

**MANAGEMENT OF CHANGE AT KONRAD ADENAUER  
FOUNDATION IN KENYA**

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## DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other academic institution.

Signed..... Date.....

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This proposal has been submitted for examination with our approval as university supervisors.

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## **DEDICATION**

This study is dedicated to my lovely daughter Abigail Asuma who in her own special way supported me through all this. Not forgetting my late mother Rosaleen Asuma and late Aunt Bertha who always believed in and encouraged me.

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I would like to first and foremost thank the Almighty God for bringing me this far. He has sustained me and provided the finances as well as the ability to complete my studies.

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## ACRONYMS AND ABBREVIATIONS

<b>HR</b>	:	Human Resources
<b>HQ</b>	:	Head Quarters
<b>KAF</b>	:	Konrad Adenauer Foundation
<b>OD</b>	:	Organizational Development
<b>NGO</b>	:	Non-Governmental Organization
<b>PO</b>	:	Program Officer

## ABSTRACT

Change is something organization must adopt if they are to survive and compete in today's business world. When change in an organization is taking place, it is important that the change is managed so as to ensure its smooth and timely implementation of change, reduce uncertainty, increase an organization's productivity and enable it anticipate future change. The Konrad Adenauer Foundation (KAF), a German Political Foundation based in Nairobi has over the years undergone several changes which include a change in its project financial management system, introduction of an additional program, and project as well as change in culture. The objectives of this study were to determine the change management approaches that the organization had adopted as well as the factors that influenced the management of change in the organization. The research design adopted for this study was a case study. To meet the objectives of the study, primary data was collected using an interview guide was that administered to the head of HR and a Program Officer and responses captured on a tape recorder. The data collected was then analyzed using content analysis. The key findings of the study are that changes in KAF were initiated by top-management and were mainly characterized by minimal behavioral resistance which was managed through coercion, inadequate communication, limited staff awareness of and involvement in change. The findings further established that the change management process was positively influenced by factors such as leadership commitment, employee training, availability of resources and a favorable organizational structure while they were negatively impacted by mild behavioral resistance, the individualistic organizational culture, inadequate employee involvement in the changes as well as insufficient communication. The study concludes that change in KAF was mainly planned and involved top-down implementation and recommends that the organization should enhance the capacity of employees and leaders to enable them deal with change as well as retain its current organization structure, enhance communication and employee involvement during change processes.



# CHATER ONE: INTRODUCTION

## 1.1 Background of the Study

An organization is composed of parts and sub-parts brought together with the purpose of accomplishing set goals and objectives and function as systems which are in constant interaction with their external and internal environment (Cummings and Worley, 2009; Pattanayak and Mishra, 1999). Change in organizations occurs mainly because as open systems they interact with their external environment e.g. with their competitors, governing bodies etc and as well as with their internal environment through their interaction between the constituent parts (Prasad, 2005). Any change in the external environment exerts pressure on the organization to change and the same way any change in one part of the organization will affect other parts of the organization and eventually the whole organization (Buckley as cited in Beer 1980).

An organization as an open system undergoes changes that affect every section of the organization. Such changes are planned and are introduced by the top management or a change agent with the aim to change the processes and operations, structure, culture and behavior within organizations with an aim of making an organization operate effectively (Armstrong, 2006). This change can be implemented through the process of organizational development (OD) which as defined by Pattanayak and Mishra (1999) is an approach to organizational change aimed at improving an organization through planned change with the purpose of positioning it in a better level to react to and handle change in its environment. According to Cummings and Worley (2009), change through

organizational development is applied throughout the organization and is concerned with the management of change.

The environment in which NGOs operate in and interact with has changed in complexity and continues to change rapidly and more frequently. Just like any other organization in the NGO sector, the Konrad Adenauer Foundation has not been spared from changes in its external and internal environment and has been forced to implement changes as a result so as to cope with its ever-changing environment. These changes have necessitated by changes in its political, technological, social as well as internal environment.

### **1.1.1 Organizational Change**

According to Beer (1980), organizational change is the process by which organizations move from their present state to some desired state to increase their effectiveness. The goal of organizational change is to find new or improved ways of using resources and capabilities to increase an organization's ability to create value, and hence its performance. Burnes (2004) further defines organizational change as an understanding of alterations within organizations at the broadest level among individuals, groups, and at the collective level across the entire organization

Burnes (2004) classifies organizational change as either strategic or operational in nature. Strategic change is aimed at making changes in an organization's strategy; mission, vision and objectives and takes place within the context of the external competitive, economic and social environment and an organization's internal resources, capabilities, culture, structure and systems (Pettigrew and Whipp, 1998). Strategic change thus aims at

organizational effectiveness. Operational change on the other hand is aimed at ensuring that the activities of an organization are performed in the best way possible and occurs when there are new systems, procedures, structures or technology which will have an effect on operations within an organization. The purpose of operational change is to ensure that an organization is run in an efficient manner (Johnson and Scholes, 2008).

When organizations fail to change, the cost of failure may be quite high. An organization that adapts to change stays one step ahead of its competitors and positions itself to meet the ever changing needs of its target market. Most importantly an organization that adapts to change is able to fit in the environment it operates in and must have the capability to adapt quickly in order to survive and prosper in its changing environment (Carnall, 2007).

### **1.1.2 Change Management**

According to Johnson and Scholes (2004), change management is the deliberate and coordinated action taken to transform an organization to overcome environmental challenges in order to achieve its objectives. It involves various activities including communication, training, education programs, measurement systems and compensation programs that are used to manage change at the organizational level (Kotter and Cohen, 2002).

For successful change management in an organization, managers are required to have the ability and competence to manage change (Balogun and Hailey, 2008). Successful management of change ensures smooth and timely implementation of change and also

reduces uncertainty and increases an organization's productivity thus allowing the organization to function efficiently (Burnes, 2004). It thus helps guide an organization's response to changes in its environment and enables it anticipate future change. Burnes further notes that the management of change in an organization is important whether it is for the purpose of strategy implementation or the development of an organization.

### **1.1.3 Overview of the NGO Sector in Kenya**

An NGO is a Non-Profit organization formed by groups of individuals for the purpose of promoting social welfare and development. This includes and is not limited to associations, societies, foundations, and charitable organizations. There are roughly 7,127 NGOs operating in Kenya and are regulated by the NGOs Co-ordination Act of 1990 and its Regulations of 1992. NGOs are active in a number of sectors including, agriculture, water, education, health, environment, gender and development, peace and conflict resolution, civic education, human rights violations and policy development (NGO, Bureau).

The Kenyan NGO sector has undergone changes over the years, changes that have been necessitated by changes in their local operating environment as well as changes in the international environment. For example changes in donor funding as well as worldwide economic recession (Kameri-Mbote, 2000) have forced some NGOs to close down, restructure or even form strategic partnerships so as to survive. Changes in donor development policy and priorities have also resulted in a shift from the provision of basic social services to advocating for good governance and democratization (Kanyinga, 2007).

As a result, NGOs that depend on donor funding have had to abandon the projects they were pursuing so as to align themselves with the donors' priorities.

Kanyinga (2007) further notes there has been an increase in the number of organizations engaged in non-profit work since the late 1980. An increase in number of NGOs, translates to increased competition between NGOs for funds received from donors. Changes in the needs of society have also forced NGOs to change and adapt to the needs of the communities they are serving. NGOs have had to abandon projects that are no longer relevant for their target groups and embrace other areas of work. Kangoro (1998), as cited in Oranga (2009) identifies that pressure to perform from the Kenyan public and donors has also forced NGOs to restructure and adapt so as to ensure that they survive and remain relevant.

#### **1.1.4 Konrad Adenauer Foundation in Kenya**

The Konrad Adenauer Foundation (KAF) is a German Political foundation based in Nairobi, and headquartered in Germany. Operating as a NGO, it conducts activities that aim to promote democracy, freedom, human rights, good governance and the rule of law. The organization is currently represented in Kenya by two programs namely the Country Office and a regional program which is the Rule of Law Program for sub-Saharan Africa. Both programs have separate budgets, staff and project resources though share some resources if need be.

From the year 1990, the head office of the Konrad Adenauer Foundation established programmes in some regions of the world that aimed at promoting the Rule of Law. This

was done with the aim of aligning the organization with increasing focus on political framework conditions set out by the former Federal Minister for Economic Cooperation and development and aimed at achieving successful and sustainable development as well value-based development cooperation (Konrad Adenauer Stiftung, 2010). This shift in development policy led to the establishment of the Rule of Law Programs in other parts of the world as well as in Kenya in 2006. In addition, after the elections of 2007 and the violence that rocked the country after the EU funded a 3 year peace project, implemented by KAF.

In addition, the head office in Germany introduced a new accounting system (PASTIS) which required a departure from the system that has been in place for years. The new system was to be integrated in the operations of in its main offices and offices abroad by the beginning of 2012. The change was introduced in the Kenya office towards the end of 2011 and was in operation in 2012. The organization had also undergone recent change which was the transfer and replacement of the previous country director who was redeployed to the head office in Germany and embarked on implementing changes to the organization's culture.

## **1.2 Research Problem**

Change whether positive or negative imposes itself on an organization and the ability of the organization to manage the change makes a difference in the success or failure of the organization. The management of change reduces uncertainty and increases an organization's productivity thus allowing the organization to function efficiently (Burnes, 2004) and enables an organization to come up with business strategies, technologies,

systems as well as new processes (Cameron and Green, 2004). Regardless of the approach to change an organization has put in place, it is vital that change is successfully implemented since wrongful implementation may not result in the desired outcome. Balogun and Hailey (2008) also underscore the need of managers to possess the ability and competence to manage change in an environment where change occurs rapidly.

KAF like any other organization is not immune to change and has been exposed to changes in its environment within which it operates including but not limited to technological, operational and economic changes, which has inevitably led to change in its size, operations and scope. These changes have had an impact on the organization as well as its various stakeholders; partners, suppliers and employees. There is need to study the management of change at KAF as the findings are expected to give a clear understanding of the nature of changes at KAF as well as the approach with which they have been managed including the factors that affect the change process in the organization.

Various research studies have been carried out on change management in organizations based in Kenya. Some of these studies look at organizational change from several perspectives. For example Saanun (2011) studied change management practices at Bomu Medical Centre and Non-Governmental health facility operating in Mombasa. In addition, Misoi (2011) studied the change management practices at PZ Cussons East Africa, Maraka (2009) who studied change management at International Federation of Red Cross and Red Crescent Societies, an International NGO and Oranga (2009) who looked at strategic change management practices at Uzima foundation. There has been

limited research carried out on organizations whose core mandate is similar to that of KAF. Furthermore there is no documentary evidence that supports the study of change management at KAF.

The mentioned studies were limited in their scope as they focused on organizations whose nature and core mandate is not similar to that of KAF. Some studies specifically focused on change management practices and the challenges faced in the organizations they studied (Saanun, 2011; Maraka, 2009). Misoi, (2011) focused on the change management practices applied in the implementation of change while Oranga (2009) focused on how the management of strategic change was carried out as well as the factors that influence the strategic management practices. In addition, they pursued different objectives and do not conclude that their findings are applicable to organizations whose core mandate and structure are similar to that of KAF more so there is no documented study on change management approach adopted by KAF as well as the factors that influence the management of change in the organization. How has change management been carried out at the Konrad Adenauer Foundation?

### **1.3 Research Objectives**

The objectives of this study were:

- (i) To determine the change management approaches adopted by Konrad Adenauer Foundation in Kenya
- (ii) To establish the factors influencing the management of change in Konrad Adenauer Foundation in Kenya



## **1.4 Value of the Study**

This study has contributed to the building of the open systems theory of organizations and its relation to organizational change and change management as shown by how the changes introduced in the accounting system had an impact on the workforce as well as the procurement pattern of the organization. The study findings have also supported Bullock and Batten's (1985) model of planned change which was applied by the organization as it implemented change to its accounting system.

The study has also contributed to past research on change management and the factors that influence the management of change in organizations and additionally provided a foundation for other researchers, academicians and consultants who will undertake research on the topic. In addition, the study findings have provided policy makers with relevant information that gives insight into the factors likely to influence the management of change in organizations that operate in the NGO sector as well as given information which they can use to develop change policies that will regulate the sector as well as understand the extent to which the policies they develop will affect the sector.

These study findings have also provided the management of KAF and similar NGOs with relevant information that will enhance change management practice and factors that influence the same as well as provided a foundation useful in developing and selecting effective techniques for the management of change.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this chapter presents a review of literature related to the study. The first section gives an overview of the theories that this study is anchored on and their relevance to organizational change and the management of such change. The next section reviews literature based on organizational change and the management of change. Finally a review of change management approaches by selected organizations as well as factors influencing change management with examples drawn from selected organizations.

### **2.2 Theoretical Underpinnings**

This study is based on two theories namely, Open Systems Theory as proposed by Buckley (1968) and Organizational Development (OD) theory as developed by Bennis (1960). Open Systems Theory originated from the general systems theory as proposed by biologist Ludwig von Bertalanffy in 1965 and was later applied to organizations by Burke (1980); Scott (1987) amongst others. Proponents of this theory propose that an organization should be viewed as an interconnected system that is composed of several sub-systems or departments including and not limited to sales, operations, finance, HR etc (Cummings and Worley 2009). An organization's sub-systems are thus coordinated in a manner that will ensure the achievement of the organization's goals and objectives.

Scott (1987) as cited in Burnes (2004), states that an organization is open through its interaction with the external environment and internally through the interaction of the

various sub-systems. Burke (1980) as cited in Burnes (2004) further states that any change in one part of the system will have an impact on other parts of the system and, in turn, on its overall performance and that change cannot occur in one sub-system in isolation without considering the implications for the other sub-systems. According to Burnes (2004), the focus of change in an organizational system should be neither on the individual nor on the group but on the entire organization.

Organizational Development on the other hand is a field of study that addresses change and how it affects organizations and the individuals within those organizations. Pattanayak and Mishra (1999) define OD as a planned approach to change which is aimed at improving an organization through planned change that aims at positioning an organization in a better level to react to and handle change in its environment. Another definition is by Cummings and Worley (2009) who view OD as a system-wide application and transfer of behavioral science knowledge to planned development, improvement and reinforcement strategies, structure and process that lead to organization effectiveness.

Effective OD can assist organizations and individuals to cope with change and is applied throughout the organization and is mainly concerned with the management of change such that knowledge and skills are transferred in such a way that will build an organization's capability to achieve goals and solve problems, (Cummings and Worley 2009). OD and change efforts go hand-in-hand as organizational development efforts, whether facilitated by an outside expert or institutionalized and conducted on an ongoing basis, bring about planned change within organizations and teams. OD is thus strategy for

system change, and is basically based on the theory and research of the behavioral sciences, and a strategy having a substantial prescriptive character.

### **2.3 Forces of Organizational Change**

Forces of change in an organization emanate from their internal and external environments. Changes in an organization's internal environment occur often as a result of change managerial personnel, change in employee expectations as well as changes in organizational practices brought about by deficiencies in organizational arrangements and processes for example declining organizational effectiveness (Prasad, 2005). Change in the top management is often accompanied by change on how to run an organization and leads to change in the system, structure and processes. Such changes in arise as a result of retirement, promotion, transfer or dismissal. Each new manager brings his own ideas and way of working into the organization and as a result, the formal or informal relationships may change. In addition, attitudes, ideology, leadership style of the person may be different from the earlier one, this will reflect in their actions and decisions which means that an organization has to change accordingly.

Change in employee expectations is also another internal force for change which results in organizations changing their policies. For example, attractive financial incentives, challenging assignments, vertical growth opportunities and autonomy at work may be provided in an organization to attract and retain its effective employees. Another internal force for change is inefficiency in existing organization's arrangement and process. These deficiencies may be in the form of an inappropriate span of management, large number of managerial levels, lack of co-ordination between various departments, obstacles in

communication, multiplicity of committees, lack of uniformity in policy decisions, lack of co-operation between line and staff and so on.

External forces that push for change in an organization include and are not limited to competitive forces, political/legal and technological forces. Such changes may result in an organization changing its major functions, production process, labor-management relations, nature of competition, economic constraints, organization methods, etc The competitive forces present themselves as a force for change in an organization as an organization has to constantly keep up with its competition in a bid to achieve competitive advantage. It may have to change its mode of production and even quality so as to stay ahead of its competition and remain relevant (Jones, 2004).

Changes in the government rules and regulations necessitate changes in organizations by determining how it conducts its business where and how it conducts it. Organizations are forced to adopt the changes in the government policies or changes in any new laws or rules so as to align themselves to them. Another force for organizational change results from technology. A change in technology in an organization's environment often pushes it to adopt the new technology in a bid to remain relevant. By adopting technology, an organization is exposed to changes the nature of the jobs performed at all levels which in turn affects its work structures (Prasad, 2005).

## **2.4 Approaches to Organizational Change**

Beer (1980) defines organizational change as the process by which organizations move from their present state to some desired state to increase their effectiveness. The goal of

organizational change is to find new or improved ways of using resources and capabilities to increase an organization's ability to create value, and hence its performance. Change in organizations can be either proactive or reactive. Proactive change involves actively attempting to make alterations in an organization in order to avoid a potential future threat or to capitalize on a potential future opportunity. Reactive change on the other hand occurs when an organization makes changes in its practices after some threat or opportunity has already occurred. According to Jones (2004) an organization can either undertake a planned or emergent approach to change in order to achieve its future state.

Planned change occurs when leaders in an organization feel the need for change and proactively organizes a plan to accomplish the change. According to this approach, analysis and implementation of organization change goes through a series of preplanned, pre-defined and predictable steps. Planned change is aimed at improving the ability of the organization to adapt to changes in its environment and changing the behavior of individuals and groups in the organization. This kind of change is mainly implemented in a top-down approach with top management involved in the planning and implementation of change.

In her study on management of strategic changes at the International Federation of the Red Cross and Red Crescent Societies, Maraka (2009) found that the organization mainly adopted the planned approach to change with the changes being planned and implemented by the top management. The same approach was adopted by Uzima

Foundation Oranga, (2009), PZ Cussons East Africa Misoi, (2011) and Bomu health centre in Mombasa Saanun (2011).

Jones (2004) defines emergent changes as changes involving unplanned change; often unforeseen and mostly occurs as a result of any major, unexpected occurrence in the environment of the organization for example a change in government regulation, changes in the economy etc which causes its members to react to the changes. Advocates of this approach to change stress that there is no one way of managing organizational change and that is a process that unfolds through the interplay of multiple variables within the organizations (Pettigrew and Whipp, 1998). In his study, Oranga (2009) found that this kind of change was adopted by the Uzima Foundation. Mwangi (2011) also found this approach to have been adopted by the New Kenya Co-operative Creameries.

Change in an organization is mainly targeted at one or all of the following areas; human resource (HR), technology, organizational structure, and task areas. These four areas are interdependent, any change in one area will affect other areas and organizations need to implement changes in the other areas when changing one area (Prasad, 2005; Jones, 2004). Jones describes changes at the HR level as aimed at altering the attitudes, behaviors, skills, or performance of employees in an organization company while focusing on changing how problems are solved, the way employees learn new skills, and how employees view themselves, their jobs, and as well as the organization. According to Prasad, changes at the task level are implemented with an aim to reengineer processes in order to improve productivity and are often related to an organization's production process or how the organization assembles products or delivers services. Change in

technology gives an organization the capacity to exploit market opportunities and the ability to improve the way goods and services are produced in order to increase their quality and reliability. Structural changes involve the alteration of an organization's structure which changes the hierarchy of authority, goals, structural characteristics, administrative procedures, and management systems.

## **2.5 Theoretical Models of Change Management**

The emerging need for change in an organization either as result of its strategy or in any other way and the form the change should take, makes it necessary to plan on how the intended change will be achieved (Burnes, 2004). Change in an organization must be managed in order to direct an organization towards achieving its goals and objectives. A change process that is not managed is not likely to accomplish something and can produce unintended, detrimental effects such as poor morale, loss of trust in management, workplace jealousy, and lower productivity. There is no general formula for managing change and no matter what change an organization undergoes, managers need to manage the change process (Jones, 2004). There are various models that organization managers may apply in the management of change in a number, depending on the nature of the change being implemented; planned or emergent change.

There are several models of planned change one of which is Kurt Lewin's 3-stage model that views organizational change as taking place in a three process for successful organizational change namely unfreezing the organization from its present state, making the change which presents a new alternative introducing a clear and appealing option for a new pattern of behaviour, and the third and final step involves refreezing the



organization in the new, desired state so that its members do not revert to their previous work attitudes and role behaviors (Jones, 2004). It requires the changed behaviour be reinforced both formally and informally in the organization.

Bullock and Batten in 1985 proposed a 4-phase model of planned change. The first phase of this model is the exploration phase which involves becoming aware of the need for change and deciding on the specific changes. It further involves committing resources to planning the changes; searching for a consultant or facilitator to assist with planning and implementing the changes. The second phase is the planning phase which involves understanding the organization's problem; establishing change goals and designing appropriate actions to achieve these goals; getting key decision makers to approve and support the proposed changes. The third phase is the action phase which involves implementing the changes, evaluating the implementation activities and giving feedback back the results to make any necessary adjustments. The fourth and final phase is the integration phase which involves consolidating and stabilizing the changes so that they become part of normal everyday operations; reinforcing new behaviors through feedback and reward systems and gradually decreasing reliance on the consultant.

Another model of planned change is Action Research developed by Lewin in 1946 which is a 5-step research on action aiming at making action undertaken effective. The first step in this model is that of diagnosing the organization which requires a powerful member or manager of an organization to recognize the existence of a problem and acknowledge the need for change. The next step is to identify the future state desired for the organization by making decisions on the organization's strategy and structure. The third step is

implementing the proposed action which involves managers identifying possible impediments to change, deciding on who will be responsible for making the changes and lastly deciding on which change strategy will be most appropriate to change the organization. The fourth step is evaluating the action that has been taken and assessing the extent to which the changes have achieved the desired objectives. The last step of this model is institutionalizing action research which involves making the required change permanent.

There are several models of emergent change one being Logical Incrementalism advanced by Quinn (1978). This model argues that organizational change does not come into existence as some long term plan but rather emerges over time in an incremental way. However, this incremental way is not random but logical as top managers make changes and take strategic decision as they learn by implementing small steps of strategies. Logical Incrementalism involves developing patterns of change incrementally via creating awareness and commitments, making tactful shifts leading to partial solutions, solidifying the progress incrementally by focusing on the organization to create commitment, manage coalitions and formalizing commitment. Finally, integration of processes and of interest involves the establishment of measuring and rewarding key thrusts.

The Processual Model, another model of emergent change was advanced by Dawson P. (1984). This model views organizational change as going through a continuous process rather than a series of linear events within a given period of time. It views the outcome of change as occurring through a complex interplay of different interest groups, goals, and

politics. According to this model the management of change begins with the conception of the need for change this may be in response to some external or internal pressure for change or a belief in the need for change to meet future competitive demand. The next step in change management is to have an organization go through the transition and involves different tasks, activities and decisions being undertaken by individuals and groups within and outside of the organization. These tasks are aimed at implementing the change. At this point, strategic decisions are made. The final step is the operation of new work practices and procedures which refers to the period when new organization arrangements and systems of operation, new patterns of relations and new forms of working practices begin to emerge and are eventually adopted

## **2.6 Factors Influencing Change Management**

Every change process has factors that promote and hinder the process which managers need to keep in mind because they play an important role in the success or failure of the change process as well as offer opportunities to re-examine and improve their change implementation process. These factors include and are not limited to employee involvement, organizational structure, communication and leadership.

Not everyone in an organization will support change initiatives. This is because they may feel threatened out of the uncertainty about the change or because they are comfortable with the status quo. Prior to making a change, all those persons who are going to be affected by the change, need to be brought into the decision making process. Involvement of the workers will help overcome resistance, enhance commitment to the change and give employees the feeling of ownership such that they will be happy to live with the

changes (Prasad, 2005). In their study, Misoi (2011); Maraka (2009) found out that employees were not well integrated in the planning and implementation process of change in the organizations they studied. In addition, poor involvement of employees posed a challenge in the change process. Oranga (2009) and Saanun (2011) noted that the involvement of employees throughout the change process aided its implementation. The studies recognized that employee involvement throughout the change process was vital as it aids in smooth implementation of change.

An inappropriate organizational structure can be a source of resistance to change as it will affect the nature of relationships in an organization, formal interaction patterns as well as internal relations. As stated in Jones (2004), it is vital to have an organizational structure that will support the changes implemented in any organization. Saanun, (2011) in her study identified that BOMU Medical Centre lacked an appropriate organization structure that supported change and as a result the organization experienced organizational resistance to change.

Effective communication with employees about any change initiative is necessary so as to buy their commitment to change as it aids in the reduction of resistance. If information concerning change is not clearly communicated to employees in an organization, employees are likely to have differing perceptions and expectations of the change. It is also vital to provide accurate and timely information about the change so as to prevent unfounded fears and inform people about the potential consequences of the change. Maraka (2009) and Misoi (2011) in their studies found that there was no proper

communication prior to and during implementation of the changes. This led to resistance by employees and they felt that their needs were not being taken into consideration.

A competent leader should be able to reinforce a climate of psychological support for change. A strong and effective leader should be able to influence his subordinates and buy their support for the change process while ensuring that their views are taken into consideration if he/she intends to successfully bring about the desired change. From their study findings Misoi (2011), Saanun (2011) and Maraka (2009) it was evident that the leaders in the studied organizations lacked proper leadership skills to influence the intended changes. This is evident from the resistance that the organization exhibited as well as the manner in which employees' views were handled during the change process. Oranga's study on the other hand proved that good leadership leads to successful change implementation. As evidenced by the successful change in Uzima foundation.

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

This chapter presents the manner in which the research study was conducted. It commences with a description of the research design that was used to conduct the research there after give a detailed description of the data collection procedure, the research instruments as well as the source of the data applied for the study. The section concludes with a description of the manner in which the findings of the research study were analyzed.

### **3.2 Research Design**

The research design that was applied in this study is a case study design. The case study method involves collecting of data from a single unit and is in depth in nature. It is a methodology which according to Cooper and Schindler (2006), which is used to understand events and their consequence within a specified context. The case study design has been selected as it will allow the researcher to probe and collect data within a specified unit and allows for the direct collection of data in an in-depth and comprehensive manner (Kothari, 2004). This design was seen as appropriate for this study as the results derived provide insight into understanding how KAF managed the changes it faces and the factors that influence the change process in the organization.

### **3.3 Data Collection**

Data collected in this study was qualitative in nature and was collected using personal interviews with responses recorded on a tape recorder. An interview guide was used to conduct the interviews with the head of HR and a Program Manager as the key respondents. Collecting data through an interview allows for additional in-depth information to be obtained, greater flexibility as well as allows the researcher to make observations as he/she interacts with the respondents (Kothari, 2004).

### **3.4 Data Analysis**

The data collected were later edited to detect for errors or omissions and changes made where necessary. The next step coded the edited data then broke it into manageable content categories (Cooper and Schindler 2006). The data was examined and analyzed using content analysis which measures the meaning and implication of respondents' responses as well as guards against the selective perception of content of data.

The responses to the interview questions targeting the research objectives once collected were analysed using conceptual and relational content analysis. Conceptual analysis was applied to determine the change management approaches in KAF. Once the change management approaches were identified, relational analysis was used to establish how and to what extent the identified factors influenced change management at Konrad Adenauer Foundation.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter covers analysis of data collected from the interviews conducted. It also covers the findings of the study and the discussions of the findings. The interview guide was developed based on the objectives of the study which were to determine the change management approaches adopted by KAF in the implementation of the change and to establish factors that have influenced the management of change in the organization. The chapter concludes by discussing the findings of the study.

### **4.2 Change Management at Konrad Adenauer Foundation**

For the purpose of meeting the objectives of this research, data was collected from the head of HR who has worked for the country office for over 10 years as well as a PO who has worked for the organization for 6 years. Secondary data was collected from the organization's online library. The data collected confirmed that the organization had indeed undergone changes in the past 6 years and also indicated that the organization was undergoing change at the time the interview was conducted. The purpose of the study was to determine the change management approaches adopted by KAF and the factors that influenced how change was managed in the organization.

The study sought to establish the forces that pushed the organization to adopt change and findings revealed that poor performance by the Country Program was a major driver for



change. A response according by the head of HR was: “the director told me that he had been informed by the head office told him that the Country Office was poorly managed and was at the brink of closure”. She further added that changes the director was implementing were driven by the poor performance of the country Program as per an evaluation report by the HQ. In addition, from a documented interview with one of the project team members charged with implementing PASTIS the change was driven by the inadequacy of the old system to handle complex financial computations from the organization’s offices worldwide was a push for change from the old system to the new system.

When asked about the force that led to the establishment of the additional projects, the PO indicated that the establishment of the Rule of Law Program for sub-Saharan Africa was driven by the change in development policy by donor organizations who viewed the lack of rule of law as the reason for poor performance of development projects in the African continent. Further, the set up of the EU funded project was driven by the violence that rocked the country after the general elections in 2007 and the need to promote peace amongst neighboring communities.

The study also sought to find out what the objectives for introducing the changes in the organization were and the head of HR indicated that she had read from the organization’s newsletter regarding PASTIS that the objectives for the change were aimed at adopting a modern way of working, at promoting transparency in the management of project finances and promoting efficiency. In addition, according to the PO, the organization aimed at engaging in additional projects through introduction of the Rule of Law

Program that was aimed engaging in projects that promote the rule of law and the EU project that was aimed at reducing community violence in Kenya.

When asked about the objectives for the change were, the head of HR said: “the director indicated that he was went to clean up the office and to correct the wrongs that his predecessor had committed during her tenure and to change the way work was done in the office and promote teamwork”. The PO also indicated that the newly appointed director’s objective for introducing change was to promote teamwork in the organization and to realign the organization’s projects to the main organization’s objectives as well as to promote public awareness of the organization and its activities as opposed to having the Program Officers being more known to the public than the organization.

The study also sought to determine how the employees were affected by the changes and revealed that employees’ jobs were mainly affected. According to the head of HR with the adoption PASTIS, staff had to learn a new way of doing their work. “My duties also involve the administration and the management of finances and the introduction of the new system meant that I had to abandon the old way of accounting and adopt the new way”, the head of HR said. In addition the adoption of PASTIS resulted in enlargement of the job descriptions of junior staff since the HQ gave a directive that in addition to the project accountants and the director’s, junior staff needed to be trained to use the new system so as to ensure continuity in the event that one or all of the project accountants were absent. The PO also mentioned that the introduction of the Rule of Law Program and the EU funded project resulted in an increased workload for head of HR as well as impacted the procurement patterns of the organization.

The study also sought to determine whether staff members were aware of the changes and if they understood why change was happening. The findings revealed that staff awareness and understanding was not optimal. With regards to PASTIS, the head of HR mentioned that the directors passed the information on to her and that she had a better understanding of why the change was being implemented in comparison to her other because she had access to the newsletters regarding the project and understood the German language. “The employees were caught off guard when PASTIS was being implemented”, she said. She also mentioned that the same was the case with the introduction of the Rule of Law Program and the EU project. She further mentioned that the current director communicated about the changes he had intended to implement during staff meetings but employees did not understand why the changes were being implemented.

When asked about staff awareness about change and whether they understood the need for change, the PO said: “I was informed in passing by the director about the change to PASTIS though I cannot speak for the rest of the staff”. With regards to the introduction of the EU project and the Rule of Law Programme, he mentioned that he had been informed by a fellow PO about the EU project. “I cannot speak for staff awareness regarding the introduction of the Rule of Law Program since I was not working for the organization at the time of its introduction though I can confirm that the employees were informed about the changes the new country director planned to introduce”.

The study further sought to establish who initiated change in the organization and revealed that top-management initiated all changes. When asked who initiated change in the organization, the head of HR said: “the changes that I have seen introduced in this

organization all came from the directors who would mentioned that the HQ had give a directive for change, there is no on time that I saw the changes that we as staff suggested being implemented.” She mentioned that she was informed by the directors that the HQ had given a directive for the change to PASTIS. “Both the EU project and the Rule of Law Program were an initiative of the director’s locally and the HQ respectively while the new director informed us that the HQ required him to make changes”, she said.

The Program manager reiterated the head of HR’s statement above by saying: “change is mainly introduced to the organization by the directors who mainly acted at the prompting of the head office if there is any major change”. He also mentioned that the HQ had control over the objectives that the organization’s projects aimed to meet by saying: “the introduction of change has never been participatory since the directors already have an idea of what they want to pursue and so the input of staff would mainly come in during implementation”.

The study sought to find out if teams were formed to implement change in the organization and the composition of the teams and revealed that there were teams formed for specific changes. The head of HR mentioned that the PASTIS project had teams that were formed to be in charge of the project revealed that there were teams formed to implement the change. The team was composed of key personnel from different departments in the head office who worked together with an external firm to develop the new system. The team was mandated with the developing the new software and with training users on how to use the new system. “I am not aware of any teams that were formed to be in charge of the Rule of Law Program and the EU project. I can also

confirm that there has been no team formed to implement the changes the director has introduced”, she added. On the other hand the Program Officer mentioned that he was not aware of any teams formed to be in charge of the changes.

The study also sought to find out if there was a change champion associated with the change and revealed that there was a change champion mainly for PASTIS and the changes that the new director implemented. The head of HR said: “the accountant of the Rule of Law Program is the main champion of all changes being introduced in the organization. She was handpicked by the HQ to be trained in advance on how to use the new system so that she would act as a ‘Multiplikatorin’, a trainer of users and she has been on the front line when it comes to the changes being introduced by the new director. However, since the Rule of Law Program and the EU project were introduced before he joined the organization, she had no hand in their implementation. I can also confirm that there was no change champion who played a role in the introduction of the two”.

The PO also added to the above statement by mentioning that he noticed that the accountant seemed to have a greater interest in the changes in comparison to other staff. “She has been in the frontline of the most recent changes the director and has kept close contact with the directors especially with regards to the change to PASTIS and the changes that the country director has introduced. The deceased director was really behind the establishment of the Rule of Law Program in the country since he had a passion for law”, he said. He also added that two PO s who had since left the organization were the main champions behind the introduction of the EU project.

The study further sought to determine if urgency was built so as to get employees to cooperate and participate in the change process and revealed that urgency was built for some changes especially the ones with directives from the head office. As revealed from the interview with the head of HR, who said: “the country director explained he had HQ had given him only 6 months to implement changes and to justify why the Program should keep being funded failure to which the Program risked being shut down and that the survival of the country Program depended on the success of the changes he was expected to implement”. She also mentioned that with regards to PASTIS, there was a project timeline that was given for the system to be fully operational and the office was expected to have acquired equipment before the system was operational.

When asked if urgency was built so as to get employees to cooperate with the changes, the PO said that there was urgency built especially with regards to the changes that the new director had introduced. He said: “the director told us that the office had ‘gone to the dogs’ and he had been given an ultimatum to change the status quo within a span of 6 months or else the Country Program would be closed”. He also added that since he was not directly involved in the implementation of PASTIS, the introduction of the Rule of Law Program and the introduction of the EU project, and was not able to give much information regarding them.

The study further sought to find out if the change process was undertaken in steps or introduced all at once and established that most of the changes were undertaken in steps while others were just implemented without following any formal plan. The head of HR indicated that the PASTIS project was undertaken in clearly defined phases. She said: “I

read from an in-house newsletter that the idea to change from the old system came into being in 1998. The records indicated that the initial phases of the change; the conceptualization phase, the test phase and the pilot phase were carried out in the head office in Germany from 2008 for a period of two years and involved external consultants. Implementation of the new system started in Kenya in 2011 and was fully operational by January 2012”.

In addition to the statement above, the head of HR also said: “The changes implemented by the new director were implemented all at once without any defined stages while it is not clear if the introduction of the Rule of Law Program and the EU project were introduced in phases”. In addition, when asked if the changes were introduced all at once or in phases, the PO said that he was not privy to information regarding the PASTIS and was not in a position to comment about it neither was he in a position to comment about the introduction of the Rule of Law Program as well as the EU project. He said: “I was not working with the organization as the time when the Rule of Law Program was initiated neither was I part of the team that was responsible for the EU project”. He also mentioned that the changes by the current director had not undergone any stages and were introduced all at once.

The study also sought to find out how the changes were incorporated in the organization and revealed that some changes are yet to be incorporated in the organization. In her response the head of HR said: “to ensure that PASTIS was firmly incorporated in the organization, we had to replace the old machines with the standard that was prescribed by the HQ and to change to a better internet connection. After that was done, we were

trained at a workshop in South Africa for a week and continued to do self learning in simulated modes under the guidance of the change champion while the old system was still running before the new system replaced the old system”. She added that in the month of April 2012 a follow-up M & E training session was conducted to determine if the new system was well absorbed.

When asked how the changes by the director were incorporated, the head of HR said: “the director decided to implement changes despite the opposition that he faced and did not care much about what staff thought”. In addition, the PO said that that the director had mentioned in a staff meeting that he had no choice but to implement the changes and will not tolerate an defiance from staff. With regards to the implementation of the Rule of Law Program and the EU project, the incorporation was dependent on the funding and staff. The head of HR confirmed that funds were allocated for the two so as to ensure that they commenced operations.

The study also sought to find out if the changes were accomplished within the set time period and revealed that some of the changes were accomplished within the set time. With regards to the implementation of PASTIS, the head of HR said that it was incorporated on time and within the set guidelines. “The project had a set to be fully operational in Kenya by 16<sup>th</sup> January 2012 and true to the plan, it was up and running by then. The same applied to the Rule of Law Program and the EU project which were up and running by the planned time with the EU project being wrapped up at a later date than the originally planned date”, she said. With regards to the changes implemented by the newly appointed director, she mentioned that with the exception of making changes to the



projects the organization engaged in the change of the organization's culture has not been accomplished". When asked if the changes were accomplished within the set time frame, the PO said that from his observation all changes were accomplished within the set time though he is yet to see employees and both the Country Program working and the Rule of Law Program working together as a team.

### **4.3 Factors influencing Change Management at Konrad Adenauer**

#### **Foundation**

The study sought to find out how the changes were embraced and the findings revealed that not all changes were readily accepted by employees. "The changes introduced by the new director were greeted with a lot of mistrust as staff felt that the changes were more self serving as opposed to being beneficial to the organization," the head of HR said. This however was not the case with the introduction of PASTIS, the introduction of the Rule of Law Program and the EU projects since they were not viewed as threats by the employees. She further added that some employees felt insecure about their jobs as the director had mentioned to them that they had to choice to continue working with the organization to quit if they were not comfortable with the changes that he was implementing.

When asked how staff embraced the changes, the PO said: 'there was clear mistrust of the new director's intentions especially by the local employees. He got more backing from the director of the Rule of Law Program and his fellow Germans". He also cited a case where his fellow colleagues complained that the director and those supporting the changes he has introduced seemed more interested in serving their interests. He also

mentioned that the EU project was well embraced and said that he felt that the Rule of Law Program was well embraced and that he did not observe anything to the contrary. However, he was not in a position to comment about the introduction of PASTIS.

The study also sought to find out if there were any resistance faced when implementing the changes and how they were handled and revealed that there was resistance. According to the head of HR, there was notable absenteeism and that staff members discouraged especially after the director introduced change. She also added that staff openly defied the director's orders especially when assigned tasks to do with the change he wanted to implement. "When the a PO was sidelined in the running of the EU project that he played a major role in securing funds for, he got discouraged and would openly refuse to assist those appointed to run the project", said the head of HR. "He would not turn up to work for up to two weeks and was not actively carrying out his duties and he ended up leaving the organization", she added. There was however not resistance faced when introducing PASTIS and the Rule of Law Program.

The study also revealed from the PO's response: "in addition to the notable grumbling and absenteeism that I noticed with my colleague, I also noticed that the new director's secretary started arriving late for work. She mentioned to me that she did not enjoy doing her work anymore and felt as if he director was pushing her to quit", that there was resistance to the changes introduced by the director. He further mentioned that he noticed that there was no resistance to the new system PASTIS and that it was well accepted and by virtue of the fact that he works for the Rule of Law Program he was able to confirm

that there was no resistance experienced during its introduction. He was however not able to comment on the EU project.

When asked if they felt that communication about the change was effective, the head of HR said: “I believe that communication about all changes being could have been done in a better especially since most changes are initiated by HQ and since the directors are the point of contact between the local staff and the HQ. Take the PASTIS project for example, the information available about it was mainly in German and in the organization’s intranet with only few people having access to the intranet. The directors back then were very secretive and did not divulge much”. She also made reference to the introduction of the Rule of Law Program and the EU project and said that communication about the two was done during a meeting and not all employees were informed. With regards to the current director’s changes, she said that he only passed on the information that he felt would aid him in achieving his objective and was using the information to manipulate staff rather than educate them on the changes.

The PO added to the information above by saying; the mode of communication mostly favored those that understood the German and certain aspects of the change projects were communicated and information was limited to issues that the top management felt was necessary for the rest of the staff to know and employees were reduced to asking questions from different individual so as to fill knowledge gaps on issues regarding the changes”. This he said in regards to the EU project and the changes regarding the changes the director wanted to implement. He however refused to comment on PASTIS since he

was not directly involved in the project. He was also not able to comment on the Rule of Law Program since he was not attached to the organization at the time of its introduction.

The study also sought to determine if the leaders of the organization played a role in the implementation of change and the study findings revealed that certain changes process received a lot of support from the top-management. According to the head of HR, “the directors were mainly committed to the changes that were mandatory and initiated by HQ and whose failure was going to have major ramifications on them directly”. She added by saying: “Since they are the focal point of reference for both the local and international office, the directors ensured that the necessary preparations for the changes were done and were on schedule”. This was the case with PASTIS, the Rule of Law Program and the EU project. An exception were the changes introduced by the new director, who after having stressed the need for teamwork has not been working as a team player and has on occasion excluded staff from the changes and only indulged the change champions.

The study further sought to find out if the organization had adequate resources to implement the change. The head of HR revealed that when planning for PASTIS the HQ ensured that its offices abroad had funds allocated for the purchase of new equipment that was essential for the operation of the new system. She said: “the new system required that the organization acquired standardized equipment as per the requirements of HQ”. The same applied to the Rule of Law Program and the EU projects. With regards to the changes that the new director planned to implement, there was no need for capital to be laid out for the implementation of the change. The PO said: “I was informed by the director about funds being allocated for PASTIS and the EU project in a meeting we had

in his office”. He also mentioned that he did not know if funds were allocated for the implementation of the changes that the director planned to implement. In fact he did not see the need for funding such issues as culture change.

The response of the head of HR to whether employees were involved in the change process and the roles they played in the change process was: “I was not pleased with how employees were not included in any of the changes. For example with regards to PASTIS, the development did not take into consideration the views of employees since they were going to be the end users of the new system”. In addition, she reported that when she was informed that the change champion had told the secretary that what staff thought did not matter and what mattered was the change that needed to be implemented by the director. She further mentioned that the director only involved those that supported his changes.

When asked to comment on the issue above, the PO went on to say that the manner in which the change was being handled was not all inclusive and excluded the local staff and who were expected to agree with the decisions that were made by top management. There was an instance where staff made suggestions on how the changes should be implemented and they were informed that what the head office has set out to accomplish and how it expects it done will not be changed.

The study also found out if staff worked together during the implementation of all the changes. The head of HR said that the change process associated with all the changes the organization was marred with mistrust with the staff divided in two camps. One camp that comprised of locals and the other comprised of the German employees who

supported the directors in his endeavor to make changes. “Individuals were more concerned about pursuing their interests as opposed to working together. The German employees showed open contempt for local staff”, she said. The PO further mentioned that the directors showed favoritism to staff that supported his changes initiatives and sidelined those that showed some form of resistance or even those that questioned them.

The study also sought to find out if the type of structure that the organization had and if organization was required to make adjustments to its structure and reporting relationships so as to accommodate the changes. The head of HR revealed that the organization’s structure was a project based structure and that the new program and project fitted in well into the country office. “The fact that junior staff’s jobs were enlarged did not change the reporting relationships in the organization”, said the head of HR who also added that there was no need to make changes to the reporting relationships as each program and project had their own set of staff who in a much as were located in the same premises, had different reporting relationships. Further, the EU project was implemented in a different town though still maintaining its association with the country office. The PO mentioned that he did not notice any major adjustments to the reporting relationships as a result of the changes.

#### **4.4 Discussion**

The study aimed at determining the approach adopted by Konrad Adenauer Foundation in the management of change in the organization and the factors that influence the management of change. The findings revealed that change in KAF was mainly initiated by top management both at the HQ and at the local level by the directors and that the

forces that pushed for change were mainly internal to the organization. The findings further show that the management of change KAF was characterized by minimal employee awareness of, involvement in and understanding of the need for change as well as the use of an internal change champion with changes incorporated both through training and coercion with some changes being undertaken in formally defined phases.

Based on the findings it is evident that the organization has undergone planned change which is consistent with what previous researchers have done on the approaches to the management of change that have been adopted by organizations in the NGO sector. Specifically the findings of this study and in agreement with the research findings of studies carried out on International Federation of Red Cross and Red Crescent Societies as concluded by Maraka (2009), Uzima Foundation (Oranga, 2009), as well as BOMU Medical centre (Saanun, 2011) which reveal that changes were mainly planned and initiated by top management with changes at International Federation of Red Cross and Red Crescent Societies being initiated at the HQ.

The findings on factors that influence the management of change also agree with research findings by Misoi (2011), Maraka (2009) and Saanun (2011) which indicated that the management of change was mainly marred by behavioral resistance to change and that poor employee involvement in as well as poor communication of change was a major factor that affected the management of change in the organizations. In addition, training and leadership commitment were found to be factors that impacted positively on the management of change according to Oranga (2009).

From the research findings it is evident that the research reinforces the open systems theory of organizations which stipulates that organizations are open systems which are affected by changes that occur either internally or externally in the organization's environment. The changes that the organization has undergone has not only had an impact on the targeted areas but have also transcended to other sections. For example, the changes introduced to the organization's accounting system has had an impact on HR by changing staff job descriptions, it has also had an impact on the procurement by reducing the amount of paper work required. In addition, the replacement of the country director also affected the organization's culture as well as the projects that the organization involves itself in. The introduction of the Rule of Law Program and the EU project not only had an impact on the activities the organization carried out but also impacted on the staff by increasing their workload and also impacted on the procurement practices by the organization which had to be adjusted to meet the extra needs.

The study findings also reveal that different changes were managed in different ways for example, it is evident the management of the change in the accounting system was done in agreement with Bullock and Batten's (1985) model of planned change which proposes organization to implement planned change, organizations should implement change in four distinct steps; exploration, planning, action and integration. From the findings, it is clear that before the introduction of the change, the process underwent several years of planning and exploration which were mainly carried out at the HQ in conjunction with the top management locally while the implementation of the changes were done locally. The changes also underwent integration which was mainly carried out locally with close collaboration with local staff.



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of findings, key findings, conclusion, recommendations for policy and practice, limitations of the study and suggestions for further research. The conclusions and recommendations drawn were focused on addressing the purpose of this study.

### **5.2 Summary**

The objectives of the study were to identify the change management approaches adopted by Konrad Adenauer Foundation in the management change and the factors that influenced the management of change in the organization. The research design applied for the study was a case study and primary data was collected from two respondents to meet the objectives of the study. The data was then analyzed using content analysis. Findings of the study show that the changes in KAF were planned by the top management and that the forces that pushed for change in the organization were both internal and external to the organization. The study also revealed that some changes in were managed in a structured manner while others were not. The findings also revealed that there was minimal behavioral resistance to change during the change processes which were mainly dealt with through coercion.

The first objective of the study was to determine the change management approaches adopted by KAF in the management of change. The study findings revealed that staff

awareness and understanding of the need change was not effective. The findings show that employees were only informed about the changes during implementation and not during the planning phases. The directors were always the first to be informed about any change initiated by the HQ and locally, the directors mainly involved senior employees in the change process. The findings also revealed that some changes in KAF were mainly planned with minimal aspects of emergent change with changes mainly being initiated by HQ after periods planning. This is specific to the changes that impacted on the accounting system and the introduction of an additional project and program. On the other hand, though planned by the top management, the change in culture did not involve any prior planning.

The findings further showed that there was an internal change champion identified to help speed up the change to the accounting system and the individual worked in close collaboration with the team in HQ that was mandated with the implementation of change. In addition, there was urgency built especially with regards to the change in the accounting system and the introduction of the new program and EU project. These changes were introduced in phases out which is however not the case with the changes the new director had introduced and to ensure that the changes were incorporated in the organization, training of users of the new system was done and coercion was used by the director to ensure that the changes he implemented were on track.

The second objective was to identify the factors that influenced change in the organization. The study findings reveal that the availability of funds played a major role in the successful implementation of the new accounting system by ensuring that the

relevant equipment was acquired for the new system. The findings also revealed that the commitment of leadership was one sided, with the directors showing more commitment to the changes initiated by head office as opposed to the changes introduced by the director. This has had a major impact on the implementation of the changes with changes introduced by the director not being successfully implemented while those initiated by the head office being implemented as planned.

Other factors found to influence the management of change in the organization included communication which was poorly done during the implementation of the changes. The poor communication however mainly impacted the changes implemented by director. The communication of the change was not frequently with regards to the introduction of the program, project as well as the changes implemented by the director and with the regards to the new accounting system, was done senior employees and those that had knowledge of the German language.

The study findings also showed that the organizations culture and structure had a profound impact on the management of change. The individualistic nature of the work environment derailed the implementation of the changes by the director while the organizational structure that is project oriented, aided the introduction of the Rule of Law Program and the EU project. Finally the findings also showed that the lack of adequate involvement of employees in the planning process of the changes had influenced the way change was managed by especially slowing down the implementation of the changes by the director.

### **5.3 Conclusion**

The aim of this paper was to study the change management approaches that the organization adopted when implementing these changes as well as determining the factors that have influenced the management of change in the organization. Based on the findings, this study concludes that that the management of change at the Konrad Adenauer Foundation was mainly characterized by top-down implementation of change, planned with minimal aspects of emergent change and marred with minimal employee awareness and involvement in change processes. The management of change was influenced by factors internal the organization which included an unfavorable organizational culture, a favorable organizational structure, poor communication, leadership commitment, availability of resources and involvement of employees in the change processes.

The study additionally concludes that the findings of this study are have contributed to the open systems theory of organizations with the changes in the accounting system, the change in leadership as well as the introduction of an additional program and project affecting HR and procurement of the organization. The study also concludes that the findings on the management of change, specifically the introduction of the new accounting system, support Bullock and Batten's (1985) model of planned change while other changes did not follow any formal model.

## **5.4 Recommendations**

The study further recommends that the organization should place emphasis on employee involvement in any change process that way their full support is assured which will eventually result in a successful change process. It is hence critical that the organization provides for more active involvement of employees in any change processes no matter how junior they are in the organization. This will help ensure employees at all levels of the organization embrace the proposed changes.

To successfully implement change initiatives, the organization must ensure that communication regarding change is clearly done and communicate more frequently throughout all phases of the change; from the planning to the finally phase where the change is fully integrated in the organization. Effective communication during change will help clear and misconceptions about it and ensures that trust is built. It will also help the employees understand the need for change.

The organization should also strive to maintain its current structure as it is flexible and allows for change to be accommodated. The organization should also to change its culture from its current individualistic one to that of teamwork which in the works for the greater good of the organization and contributes to the organization's success. An individualistic culture means that individuals are only concerned about what they will get from situations. Teamwork will ensure that all are on board and work collectively to implement change and ensure that future changes take place successfully.

The study recommends that the organization should also strive to enhance the capacity of employees and leaders to be able to deal with change and ensure that they are properly trained in new and existing technologies in order for better performance to be achieved. In addition, the managers should be enhanced with necessary skills to enable them to effectively manage future change.

### **5.5 Limitations of the Study**

The study has some limitations and it could benefit from further research. First, the degree to which the findings can be generalized is limited due to the fact that research design that this study adopted was a case study. The study was carried out within a specific context, the Konrad Adenauer Foundation in Nairobi and it is possible that other research findings from other organizations would be different. It cannot thus be concluded that other organizations when exposed to the same changes that KAF would manage change in the same manner neither can it also not be concluded that the same factors that influenced change in the organization can be said to influence change in other organizations.

Secondly, the study was limited by the objectives it aimed to cover. The objectives pursued were to determine the approach to the management of change that KAF adopted as well as the factors that influenced how change was managed in the organization. The study was thus limited to the mentioned objectives and did not factor in other aspects of change that would be potential areas of study within the organization.

Finally, for the purpose of collecting data, an interview guide was used. Since the research was carried out using an interview guide, the findings of the research were subjected to some degree of subjectivity. This is because the respondents could have given responses based on their understanding of the questions asked as well as the situation that they experienced which in turn could not have been representative of what others in the organization experienced.

## **5.6 Suggestions for Further Research**

The study covered the change management practice the Konrad Adenauer Foundation in Kenya and examined the factors that have affected the change management process. It would be interesting for future research to compare different settings in order to strengthen the results of this study or expand and refine it. There are other areas with regards to change and its management that would be vital to be studied. For instance, additional studies should be carried out on how the implemented changes have impacted on performance in the organization. Another possible area of study would be to discuss the impact of organizational culture on change implementation.

In addition since this study was carried out in a context specific to the Kenyan context, further research should be extended to other offices in the world so as to ascertain if the change management approach that was applied in the KAF office in Kenya is applicable to other offices of the organization affected by the changes. It would also be beneficial to address areas such as the relationship between the management of change and the period of an organization's existence specifically to address how change would be managed if the organization had been in existence for long or if it were recently founded.

In addition, since the research design and data collection instrument could have exposed the study to some degree of subjectivity, it would be interesting for future research to apply a different research design as well as a different instrument. For example a possible design would be to carry out a longitudinal study that would compare organizations' approaches to change management over time. A possible data collection instrument would be a questionnaire so as to enhance objectivity of the findings.



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## APPENDICES

### **Appendix 1: Letter of Introduction**

Inez Odongo  
P.O. Box 2702 -00100  
Nairobi

13.07.2013

To the Head of HR and Administration  
Konrad Adenaur Foundation  
P.O. Box 66471-00800  
Nairobi

Dear Sir/Madam,

#### **Re: MBA Research Project**

My name is Inez Odongo a student at the University of Nairobi pursuing MBA in Strategic Management at the University of Nairobi. As a prerequisite of the award of the degree, I am required to conduct a research project. To this end, I am writing to request for and will be grateful for an opportunity to meet with you for a face to face interview and conduct a study on how your organization has managed the changes that it has undergone through out the year and to determine the factors that influenced how the changes were managed.

Find an introduction letter from the University of Nairobi enclosed. I am available at a time of your convenience and look forward to hearing from you.

Yours sincerely,

Inez Odongo

## Appendix 2: University Introduction Letter



### UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS MBA PROGRAMME

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE: 12.07.2013

#### TO WHOM IT MAY CONCERN

The bearer of this letter: INEZ AKINYI ADIPO ODONGO

Registration No. D61/72875/2009

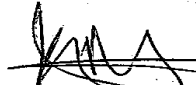
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



  
PATRICK NYABUTO  
FOR: MBA CO-ORDINATOR  
SCHOOL OF BUSINESS

## **Appendix 3: Interview Guide**

### **Change management approaches in Konrad Adenauer Foundation**

1. What was the driving force for change in the organization?
2. What were the objectives of introducing the changes the organization?
3. What areas of the organization were targeted for change?
4. What areas were affected as a result of the change?
5. Was there a period of planning before the commencement of the changes?
6. Were staff members aware of the changes? Did they understand the reason why the changes were being implemented?
7. How were the changes and aspects about the changes communicated?
8. Who initiated change in the organization?
9. Were employees informed of the urgency of the change? If so what steps were taken to build urgency?
10. Were there teams mandated with the responsibility of implementing the change? What was the composition of the team?
11. Were the changes introduced all at once or were they implemented in different phases?
12. Was there a period of planning before the changes were implemented?
13. Were the changes implemented according to plan? If so what action was taken to ensure that they were on track?
14. Was there an external consultant involved in the change processes? If so what role did they play?
15. What steps were taken to ensure that the changes were integrated in the organization?

### **Factors influencing the management change at KAF**

1. What were the challenges encountered when implementing the changes? How were they handled?
2. Were the views of all staff taken into consideration when planning and implementing the change? To what extent were they able to influence the process?
3. What was the role of the top management during the change process? How did they manage the whole process?
4. Did the organization have adequate resources for the implementation of the changes?
5. Did staff work together as a team during the change process? How was the atmosphere in the organization during the change process?
6. Was there need to change the organization structure so as to implement the changes?