

**Master's Thesis**

**The Role of Management Consultants in the Organizational Change Process**

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**TABLE :** CORRELATION CHARACTERISTIC TRAITS OF A SUCCESSFUL  
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## **Certification Page**

I, ALUBE Martin Otini ID (Student ID 52114613) hereby declare that the contents of this Master's Thesis are original and true, and have not been submitted at any other university or educational institution for the award of degree or diploma.

All the information derived from other published or unpublished sources has been cited and acknowledged appropriately.

ALUBE Martin Otini

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## **LIST OF ACRONYMS**

**ADB:** African Development Bank

**BPO:** Business Process Change

**FDI:** Foreign Direct Investment

**GDP:** Gross Domestic Product

**IMF:** International Monetary Fund

**MNC:** Multi National Corporation

**OC:** Organizational Change

**PF:** People Focused Change

**SOEs:** State Owned Enterprises

**TC:** Technical Change

## **ABSTRACT**

This research aims to interrogate the role of change agents in organizational success. The ability for organizations to achieve success is increasingly challenged by high competition. This can be attributed to increased Globalization that has seen organizations evolve to deal with the complexities of international businesses.

The research is aimed at looking at the role internal and external change agents play in the performance of the organization. The research will look at the concepts that define a successful organization, it will further define the standards that Global organizations are expected to achieve.

To interrogate the subject matter, this paper will aim to apply qualitative and quantitative techniques to analyze and draw conclusions with recommendations.

The research findings further illustrate the changing nature of organizations with respect to their compositions. It found that most organizations where change management was implemented consisted of fairly equal composition of internal and external change agents. Furthermore, the study further indicated the demographic makeup of those who were either implementing or were affected by the change management were below the ages of forty. It

further showed the increased role of women in the middle and top management of the organizations with comparison to the male counterparts.

The study will shed light or identify gaps that would lead to further study on the role of management consultants in the organizational change process.

# **CHAPTER ONE**

## **1.0. INTRODUCTION**

### **1.1. Background of the Problem**

The research is done in lieu of the policy framework that has been adopted as a blueprint for Kenya's economic takeoff. This is defined under the Kenya Vision 2030 (The Presidency, Ministry of Devolution and Planning, 2013). The Vision 2030 policy framework sets out to transform Kenya into an industrialized nation by the year 2030. It encapsulates three pillars, namely, social, economic and Political. It is hoped that achievement of this would lead to a better quality of life for Kenya, enabling it maintain its competitiveness within the region.

The transformation envisioned must be benchmarked against the Global standard of ensuring that best practices are being met. The key element of this change or the main actors is the Human Resource (HRM) or the Human capital reserves of the country at a macro level, as employable labor force and citizenry. This paper will seek to interrogate at the micro level, specifically the organizational level.

The organization is a collection of people and processes formed together to achieve a certain purpose. This can be anywhere from fifteen people to thousands. The examples of this are found in private, public and the non-governmental organizations that are quasi-governmental, this is since they help to bridge the gap or fill the areas the government is inadequate (James Mooney and A.C. Reiley, 1939).

Furthermore, the Global nature of these organizations can be seen within the context of their incessant changing nature (Stephen P. Robbins and Timothy A. Judge, 2014). Increasingly they are taking on complex formats, characterized by cultural, racial and geographical diversity. This is true for the private and mostly Multinational Corporations (MNCs). The rate at which firms must operate is increasingly competitive, requiring them to be able to anticipate changes and trends that would impact on their success.

### **1.1.1. Neo liberal Economic Viewpoint**

This group of economic thinking can be characterized by the rein of the markets and to an extent the private sector. It states that government failures are more

prevalent and hence the necessity for markets to be allowed to freely dictate allocation of resources and rewards, fiscal austerity, economic liberalization.

Political interference is viewed as the main contributor of inefficiencies evidenced in rent seeking behaviors (Khan, 2006).

The neoliberal economic viewpoint held sway in the 1980s and were formulated in, ‘Thatcherite’ (*Tina/There is No Alternative*)<sup>1</sup>. Furthermore, the policies essentially broke down the inefficiencies characteristic of British industry plagued by persistent labor action.

Additionally, ‘Reaganomics’<sup>2</sup> infamously associated with terms of, ‘voodoo economics/ trickle down’ in the United States advocated deregulation. Tax deductions through the Tax Reform act of 1986, critics argue that the policies enriched the owners of capital composed of 1 per cent (Janet C. Gornick and Branko Milanovic, 2015).

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<sup>1</sup> Name associated with the Policies of British Prime Minister, Margaret Thatcher

<sup>2</sup> Term coined in reference to Economic Policies of United States of America, under President Ronald Reagan



The oil crises of the 1970 precipitated economic depression in many countries (Kesicki, 2010). Consequently leading to the constituting of the ‘Washington Consensus’ whose features include:

- i. Fiscal policy, redirection of public spending towards social services, tax reform, interest rates that are determined by market forces, competitive market rates, trade liberalization, FDI, privatization of State Owned Enterprises (SOEs), deregulation and protection of intellectual property rights; and
- ii. The World Bank and IMF adopted this as its policy framework, especially with dealing with developed countries. Largely the outcomes were not favorable due to the, ‘fit all model’ which was insensitive to the countries it was pushing to implement. The failures were seen in Latin America and numerous Sub-Saharan countries (Maxwell, 2005).

### **1.1.2. ‘Catching up’**

The evidence shows that countries that have been able to catch up and attain developed status, some form of government intervention have been necessary. The state has been crucial in offering a pragmatic approach towards nursing infant

industries, markets, catalyzing enterprises, encouraging technological transfer or development. Furthermore, the State can play a complimentary role in providing the necessary infrastructure such as roads, education and policies that improve access not only to finance but at favorable terms (Jose M. Salazar-Xirinachis, Irmgard Nubler and Richard Kozul-wright, 2014).

## **1.2.Overview of Kenya**

Kenya, is a lower-middle income country located in the Eastern part of Africa, it is considered the largest economy in the region, according to the World Bank ( John Randa and Paul Gubbins BorkoHandjiski and supervised by Wolfgang Fengler, 2013). Its main economic activity is Tourism and Agriculture and increasingly Industrialization is gradually taking root. In its effort to achieve industrialization, the country is constantly seeking to interrogate its practices.

The country enacted a new constitution in 2010 that brought with it, new devolved units of government. This new units (47) has meant the country has the opportunity to see more equitable distribution of resources. However, this new structure presents challenges in governance and administration to achieve their mandates of transformation ( John Randa and Paul Gubbins BorkoHandjiski and supervised by Wolfgang Fengler, 2013).

The new constitution carries with it the hope for further transformation of social institutions such as the executive, judiciary and legislature. Furthermore, in (Article 73) of the constitution it advocates for the need of leadership and integrity, that holds all public officials accountable (Akech, 2010). Hence, giving impetus to the need for improved human resource skills that would bring about the desired change.

### **1.2.1. Kenya's Private Sector**

According to the East African Resource Center (African Development Bank (ADB));

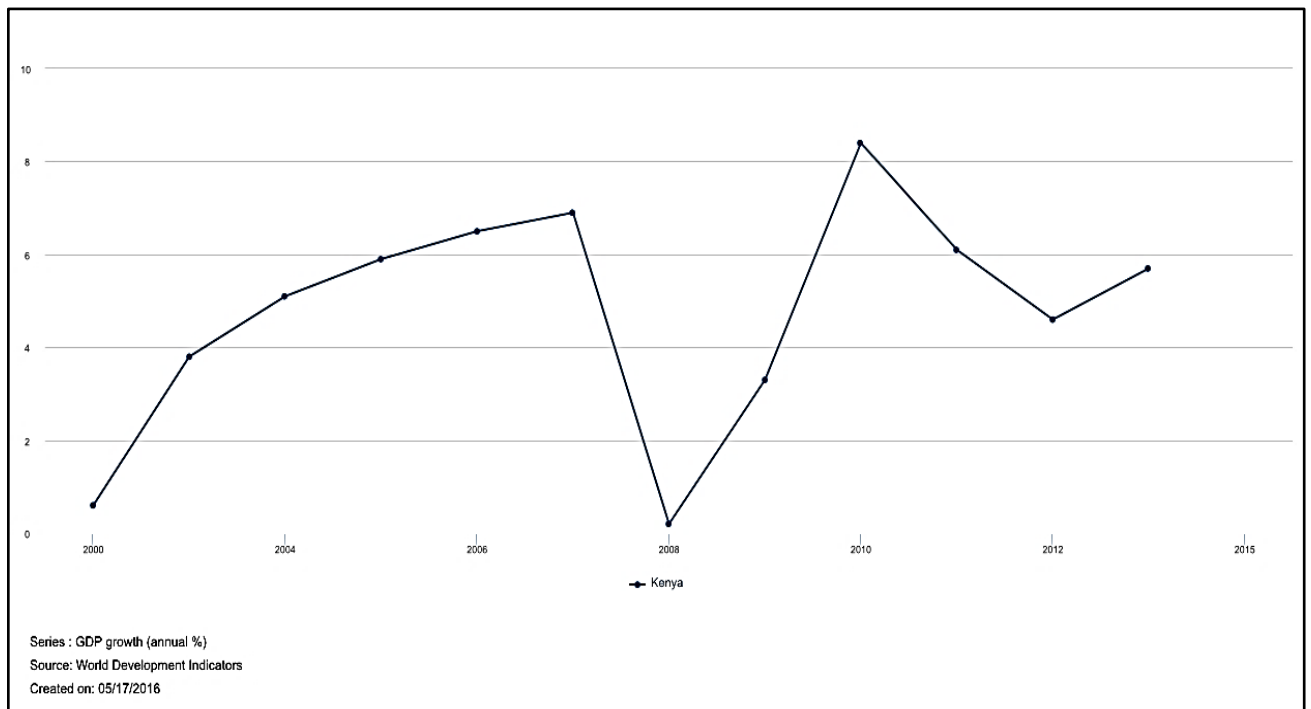
**'The health of the private sector correlates to the health of the country's economy** (Richard Walker, Mumbi Kiereini, Stefan Muller, Gabriel Negatu, 2013)'.

Furthermore, a report undertaken by the African Development Bank (ADB) provides recommendation for Kenya to improve its business climate. Regarding the gist of the subject matter, among many other recommendations, it includes:

- The need to increase capacity in initializing and management of public-private partnerships;
- Streamlining of public and private sector interaction that would speed the decision making process;

**The Figure 1.1 below** presents Gross Domestic Product, for the period 2000-2015.

**Fig 1.1: Kenya's Gross Domestic Product 2000-2015 (World Bank Group)**



### **1.2.2. Development Partners in Kenya's Public and Private Sector Transformation**

The external change agents have been active in the development agenda of the developing or Third World countries as Non-governmental Organizations (NGOs), specifically Kenya. The formation and funding of these is largely through the Official Development Assistance (ODA). Development activities are no longer a monopoly of the government or state (Vandana Desai and Robert B Potter, 2008). Through their

initiatives their performance to a large part has been mixed. A main reason for this would be the emergence of the ‘briefcase NGOs’ which have preyed on the less fortunate to make enormous amounts of money. According to the African Development Bank (ADB), Kenya Private Sector report offers the following recommendation to the development partners:

- i. The need to facilitate capacity building of the devolved administrative units. This is to improve service delivery in development planning, building and supervision (Richard Walker, Mumbi Kiereini, Stefan Muller, Gabriel Negatu, 2013).

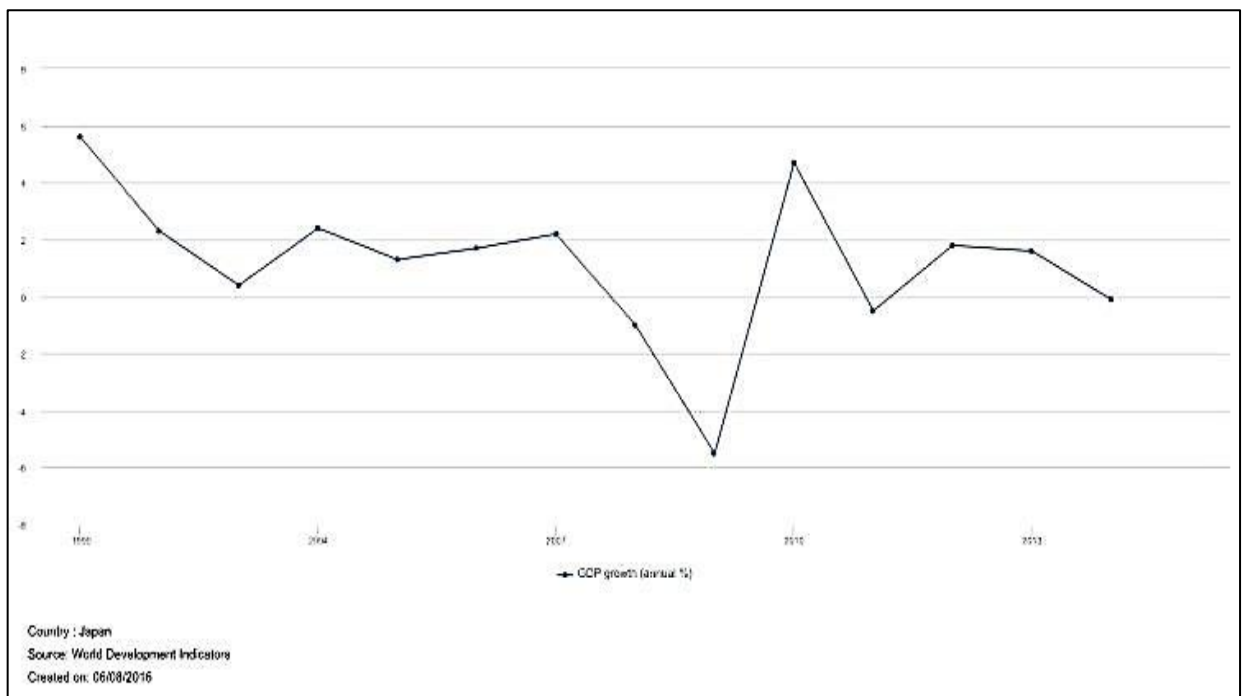
The hubris is further exacerbated by the rampant corruption of the public and private sector in ensuring these organizations meet the Global best practices and hence be competitive (Gathii, Accessed 27/05/2016). The Kenyan economy in its effort to be world class has followed the path of welcoming foreign companies as investors. It is prudent for Kenyan stakeholders to guarantee a reasonable Return on Investment (ROI) for its investors to ensure sustainable growth (Velde, 2006).

### **1.3. Overview of Japan**

### 1.3.1. Industrial Policies in East Asia

The East Asian, ‘miracle’, is worthy of interrogation and analysis. The phenomenal growth experienced in Japan (Post war), Taiwan, South Korea, and China can be largely attributed to successful industrial policies. Successful attainment followed different paths with achievements being diverse and varied. Table 1 below gives a comparison GDP/ PPP of regions as an indicator of the growth of the East Asian region:

**Fig 1.2: Japans Gross Domestic Product 2000-2015 (World Bank Group)**



### **1.3.2. Industrial Policy in Japan<sup>3</sup>.**

The policy adapted by Japan in the postwar period can be analyzed as marked by increased economic activity, although it can be noted from an earlier period Japan adopted an isolationist posture. During this period, Japan fearful of Christian influence and Dutch traders isolated itself. The Imperial government of the period set up what can be called an early, though crude form of EPZ (Export Processing Zone) in Dejima (Nagasaki), the traders were confined to this area and trade was highly regulated. The impact of this interaction was the Japanese were able to learn of the technological progress occurring in Europe, ultimately spurring its speedy economic renaissance (Bibliotheek, 2009).

Postwar Japan the government followed an industrial policy that was product or supply side driven to boost production to prewar levels. The government went after and import substitution model with financing sourced domestically. The industry was organized around the Zaibatsu or Keiretsu groupings. These it can be argued enabled them take advantage of the social structure inherent in Japanese societies, through a stakeholder approach.

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<sup>3</sup> The writings on Industrial Policy of Japan are the Author's from an earlier paper

The role of government is seen clearly through the work undertaken by the Ministry of Economic, Trade and Industry (METI). This ministry helped in formulation and implementation of policies with the main focus of nurturing and seeking export opportunities in foreign markets. The ministry also sought to acquire technology, such as the television set box, eventually supplanting the United States in affordable, quality products (KUCHIKI, 2007).

Japan employed policy measures such as *preferential taxation, special depreciation, import tax exemptions for critical machinery, export income deductions, low interest rates* by Japanese Development Bank (JDB) *import quotes* e.g. steel industry. The unique feature of Japan's industrial policies is that it was more accommodative to formulating policies that would encourage imports of other countries products.



## CHAPTER TWO

### 2.0.Statement of the Problem

#### 2.1.Change Agents

Change agents are divided into two, namely the internal and external change agents also termed as management consultants. Fred C Lunenburg defines change as;

**‘A change agent is anyone who has the skill and power to stimulate, facilitate, and coordinate the change effort.’**

Conversely, the change agent may be an individual or a group of individuals (Lunenburg, 2010). The change agent is viewed from the financial point as those intermediary organizations that are able to facilitate increased financial inclusion (Nikoi, 1995). Hence, it can be noted that the change agents are viewed as new constructs that play a transformative role in society or in this research papers case, the organizations.

Example of an organization that is playing the transformative role as a change agent is cited below;

- i. Within the context of a change agent being a financial intermediary, the World Bank through the Cote d'Ivoire Fund for Development and Investment, FIDI. The fund was able to facilitate the funding of entrepreneurs who were initially unable to access bank credit (Boissau, 1995).

The interaction with consultants, has increased, specifically external experts (consultants) from the Bretton Woods Institutions, whose role has been prominent in the implementation of the Structural Adjustment Programs (SAPs).

However, the external change agents are viewed with skepticism; this is especially the case in developing countries. This attitude can be attributed to the failure of the Washington Consensus, the Washington consensus was precipitated in the 1980s by the Bretton Woods Institutions they sought to address the failure by developing economies to address their debt problems. This witnessed the formulation of industrial policies that were geared towards addressing the situation. Some of the policies advanced by the Washington Consensus are:

- i. The privatization of public companies;
- ii. The opening up of domestic markets to international competition; and

- iii. The taking on of external donor consultants to guide the process.

The success of these measures can be viewed on whether they were successful or not. Interestingly it can be said they were largely perceived as unsuccessful, with clarion calls for a new Meta narrative, post Washington Consensus (Maxwell, 2005).

Increasingly the World has been integrating this could be said has happened with the increased penetration of Multi-National Corporations (MNCs). One of the methods they have used to carry out the expansion has been through acquisition (Marion Werner, 2014). When acquiring the local units the MNCs have sought to improve their competencies to enable them meet the Global standards under which they operate. Furthermore, regional integration within blocks such as the East African Community (EAC) and the Global trade bodies such as the World Trade Organization (WTO).

## **2.2.Purpose of the Study**

- i. To assess how change is implemented in the organizations by the main actors, change agents;

- ii. Interrogate the role of change agents in organizational performance;
- iii. Analyze the Impact of the change in the organizations; and
- iv. Come up with recommendations on informed analysis on the role of the change agents.

### **2.3. Research Questions**

**Q1** Who implements change within organizations, between the internal change agent and the external change agent?

**Q2** What are the determinants of success for change agents, considering characteristic traits?

**Q3** How does the change agent impact on organizational change?

### **2.4. Significance of the Study**

#### **2.4.1. Kenyan Private Sector**

The study is important in advancing and enlightening the decision making process of the private sector. They should be able to appraise the role of internal and external change agents in facilitating the organizational change process.

The responses provide an insight into the employees view on the determinant characteristics the change agent should possess to have an impact on the change process.

#### **2.4.2. Kenyan Public Sector**

The study will inform government on the role change agents have on organizations. This is against the backdrop of skepticism and ambiguity attached to the impact change agents have on organizational success.

#### **2.4.3. Japanese Policy Framework**

The Overseas Development Assistance (ODA) from Japan is a critical component in Kenya's developmental agenda (Brooks, 1985). The study will offer insight on the factors to consider when engaging with consultants, importantly in undertaking the private public partnerships (PPPs) and the set-up of subsidiaries in

Kenya (Japanese Aid to Africa:Patterns, Motivation and the Role of Structural Adjustment, 1998).

It could help in Policy formulation by Japanese Stakeholders to ensure effective and efficient outcomes.

#### **2.4.4. Researchers and Scholars**

The study should enable researchers interrogate further the role of change agents and the unique determinants they should possess in meeting and surpassing organizational objective. It would assist in filling gaps on the role of change agents, especially in emerging African economies, such as Kenya.

#### **2.5.Scope of the Study**

The study focused on the top, middle and lower level management employees in organizations that are undertaking reform and transformational programs.

Additionally, a sample respondent, Liverpool Voluntary Counseling and Testing (LVCT), is an organization conversant with external consultants.

The sample primarily concentrated on the employees responses on relevant and salient features of organizational change process and characteristic traits of the change agents. The respondents were contacted in the month of February 2016 and questionnaires distributed, responses were collected mostly through email. The limitations of the study were response rate was the difficulty in scheduling for key informant in depth interviews.

## **2.6. Chapter One and Two Summary**

This chapter has provided an overview of the issues that inform the research study, with topics discussed being the Kenyan economic situation and private/ public activities. It further provides an overview of the Japanese economic achievements as a benchmark for Kenya's efforts in attaining similar growth and development.

Furthermore, the research provides the challenges and skepticism inherent in undertaking the transformational agenda.

The study narrows down to focus on the change management process as a critical factor in achieving the desired transformation. The chapter has further identified potential benefactors and future contributors to providing further insight on the research findings.

- i. Chapter three will review relevant literature on the change management process and change agent/ management consultants' determinant features in facilitating the organizational change process;
- ii. Chapter four will focus on methodology used to collect the data, the reasons for the choices used will be provided;
- iii. Chapter five will present the analysis and discuss its findings; it further interprets the analyzed data; and
- iv. Chapter six will provide the summary of the findings, the conclusion, providing recommendations for further research on the study.



## **CHAPTER THREE**

### **3.0. LITERATURE REVIEW**

#### **3.1.Introduction**

##### **3.1.1. Organizational Development to Change Management**

Organizational development is defined by Gary Dessler, as, *'the special approach to organizational change in which employees themselves formulate and implement the change that's required'* (Dessler, 2014).

Furthermore, the organization plays a critical factor in our lives and the informed manager has the ability to shape them. The scientific management practices advanced by Fredrick Taylor advance the idea of an efficient organization, was characterized by managers doing the thinking and workers doing what they were told (Daft, 2010). It later evolved to the design and function, as proposed by Henri Fayol. The combination of this and Fredrick Taylors focus on the technical core led to the birth of bureaucratic organizations (Daft, 2010).

The impact and organizational change on management, is neither a routine exercise nor a random one, but it is grounded on rational thinking and objectivity (Diefenbach, 2009).

The organizations will undertake change management to meet the shareholder and stakeholder expectations of increased profits and shareholder value. This necessitates the organizations to approach it with a strategic purpose. According to Thomas Diefenbach (Diefenbach, 2009), 'it may be an exercise in the implementation of power and control to extend influence'. It further states that it may be for the purpose of advancing top management agenda that will sustain the self-serving interests.

Hence the organizational change is a structure that is accepted in society to justify the managerial power structure. The power structure is held together by the need to show benefits accruing from this construct such as quarter on quarter performance, visa vie increasing managerial control and power.

Moreover, cognizant of this, many managers change decisions will be made from a selfish position, though co-option of the employees is done as part of the before mentioned stratagem. This coincides with the western management practice of individualism unlike the Asian and specifically the Japanese management style that is

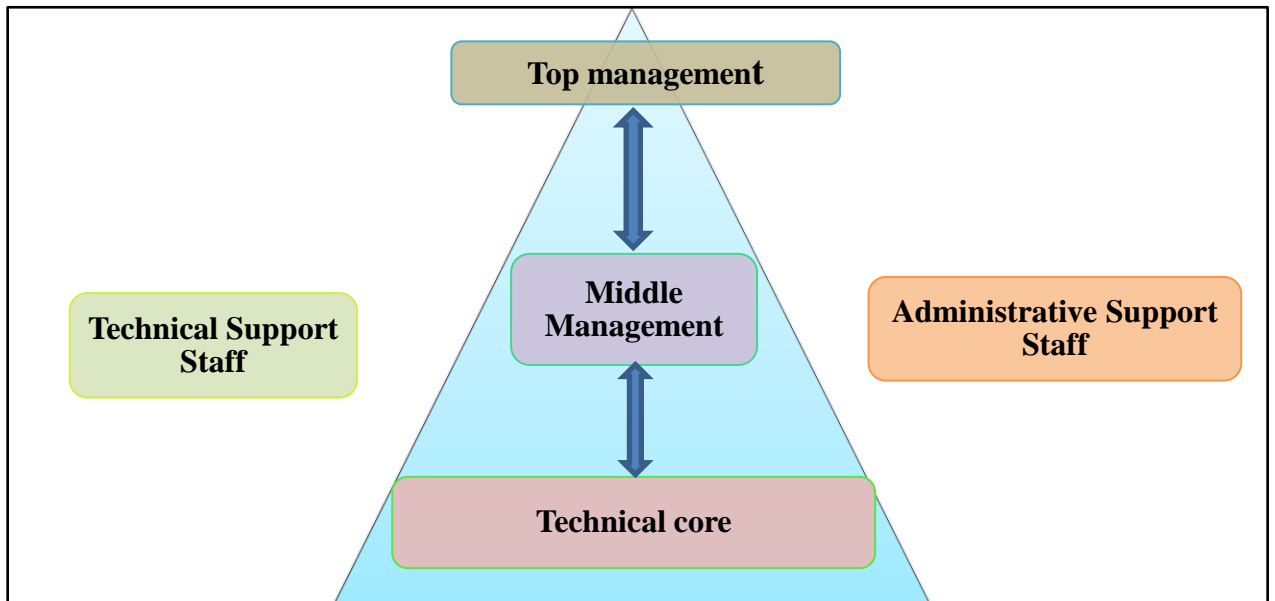
structured to involve all stakeholders in the decision making process (Gill, Carol, 2012).

### 3.1.2. Mintzeberg's Organizational Type Model

According to the organizational model proposed by Henry Mintzeberg's (Daft, 2010) consisted of five (5) parts that include:

- i. **Technical Core:** The employees tasked with undertaking the basic work of the organization such as the production and service delivery;
- ii. **Technical Support:** Mostly tasked with environment scanning, innovation, and helping the firms *change and adapt*;
- iii. **Administrative Support:** Ensuring the organizations functions run smoothly, concerned with critical areas of human resource management;
- iv. **Management:** The directing and coordination of the various parts of organization; and
- v. **Top Management:** Providing strategic vision, policies and planning for the organizations. Furthermore, Mintzeberg's claims the middle management plays and interface role between the technical core and top management (Daft, 2010).The Organization model advanced by Henry Mintzeberg is illustrated below in **Figure 3.1:**

**Fig 3.1: Mintzeberg's Organizational Types** (source: (Daft, 2010))



### **3.2. Change Management**

Change management is broader than Organizational Development (OD) it includes a wider range of intervention strategies enhancing human performance. As stated it aims to create alignment between strategic objectives and human resource policies.

The change management experts or consultants main characteristics are the view of being 'outside experts'. They blend human process consultation with

technical interventions aimed at changing systems and structure (Worren, Nicolay AM; Ruddle, Keith Moore, Karl, 1999).

### **3.3. Conceptions of Change and Strategic Management**

According to previous literature, employees perceive the change in different ways and using the strategic management model is too simplistic since it presents it as a simple step (Bordum, 2010). In reality it is much more than setting the vision which acts as a motivator in the change process ‘rallying the troops’.

Additionally, a disconnect is observed in the setting of the organizational vision, mission and strategies with the change management cycle. This is observed with faster change management cycles that would necessitate rethinking of new vision formulation. Hence, rebuffing the management theory of vision statements being infinite or exhibiting elements of longevity.

### **3.4. Employees Resistance to Change**

Earlier research undertaken to study the reception of change in organizations suggests. The changes may elicit different reactions or responses. The constant changing of the status quo is likely to produce resistance. The precipitating factor for change is the inevitability, when there are no other options other than its occurrence. The employees will be accommodative when it is in their best interest to do so. The singular view that an emergent view at the end of a change management process will effect this change requires much more. The failure of such change leads to cynicism by the employees (David J. Stanley, John P. Meyer and Laryssa Topolnytsky, 2005).

Furthermore, the employees require having constant communications on the changes especially when they are technical in nature. The organizational culture may be a contributing factor to the employees 'status quo' mentality (Samuel, 2013).

Literature review on the topic shows that changing the culture is difficult it requires changing the values and norms already deeply ingrained. The change is compounded if perceived to emanate from the top management.

Hence the top management should not be perceived to effect change that advances their self-interest that is counter to the organizational culture (Diefenbach, 2009). The employees will resist management that does not take into consideration their viewpoints. The determinant factor in resistance to change may be the

perception that the change will benefit the management and disenfranchising the employees (Samuel, 2013).

### **3.5. Kurt Lewin's Change Process**

The Lewin's change process was formulated and advanced by psychologist Kurt Lewin's. The authors' model proposed formulae to deal with the challenges of organizational resistance. This resistance came from those wanting to maintain the status quo those pushing to have the change (Desler, 2014).Hence, to change is reinforcing the pro change forces and discouraging the status quo forces. The process puts forward three steps to achieving the change”

- i. **Unfreezing**-Provoking change that will alert the need for change and new solutions that the status quo was unable to solve;
- ii. **Moving**-Instituting organizational structural changes by trainings and developmental activities. The objective is to inculcate new behaviors, values and attitudes positive towards change; and
- iii. **Refreezing**-institutionalizing the change to stop it from regressing to the status quo and being rooted in the anticipated change (Desler, 2014).

**Figure 3.2** below illustrates the Kurt Lewin's Model

**Fig 3.2: Kurt Lewin's Change Process**



### **3.6. Kotter's 8 Step Model of Change**

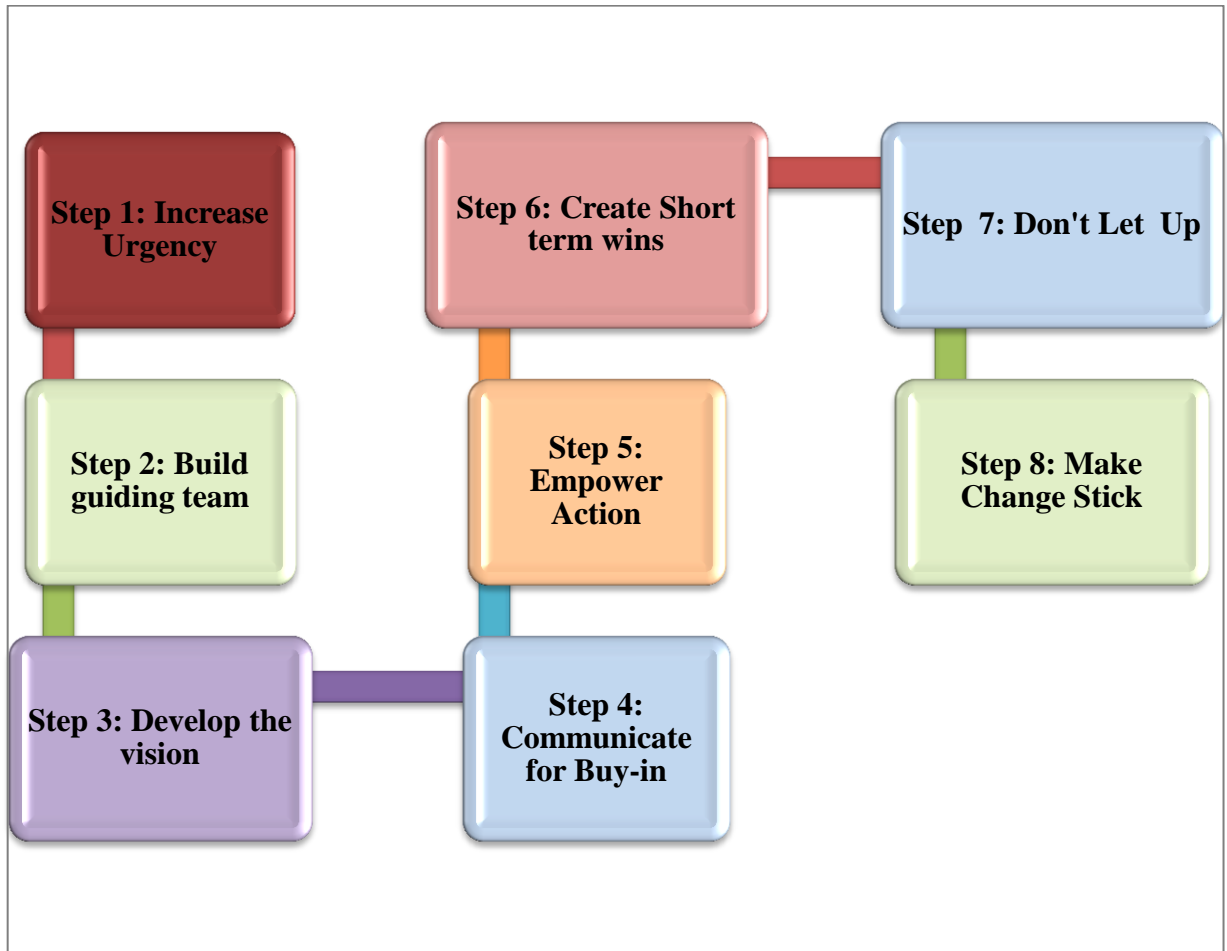
The concepts of John P. Kotter on leading change have been referred as the guiding authority on change management (Steven H. Appelbaum, Sally Habashy, Jean-Luc Malo & Hisham Shafiq, 2012, p. 765). The phases the Kotter's model proposes for change management include:



- i. The organization needs to create a sense of urgency on the need for change. The employees need to feel and see the need to implement or be part of the change;
- ii. The creation of a coalition that will act as a guide, the coalition building should take into consideration the member energy and ability influence leadership when implementing the change;
- iii. Have a vision and strategy that will act as a roadmap for the change and inform the organizations employees;
- iv. The change needs to be communicate and constantly reinforced to the organizations stakeholders;
- v. The implementation of the change will require the actors to coalesce and brainstorm on making the change happen;
- vi. It is important to pursue and achieve incremental gains and rewarding the positive, though small changes occurring;
- vii. The gains achieved once consolidated assist in providing impetus to spur further changes and coopt the employees as partners or change agents; and
- viii. Create a solid foundation of change within the corporate culture, the institutionalizations of the gains are important to discourage old habits creeping back (Steven H. Appelbaum, Sally Habashy, Jean-Luc Malo & Hisham Shafiq, 2012).

Figure 3.3 below illustrates Kotter's 8 step model:

Fig 3.3: Kotter's 8- Step Model of Change



Successively, the Kurt Lewin's process of change has similarities to the Kotter's 8 steps of change. Integrated within the unfreezing step are the;

*establishment of a sense of urgency, building commitment* similar to the first two stages of the Kotter's model.

However, the model has a monitoring stage integrated into the *refreezing* stage of the change that evaluates the change achieved in the interim (Desler, 2014).

### **3.7. Change Agents, Networks, and Institutions: A Contingency Theory of Organizational Change**

Research on this area examines the structural positioning of change agents and its effect on the ability to effect change (Julia Baitilanna & Tiziana Casciano). The flexibility termed by the researchers as 'structural holes' enables the change agent reach more actors who may influence the change.

The divergent flexibility and cohesiveness in the organizations networks have a positive effect for the change agent. The researchers further state that in an organization exhibiting cooperation or collaboration, the need for 'structural holes' is not necessary. Findings though suggest that the degree is important in portraying to what extent the change is effective (Julia Baitilanna & Tiziana Casciano).

**Fig 3.4: The Conceptual Model of Change Agents**



### **3.8. Change Agent Roles**

According to research undertaken by Fred C Lunenberg on earlier research of Carnall, 2008; Dawson, 2010; Stephen, 2010; Tidd, 2010, there are three roles that a manager may not perform and would be done by an outside change agent (Lunenberg, 2010):

- i. **Consulting:** Assist the employee of an organization access data that is valid for analysis from within and outside the organization;
- ii. **Training:** The change agent may work as a trainer to help the employees utilize the data generated and anlysed to effect the change. This involves the

acquisition of new skills that would assist the employees act as problem solvers and innovators; and

- iii. **Research:** Dissemination of evaluation skills to the employees whose impact is on current problems. The acquired skills will also assist in forecasting future problems and resolving them.

### **3.9. Ten Characteristics of Successful Change Agency**

The characteristic traits that determine the success of the change agent include; *Hemophily, empathy, proximity, structuring, capacity, linkage, openness, reward, energy, and synergy* (Lunenberg, *Managing Change: The Role of the Change Agent*, 2010) as illustrated below:

- i. **Hemophily:** Hemophily, the acceptability of the internal or external change agent to the organization's workforce is critical to the organization (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011). In addition to this view it is suggested that as communication between people increases the relationships become stable (McCroskey, Richmond, & Daly, 1975). The higher the similarities, the likelier they will communicate (Lunenberg, *Managing Change: The Role of the Change Agent*, 2010)

- ii. **Empathy:** The ability to display empathy, showing a deep concern and sharing of employee's feelings and anxiety, can be a positive contributor to communication within the organization (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011), (Lunenberg, Managing Change: The Role of the Change Agent, 2010).
  
- iii. **Proximity:** The psychological or physical closeness to the employees it may result in more positive outcomes (Lunenberg, Managing Change: The Role of the Change Agent, 2010). This perceived closeness may result in the change agents exhibiting empathy towards the employees (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).
  
- iv. **Structuring:** Ability of the organization members to plan and organize the change process is a critical element of its success (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).
  
- v. **Capacity:** The organizations ability to facilitate the resources necessary to ensure the change process takes place (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).

- vi. Linkage:** The degree which the change agent and stakeholders are joined in collaborative efforts (Lunenberg, *Managing Change: The Role of the Change Agent*, 2010). The higher the degree of collaboration, the higher is the perceived linkage (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).
  
- vii. Openness:** The ability of the organizations members to hear each other's opinions and idea is a critical element in the success of the organization (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).
  
- viii. Reward:** The change agent's ability to compensate, using various methods towards the employees. It is critical that organizations are cognizant of ensuring they reward change efforts (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).
  
- ix. Energy:** The ability of the change agent's to project physical and psychological strength within the organization. The lack of energy from day to day activities can be detrimental to the morale or interest of the change process (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).

- x. **Synergy:** The ability to collaborate and coordinate different traits to meet the organization change process. This ability is critical in seamlessly aligning the resources, people and factors of the (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).

### **3.10. Ambiguity of distinction between public and private organization on research carried out on 133 journals**

The review of literature undertaken in this area, identified areas that show gaps in the study of change agents, requiring further study, 'there appears to be little development or testing specific theory relating to the impact of leadership in the implementation of organizational change'(Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011).

Additionally, in indicated the blurred distinction in classification of a public and private organization. This is important to the research study, since it may suggest both public and private constructs may show similar outcomes in relation to change agents.

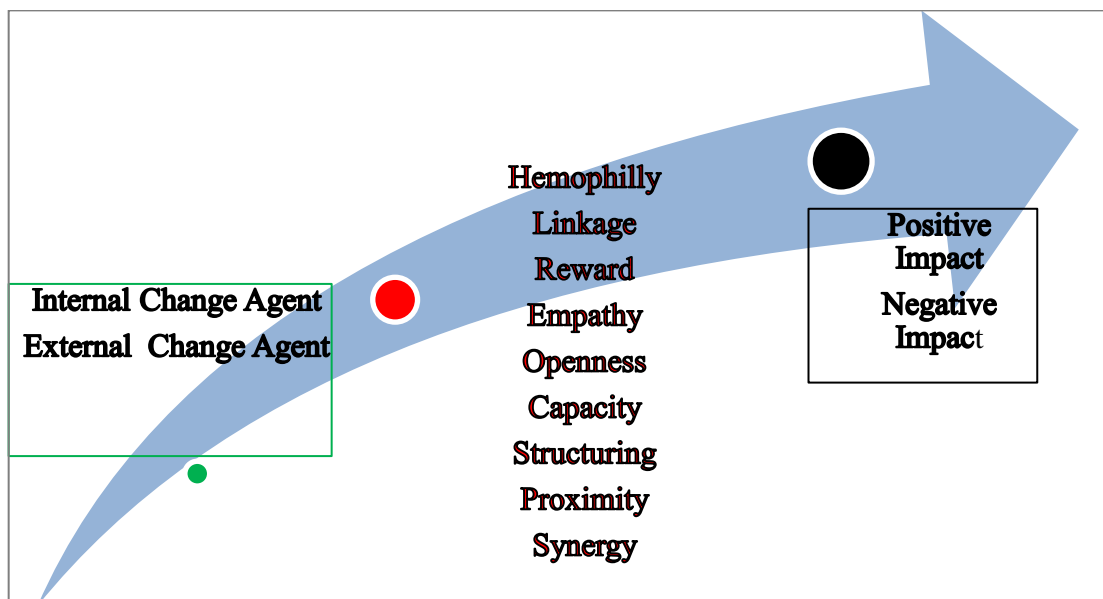


### 3.11. Conceptual Model in Research Study

This research study will seek to show the characteristics that determine the success of organizations. Filtering from the reviewed literature, the following model has been constructed to interrogate this.

Furthermore, it will test the impact of internal and external change agents on the organization. It will use analytical tools to look at the characteristic traits as suggested by the respective journals reviewed. Fig 3.5 below illustrates the model used to undertake the research

**Fig 3.5 Proposed Model for the Research on Role of Management Consultants on Organizational Change**



## **CHAPTER FOUR**

### **4.0. RESEARCH METHODOLOGY**

#### **4.1. Introduction**

The research study is based on the following objectives; interrogate the implementers of change, investigate the characteristic traits of change agents to the organizational success and investigate the impact towards the organizational change process. The study further investigates the relationships between the characteristic traits of a change agent on the success of the organization.

This chapter will present the research design that was adapted and used, the sampling methods applied to arrive at the sample size to enable the data collection. It will state the explanations for the methods and tools used to collect the data for analysis are provided in this chapter.

#### **4.2. Research Design**

According to Polit and Hungler, the design frame acts as guideline to conduct the study. It achieves this by ensure it has maximum control on factors that may interfere on the study. It provides direction on the researcher's drawing outcomes from the research questions formulated (Denis F. Polit & B P Hungler, 1999, p. 155).

The research design provides an insight into the research procedures. The study used a mixed method approach of both the descriptive research design and quantitative method. The methods used apply quantitative and qualitative methods to analyze collected data to describe a specific phenomenon or occurrence and interrogate linkages or relationships between the different factors.

Descriptive method is utilized since it enables the study to identify, analyze and describe the factors that would impact on the organizational change process. Additionally, the factors identifies are categorized into change agency characteristic trait variables (*Hemophily, empathy, proximity, structuring, capacity, linkage, openness, reward, energy, and synergy*). Finally, contributing or impacting on the likelihood of positive or negative organizational change.

### **4.3. Population and Sampling Design**

According to Polit and Hungler, the population is defined as all the subjects that fit in to specific criteria, these consists of the entirety of respondents from whom the research results are generalized (Denis F. Polit & B P Hungler, 1999, pp. 43, 232).

The sample is defined as a slice of the research population that is selected to contribute in the study, from which inferences or representation of the population may be drawn (Geri Lo Biondo & Judith Haber, 1998) .

#### **4.3.1. Population**

The research population for this study is comprised of the organizations that make up both public and private in Kenya. It further applied the *ambiguity between public and private organization* to draw the population (**Chapter 3: 3.9**) as its criteria for eligibility for inclusion.

### **4.3.2. Sample**

The research applied a purposive sampling technique through the use of questionnaires and key informant interview. The researcher used their judgment to selective subjects meeting the eligibility criteria. The criteria used by the researcher include;

- i. Organization that is either Public or Private undertaking Organizational Change;
- ii. The organization is undertaking the change through internal or external change agents; and
- iii. The subjects sampled are the change agents or fully comprehend the change process in their organization.

### **4.3.3. Characteristics of Purposive Sampling**

The research study is cognizant to apply the best method to allow the findings are representative of the population. The technique is also useful in studying human behavior, in the research characteristic traits of change agents are interrogated

(Bernard, 2012, p. 166). Additionally the study applies the following purposive sampling techniques:

- i. **Stakeholder sampling:** This method is considered to be sufficient in identifying major stakeholders. Furthermore, this stakeholders are involved in design, giving, receiving and administering the program or services being evaluated or are affected by it (Bernard, 2012, p. 165)

**Table 4.1 below**, gives a summary of the respondents. It also illustrates the key informants selected based on their leadership roles in undertaking change at their organizations. The questionnaires were (**n=52**) with the Key informants being (**n=3\***) and the response rate was **78.26%**.

**Table 4.1 Sample Features of the Respondents**

No.	Name of Organization	Employees Sampled	Response
1.	National Hospital Insurance Fund (NHIF) ICT Department	4	4
2.	Liverpool Voluntary Testing Center (LVCT)	20	8
3.	UN HABITAT (Somalia Program) * <sup>4</sup>	1	1
4.	Logistics Department (MAB) *** <sup>5</sup>	40	38
5.	Roack Consult Limited-*	2	1
6	Jamii Bora Bank- (CEO) ** <sup>6</sup>	1	1
7	Jamii Telecom Ltd**	1	1
	<b>Total</b>	<b>69</b>	<b>54</b>

<sup>4</sup> \* Key Informant & Questionnaire

<sup>5</sup> \*\*\*Name left out due to confidentiality of organization

<sup>6</sup> \*\* Key Informant

#### **4.4. Profile of Selected Respondents**

- **National Hospital Insurance Fund (NHIF)**

The National Hospital Insurance Fund (NHIF) is a state parastatal set up by an act of parliament in 1966, under the Ministry of Health in Kenya. It is a fund is tasked with the provision of medical insurance cover to eligible members drawn from all adult employed citizens in Kenya. The fund is located in various parts of the country providing services closer to the members.

The National Hospital Insurance Fund (NHIF) plays an integral part in the transformational agenda as set out by the Kenya Vision 2030. It helps in guaranteeing the health needs of the citizenry.

In undertaking the research, the ICT department was chosen due to its engagement with instituting of new technical systems at the organization. The ICT department is in close proximity to the internal change agents, acting as support staff.

Additionally, the ICT department is tasked with integrating the new payment platform. This is characterized by adoption of cashless payment, generally more

interaction via the mobile telephony. The changes would result in new administrative structures, hence the role of change agents overseeing the structural change at the organization. Respondents were selected owing to their comprehensive understanding of the change management to be undertaken in the organization (USAID, 2014).

- **Liverpool Voluntary Counseling and Testing (LVCT)**

This organization was instituted in 2001 and is a Not-for-Profit Organization (NGO). The organization has a mandated of reducing the high HIV infection rates in the country to zero. The organization is recognized as for it providing quick HIV status tests and counseling within Kenya.

The respondents<sup>7</sup> were selected from this organization due to its partnership with international organizations. The organization is engaged in policy and advocacy, quality management, monitoring and evaluation of different programs it undertakes, importantly, community development programs and projects. These programs involve

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<sup>7</sup> The respondents are drawn largely consisting of medical and administrative experts, implementers of the various programs



the startup of businesses as a way for mitigating the effects of HIV orphans and the ability of program participants to afford medication.

Liverpool Voluntary Counseling and Testing (LVCT), works closely with external consultants such as, the World Health Organization (WHO), Population Control, National Aids Council and USAID. The interaction of the respondents provides a good base to understand the role they and their partner organizations play impacting the community.

- **UN HABITAT (Somaliland & Puntland)**

This is a program under the auspices of the United Nations mandated to provide a better urban future. In realizing this goal the program sought to build capacity for information systems and human resource for the Somaliland and Puntland autonomous regions of the greater Somalia.

It is important to note Somalia has undergone decades of strife, however, the self-declared independent states of Somaliland and Puntland experience relative peace and economic activity.

The research carried out an interview of the Key informant respondent, Project Manager<sup>8</sup>, as part of the sample. The respondent was tasked with the design, implementation of an integrated financial management and information system (IFMIS) for the governments of Somaliland and Puntland. Importantly, the research sought the respondent on their role as an external change agent or consultant attached to the United Nations HABITAT (Human Settlements Program) in bringing about organizational change in the respective Governments

- **Roack Consult Limited:**

The organization is a private company formed in 2010, it provides consultancy services for real estate solutions in Kenya and the region. The company was chosen due to its mandate of acting as an external consultant in both commercial and residential property management.

The application of its consultancy expertise is hoped to impact on the real estate investments and through efficiency and effectiveness to all its stakeholders. Finally, the research utilized the key informant approach to interrogate the role of

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<sup>8</sup> Mr. Mugambi, Project Manager 2010-2014 (Municipal Finance Somaliland & Puntland)

change agents in organizational change process. This was done through the, *Chief Executive Officer/ consultant*<sup>9</sup> through an interview.

**Jamii Bora Bank, (*Chief Executive Officer*)**

The bank is a rapidly growing bank, with a customer base of 360,000. Its services consist of microfinance, Small Medium Enterprise (SME) and the largely underserved low cost housing sector. The bank was formed as a vehicle to uplift the homeless in society and over the years transformed itself into a microfinance organization eventually to a bank.

The research identified its CEO, as a qualified individual, whose experience included, instituting the organizational change at Kenya Commercial Bank, Kenya's largest bank. The respondent role as a key informant is further strengthened by the respondent's appointment in May, 2016 as the Chairman of the Nairobi Stock Exchange.

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<sup>9</sup> Dr Ojiambo Chief Executive Officer: Roack Consult Limited

This comes at a time the bourse is seeking to introduce new trading instruments *such as* derivatives and segments and its designation as the African Regional Exchange initiative (Oxfordbusinessgroup, 2016).

- **Logistics MAB<sup>10</sup>**

The organization is a large part of the Kenyan Government and plays a critical role in security of the country. The sample was selected due to it instituting organizational change within its logistic department. The changes are as a result of increasing demand for transparency and accountability within government institutions.

The respondents were selected based on their knowledge and understanding of the change process undertaken by both internal and external change agents.

#### **4.5. Data Collection Method**

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<sup>10</sup> Government of Kenya Department

According to Polit and Hungler, data is defined as obtaining information during the study (Denis F. Polit & B P Hungler, 1999, p. 267). The data type collected for the research study consisted of primary data. The researcher gathered the data from the respondents through the use of a questionnaire and application of the key informant interview.

#### **4.5.1. Data Collection Instrument**

It refers to what the researcher uses to collect data, consisting of questionnaires, tests, and schedules. According to Polit and Hungler define a questionnaire as a technique of gathering information from the respondents of their knowledge, feelings and attitudes (Denis F. Polit & B P Hungler, 1999, p. 466). The questionnaire in this study gathered data from the respondents as shown in **Table 4.1** above.

#### **4.5.2. Characteristics of Research Questionnaires**

The questionnaire utilized the open ended and closed question method to elicit responses. It was divided into three (3) sections; (A) Interrogated the personal information of the respondents, (B) Evaluation of the change agent and (C) Impact of change agents, with open ended format to elicit in depth information on the research problem. The questionnaire contained ten questions to ensure a good response rate and reduce the response time.

#### **4.5.3. Development of the Questionnaire**

The literature review (chapter 3, 3.1) indicated the various aspects of organizational structure as suggested by Mintzeberg's organizational model. The questionnaire interrogated respondents on this claim by listing the top, middle and low management levels. Additionally, this would further test the claim on the ambiguity between public and private organization (chapter 3, 3.10).

According to literature reviewed, it further the questionnaire incorporates the aspects of change agents. The aspects include investigating whether the respondents or organization has an internal or external change agent.

Furthermore, it indicated that there exist ten characteristics of successful change agents. The questionnaire through the use of a likert scale interrogated the respondents. The response was measured on a scale of (1-10). The response would be interpreted as 'Very low' (1-2), Low (3-4), 'Moderate' (5-6), 'High' (7-8) and 'Very High' (9-10).

Finally the questionnaire sought to interrogate in section C (Appendix I) the respondents on their perceived impact of the change in the organization, with Yes or No response. Additionally the respondent was required to explain their choice.

#### **4.6. Research Procedure**

The questionnaire was subjected to a pretest to ensure its credibility, it checked for validity to meet the objectives of the research study. The researcher provided the

questionnaire to a respondent involved in consultancy and research work at the Liverpool Voluntary Counseling and Testing (LVCT), to elicit reaction after thorough investigation the questionnaire was altered to reflect the observation on improving it.

Furthermore the research study ensured that it met the ethical standards of conducting a research study. It sought the approval from the respondents to integrate their responses into the study, guarantee of the respondents on providing objective and truthful responses. Finally the research findings would be communicated to the respective respondents.

#### **4.7.Data Analysis Method**

The analysis applied statistical tools to arrange and analyze the data allowing for interpretation. The data collected was organized, classified, coded and tabulated. The research utilized a multivariate approach of regression model to analyze the importance of the data in the variables. Furthermore, it sought to answer the three (3) research questions:

***Question 1:*** Who implements change within the organizations?



**Question 2:** What are the determinants of success for change agents?; and

**Question 3:** How do change agents impact on organizational change?

The analysis will use the Chi-Square Test to test the claim. According to Hubert M. Blalock, Jr *Social Statistics* (Jr, 1972)

**‘The Chi-Square test is a very general test that is used whenever we wish to evaluate whether or not frequencies empirically obtained differ significantly from the expected under certain theoretical assumptions’**

The hypothesis is formulated as follows;

**$H_0$ = There is no difference between internal and external change agents on the impact of organizational change;**

**$H_1$ =There is a difference between the internal and external change agents on the impact of organizational change.**

#### **4.8.Chapter Summary**

This chapter provided the methodology used and rationalized the decisions made for the respective course of action. The next chapter five (5) presents the

findings of the analysis undertaken from the research survey that used questionnaire method.

## **CHAPTER FIVE**

### **5.0. RESULTS AND FINDINGS**

#### **5.1. Introduction**

This chapter presents analysis and findings of the study as shown in chapter 3, Methodology. The chapter covers the general information of the respondents which includes the study of the:

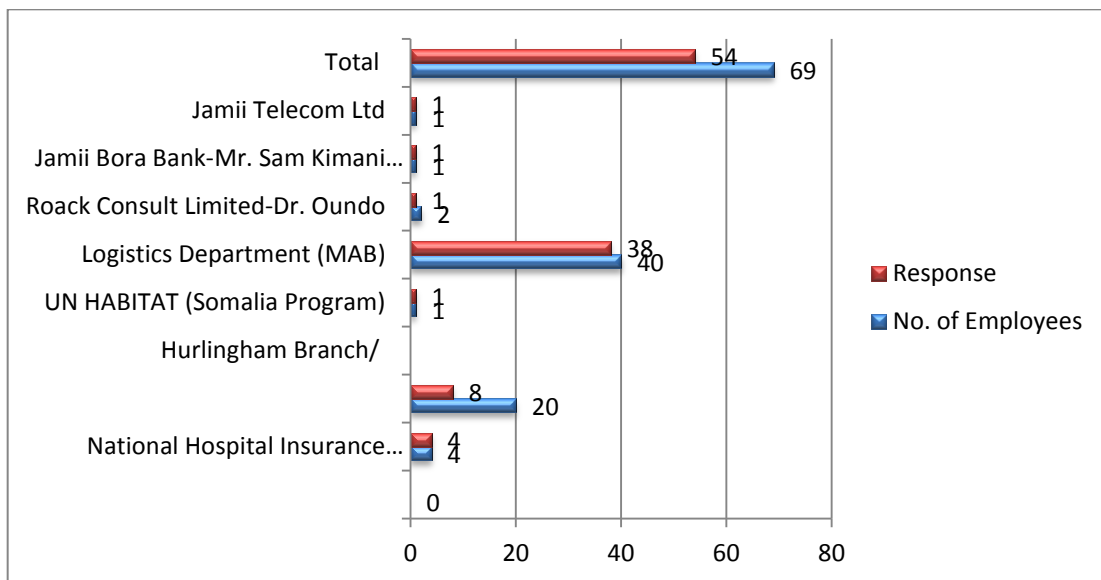
- a) Personal Information of the respondents
  - Age aspect, management positions;
  - Size of organizations the respondents work in.
- b) Change Agent Evaluation
  - Type of change agent the organization uses,
  - what type of organization change does the organization focus on

## 5.2. General Information

### 5.2.1. Response rate

The study indicates that (n=69) respondents were asked to fill out questionnaires with 4 being Key informants. The response rate was (n=54) representing a 78.26% response rate. **Figure 5.1** below illustrates the response rate.

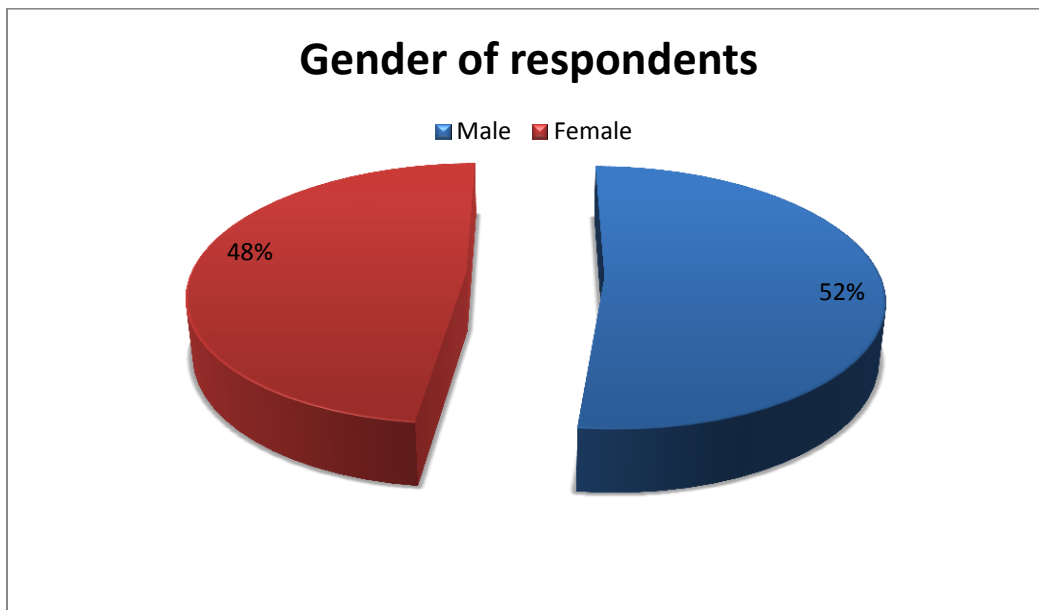
**Fig 5.1: Response rate for Survey Study**



### 5.2.2. Gender of the Respondents

The respondents gender is classified as males 52% (n-27) and females 48% (n-25) respectively. The gender response rate is shown in **Figure 5.2** below<sup>11</sup>.

**Fig 5.2: Gender of Respondents**



### 5.2.3. Age of the Respondents

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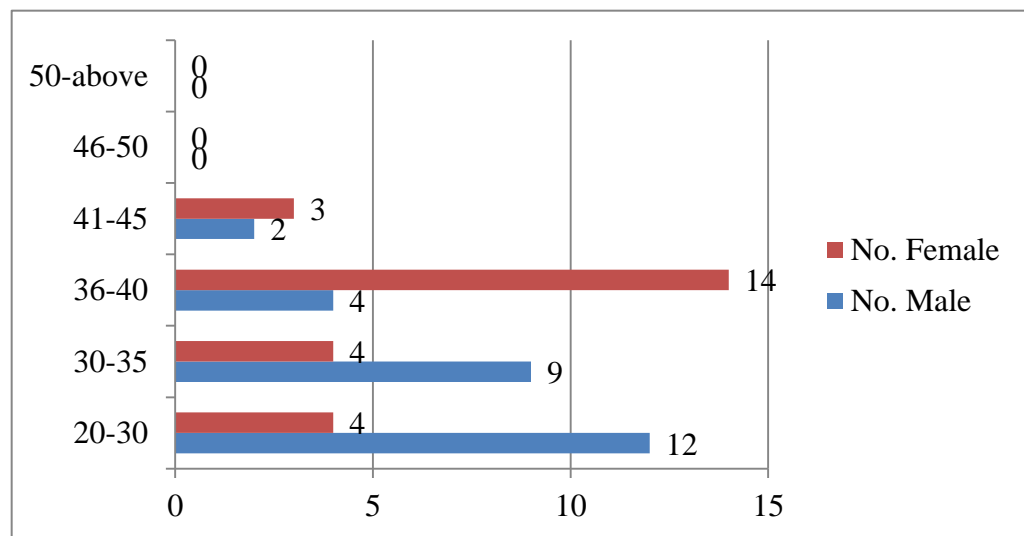
<sup>11</sup> Response rate for Males and Females have been rounded to the nearest 0.10

The study indicates that majority of respondents 34.61 % ( n=18) fell in the 36-40 years, followed by 30.76 % ( n=16), 25 % ( n=13), and 9.61% ( n=5) respectively. The study did not elicit any responses from the 46-50 and above 50 age brackets. **Table 5.1** and **Figure 5.3** illustrate the Age brackets of the respondents:

**Table 5.1: Age of the Respondents**

No.	Age Bracket	Male frequency	Female frequency	Total frequency	Percentage (%)
1	20-30	12	4	16	30.7
2	30-35	9	4	13	25
3	36-40	4	14	18	34.6
4	41-45	2	3	5	9.6
5	46-50	0	0	0	0
6	50-above	0	0	0	0
	<b>Totals</b>	<b>27</b>	<b>25</b>	<b>52</b>	<b>100%</b>

**Fig 5.3: Age Bracket of the Respondents**



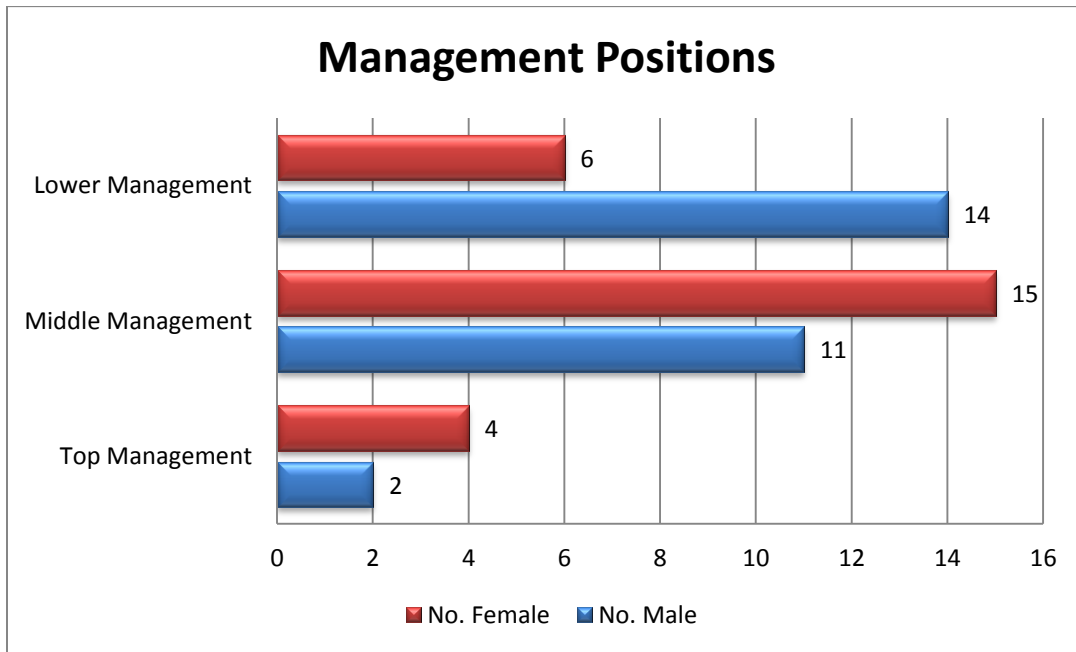
#### 5.2.4. Management Position of the Respondents

The indicate majority of male respondents were in 26.92% (n=14), 21.15% (n=11) and 3.84% (n=2) in lower, middle and top management respectively. The female respondents majority were 28.84 % ( n=15), 11.53% (n=6) and 7.69% (n=4) in middle, lower and top management respectively. The aggregate majority of both male and female we 50% (n=26), 30.4 % ( n=20) and 11.53 % ( n=6) in middle, lower and top management respectively. The **Table 5.2** and **Figure 5.4** below illustrate the Management Positions of respondents:

**Table 5.2: Management Position of Respondents**

No.	Management Position	Male frequency	Female frequency	Total frequency	Percentage (%)
<b>1</b>	Top Management	2	4	6	11.5
<b>2</b>	Middle Management	11	15	26	50
<b>3</b>	Lower Management	14	6	20	38.5
	<b>Total</b>	<b>27</b>	<b>25</b>	<b>52</b>	<b>100%</b>

**Fig 5.4: Management Position of Respondents**



### 5.2.5 Size of Organizations Respondent is Employed

The study indicates that the male respondents were equally distributed across at 17.30 % (n=9) for the small (1-15 emp.<sup>12</sup>), medium (15-50 emp.) and large (above 50 emp.) organizations. The majority of female respondents were, 26.92% (n=14), 13.46% (n=7) and 7.69% (n=4), found in large (above 50 emp.), medium (15-50 emp.) and small (1-15 emp.) respectively. The aggregate majority both male and female respondents are 44.23% (n=23), 30.76% (n=16) and 25% (n=13) in large

<sup>12</sup> Emp- Acronym for Employees

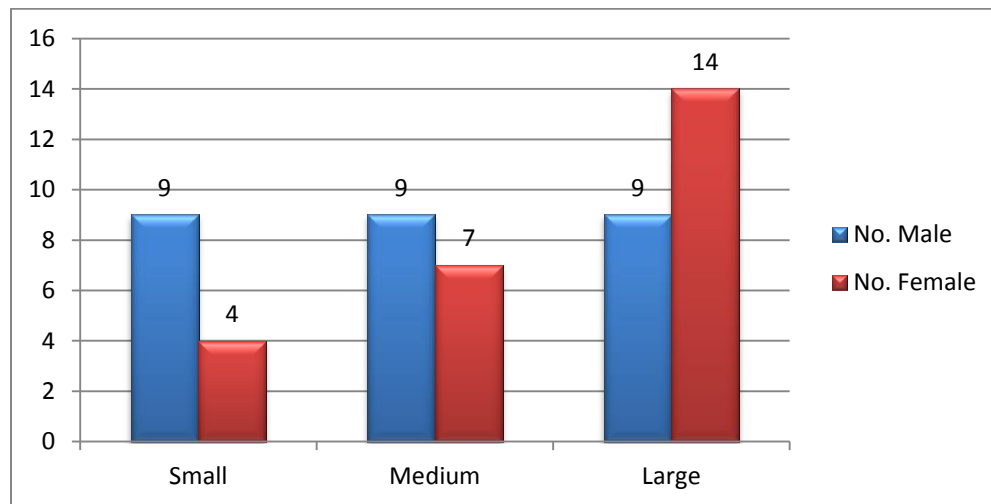


(above 50 emp.), medium (15-50 emp.) and small (1-15 emp.) organizations respectively.

**Table 5.3 Size of Organizations Respondents Employed**

No.	Size of Organization	Male frequency	Female frequency	Total frequency	Percentage (%)
1	Small	9	4	13	25
2	Medium	9	7	16	30.7
3	Large	9	14	23	44.2
	<b>Total</b>	<b>27</b>	<b>25</b>	<b>52</b>	<b>100%</b>

**Fig 5.5: Size of Organizations Respondents Employed**



### 5.2.5. Type of Change Agent in the Organization

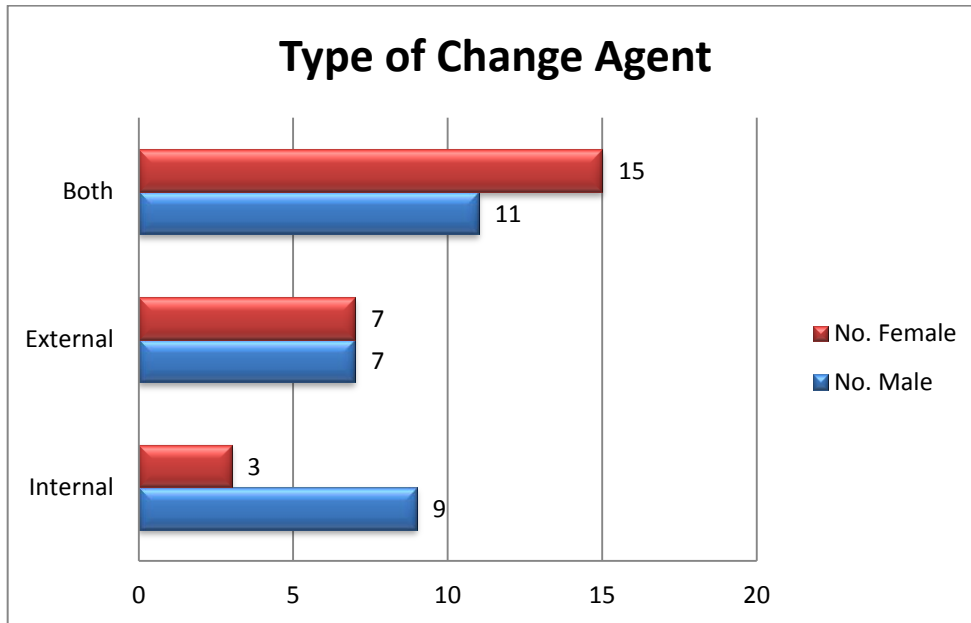
The study indicates majority of male respondents are 17.30% (n=9), 13.46% (n=7) and 21.15% (n=11) of both (internal and external change agents), internal and external agents respectively. The majority female respondents are 5.76% (n=3), 13.46% (n=7) and 28.84% (n=15) of both (internal and external change agents), external and internal change agents respectively.

The aggregate majority of both male and female responses on type of change agent used in their organizations are, 50 % (n=26), 26.92% (n=14) and 23.07% (n=12) for both (internal and external change agents), external and internal change agents respectively. The **Table 5.4** and **Figure 5.6** illustrate the Type of Change agent in the organization:

**Table 5.4: Type of Change Agent in the Organization**

No.	Type of Change Agent	No. Male	No. Female	Total	Percentage (%)
1	Internal	9	3	12	23.1
2	External	7	7	14	26.9
3	Both	11	15	26	50
	<b>Total</b>	<b>27</b>	<b>25</b>	<b>52</b>	<b>100%</b>

**Fig 5.6: Type of Change Agent in the Organization**



### **5.2.6. Type of Change Focused on by the Organization**

The study indicates that majority of male respondents organizations 17.30% (n=9), 15.38% (n=8), 11.53% (n=3) and 1.92% (n=1) apply the technical change, organizational culture, people focused, business process change and the BPC/PF/TC/OCL\*\* respectively. The majority of female respondent organizations 17.30% (n=9), 15.38% (n=8), 9.61% (n=5) and 1.92%(n=1) apply the organizational

culture, technical change, people focused and equally applying, business process, people focused/ organizational culture change and BPC/ PF/TC\* respectively.

The aggregate majority of both male and female respondent organizations 32.69% (n=17), 21.15% (n=11), 7.69% (n=4) and equally 1.92% (n=1) apply equally technical & organizational cultural change, people focused, business process and equally people focused/organizational culture and BPC/PF/TC\* & BPC/ PF/ TC/ OCL\*\* respectively. The **Table 5.5** and **Figure 5.7** illustrate the Type of Change Organizations focus on:

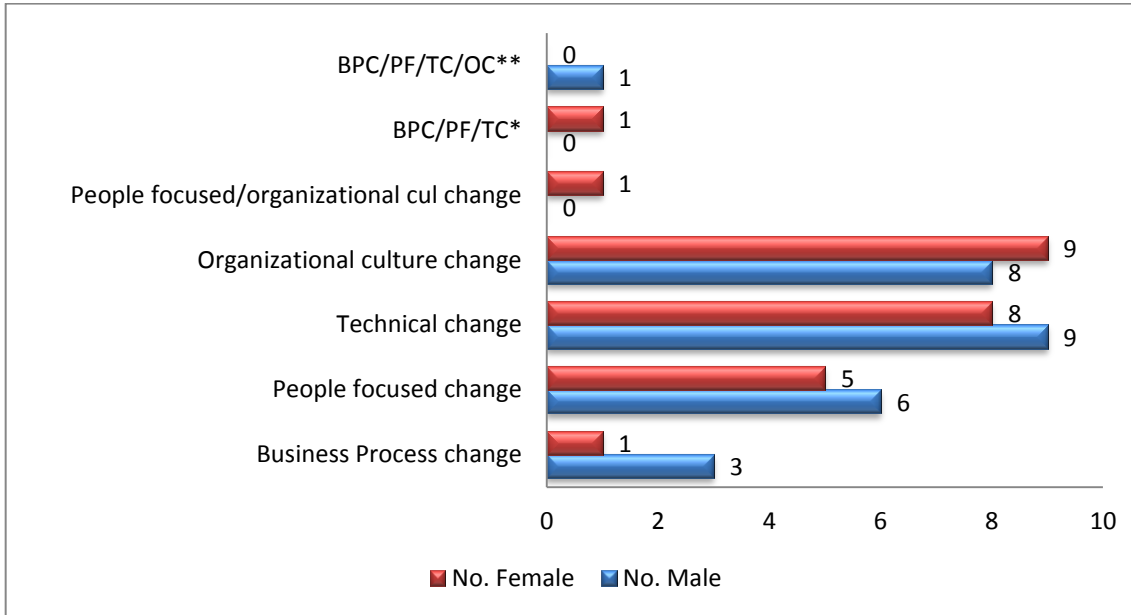
**Table 5.5: Type of Change Focused on by the Organization**

No.	Type of change Process	Male frequency	Female frequency	Total frequency	Percentage (%)
1	Business Process change	3	1	4	7.69
2	People focused change	6	5	11	21.15
3	Technical change	9	8	17	32.69
4	Organizational culture change	8	9	17	32.69
5	People focused/organizational cultural change	0	1	1	1.92
6	BPC/PF/TC* <sup>13</sup>	0	1	1	1.92
7	BPC/PF/TC/OCL** <sup>14</sup>	1	0	1	1.92
	<b>Total</b>	<b>27</b>	<b>25</b>	<b>52</b>	<b>100%</b>

<sup>13</sup> \*business process change/ people focused change/ technical change

<sup>14</sup> \*\* business process change/ people focused change/ technical change/ Organizational cultural change

**Fig 5.7: Type of Change Focused on by the Organization**



### 5.2.7. Impact of the Change Agent

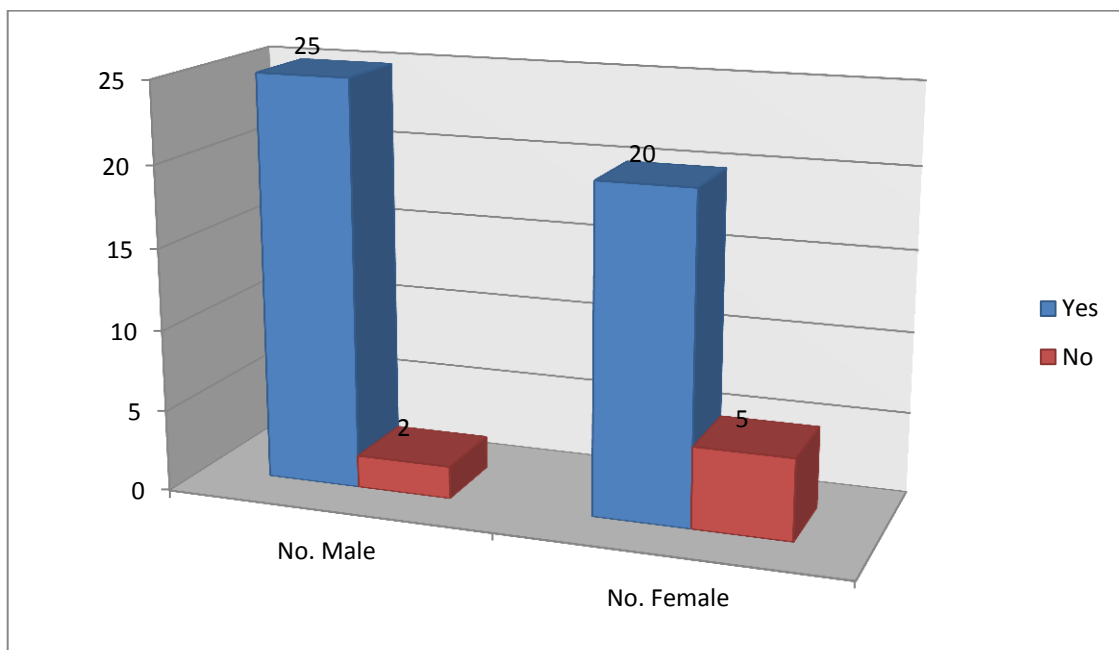
The study indicates that 48.07 % ( n=25) of male respondents, answered that change agents impacted on organizational success, with 3.84% (n=2) of the male respondents felt the change agents had a small impact on organizational success. The female respondents 38.46% ( n =20) answered that change agents impacted on organizational success, with 9.61 % (n=5) of respondents answering that change

agents had a small impact on organizational success. The **Table 5.6** and **Figure 5.8** illustrate the Impact of Change Agents on Organizational success:

**Table 5.6: The Impact of the Change Agent on Organizational Success**

No.	Impact of Change Agent on Organization	Male frequency	Female frequency	Total frequency	Percentage (%)
1	Yes	25	20	45	86.53
2	No	2	5	7	13.46
	<b>Total</b>	<b>27</b>	<b>25</b>	<b>52</b>	<b>100 %</b>

**Fig 5.8: The Impact of Change Agents on Organizational Success**



### 5.3. Characteristics of the Change Agents in Organizations

#### 5.3.5. Hemophily

The study indicates that 19.23% (n=10) agreed that hemophily is a characteristic present in the change agent. However, 78.84% (n=41) disagreed with 1.92% (n=1) remaining neutral. **Table 5.7** below illustrates Hemophily as a characteristic of change agents in organizations:

**Table 5.7: Hemophily as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	10	19.23
2	Disagree	41	78.84
3	Not Sure	1	1.92
	<b>Total</b>	<b>52</b>	<b>100%</b>

#### 5.3.6. Empathy

The study indicates that 32.69% (n=17) agreed that empathy is a characteristic present in the change agent. However, 65.38% (n=34) disagreed with 1.92% (n=1) remaining neutral. **Table 5.8** below illustrates Empathy as a characteristic of change agents in organizations:

**Table 5.8: Empathy as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	17	32.69
2	Disagree	34	65.38
3	Not Sure	1	1.92
	<b>Total</b>	<b>52</b>	<b>100%</b>

### 5.3.7. Linkage

The study indicates that 44.23% (n=23) agreed that linkage is a characteristic present in the change agent. However, 53.84 % (n=28) disagreed with 1.92% (n=1) remaining neutral. **Table 5.9** below illustrates Linkage as a characteristic of change agents in organizations:



**Table 5.9: Linkage as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	23	44.23076923
2	Disagree	28	53.84615385
3	Not Sure	1	1.923076923
	<b>Total</b>	<b>52</b>	<b>100%</b>

### 5.3.8. Proximity

The study indicates that 21.15 (n=11) agreed that proximity is a characteristic present in the change agent. However, 76.92% (n=40) disagreed with 1.92% (n=1) remaining neutral. **Table 5.10** below illustrates Proximity as a characteristic of change agents in organizations:

**Table 5.10: Proximity as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	11	21.15
2	Disagree	40	76.92
3	Not Sure	1	1.92
	<b>Total</b>	<b>52</b>	<b>100%</b>

### 5.3.9. Structure

The study indicates that 30.76 % (n=16) agreed that structure is a characteristic present in the change agent. However, 67.30 (n=35) disagreed with 1.92% (n=1) remaining neutral. **Table 5.11** below illustrates Structure as a characteristic of change agents in organization:

**Table 5.11: Structure as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	16	30.76
2	Disagree	35	67.30
3	Not Sure	1	1.92
	<b>Total</b>	<b>52</b>	<b>100%</b>

### 5.3.10. Capacity

The study indicates that 32.69 % (n=17) agreed that structure is a characteristic present in the change agent. However, 65.38 (n=34) disagreed with

1.92% (n=1) remaining neutral. **Table 5.12** below illustrates Capacity as a characteristic of change agents in organization:

**Table 5.12: Capacity as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
<b>1</b>	Agree	17	32.69230769
<b>2</b>	Disagree	34	65.38461538
<b>3</b>	Not Sure	1	1.923076923
	<b>Total</b>	<b>52</b>	<b>100%</b>

### 5.3.7. Openness

The study indicates that 21.15 % (n=11) agreed that openness is a characteristic present in the change agent. However, 76.92 % (n=40) disagreed with 1.92% (n=1) remaining neutral. **Table 5.13** below illustrates Openness as a characteristic of change agents in organization:

**Table 5.13: Openness as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	11	21.15
2	Disagree	40	76.92
3	Not Sure	1	1.92
	<b>Total</b>	<b>52</b>	<b>100%</b>

### 5.3.11. Reward

The study indicates that 17.30% (n=9) agreed that Reward is a characteristic present in the change agent. However, 80.76% (n=42) disagreed with 1.92% (n=1) remaining neutral. **Table 5.14** below illustrates Reward as a characteristic of change agents in organizations:

**Table 5.14: Reward as a characteristic of Change Agent in the Organization**

No.	Response	Frequency	Percent (%)
1	Agree	9	17.30
2	Disagree	42	80.76
3	Not Sure	1	1.92
	<b>Total</b>	<b>52</b>	<b>100%</b>

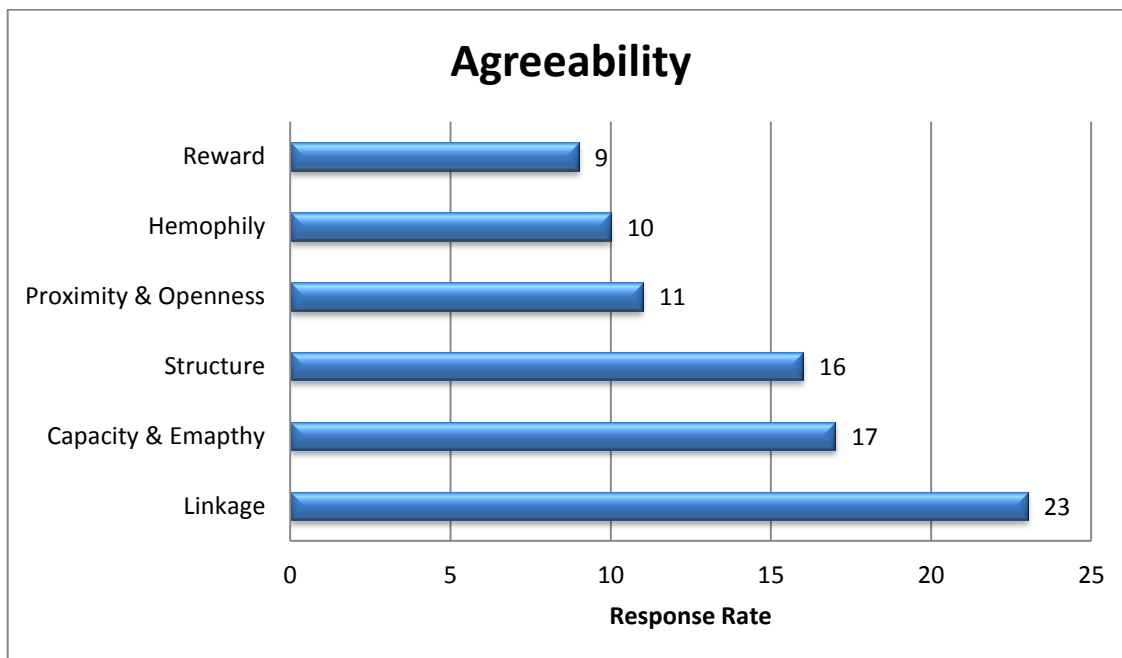
### 5.3.12. Ranking on the Change Agent Characteristics Agreeable to Respondents

The study indicated that total responses attributable to desirable characteristic traits in change agents are (n=86) in descending order included; 26.74% (n=23), 19.76% (n=17), 18.60% (n=16), 12.79% (n=11), 11.62% (n=10) and 10.46% (n=9) for linkage, capacity & empathy, structure, proximity & openness, hemophily and reward respectively. **Table 5.15** and **Figure 5.9** below, presents the findings on agreeability:

**Table 5.15: Ranking of Change Agent Characteristics according to Agreeability by responses**

Ranking No.	Agreeability	Response frequency(f)	Percent Total (%)
1	Linkage	23	26.74418605
2	Capacity & Empathy	17	19.76744186
3	Structure	16	18.60465116
4	Proximity & Openness	11	12.79069767
5	Hemophily	10	11.62790698
6	Reward	9	10.46511628
Total Frequency of Respondents		<b>86</b>	<b>100 %</b>

**Fig 5.9: Agreeability of Change Agent Characteristics (%)**



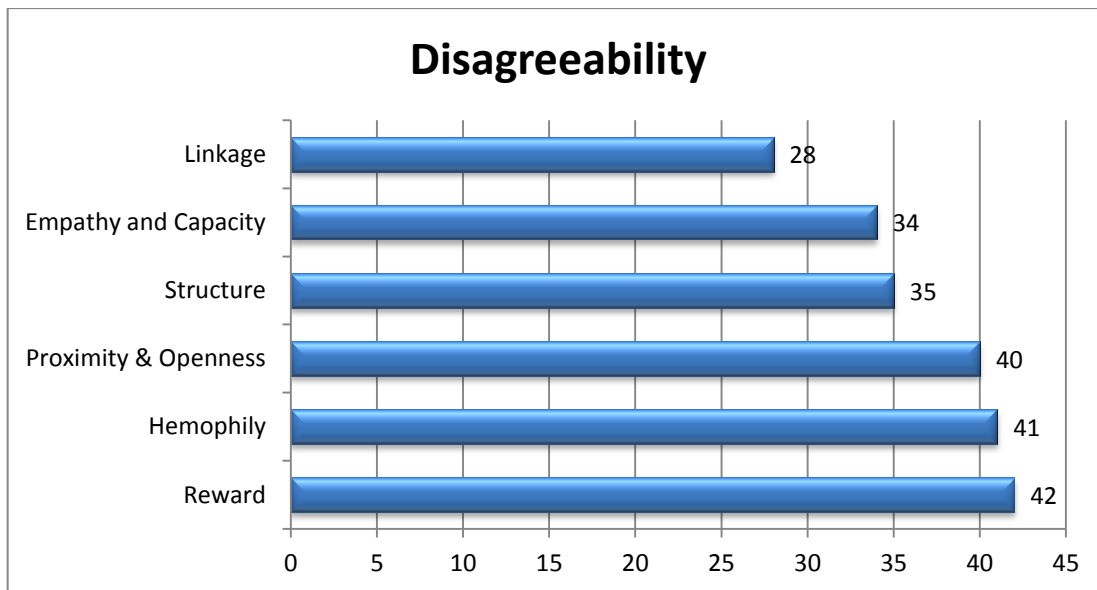
### 5.3.13. Ranking of Change Agent Characteristics according to Disagreeability by respondents

The study indicated that total responses attributable to disagreeable characteristic traits in change agents are (n=220) in descending order included; 19.09% (n=42), 18.63% (n=41), 18.18% (n=40), 15.90% (n=35), 15.45% (n=34) and 12.72% (n=28) for reward, hemophily, proximity & openness, structure, empathy & capacity and linkage respectively. **Table 5.16** and **Figure 5.10** below, present the findings on disagreeability:

**Table 5.16: Ranking of Change Agent Characteristics according to Disagreeability by responses**

Ranking No.	Disagreeability	Response frequency (f)	Percent (%)
1	Reward	42	19.09
2	Hemophily	41	18.63
3	Proximity & Openness	40	18.18
4	Structure	35	15.90
5	Empathy and Capacity	34	15.45
6	Linkage	28	12.72
		<b>220</b>	<b>100%</b>
Total Frequency of Respondents			

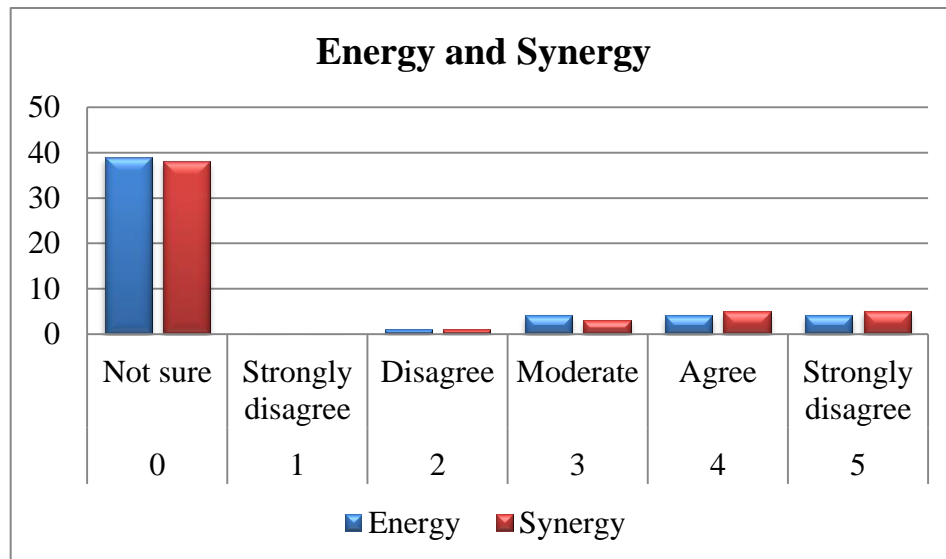
**Fig 5.10: Disagreeability of Change Agent Characteristics (%)**



**Table 5.17 Change Agent Energy and Synergy Characteristics**

Ranking	Responses	Energy	Synergy
0	Not sure	39	38
1	Strongly disagree	0	0
2	Disagree	1	1
3	Moderate	4	3
4	Agree	4	5
5	Strongly disagree	4	5

**Fig 5.11 Change Agent Energy and Synergy Characteristics**





### 5.4.1. Regression Analysis

In determining importance of variables from the research, on impact of the change agent, a multivariate regression model was applied.

The regression model used is shown as

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \beta_7x_7 + \beta_8x_8 + e$$

**Table 5.18 Representation of the Independent Variable, Constant, Beta Coefficient and Independent Variables**

<b>Y= Impact of the Change Agent on Organizational Change</b>	
<b><math>\beta_0</math>= Constant term</b>  <b><math>\beta_1</math>=Beta Coefficient</b>	<b><math>x_1</math>=Reward</b>
	<b><math>x_2</math>=Structure</b>
	<b><math>x_3</math>=Linkage</b>
	<b><math>x_4</math>=Empathy</b>
	<b><math>x_5</math>=Capacity</b>
	<b><math>x_6</math>=Openness</b>
	<b><math>x_7</math>=Hemophily</b>
	<b><math>x_8</math>=Proximity</b>
	<b>e= Error term</b>

**Table 5.19 Model Summary R square (SPSS software)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 <sup>a</sup>	.312	.184	.311
a. Predictors: (Constant), Reward(14), Structure(11), Linkage(9), Empathy(8), Capacity(12), openness(13), Hemophily(7), Proximity(10) b. Dependent Variable Impact Change Agent				

Considering the R square (Coefficient of determination) it enables us to view the variation between the *impact of the change agent on organizational change* and the characteristic traits of *reward, structure, linkage, empathy, capacity, openness, hemophily and proximity*.

The eight variables (independent) according to the model exhibit a 31.20% (R square) and 18.4 % (Adjusted R square) of the factors determinant on the impact of the change agent on organizational change. Hence, factors not studied represent 68.8%.

**Table 5.20 ANOVA (SPSS output)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.891	8	.236	2.439	.029 <sup>b</sup>
	Residual	4.167	43	.097		
	Total	6.058	51			
a. Dependent Variable: Impact						
b. Predictors: (Constant), Reward(14), Structure(11), Linkage(9), Empathy(8), Capacity(12), openness(13), Hemophily(7), Proximity(10)						

To establish reliability of the characteristic traits of *reward, structure, linkage, empathy, capacity, openness, hemophily and proximity* effect on the *impact of the change agent on organizational change*. The ANOVA model is used to analyze the  $P < 0.05$ , providing the significance of the model. **Table 5.20** above has a significance value of  $0.029 < 0.05(p)$ , it can be established the model exhibits a high reliability with a confidence level of above 95%:

**Table 5.21 Coefficient Results (SPSS output)**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.860	.208		4.126	.000
	Hemophily(7)	.138	.148	.188	.934	.356
	Empathy(8)	.117	.110	.178	1.057	.296
	Linkage(9)	.258	.101	.406	2.557	.014
	Proximity(10)	-.445	.152	-.620	-2.934	.005

	Structure(11)	-.006	.102	-.008	-.055	.957
	Capacity(12)	.074	.106	.113	.703	.486
	openness(13)	.283	.138	.394	2.050	.046
	Reward(14)	-.213	.139	-.282	-1.532	.133
a. Dependent Variable: Impact						
b. Predictors: (Constant), Reward(14), Structure(11), Linkage(9), Empathy(8), Capacity(12), openness(13), Hemophily(7), Proximity(10)						

**Regression equation from the coefficient results:**

$$Y = 0.860 + 0.138x_1 + 0.117x_2 + 0.258x_3 - 0.445x_4 - 0.06x_5 + 0.074x_6 + 0.283x_7 - 0.213x_8 + e$$

The coefficient models shown on **Table 5.21** above indicated the constant factor affecting the impact of the change agent on organizational change, is **0.860**.

According to the research findings and assuming all other independent variables is zero (0):

**Table 5.22 Summary of the Independent variables on the Dependent variable**

No.	Influence of Characteristic Traits on Impact of Organizational Change
1	A unit increase on <i>reward</i> will result in a decrease of (-0.213) on <i>impact of change agent on organizational change</i> ;
2	A unit increase in <i>structure</i> will result in a decrease of (-0.006) on <i>impact of change agent on organizational change</i> ;
3	A unit increase on <i>linkage</i> will result in an increase of 0.258 on <i>impact of change agent on organizational change</i> ;
4	A unit increase of <i>empathy</i> will result in an increase of 0.117 on <i>impact of change agent on organizational change</i> ;
5	A unit increase of <i>capacity</i> will result in an increase of 0.074 on <i>impact of change agent on organizational change</i> ;

6	A unit increase of <i>openness</i> will result in an increase of 0.283 on <i>impact of change agent on organizational change</i> ;
7	A unit increase of <i>Hemophily</i> will result in an increase of 0.138 on <i>impact of change agent on organizational change</i> ; and
8	A unit increase of <i>proximity</i> will result in a decrease of (-0.445) on <i>impact of change agent on organizational change</i> .

The study further indicates the significant relationships are; openness ( $p=0.046<0.05$ ), proximity ( $p=0.005<0.05$ ) and linkage ( $p=0.014<0.05$ ).

Moreover, relationships between hemophily ( $p=0.356>0.05$ ), empathy ( $p=0.0296>0.05$ ), structure ( $p=0.957>0.05$ ), capacity ( $p=0.486>0.05$ ) and reward ( $p=0.133>0.05$ ) are not significant.

#### **5.4.2. Multiple Regression Using Control Variables on Age brackets of Research Respondents**

The research further used the multiple regression analysis to test additional control variables of Age. This is done to investigate the influence of the different

control variables namely: Age brackets (20-30 yrs.), (30-35 yrs.), (36-40 yrs.), (41-45 yrs.), (46-50 yrs.) and (50-above). Additionally, Age brackets (46-50 yrs.) and (50-above) are omitted, this did not elicit any responses. **Tables 5.23** below illustrates the regression with dummy variables in SPSS;

**Tables 5.23: Control Variables influence on Organizational Impact**

- 1) Regression to test influences of independent variables (Age 36-40), (Age 41-45) and (Age 30-35) in comparison to (Age 20-30) on the dependent variable (Impact of Organizational Change).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	1	(Constant)	1.062			.083
	Age3640	.160	.114	.223	1.406	.166
	Age4145	.337	.169	.292	1.992	.052
	Age3035	-.062	.123	-.079	-.506	.615

a. Dependent Variable: impact

The findings indicate (Age 36-40), (Age 41-45) and (Age 30-35) in comparison to (Age 20-30) has a unit increase of 0.16, 0.33 and unit decrease (-0.062) on the dependent variable (impact on organizational change) respectively. Additionally, the Age brackets tested are not significant ( $p < 0.05$ )

- 2) Regression to test influences of independent variables (Age 36-40), (Age 41-45) and (Age 20-30) in comparison to (Age 30-35) on the dependent variable ( Impact of Organizational Change)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.000	.092		10.904	.000
	Age3640	.222	.120	.310	1.846	.071
	Age4145	.400	.174	.345	2.299	.026
	Age2030	.062	.123	.085	.506	.615

a. Dependent Variable: impact

The findings indicate (Age 36-40), (Age 41-45) and (Age 20-30) in comparison to (Age 30-35) has a unit increases of 0.22, 0.40 and 0.062 on the dependent variable (impact on organizational change) respectively. Additionally, the Age 41-45 has a significant influence at ( $p=.026 < 0.05$ )

- 3) Regression to test influences of independent variables(Age 30-35), (Age 41-45) and (Age 20-30)in comparison to (Age 36-40) on the dependent variable ( Impact of Organizational Change)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.222	.078		15.681	.000
	Age4145	.178	.167	.154	1.063	.293
	Age2030	-.160	.114	-.216	-1.406	.166
	Age3035	-.222	.120	-.282	-1.846	.071

a. Dependent Variable: impact

The findings indicate (Age 41-45), (Age 20-30) and (Age 30-35) in comparison to (Age 36-40) has a unit increases of 0.178 and unit decreases of (-0.16) & (-0.22) on the dependent variable (impact on organizational change) respectively. Additionally, the Age brackets tested are not significant ( $p < 0.05$ )

- 4) Regression to test influences of independent variables (Age 30-35), (Age 36-40) and (Age 20-30) in comparison to (Age 41-45) on the dependent variable (Impact of Organizational Change)



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.400	.148		9.467	.000
	Age2030	-.337	.169	-.456	-1.992	.052
	Age3035	-.400	.174	-.507	-2.299	.026
	Age3640	-.178	.167	-.248	-1.063	.293

a. Dependent Variable: impact

The findings indicate (Age 20-30), (Age 30-35) and (Age 36-40) in comparison to (Age 41-45) has unit decreases of (-0.337), (-0.40) and (-0.178) on the dependent variable (impact on organizational change) respectively. Additionally, the Age 30-35 has a significant influence at ( $p=.026 < 0.05$ )

#### **5.4.2. Correlating of Change Agent and Characteristic Traits of the Change Agent**

The findings indicate the following correlations between the characteristic traits of a successful change agent as shown on **Table: (Appendix II)**

### 5.4.3: Hypothesis testing using Chi-Square Test

The Chi-Square Test will be used to take into consideration the 2×2 nature of the data to be analyzed. The table indicated the total sample size 100.0 %( n=52) has been included in the test. **Table 5.24** below gives a summary of the data analysis:

**Table 5.22: Summary of Data to be Analyzed (SPSS output)**

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<b>Impact * type of change Ag(5)<sup>15</sup></b>	52	100.0%	0	0.0%	52	100.0%

Furthermore, the data analysis indicated the following measures that indicated the count for internal, external and internal and external (both) change agents. Moreover it provides the distribution between the groups. **Table 5.25** below illustrates the Distribution and Expected out of Type of Change Agents and Impact of Change Agents in Organizations:

**Table 5.25: Distribution and Expected out of Type of Change Agents and Impact of Change Agents in Organizations (SPSS output):**

---

<sup>15</sup> Type of Change Agent

Impact * type of change Agent Cross						
			Type of Change Agent			Total
			internal Change Agents	External Change Agents	Both	
Impact	yes	Count	11	11	23	45
		Expected Count	10.4	12.1	22.5	45.0
		% within type of change Agent	91.7%	78.6%	88.5%	86.5%
		% of Total	21.2%	21.2%	44.2%	86.5%
	No	Count	1	3	3	7
		Expected Count	1.6	1.9	3.5	7.0
		% within type of Change Agent	8.3%	21.4%	11.5%	13.5%
		% of Total	1.9%	5.8%	5.8%	13.5%
Total		Count	12	14	26	52
		Expected Count	12.0	14.0	26.0	52.0
		% within type of change Agent	100.0%	100.0%	100.0%	100.0%
		% of Total	23.1%	26.9%	50.0%	100.0%

Table 5.26: Chi-Square Test to check for hypothesis (SPSS output)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.116 <sup>a</sup>	2	.572
Likelihood Ratio	1.058	2	.589
Linear-by-Linear Association	.003	1	.954
N of Valid Cases	52		
a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is 1.62.			

The study indicates the test violated the rules by 3cells (50%) of the expected count being less than five (5). Hence, the Likelihood ration is used to test for the hypothesis. According to the data generated, *likelihood ratio* has a significance of  $p=0.589>0.05$ .

This indicates we accept the Null hypothesis stating:

- **$H_0$ = There is no difference between internal and external change agents on the impact of organizational change.**

#### 5.4. 4. Key Informant Interviews

The key informant survey was carried out on four key decision makers of small (n=1) *Roack Consult Limited* and large (n=3) *Jamii Bora Bank*, *UN Habitat* and *Jamii Telecom/ Ad-tel*. The factors that came out strongly were as follows:

**Table 5.27: Key Informant Questionnaire**

No.	Key Informant	Main Focus of Change Activities
1	UN HABITAT-	Improving business process, organizational

	<b>Project Consultant Somaliland</b>	culture and efficiency
2	<b>Roack Consult Limited</b>	Technical Innovations, introduction of cost effective and customer satisfaction enhancing changes  Change requires a champion that understands it well.
3	<b>Jamii Bora Bank</b>	Change Agent enable organizational change to take place smoothly
4	<b>Jamii Telecom/AD-Tel<sup>16</sup></b>	

The findings were arranged into a matrix to illustrate the Key areas the change agents indicated as critical to organizational success. The column No. 1, 2 & 3 represents, *UN- Habitat (Somaliland)*, *Roack Consult Limited* and *Jamii Bora Bank* respectively. **Table 5.28** below presents the matrix of the findings with the response allocated on each key focus area:

**Table 5.28: Key Focus Areas for Top Change Agents**

---

<sup>16</sup> The respondent requested to undertake another questionnaire to expound on the subject matter

No.	Type of Change	Organizations change focus	Characteristic trait
1.	External Change Agent	Business process, organizational Culture	Efficiency
2.	Internal Change Agent	Technical innovation, cost effectiveness and customer satisfaction	Leadership
3.	Internal Change Agent	Organizational Change	Cultural Charismatic Leadership, Reduce resistance

The study findings correspond with the change agents being internal (n=2) and external (n=1). The organizational factors was the selected most by the key informants (n=1), with technical innovation and business process change each responding (n=1). The characteristic traits that rank highly are Leadership (n=2) and Efficiency (n=1).

## 5.5. Chapter Summary

This chapter presented the statistical methods, both inferential and descriptive, that were provided by the respondents in the research study. The chapter Six (6) will draw conclusions and provide recommendations

## **CHAPTER SIX**

### **6. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **6.2. Introduction**

This chapter will present a discussion on the findings, draw conclusions and offer recommendations to enhance the understanding of the subject matter.

#### **6.3. Summary**

The study sought to interrogate the role of management consultants on organizational change process. Furthermore, it formulated questions that are integral to understanding the subject matter namely, who implements change within organizations? What are the determinants of success for change agents? How do change agents impact on organizational change? Furthermore, the research study interrogated top executives to further inform the research analysis.



The study identifies gaps in understanding the roles change agents play in the change process. The study informed on the Kenyan context with a brief overview of the economic situation and challenges in meeting the transformative agenda, vision 2030 (The Presidency, Ministry of Devolution and Planning, 2013).

Moreover it identified the need to understand how the Japanese society has been able to achieve phenomenal growth and development. The study built on the theoretic frameworks and earlier research undertaken to further understand change management and their roles.

Finally the research applied a survey method that would look for the actors interacting with the change. It designed tools and methods to analyze the collected data and presented it in meaningful information for further scrutiny.

## **6.4. Discussion**

### **6.4.5. Evolution from Organizational Development to Change Management**

The study has been able to identify that most respondents fall within the age bracket of 36-40 years. It could be suggest that this group is the ‘millennials’ a departure from the Generation X, Y and baby boomers, that constituted the top level of management and leadership positions.

Furthermore, this may be indicative of a higher possibility of positive organizational outcomes. This assumption is due to human resource that is conversant in organization change processes. Additionally, ‘millennials’ the study proposes would have an entrenched appreciation of change agents as a critical factor in organizations. Furthermore, this may be an evolutionary step from the organizational development framework.

The research analyzed the influence of age on impact of organizational change process. According to the findings it illustrated they were not significant in influencing the impact on the organizational change process.

Based on the research findings indicate most of respondents were mostly drawn from middle management positions (50%). This finding proposes to support the claim and reinforce reviewed literature based on Mintzeberg’s change process. It

identifies the middle managers as a link between the technical core and the top management, (Daft, 2010).

Noteworthy, we propose the middle management should be strategically targeted as implementers as change agents or collaborators in transmission of organizational change processes.

#### **6.4.6. Gender as a proponent of Change and Increasing Role of Women as Change Agents**

The study establishes that roles are changing with more women respondents identified as occupying top and middle management positions (Myrtle P. Bell, Mary E. McLaughlin and Jennifer M. Sequeria, 2002). Hence, their role in managing change is one which should be further interrogated with a view of establishing their value proposition as change agents.

Furthermore, the findings may not be indicative of the challenges the anticipated impact of change agents face. This assumptions are made taking into consideration the, 'glass ceiling' effect of occupying top managerial positions for the Kenyan woman. Additionally, this assumption is in lieu to constitutional changes

which sought to ensure better gender parity (Wanjiku Mukabi Kabira and Elishiba Njambi Kimani, 2012).

However, it is noteworthy that the role of women will continue to increase, especially in transitioning Small Medium Enterprises (SMEs). This claim is supported by the setup of special funding for women enterprise and affirmative action by way of apportioning thirty percent of all tenders to women.

#### **6.4.7. Size of Organizations in Change Management**

Data gathered from the respondents was indicative of most of the organizations consisting of (n=50) employees. This large organization exists in an increasingly globalized and competitive environment. They increasingly are expanding and seeking to expand regionally. We propose, these organizations exhibit high likelihood of achieving the Multinational Corporations (MNCs) status.

Furthermore, the findings support the view that they increasingly face challenges of organizational cultural change, this is confirmed by the key informants of large organizations, UN-HABITAT (Somaliland) and Jamii Bora Bank.

Based on the research findings, it supports the Kurt Lewin's Model, on the need for organizational cultural change during the moving stage (Desler, 2014). Additionally, we propose provide impetus for need for change agent awareness of the model and adoption. This assumption would be made on the organizations transition towards Multinational Corporations (MNCs) in Kenyan organization.

Furthermore, the study establishes that increasingly the small firm's main focus is centered on meeting customer satisfaction and instituting technological change. This view is reinforced by the Roack Consult Limited (1-15 employees), key informant.

### **6.3.3 Type of Change Agent**

The study is indicative of the change agents engaged in the change process increasingly are a mix of both the internal and external change agents. The statistical tests applied (Chi Square) is indicative of the findings with the results supporting the Null hypothesis,  $H_0 = \textit{There is no difference between internal and external change agents on the impact of organizational change}$ . It is further indicative that the change agents have an impact on the organizational change process with **86.5 %** of respondents indicating that, *yes; change agents have an impact on the organizational change process* as illustrated on **Table 4.13** and the conceptual model **Figure 2.5**.

The findings establish the contingency theory of the change agent positioning in the organization (Julia Baitilanna & Tiziana Casciano). Furthermore, study may advance a divergence from the earlier view, which holds the external change agent with suspicion. Additionally, it may be assumed based on this demystification of external change agents. The organizations may be able to create more ‘structural holes’, enabling greater collaboration and cooperation of the external change agents. The resultant outcome is a convergence of the internal and external agent in impacting the organizational change process.

#### **6.3.4 Characteristic Traits of Successful Change Agents in the organizational change process**

According to the study the characteristics highly regarded by the respondents are, linkage (n=23), capacity & empathy (n=17), structure (n=16) and proximity & openness (n=10). The study further establishes using the regression analysis model showing: there will be a unit increase on impact of organizational change with an increase in openness (0.283), linkage (0.258) and hemophily (0.138).

Additionally other characteristic traits are captured as critical towards the organizational change process (Lunenberg, *Managing Change: The Role of the Change Agent*, 2010). The key informant's responses established effectiveness, leadership and political ability to reduce resistance, indicative of the charismatic leadership trait.

This is supported by research undertaken by Ayşe Saka, according to the researcher, 'clarity of goal identification, team building skills, communication, negotiation and influencing skills are cited as characteristics for change agents (Saka, 2002).

#### **6.4. Conclusions**

This research study has focused on answering questions that it is hoped will fill a gap in understanding the role of management consultants. It has applied scientific methods, specifically statistical methods both descriptive and inferential to analyze responses from a purposive sample of (n=54).

The study has established through its findings that the Kenyan private and public sector understands the role change agents play. It should provide impetus for development partners, multinational corporations (MNCs).

## **6.5. Recommendations**

Integration of women in the change process is important; according to the study more women are filling decision making position. It is important to investigate the unique characteristics they contribute. Furthermore, interrogation of if they are more effective or have a greater impact on organizational change process.

The study does not capture all the factors that influence the organizational change, such as exogenous factors. This may include political, economic or societal

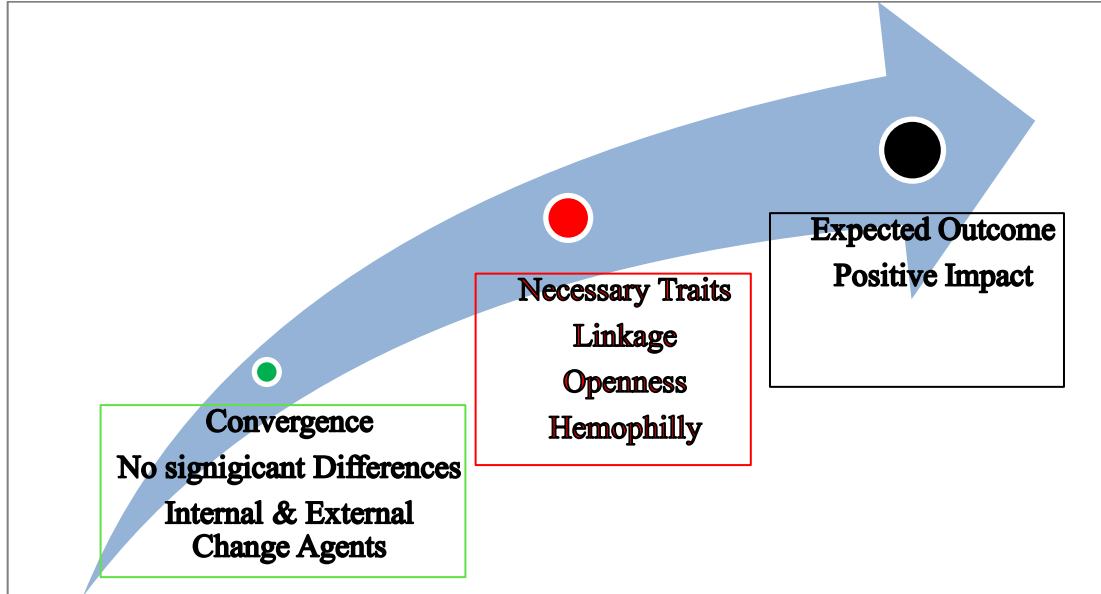


upheavals that may not be a part of the change agents input, as observed by the regression model used. Hence, providing an opportunity for further study research.

It is suggested further research should be undertaken to fully interrogate the internal change agent; this is investigating the existing vagueness on the organizational developments (OD) view of a manager's role, that may overlap with the internal change agent roles (Saka, 2002). However, the contingency theory of change agent positioning and convergence of external and internal change agents may render the findings obsolete.

Based on the research study findings, we propose the following model indicating characteristic traits change agents should exhibit. It is assumed this would provide the optimal impact on the organizational change. **Figure 6.1** below illustrates a change agent model of characteristic traits for optimal impact.

**Fig 6.1: Change Agent Traits for Optimal Impact**



## 6.6 Limitations of the Research

The research encountered challenges in administering the interviews satisfactorily; this is attributed to scheduling challenges.

Furthermore, the purposive sample may not be fully representative of the population or sample that makes up the economic stakeholders in Kenya. This is advanced by the existence of a large informal sector.

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## **Appendix I**

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### **Sample of Questionnaire Used to Collect Data**

## **The Role of Management Consultants in the Organizational Change Process**

### **Who should fill the questionnaire?**

The senior management, middle-level management and employees who have a clear knowledge of the organization and its strategic vision and are familiar with the day to day operations of the organization.

Questionnaire on the Role of Change Agents in Organizational Success (Internal Change Agent and External Change Agent)

#### **A. Personal information**

1. Gender
  - a. Male
  - b. Female
2. Age group
  - a. 20-30 years
  - b. 30 – 35 years
  - c. 36 - 40 years
  - d. 41 – 45 years
  - e. 46 - 50 years
  - f. above 50years
3. Management position (Circle as appropriate)
  - a. Top management
  - b. Middle management
  - c. Lower management
4. What is the size of your organization (Circle as appropriate)?
  - a. Small (1-15 people)
  - b. Medium (15-50 people)
  - c. Large (50 plus people)

#### **B. Change Agent Evaluation**

5. What type of Change agent does your organization use?



- a. Internal change agent (agent within organization to effect change)
- b. External change agent (management consultant)
- c. Both

6. What change does your organization focus on? All of the above

- a. Business process change (e.g. Synergies, mergers and acquisitions)
- b. People focused (HRM/skills upgrading, downsizing)
- c. Technical change (introduction of new technology)
- d. Organizational culture

7. Which of the following qualities from 1-10 can describe you as the change agent or the change agent in your organization (or the change agent in organization, please indicate with tick ( )?)

	Characteristics	Description	If yes (Tick)
a	Hemophily	The more alike the change agent and employees are, the more likely it is that the change agent will succeed	X
b	Empathy	The skill of understanding another person's feelings	
c	Linkage	The ability to work together, or collaborate	X
d	Proximity	The physical and psychological closeness to organization members	
e	Structuring	Ability to clearly plan change activities with organization members	
f	Capacity	Does the organization have enough resources to undertake the change	
g	Openness	Is there an open culture and free flow of ideas on the change within the organization	X
h	Reward	The organization compensating successful fulfillment of change process.	

(Likert Scale)

	Characteristic	Description	If yes (Tick)
i	Energy	Ability of energy change agent and members of the organization apply to the change to be undertaken (scale of 1-10) indicate	
j	Synergy	The ability to properly bring together the above mentioned characteristics on (scale of 1-10) indicate	

Comments.....  
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**C. Impact of the Change Agent**

8. Is the change agent important to the success of your organization?

a. Yes

b. No

9. If No, state why you believe the change agent is not important to your organization.....

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10. If Yes, state why the change agents are important to the role of your organizations success.....

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.....  
.....

Name of Respondent: xxxxxxxxxxxx

Date: 05/05/16

Approval (apply in research paper) indicate: .....

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## Appendix II

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**Table 4.21 Correlation of Characteristic Traits of a Successful Change Agent**

Table 4.12 Correlations

		Hemophily	Empathy	Linkage	Proximity	Structure	Capacity	openness	Reward	Energy	Synergy	
Spearman's rho	<b>Hemophily</b>	<b>Correlation Coefficient</b>	1.000	.443**	.496**	.627**	.372**	.348*	.520**	.487**	-.562**	-.522**
		<b>Sig. (2-tailed)</b>		0.001	0.000	0.000	0.007	0.011	0.000	0.000	0.000	0.000
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Empathy</b>	<b>Correlation Coefficient</b>	.443**	1.000	.335*	.490**	0.139	.433**	.307*	.394**	-.321*	-.470**
		<b>Sig. (2-tailed)</b>	0.001		0.015	0.000	0.327	0.001	0.027	0.004	0.020	0.000
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Linkage</b>	<b>Correlation Coefficient</b>	.496**	.335*	1.000	.441**	0.219	.335*	.354*	.369**	-.423**	-.556**
		<b>Sig. (2-tailed)</b>	0.000	0.015		0.001	0.119	0.015	0.010	0.007	0.002	0.000
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Proximity</b>	<b>Correlation Coefficient</b>	.627**	.490**	.441**	1.000	.425**	.399**	.585**	.452**	-.503**	-.579**
		<b>Sig. (2-tailed)</b>	0.000	0.000	0.001		0.002	0.003	0.000	0.001	0.000	0.000
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Structure</b>	<b>Correlation Coefficient</b>	.372**	0.139	0.219	.425**	1.000	.303*	.332*	0.218	-.340*	-.491**
		<b>Sig. (2-tailed)</b>	0.007	0.327	0.119	0.002		0.029	0.016	0.120	0.014	0.000
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Capacity</b>	<b>Correlation Coefficient</b>	.348*	.433**	.335*	.399**	.303*	1.000	.307*	.394**	-.312*	-.550**
		<b>Sig. (2-tailed)</b>	0.011	0.001	0.015	0.003	0.029		0.027	0.004	0.024	0.000
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>openness</b>	<b>Correlation Coefficient</b>	.520**	.307*	.354*	.585**	.332*	.307*	1.000	.563**	-.311*	-.400**
		<b>Sig. (2-tailed)</b>	0.000	0.027	0.010	0.000	0.016	0.027		0.000	0.025	0.003
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Reward</b>	<b>Correlation Coefficient</b>	.487**	.394**	.369**	.452**	0.218	.394**	.563**	1.000	-.277*	-.362**
		<b>Sig. (2-tailed)</b>	0.000	0.004	0.007	0.001	0.120	0.004	0.000		0.046	0.008
		<b>N</b>	52	52	52	52	52	52	52	52	52	52

Spearman's Rho			Hemophily	Empathy	Linkage	Proximity	Structure	Capacity	openness	Reward	Energy	Synergy
	<b>Energy</b>	<b>Correlation Coefficient</b>	-.562**	-.321*	-.423**	-.503**	-.340*	-.312*	-.311*	-.277*	1	.702**
		<b>Sig. (2-tailed)</b>	0	0.02	0.002	0	0.014	0.024	0.025	0.046		0
		<b>N</b>	52	52	52	52	52	52	52	52	52	52
	<b>Synergy</b>	<b>Correlation Coefficient</b>	-.522**	-.470**	-.556**	-.579**	-.491**	-.550**	-.400**	-.362**	.702**	1
		<b>Sig. (2-tailed)</b>	0	0	0	0	0	0	0.003	0.008	0	
<b>N</b>		52	52	52	52	52	52	52	52	52	52	
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

## Correlations of Characteristic Traits of Successful Change Agents

<p><b>1) Hemophily</b></p>	<p>Correlations for <i>hemophily</i> and <i>empathy</i> (<math>\rho = 0.443</math>, <math>p = 0.001</math>) is statistically significant at (0.01) level, <i>hemophily</i> and <i>Linkage</i> (<math>\rho = 0.49</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level, <i>hemophily</i> and <i>proximity</i> (<math>\rho = 0.627</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level, <i>hemophily</i> and <i>structure</i> (<math>\rho = 0.301</math>, <math>p = 0.007</math>) is statistically significant at (0.01) level, <i>hemophily</i> and <i>capacity</i> (<math>\rho = 0.348</math>, <math>p = 0.011</math>) is statistically significant at (0.05) level, <i>hemophily</i> and <i>openness</i> (<math>\rho = 0.520</math>, <math>p = 0.010</math>) is statistically significant at (0.01) level, <i>hemophily</i> and <i>reward</i> (<math>\rho = 0.487</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level, <i>hemophily</i> and <i>energy</i> (<math>\rho = 0.562</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level and <i>hemophily</i> and <i>synergy</i> (<math>\rho = 0.522</math>, <math>p = 0.001</math>) is statistically significant at (0.01) level respectively.</p>
<p><b>2) Empathy</b></p>	<p>Correlations for <i>Empathy</i> and <i>linkage</i> (<math>\rho = 0.335</math>, <math>p = 0.015</math>) is statistically significant at (0.05) level, <i>empathy</i> and <i>proximity</i> (<math>\rho = 0.490</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level, <i>empathy</i> and <i>structure</i> (<math>\rho = 0.139</math>, <math>p = 0.327</math>) is statistically not significant, <i>empathy</i> and <i>capacity</i> (<math>\rho = 0.433</math>, <math>p = 0.001</math>) is statistically significant at (0.01) level, <i>empathy</i> and <i>openness</i> (<math>\rho = 0.307</math>, <math>p = 0.027</math>) is statistically significant at (0.05) level, <i>empathy</i> and <i>reward</i> (<math>\rho = 0.394</math>, <math>p = 0.004</math>) is statistically significant at (0.01) level, <i>empathy</i> and <i>energy</i> (<math>\rho = 0.321</math>, <math>p = 0.020</math>) is statistically significant at (0.05) level and <i>empathy</i> and <i>synergy</i> (<math>\rho = 0.470</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level respectively.</p>

<b>2) Linkage</b>	<p>Correlations for <i>linkage</i> and <i>proximity</i> (<math>\rho= 0.441</math>, <math>p=0.001</math>) is statistically significant at (0.01) level, <i>linkage</i> and <i>structure</i> (<math>\rho= 0.219</math>, <math>p=0.119</math>) is not significant, <i>linkage</i> and <i>capacity</i> (<math>\rho= 0.335</math>, <math>p=0.015</math>) is statistically significant at (0.05) level, <i>linkage</i> and <i>openness</i> (<math>\rho=0.354</math>, <math>p=0.010</math>) is statistically significant at (0.05) level, <i>linkage</i> and <i>reward</i> (<math>\rho= 0.369</math>, <math>p=0.007</math>) is statistically significant at (0.01) level, <i>linkage</i> and <i>energy</i> (<math>\rho= -0.321</math>, <math>p=0.020</math>) is statistically significant at (0.05) level and <i>empathy</i> and <i>synergy</i> (<math>\rho=-0.470</math> , <math>p=0.000</math>) is statistically significant at (0.01) level respectively.</p>
<b>3) Proximity</b>	<p>Correlations for <i>Proximity</i> and <i>structure</i> (<math>\rho= 0.425</math>, <math>p=0.02</math>) is statistically significant at (0.01), <i>proximity</i> and <i>capacity</i> (<math>\rho= 0.399</math>, <math>p=0.003</math>) is statistically significant at (0.01) level, <i>proximity</i> and <i>openness</i> (<math>\rho=0.585</math>, <math>p=0.000</math>) is statistically significant at (0.01) level, <i>proximity</i> and <i>reward</i> (<math>\rho= 0.452</math>, <math>p=0.001</math>) is statistically significant at (0.01) level, <i>proximity</i> and <i>energy</i> (<math>\rho=-0.503</math>, <math>p=0.000</math>) is statistically significant at (0.01) level and <i>proximity</i> and <i>synergy</i> (<math>\rho=-0.579</math> , <math>p=0.000</math>) is statistically significant at (0.01) level respectively.</p>
<b>4) Structure</b>	<p>Correlations for <i>structure</i> and <i>capacity</i> (<math>\rho= 0.303</math>, <math>p=0.029</math>) is statistically significant at (0.05) level, <i>structure</i> and <i>openness</i> (<math>\rho=0.332</math>, <math>p=0.016</math>) is statistically significant at (0.05) level, <i>structure</i> and <i>reward</i> (<math>\rho= 0.218</math>, <math>p=0.120</math>) is</p>

	<p>statistically not significant, <i>structure</i> and <i>energy</i> (<math>\rho = -0.340</math>, <math>p = 0.014</math>) is statistically significant at (0.05) level and <i>structure</i> and <i>synergy</i> (<math>\rho = -0.491</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level respectively.</p>
<b>5) Capacity</b>	<p>Correlations for <i>capacity</i> and <i>openness</i> (<math>\rho = 0.307</math>, <math>p = 0.027</math>) is statistically significant at (0.05) level, <i>capacity</i> and <i>reward</i> (<math>\rho = 0.394</math>, <math>p = 0.004</math>) is statistically significant at (0.01) level, <i>capacity</i> and <i>energy</i> (<math>\rho = -0.312</math>, <math>p = 0.024</math>) is statistically significant at (0.05) level and <i>capacity</i> and <i>synergy</i> (<math>\rho = -0.550</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level respectively.</p>
<b>6) Openness</b>	<p>Correlations for <i>openness</i> and <i>reward</i> (<math>\rho = 0.563</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level, <i>openness</i> and <i>energy</i> (<math>\rho = -0.311</math>, <math>p = 0.025</math>) is statistically significant at (0.05) level and <i>capacity</i> and <i>synergy</i> (<math>\rho = -0.400</math>, <math>p = 0.003</math>) is statistically significant at (0.01) level respectively.</p>
<b>7) Reward</b>	<p>Correlations for <i>reward</i> and <i>energy</i> (<math>\rho = -0.277</math>, <math>p = 0.046</math>) is statistically significant at (0.05) level and <i>capacity</i> and <i>synergy</i> (<math>\rho = -0.362</math>, <math>p = 0.008</math>) is statistically significant at (0.01) level respectively.</p>
<b>8) Energy</b>	<p>Correlations for <i>energy</i> and <i>synergy</i> (<math>\rho = 0.702</math>, <math>p = 0.000</math>) is statistically significant at (0.01) level respectively</p>













