifts	19	12.3%	26.8%
	Office rebuilding / refurbishing / relocating	45	29.2%	63.4%
	Other	4	2.6%	5.6%
Total		154	100.0%	216.9%

a. Dichotomy group tabulated at value 1.

Cross reference of identification of change occurrence and change types

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Q7Changes*$changetypes	71	87.7%	10	12.3%	81	100.0%

Q7Changes*$changetypes Crosstabulation

			What types of change ocurred?[a]	
			Changes in management	Restructuring
7.Have there been changes in your company within the last two years?	Yes	Count	45	40
		% within $changetypes	97.8%	100.0%
	No	Count	1	0
		% within $changetypes	2.2%	0.0%
	Not sure	Count	0	0
		% within $changetypes	0.0%	0.0%
Total		Count	46	40

Q7Changes*$changetypes Crosstabulation

			What types of change ocurred?[a]	
			Strategic shifts	Office rebuilding / refurbishing / relocating
7.Have there been changes in your company within the last two years?	Yes	Count	18	40
		% within $changetypes	94.7%	88.9%
	No	Count	0	0
		% within $changetypes	0.0%	0.0%
	Not sure	Count	1	5
		% within $changetypes	5.3%	11.1%
Total		Count	19	45

Q7Changes*$changetypes Crosstabulation

			What types of change ocurred?[a]	
			Other	Total
7.Have there been changes in your company within the last two years?	Yes	Count	2	145
		% within $changetypes	50.0%	
	No	Count	1	2
		% within $changetypes	25.0%	
	Not sure	Count	1	7
		% within $changetypes	25.0%	
Total		Count	4	154

Percentages and totals are based on responses.

a. Dichotomy group tabulated at value 1.

Question 8: At what stage were you informed about the changes? (Multiple choice)

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$timeofinformation[a]	72	88.9%	9	11.1%	81	100.0%

a. Dichotomy group tabulated at value 1.

$timeofinformation Frequencies

		Responses		
		N	Percent	Percent of Cases
When have you been informed?[a]	Before it started / planning phase	55	52.9%	76.4%
	When first changes happened	29	27.9%	40.3%
	During testing phase	7	6.7%	9.7%
	After implementation	13	12.5%	18.1%
Total		104	100.0%	144.4%

a. Dichotomy group tabulated at value 1.

Question 9: How were you informed about the changes?

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Methodofinfo[a]	72	88.9%	9	11.1%	81	100.0%

a. Dichotomy group tabulated at value 1.

$Methodofinfo Frequencies

		Responses		
		N	Percent	Percent of Cases
How have you been informed?[a]	Company meeting	51	43.6%	70.8%
	Department / Group meeting	27	23.1%	37.5%
	One-to-one meeting	16	13.7%	22.2%
	Email	21	17.9%	29.2%
	Other	2	1.7%	2.8%
Total		117	100.0%	162.5%

a. Dichotomy group tabulated at value 1.

Question 10: Were you asked for your input for planned or realised projects/changes in your company?

Statistics

10.Were you asked for your input for planned or realised projects/changes in your company?

N	Valid	76
	Missing	5

10.Were you asked for your input for planned or realised projects/changes in your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	32	39.5	42.1	42.1
	No	33	40.7	43.4	85.5
	Unsure	11	13.6	14.5	100.0
	Total	76	93.8	100.0	
Missing	System	5	6.2		
Total		81	100.0		

Cross reference Q 10 and Q 10a

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
10.Were you asked for your input for planned or realised projects/changes in your company? * 10.a.If no, would you have liked to be asked for your input?	44	54.3%	37	45.7%	81	100.0%

10.Were you asked for your input for planned or realised projects/changes in your company? * 10.a.If no, would you have liked to be asked for your input? Crosstabulation

Count

		10.a.If no, would you have liked to be asked for your input?			
		Yes	No	Unsure	Total
10.Were you asked for your input for planned or realised projects/changes in your company?	Yes	2	0	0	2
	No	15	8	10	33
	Unsure	4	0	5	9
Total		21	8	15	44

Question 11: Have you had the opportunity to express concerns or ideas about what was/is happening?

Statistics

11.Have you had tge opportunity to express concerns or ideas about what was/is happening?

N	Valid	75
	Missing	6

11.Have you had tge opportunity to express concerns or ideas about what was/is happening?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	51.9	56.0	56.0
	No	19	23.5	25.3	81.3
	Unsure	14	17.3	18.7	100.0
	Total	75	92.6	100.0	
Missing	System	6	7.4		
Total		81	100.0		

Cross reference Q 11 and Q11a

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
11.Have you had tge opportunity to express concerns or ideas about what was/is happening? * 11.a.Would you have liked to get the opportunity?	43	53.1%	38	46.9%	81	100.0%

11.Have you had tge opportunity to express concerns or ideas about what was/is happening? * 11.a.Would you have liked to get the opportunity? Crosstabulation

Count

		11.a.Would you have liked to get the opportunity?			
		Yes	No	Unsure	Total
11.Have you had tge opportunity to express concerns or ideas about what was/is happening?	Yes	10	0	0	10
	No	7	6	6	19
	Unsure	10	0	4	14
Total		27	6	10	43

Question 12: Who did you express your concerns or ideas with?

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Contactperson[a]	56	69.1%	25	30.9%	81	100.0%

a. Dichotomy group tabulated at value 1.

$Contactperson Frequencies

		Responses		
		N	Percent	Percent of Cases
Who did you talk to?[a]	Owner	13	14.4%	23.2%
	CEO	9	10.0%	16.1%
	Manager	33	36.7%	58.9%
	Colleagues	28	31.1%	50.0%
	Other	7	7.8%	12.5%
Total		90	100.0%	160.7%

a. Dichotomy group tabulated at value 1.

Question 13: do you feel that the reason or the necessity of the change/projects were explained to you?

Statistics

13.Do you feel that the reason or the necessity of the changes/projects were explained to you?

N	Valid	70
	Missing	11

13.Do you feel that the reason or the necessity of the changes/projects were explained to you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	74.1	85.7	85.7
	No	5	6.2	7.1	92.9

	Unsure	5	6.2	7.1	100.0
	Total	70	86.4	100.0	
Missing	System	11	13.6		
Total		81	100.0		

Question 14: Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?

Statistics

14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?

N	Valid	70
	Missing	11

14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, everything was made clear.	33	40.7	47.1	47.1
	Only parts were explained but I was able to ask questions.	27	33.3	38.6	85.7
	Only a short explanation was given. I was not able to clarify further.	5	6.2	7.1	92.9
	No, I feel nothing or not enough was explained to me.	4	4.9	5.7	98.6
	Other	1	1.2	1.4	100.0
	Total	70	86.4	100.0	
Missing	System	11	13.6		
Total		81	100.0		

Projects

Question 15: Was or will the project be finished on time?

Statistics

15.Was or will the project be finished on time?

N	Valid	53
	Missing	28

15.Was or will the project be finished on time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	23.5	35.8	35.8
	No	7	8.6	13.2	49.1
	Unsure	27	33.3	50.9	100.0
	Total	53	65.4	100.0	
Missing	System	28	34.6		
Total		81	100.0		

Question 15a: If no, how long was it overdue / how far is it behind schedule?

Statistics

15.a.If no, how long was it overdue / how far is it behind schedule?

N	Valid	22
	Missing	59

15.a.If no, how long was it overdue / how far is it behind schedule?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not sure	14	17.3	63.6	63.6
	2 to 4 weeks	3	3.7	13.6	77.3
	1 to 3 months	2	2.5	9.1	86.4
	3 to 6 months	2	2.5	9.1	95.5
	Other	1	1.2	4.5	100.0
	Total	22	27.2	100.0	
Missing	System	59	72.8		
Total		81	100.0		

Cross reference Q 15 and 15a

Case Processing Summary

	Cases

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
15.Was or will the project be finished on time? * 15.a.If no, how long was it overdue / how far is it behind schedule?	21	25.9%	60	74.1%	81	100.0%

15.Was or will the project be finished on time? * 15.a.If no, how long was it overdue / how far is it behind schedule? Crosstabulation

Count

		15.a.If no, how long was it overdue / how far is it behind schedule?		
		Not sure	2 to 4 weeks	1 to 3 months
15.Was or will the project be finished on time?	No	2	2	1
	Unsure	12	1	1
Total		14	3	2

15.Was or will the project be finished on time? * 15.a.If no, how long was it overdue / how far is it behind schedule? Crosstabulation

Count

		15.a.If no, how long was it overdue / how far is it behind schedule?	
		3 to 6 months	Total
15.Was or will the project be finished on time?	No	2	7
	Unsure	0	14
Total		2	21

Question 16: Did or will the project stay within the budget?

Statistics

16.Did or will the project stay within the budget?

N	Valid	54
	Missing	27

16.Did or will the project stay within the budget?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	11.1	16.7	16.7
	No	5	6.2	9.3	25.9
	Unsure	40	49.4	74.1	100.0
	Total	54	66.7	100.0	
Missing	System	27	33.3		
Total		81	100.0		

Question 16a: If no, how much was/will the budget be exceeded by?

Statistics

		16.Did or will the project stay within the budget?	16.a.If no, how much was / will the budget be exceeded by?
N	Valid	54	29
	Missing	27	52

16.a.If no, how much was / will the budget be exceeded by?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not sure	25	30.9	86.2	86.2
	Fewer than 10%	2	2.5	6.9	93.1
	10 - 25 %	1	1.2	3.4	96.6
	25 - 40 %	1	1.2	3.4	100.0
	Total	29	35.8	100.0	
Missing	System	52	64.2		
Total		81	100.0		

Cross reference Q16 and 16a

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent

16.Did or will the project stay within the budget? * 16.a.If no, how much was / will the budget be exceeded by?	29	35.8%	52	64.2%	81	100.0%

16.Did or will the project stay within the budget? * 16.a.If no, how much was / will the budget be exceeded by? Crosstabulation

Count

		16.a.If no, how much was / will the budget be exceeded by?			
		Not sure	Fewer than 10%	10 - 25 %	25 - 40 %
16.Did or will the project stay within the budget?	Yes	0	1	0	0
	No	2	1	1	1
	Unsure	23	0	0	0
Total		25	2	1	1

16.Did or will the project stay within the budget? * 16.a.If no, how much was / will the budget be exceeded by? Crosstabulation

Count

		Total
16.Did or will the project stay within the budget?	Yes	1
	No	5
	Unsure	23
Total		29

Question 17: If there were projects which were closed before finishing them, what were the reasons?

Statistics

17.If there were projects which were closed before finishing them, what were the reasons?

N	Valid	46
	Missing	35

17.If there were projects which were closed before finishing them, what were the reasons?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Does not apply	39	48.1	84.8	84.8
	Responsible person left the company	2	2.5	4.3	89.1
	Environmental changes	2	2.5	4.3	93.5
	Political changes	2	2.5	4.3	97.8
	Budget was depleted	1	1.2	2.2	100.0
	Total	46	56.8	100.0	
Missing	System	35	43.2		
Total		81	100.0		

Open Question

Question 18: If another project/ change has to happen in the company what should be done different?

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Q18Improvements[a]	20	24.7%	61	75.3%	81	100.0%

a. Dichotomy group tabulated at value 1.

$Q18Improvements Frequencies

		Responses		
		N	Percent	Percent of Cases
What could be done better?[a]	Involvement	8	20.5%	40.0%
	Consulting	9	23.1%	45.0%
	Communication	11	28.2%	55.0%
	Project specifications	5	12.8%	25.0%
	Time of implementation	1	2.6%	5.0%
	More time	1	2.6%	5.0%
	Sponsors and resources	2	5.1%	10.0%
	No changes in implementation	2	5.1%	10.0%
Total		39	100.0%	195.0%

a. Dichotomy group tabulated at value 1.

Further analyses

Cross reference (Q3) current position and (Q18) no changes

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
3.What is your current position? * No changes in implementation	20	24.7%	61	75.3%	81	100.0%

3.What is your current position? * No changes in implementation Crosstabulation

Count

		No changes in implementation		Total
		No	Yes	
3.What is your current position?	Assistant position	2	0	2
	Executive position	10	0	10
	Middle management position	2	2	4
	Upper management position	4	0	4
Total		18	2	20

Cross reference (Q6) topics of meetings and (Q1) employment mode

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Topics*Q1Employmentmode	81	100.0%	0	0.0%	81	100.0%

$Topics*Q1Employmentmode Crosstabulation

			1.Employment mode		Total
			Part time	Full time	
What topics are discussed in meetings[a]	Individual performance	Count	3	45	48
	Upcoming events / News	Count	8	57	65
	Possible problems / issues	Count	5	64	69
	Update on changes related to the company	Count	7	51	58
	Other	Count	0	4	4
Total		Count	9	72	81

Percentages and totals are based on respondents.
a. Dichotomy group tabulated at value 1.

Cross reference (Q6) topics of meetings and (Q3) current position

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Topics*Q3CurrentPosition	81	100.0%	0	0.0%	81	100.0%

$Topics*Q3CurrentPosition Crosstabulation

			3.What is your current position?	
			Intern position	Assistant position
What topics are discussed in meetings[a]	Individual performance	Count	3	6
	Upcoming events / News	Count	12	9
	Possible problems / issues	Count	14	8
	Update on changes related to the company	Count	14	4
	Other	Count	0	1
Total		Count	19	11

$Topics*Q3CurrentPosition Crosstabulation

			3.What is your current position?	
			Executive position	Middle management position
What topics are discussed in meetings[a]	Individual performance	Count	24	5
	Upcoming events / News	Count	27	8
	Possible problems / issues	Count	28	8
	Update on changes related to the company	Count	23	8

	Other	Count	3	0
Total		Count	32	8

$Topics*Q3CurrentPosition Crosstabulation

			3.What is your current position?		
			Upper management position	Owner	
What topics are discussed in meetings[a]	Individual performance	Count	9	1	48
	Upcoming events / News	Count	8	1	65
	Possible problems / issues	Count	10	1	69
	Update on changes related to the company	Count	8	1	58
	Other	Count	0	0	4
Total		Count	10	1	81

Percentages and totals are based on respondents.
a. Dichotomy group tabulated at value 1.

Cross reference (Q8) time of information and (Q3) current position

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Informed*Q3CurrentPosition	72	88.9%	9	11.1%	81	100.0%

$Informed*Q3CurrentPosition Crosstabulation

			3.What is your current position?	
			Intern position	Assistant position
At what stage were you informed?[a]	Before it started / planning phase	Count	12	5
	When first changes happened	Count	6	5
	During testing phase	Count	2	1
	After implementation	Count	3	1
Total		Count	16	8

$Informed*Q3CurrentPosition Crosstabulation

			3.What is your current position?	
			Executive position	Middle management position
At what stage were you informed?[a]	Before it started / planning phase	Count	21	8
	When first changes happened	Count	16	0
	During testing phase	Count	2	0
	After implementation	Count	6	0
Total		Count	29	8

$Informed*Q3CurrentPosition Crosstabulation

			3.What is your current position?		
			Upper management position	Owner	
At what stage were you informed?[a]	Before it started / planning phase	Count	8	1	55
	When first changes happened	Count	2	0	29
	During testing phase	Count	2	0	7
	After implementation	Count	3	0	13
Total		Count	10	1	72

Percentages and totals are based on respondents.
a. Dichotomy group tabulated at value 1.

Cross reference (Q3) current position and (Q10a)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent

3.What is your current position? * 10.a.If no, would you have liked to be asked for your input?	44	54.3%	37	45.7%	81	100.0%

3.What is your current position? * 10.a.If no, would you have liked to be asked for your input? Crosstabulation

Count

		10.a.If no, would you have liked to be asked for your input?	
		Yes	No
3.What is your current position?	Intern position	6	5
	Assistant position	4	0
	Executive position	8	3
	Middle management position	1	0
	Upper management position	2	0
Total		21	8

3.What is your current position? * 10.a.If no, would you have liked to be asked for your input? Crosstabulation

Count

		10.a.If no, would you have liked to be asked for your input?	
		Unsure	Total
3.What is your current position?	Intern position	5	16
	Assistant position	3	7
	Executive position	7	18
	Middle management position	0	1
	Upper management position	0	2
Total		15	44

Cross reference (Q8) time of information and (Q3) current position

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Q8*Q3CurrentPosition	72	88.9%	9	11.1%	81	100.0%

$Q8*Q3CurrentPosition Crosstabulation

			3.What is your current position?
			Intern position
Time of information[a]	Before it started / planning phase	Count	12
		% within Q3CurrentPosition	75.0%
	When first changes happened	Count	6
		% within Q3CurrentPosition	37.5%
	During testing phase	Count	2
		% within Q3CurrentPosition	12.5%
	After implementation	Count	3
		% within Q3CurrentPosition	18.8%
Total		Count	16

$Q8*Q3CurrentPosition Crosstabulation

			3.What is your current position?
			Assistant position
Time of information[a]	Before it started / planning phase	Count	5
		% within Q3CurrentPosition	62.5%
	When first changes happened	Count	5
		% within Q3CurrentPosition	62.5%
	During testing phase	Count	1
		% within Q3CurrentPosition	12.5%
	After implementation	Count	1
		% within Q3CurrentPosition	12.5%
Total		Count	8

$Q8*Q3CurrentPosition Crosstabulation

	3.What is your current position?

			Executive position
Time of information[a]	Before it started / planning phase	Count	21
		% within Q3CurrentPosition	72.4%
	When first changes happened	Count	16
		% within Q3CurrentPosition	55.2%
	During testing phase	Count	2
		% within Q3CurrentPosition	6.9%
	After implementation	Count	6
		% within Q3CurrentPosition	20.7%
Total		Count	29

$Q8*Q3CurrentPosition Crosstabulation

			3.What is your current position?
			Middle management position
Time of information[a]	Before it started / planning phase	Count	8
		% within Q3CurrentPosition	100.0%
	When first changes happened	Count	0
		% within Q3CurrentPosition	0.0%
	During testing phase	Count	0
		% within Q3CurrentPosition	0.0%
	After implementation	Count	0
		% within Q3CurrentPosition	0.0%
Total		Count	8

$Q8*Q3CurrentPosition Crosstabulation

			3.What is your current position?
			Upper management position
Time of information[a]	Before it started / planning phase	Count	8
		% within Q3CurrentPosition	80.0%
	When first changes happened	Count	2
		% within Q3CurrentPosition	20.0%
	During testing phase	Count	2
		% within Q3CurrentPosition	20.0%
	After implementation	Count	3
		% within Q3CurrentPosition	30.0%
Total		Count	10

$Q8*Q3CurrentPosition Crosstabulation

			3.What is your current position?	
			Owner	Total
Time of information[a]	Before it started / planning phase	Count	1	55
		% within Q3CurrentPosition	100.0%	
	When first changes happened	Count	0	29
		% within Q3CurrentPosition	0.0%	
	During testing phase	Count	0	7
		% within Q3CurrentPosition	0.0%	
	After implementation	Count	0	13
		% within Q3CurrentPosition	0.0%	
Total		Count	1	72

Percentages and totals are based on respondents.
a. Dichotomy group tabulated at value 1.

Cross reference (Q3) current position and (Q12) talked to owner

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
3.What is your current position? * Owner	57	70.4%	24	29.6%	81	100.0%

3.What is your current position? * Owner Crosstabulation

			Owner	
			No	Yes
3.What is your current position?	Intern position	Count	10	1
		Expected Count	8.5	2.5
		% within Owner	22.7%	7.7%
	Assistant position	Count	4	2
		Expected Count	4.6	1.4
		% within Owner	9.1%	15.4%
	Executive position	Count	19	6
		Expected Count	19.3	5.7
		% within Owner	43.2%	46.2%
	Middle management position	Count	5	2
		Expected Count	5.4	1.6
		% within Owner	11.4%	15.4%
	Upper management position	Count	5	2
		Expected Count	5.4	1.6
		% within Owner	11.4%	15.4%
	Owner	Count	1	0
		Expected Count	.8	.2
		% within Owner	2.3%	0.0%
Total		Count	44	13
		Expected Count	44.0	13.0
		% within Owner	100.0%	100.0%

3.What is your current position? * Owner Crosstabulation

			Total
3.What is your current position?	Intern position	Count	11
		Expected Count	11.0
		% within Owner	19.3%
	Assistant position	Count	6
		Expected Count	6.0
		% within Owner	10.5%
	Executive position	Count	25
		Expected Count	25.0
		% within Owner	43.9%
	Middle management position	Count	7
		Expected Count	7.0
		% within Owner	12.3%
	Upper management position	Count	7
		Expected Count	7.0
		% within Owner	12.3%
	Owner	Count	1
		Expected Count	1.0
		% within Owner	1.8%
Total		Count	57
		Expected Count	57.0
		% within Owner	100.0%

Cross reference (Q7) appearance of change and (Q15) project finished on time

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
7.Have there been changes in your company within the last two years? * 15.Was or will the project be finished on time?	53	65.4%	28	34.6%	81	100.0%

7.Have there been changes in your company within the last two years? * 15.Was or will the project be finished on time? Crosstabulation

	15.Was or will the project be finished on time?

			Yes	No
7.Have there been changes in your company within the last two years?	Yes	Count	17	6
		Expected Count	17.2	6.3
		% within 15.Was or will the project be finished on time?	89.5%	85.7%
	Not sure	Count	2	1
		Expected Count	1.8	.7
		% within 15.Was or will the project be finished on time?	10.5%	14.3%
Total		Count	19	7
		Expected Count	19.0	7.0
		% within 15.Was or will the project be finished on time?	100.0%	100.0%

7.Have there been changes in your company within the last two years? * 15.Was or will the project be finished on time? Crosstabulation

			15.Was or will the project be finished on time?	
			Unsure	Total
7.Have there been changes in your company within the last two years?	Yes	Count	25	48
		Expected Count	24.5	48.0
		% within 15.Was or will the project be finished on time?	92.6%	90.6%
	Not sure	Count	2	5
		Expected Count	2.5	5.0
		% within 15.Was or will the project be finished on time?	7.4%	9.4%
Total		Count	27	53
		Expected Count	27.0	53.0
		% within 15.Was or will the project be finished on time?	100.0%	100.0%

Cross reference (Q8) time of information and (Q10) Input on change - % within Q10

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Q8Timeofinformation*Q10Input	71	87.7%	10	12.3%	81	100.0%

$Q8Timeofinformation*Q10Input Crosstabulation

			10.Were you asked for your input for planned or realised projects/changes in your company?
			Yes
When were you informed?[a]	Before it started / planning phase	Count	31
		% within Q10Input	67%
	When first changes happened	Count	9
		% within Q10Input	20%
	During testing phase	Count	3
		% within Q10Input	7%
	After implementation	Count	3
		% within Q10Input	7%
Total		Count	46

$Q8Timeofinformation*Q10Input Crosstabulation

			10.Were you asked for your input for planned or realised projects/changes in your company?
			No
When were you informed?[a]	Before it started / planning phase	Count	17
		% within Q10Input	40%

	When first changes happened	Count	16
		% within Q10Input	37%
	During testing phase	Count	2
		% within Q10Input	5%
	After implementation	Count	8
		% within Q10Input	19%
Total		Count	43

$Q8Timeofinformation*Q10Input Crosstabulation

			10.Were you asked for your input for planned or realised projects/changes in your company?
			Unsure
When were you informed?[a]	Before it started / planning phase	Count	7
		% within Q10Input	50%
	When first changes happened	Count	4
		% within Q10Input	29%
	During testing phase	Count	2
		% within Q10Input	14%
	After implementation	Count	1
		% within Q10Input	7%
Total		Count	14

$Q8Timeofinformation*Q10Input Crosstabulation

			Total
When were you informed?[a]	Before it started / planning phase	Count	55
		% within Q10Input	
	When first changes happened	Count	29
		% within Q10Input	
	During testing phase	Count	7
		% within Q10Input	
	After implementation	Count	12
		% within Q10Input	
Total		Count	103

Percentages and totals are based on responses.
a. Dichotomy group tabulated at value 1.

Cross reference (Q8) time of information and (Q10) Input on change - % within Q8

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
$Q8Timeofinformation*Q10Input	71	87.7%	10	12.3%	81	100.0%

$Q8Timeofinformation*Q10Input Crosstabulation

			10.Were you asked for your input for planned or realised projects/changes in your company?
			Yes
When were you informed?[a]	Before it started / planning phase	Count	31
		% within $Q8Timeofinformation	56%
	When first changes happened	Count	9
		% within $Q8Timeofinformation	31%
	During testing phase	Count	3
		% within $Q8Timeofinformation	43%
	After implementation	Count	3
		% within $Q8Timeofinformation	25%
Total		Count	46

$Q8Timeofinformation*Q10Input Crosstabulation

			10.Were you asked for your input for planned or realised projects/changes in your company?
			No
When were you informed?[a]	Before it started / planning phase	Count	17
		% within $Q8Timeofinformation	31%
	When first changes happened	Count	16
		% within $Q8Timeofinformation	55%
	During testing phase	Count	2
		% within $Q8Timeofinformation	29%
	After implementation	Count	8
		% within $Q8Timeofinformation	67%
Total		Count	43

$Q8Timeofinformation*Q10Input Crosstabulation

			10.Were you asked for your input for planned or realised projects/changes in your company?
			Unsure
When were you informed?[a]	Before it started / planning phase	Count	7
		% within $Q8Timeofinformation	13%
	When first changes happened	Count	4
		% within $Q8Timeofinformation	14%
	During testing phase	Count	2
		% within $Q8Timeofinformation	29%
	After implementation	Count	1
		% within $Q8Timeofinformation	8%
Total		Count	14

$Q8Timeofinformation*Q10Input Crosstabulation

			Total
When were you informed?[a]	Before it started / planning phase	Count	55
		% within $Q8Timeofinformation	
	When first changes happened	Count	29
		% within $Q8Timeofinformation	
	During testing phase	Count	7
		% within $Q8Timeofinformation	
	After implementation	Count	12
		% within $Q8Timeofinformation	
Total		Count	103

Percentages and totals are based on responses.
a. Dichotomy group tabulated at value 1.

Cross reference (Q6) updates on changes and (Q15) project finished on time

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Update on changes related to the company * 15.Was or will the project be finished on time?	53	65.4%	28	34.6%	81	100.0%

Update on changes related to the company * 15.Was or will the project be finished on time? Crosstabulation

			15.Was or will the project be finished on time?	
			Yes	No
Update on changes related to the company	No	Count	4	3
		% within Update on changes related to the company	26.7%	20.0%

		% within 15.Was or will the project be finished on time?	21.1%	42.9%
	Yes	Count	15	4
		% within Update on changes related to the company	39.5%	10.5%
		% within 15.Was or will the project be finished on time?	78.9%	57.1%
Total		Count	19	7
		% within Update on changes related to the company	35.8%	13.2%
		% within 15.Was or will the project be finished on time?	100.0%	100.0%

Update on changes related to the company * 15.Was or will the project be finished on time? Crosstabulation

			15.Was or will the project be finished on time?	
			Unsure	Total
Update on changes related to the company	No	Count	8	15
		% within Update on changes related to the company	53.3%	100.0%
		% within 15.Was or will the project be finished on time?	29.6%	28.3%
	Yes	Count	19	38
		% within Update on changes related to the company	50.0%	100.0%
		% within 15.Was or will the project be finished on time?	70.4%	71.7%
Total		Count	27	53
		% within Update on changes related to the company	50.9%	100.0%
		% within 15.Was or will the project be finished on time?	100.0%	100.0%

Cross reference (Q6) updates on changes and (Q16) project finished within budget

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Update on changes related to the company * 16.Did or will the project stay within the budget?	54	66.7%	27	33.3%	81	100.0%

Update on changes related to the company * 16.Did or will the project stay within the budget? Crosstabulation

			16.Did or will the project stay within the budget?	
			Yes	No
Update on changes related to the company	No	Count	3	2
		% within Update on changes related to the company	20.0%	13.3%
		% within 16.Did or will the project stay within the budget?	33.3%	40.0%
	Yes	Count	6	3
		% within Update on changes related to the company	15.4%	7.7%
		% within 16.Did or will the project stay within the budget?	66.7%	60.0%
Total		Count	9	5
		% within Update on changes related to the company	16.7%	9.3%
		% within 16.Did or will the project stay within the budget?	100.0%	100.0%

Update on changes related to the company * 16.Did or will the project stay within the budget? Crosstabulation

			16.Did or will the project stay within the budget?	
			Unsure	Total

Update on changes related to the company	No	Count	10	15
		% within Update on changes related to the company	66.7%	100.0%
		% within 16.Did or will the project stay within the budget?	25.0%	27.8%
	Yes	Count	30	39
		% within Update on changes related to the company	76.9%	100.0%
		% within 16.Did or will the project stay within the budget?	75.0%	72.2%
Total		Count	40	54
		% within Update on changes related to the company	74.1%	100.0%
		% within 16.Did or will the project stay within the budget?	100.0%	100.0%

Cross reference (Q6) updates on changes and (Q18) improvement: communication

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Update on changes related to the company * Communication	20	24.7%	61	75.3%	81	100.0%

Update on changes related to the company * Communication Crosstabulation

			Communication		
			No	Yes	Total
Update on changes related to the company	No	Count	3	2	5
		% within Update on changes related to the company	60.0%	40.0%	100.0%
		% within Communication	33.3%	18.2%	25.0%
	Yes	Count	6	9	15
		% within Update on changes related to the company	40.0%	60.0%	100.0%
		% within Communication	66.7%	81.8%	75.0%
Total		Count	9	11	20
		% within Update on changes related to the company	45.0%	55.0%	100.0%
		% within Communication	100.0%	100.0%	100.0%

Cross reference (Q7) changes in the company and (Q8) information received before it started

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
7.Have there been changes in your company within the last two years? * Before it started / planning phase	72	88.9%	9	11.1%	81	100.0%

7.Have there been changes in your company within the last two years? * Before it started / planning phase Crosstabulation

			Before it started / planning phase	
			No	Yes
7.Have there been changes in your company within the last two years?	Yes	Count	15	49
		% within 7.Have there been changes in your company within the last two years?	23.4%	76.6%
		% within Before it started / planning phase	88.2%	89.1%
	No	Count	1	0
		% within 7.Have there been changes in your company within the last two years?	100.0%	0.0%
		% within Before it started / planning phase	5.9%	0.0%
	Not sure	Count	1	6

	% within 7.Have there been changes in your company within the last two years?	14.3%	85.7%
	% within Before it started / planning phase	5.9%	10.9%
Total	Count	17	55
	% within 7.Have there been changes in your company within the last two years?	23.6%	76.4%
	% within Before it started / planning phase	100.0%	100.0%

7.Have there been changes in your company within the last two years? * Before it started / planning phase Crosstabulation

			Total
7.Have there been changes in your company within the last two years?	Yes	Count	64
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within Before it started / planning phase	88.9%
	No	Count	1
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within Before it started / planning phase	1.4%
	Not sure	Count	7
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within Before it started / planning phase	9.7%
Total		Count	72
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within Before it started / planning phase	100.0%

Cross reference (Q7) changes in the company and (Q8) information received when first changes happened

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
7.Have there been changes in your company within the last two years? * When first changes happened	72	88.9%	9	11.1%	81	100.0%

7.Have there been changes in your company within the last two years? * When first changes happened Crosstabulation

			When first changes happened	
			No	Yes
7.Have there been changes in your company within the last two years?	Yes	Count	36	28
		% within 7.Have there been changes in your company within the last two years?	56.3%	43.8%
		% within When first changes happened	83.7%	96.6%
	No	Count	1	0
		% within 7.Have there been changes in your company within the last two years?	100.0%	0.0%
		% within When first changes happened	2.3%	0.0%
	Not sure	Count	6	1
		% within 7.Have there been changes in your company within the last two years?	85.7%	14.3%
		% within When first changes happened	14.0%	3.4%
Total		Count	43	29

	% within 7.Have there been changes in your company within the last two years?	59.7%	40.3%
	% within When first changes happened	100.0%	100.0%

7.Have there been changes in your company within the last two years? * When first changes happened Crosstabulation

			Total
7.Have there been changes in your company within the last two years?	Yes	Count	64
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within When first changes happened	88.9%
	No	Count	1
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within When first changes happened	1.4%
	Not sure	Count	7
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within When first changes happened	9.7%
Total		Count	72
		% within 7.Have there been changes in your company within the last two years?	100.0%
		% within When first changes happened	100.0%

Cross reference (Q7) changes in the company and (Q8) information received during testing phase // after implementation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
7.Have there been changes in your company within the last two years? * During testing phase	72	88.9%	9	11.1%	81	100.0%
7.Have there been changes in your company within the last two years? * After implementation	72	88.9%	9	11.1%	81	100.0%

7.Have there been changes in your company within the last two years? * During testing phase Crosstabulation

			During testing phase		Total
			No	Yes	
7.Have there been changes in your company within the last two years?	Yes	Count	57	7	64
		% within 7.Have there been changes in your company within the last two years?	89.1%	10.9%	100.0%
		% within During testing phase	87.7%	100.0%	88.9%
	No	Count	1	0	1
		% within 7.Have there been changes in your company within the last two years?	100.0%	0.0%	100.0%
		% within During testing phase	1.5%	0.0%	1.4%
	Not sure	Count	7	0	7
		% within 7.Have there been changes in your company within the last two years?	100.0%	0.0%	100.0%
		% within During testing phase	10.8%	0.0%	9.7%
Total		Count	65	7	72
		% within 7.Have there been changes in your company within the last two years?	90.3%	9.7%	100.0%
		% within During testing phase	100.0%	100.0%	100.0%

7.Have there been changes in your company within the last two years? * After implementation Crosstabulation

	After implementation		
	No	Yes	Total

7.Have there been changes in your company within the last two years?	Yes	Count	54	10	64
		% within 7.Have there been changes in your company within the last two years?	84.4%	15.6%	100.0%
		% within After implementation	91.5%	76.9%	88.9%
	No	Count	0	1	1
		% within 7.Have there been changes in your company within the last two years?	0.0%	100.0%	100.0%
		% within After implementation	0.0%	7.7%	1.4%
	Not sure	Count	5	2	7
		% within 7.Have there been changes in your company within the last two years?	71.4%	28.6%	100.0%
		% within After implementation	8.5%	15.4%	9.7%
Total		Count	59	13	72
		% within 7.Have there been changes in your company within the last two years?	81.9%	18.1%	100.0%
		% within After implementation	100.0%	100.0%	100.0%

Cross reference (Q14) explanation of impacts of project and (Q8) information received before it started

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance? * Before it started / planning phase	67	82.7%	14	17.3%	81	100.0%

14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance? * Before it started / planning phase Crosstabulation

			Before it started / planning phase
			No
14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	Yes, everything was made clear.	Count	6
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	18.8%
		% within Before it started / planning phase	42.9%
	Only parts were explained but I was able to ask questions.	Count	4
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	15.4%
		% within Before it started / planning phase	28.6%
	Only a short explanation was given. I was not able to clarify further.	Count	2
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	40.0%
		% within Before it started / planning phase	14.3%
	No, I feel nothing or not enough was explained to me.	Count	2
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	50.0%

		% within Before it started / planning phase	14.3%
Total		Count	14
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	20.9%
		% within Before it started / planning phase	100.0%

14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance? * Before it started / planning phase Crosstabulation

			Before it started / planning phase	
			Yes	Total
14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	Yes, everything was made clear.	Count	26	32
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	81.3%	100.0%
		% within Before it started / planning phase	49.1%	47.8%
	Only parts were explained but I was able to ask questions.	Count	22	26
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	84.6%	100.0%
		% within Before it started / planning phase	41.5%	38.8%
	Only a short explanation was given. I was not able to clarify further.	Count	3	5
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	60.0%	100.0%
		% within Before it started / planning phase	5.7%	7.5%
	No, I feel nothing or not enough was explained to me.	Count	2	4
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	50.0%	100.0%
		% within Before it started / planning phase	3.8%	6.0%
Total		Count	53	67
		% within 14.Do you feel that the impacts of the changes/project on you and your daily work were explained to you in advance?	79.1%	100.0%
		% within Before it started / planning phase	100.0%	100.0%

Chi-Square tests for Q3*Q8

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
3.What is your current position? * Before it started / planning phase	72	88.9%	9	11.1%	81	100.0%
3.What is your current position? * When first changes happened	72	88.9%	9	11.1%	81	100.0%
3.What is your current position? * During testing phase	72	88.9%	9	11.1%	81	100.0%

3.What is your current position? * After implementation	72	88.9%	9	11.1%	81	100.0%

3.What is your current position? * Before it started / planning phase Crosstab

Count

		Before it started / planning phase		
		No	Yes	Total
3.What is your current position?	Intern position	4	12	16
	Assistant position	3	5	8
	Executive position	8	21	29
	Middle management position	0	8	8
	Upper management position	2	8	10
	Owner	0	1	1
Total		17	55	72

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.981[a]	5	.552
Likelihood Ratio	5.954	5	.311
Linear-by-Linear Association	1.016	1	.313
N of Valid Cases	72		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .24.

3.What is your current position? * When first changes happened Crosstab

Count

		When first changes happened		
		No	Yes	Total
3.What is your current position?	Intern position	10	6	16
	Assistant position	3	5	8
	Executive position	13	16	29
	Middle management position	8	0	8
	Upper management position	8	2	10
	Owner	1	0	1
Total		43	29	72

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.147[a]	5	.033
Likelihood Ratio	15.419	5	.009
Linear-by-Linear Association	2.818	1	.093
N of Valid Cases	72		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .40.

3.What is your current position? * During testing phase Crosstab

Count

		During testing phase		
		No	Yes	Total
3.What is your current position?	Intern position	14	2	16
	Assistant position	7	1	8
	Executive position	27	2	29
	Middle management position	8	0	8
	Upper management position	8	2	10
	Owner	1	0	1
Total		65	7	72

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.648[a]	5	.754
Likelihood Ratio	3.278	5	.657
Linear-by-Linear Association	.001	1	.970
N of Valid Cases	72		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .10.

3.What is your current position? * After implementation

Crosstab

Count

		After implementation		
		No	Yes	Total
3.What is your current position?	Intern position	13	3	16
	Assistant position	7	1	8
	Executive position	23	6	29
	Middle management position	8	0	8
	Upper management position	7	3	10
	Owner	1	0	1
Total		59	13	72

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.255[a]	5	.661
Likelihood Ratio	4.744	5	.448
Linear-by-Linear Association	.020	1	.887
N of Valid Cases	72		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .18.

Nonparametric Correlations

Correlations

			1.Employment mode
Spearman's rho	1.Employment mode	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	81
	2.How long have you been working for the company?	Correlation Coefficient	.057
		Sig. (1-tailed)	.306
		N	81
	3.What is your current position?	Correlation Coefficient	.194*
		Sig. (1-tailed)	.042
		N	81
	7.Have there been changes in your company within the last two years?	Correlation Coefficient	-.077
		Sig. (1-tailed)	.247
		N	81

Correlations

			2.How long have you been working for the company?
Spearman's rho	1.Employment mode	Correlation Coefficient	.057
		Sig. (1-tailed)	.306
		N	81
	2.How long have you been working for the company?	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	81
	3.What is your current position?	Correlation Coefficient	.718**
		Sig. (1-tailed)	.000
		N	81
	7.Have there been changes in your company within the last two years?	Correlation Coefficient	-.336**
		Sig. (1-tailed)	.001
		N	81

Correlations

			3.What is your current position?
Spearman's rho	1.Employment mode	Correlation Coefficient	.194*
		Sig. (1-tailed)	.042
		N	81
	2.How long have you been working for the company?	Correlation Coefficient	.718**
		Sig. (1-tailed)	.000
		N	81
	3.What is your current position?	Correlation Coefficient	1.000

		Sig. (1-tailed)	.
		N	81
	7.Have there been changes in your company within the last two years?	Correlation Coefficient	-.410**
		Sig. (1-tailed)	.000
		N	81

Correlations

			7.Have there been changes in your company within the last two years?
Spearman's rho	1.Employment mode	Correlation Coefficient	-.077
		Sig. (1-tailed)	.247
		N	81
	2.How long have you been working for the company?	Correlation Coefficient	-.336**
		Sig. (1-tailed)	.001
		N	81
	3.What is your current position?	Correlation Coefficient	-.410**
		Sig. (1-tailed)	.000
		N	81
	7.Have there been changes in your company within the last two years?	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	81

*. Correlation is significant at the 0.05 level (1-tailed).
**. Correlation is significant at the 0.01 level (1-tailed).

Cross reference on (Q6) change updates and (Q15 and Q16) project within time and budget

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Update on changes related to the company * 15.Was or will the project be finished on time?	53	65.4%	28	34.6%	81	100.0%
Update on changes related to the company * 16.Did or will the project stay within the budget?	54	66.7%	27	33.3%	81	100.0%

Update on changes related to the company * 15.Was or will the project be finished on time?

Crosstab

Count

		15.Was or will the project be finished on time?			
		Yes	No	Unsure	Total
Update on changes related to the company	No	4_a	3_a	8_a	15
	Yes	15_a	4_a	19_a	38
Total		19	7	27	53

Each subscript letter denotes a subset of 15.Was or will the project be finished on time? categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.246[a]	2	.536
Likelihood Ratio	1.220	2	.543
Linear-by-Linear Association	.325	1	.568
N of Valid Cases	53		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 1.98.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	-.079	.131	-.567	.573[c]
Ordinal by Ordinal	Spearman Correlation	-.073	.132	-.520	.606[c]
N of Valid Cases		53			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Update on changes related to the company * 16.Did or will the project stay within the budget?

Crosstab

Count

		16.Did or will the project stay within the budget?			
		Yes	No	Unsure	Total
Update on changes related to the company	No	3_a	2_a	10_a	15
	Yes	6_a	3_a	30_a	39
Total		9	5	40	54

Each subscript letter denotes a subset of 16.Did or will the project stay within the budget? categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.665[a]	2	.717
Likelihood Ratio	.637	2	.727
Linear-by-Linear Association	.407	1	.524
N of Valid Cases	54		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is 1.39.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	.088	.141	.634	.529[c]
Ordinal by Ordinal	Spearman Correlation	.099	.141	.714	.478[c]
N of Valid Cases		54			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.
c. Based on normal approximation.