CHANGE MANAGEMENT PRACTICES AND ROLE OF LEADERSHIP IN MANAGING CHANGE AT G4S KENYA LIMITED

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS DEGREE IN BUSINESS ADMINISTRATION OF UNIVERSITY OF NAIROBI
DECLARATION

I hereby declare that this is my original work and has not been submitted for any award at any other institution.

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DEDICATION

I would like to dedicate this project to the following people who helped me in one way or the other. First I would like to dedicate it to my loving family members, Mum Imelda Masika, Dad John Masika and my Brothers and Sisters whose prayers and support kept me going.
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I am grateful to God for giving me the grace and strength to complete this project.

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Many thanks go to my classmates for their support and encouragement, I appreciate your support. May God bless you.
ABSTRACT

Change has been with us since the beginning of time, and in today's fast-paced, highly competitive world, change is inevitable. Organizations must respond to change to remain competitive and customer-focused. The biggest issue for implementation of change is getting people to accept and implement the required changes. To do this they need to understand why the change is needed, how it will be implemented, what progress is being made, and, later, whether it actually worked. Leadership is needed to revitalize an organization and facilitate adaptation to a changing environment. Major change in an organization is usually guided by the top management team, though any member of the organization can initiate change or contribute to its success. Additionally, efforts to implement change in an organization are more likely to be successful if the leaders understand the sequential phases in the change process, different types of change and the importance of using appropriate models for understanding organizational problems as well as the reasons why people accept or resist change. This case study seeks to identify the leadership roles in change management at G4s Kenya Limited. Additionally, it also seeks to identify challenges that leaders were faced with while managing change. Primary data was collected using an interview guide, and the respondents were the management team of G4s Kenya Limited. Data was analyzed by use of content analysis to arrive at analytical conclusions as the data collected was qualitative in nature. Findings from the study showed that management was highly involved in managing the intended change. To facilitate the change process, a transition team headed by the human resource and change director was formed. Members of the transition team were appointed from the different business units, at departmental and sectional levels and their main duty was to ensure that change is accepted at all levels of the company, with minimum interruptions to meet customer needs. Though the integration process was successful according to the respondents, a lot of challenges were encountered but the transition team tried as much as they could to resolve them as soon as they became evident. Frequent communication to employees through staff forums reduced anxiety, fear and confusion, and during this forum, management collected feedback and were able to further address employee concerns. The study recommends to the management of G4s Kenya to engage stakeholders in the implementation process. To reduce resistance to change from any stakeholders, participation and communication in the entire change process should be encouraged. Evaluation of the intended courses of action should be closely monitored to ensure timely feedback is obtained for decision making. The research, though completed successfully was not without difficulties. Being a case study where G4s Kenya Limited was solely the unit of study, obtaining information was very difficult mainly because the respondents felt that some information was very confidential. This limited the scope of the study, and some respondents clearly pointed out they had not provided full information for confidentiality reasons. Further research could be carried out on the topic but targeting lower levels of management, as any successful change effort must involve all parties in an organization. Additionally, further studies could be carried out to identify ways of handling the challenges identified in managing change in organizations
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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

As the pace of change seems to grow ever faster, in organizational as well as personal life, we need to not only develop our skills as individuals but, where possible, help others to manage their own change. Change is inevitable in the life of an organization, and an organization that learns to cope with change will thrive and flourish and others which fail to do so will perish. Prior to discussing change management, the word change must be defined. (Burnes, 2004)

According to Mullins (2001) change is the significant difference in what was before. In business it means accomplishing tasks in a new format, following new directions, acquiring new technologies, new management procedures, acquisitions and mergers and other important events in corporations. He described the characteristics of change as insignificant, prolonged and disruptive and change is a continuous process of alignment. Paton (2000) has four basic definitions of change management: it is a task of managing changes, a field of professional practice, a body of knowledge and information and a control mechanism.

Change has been with us since the beginning of time, and in today’s fast-paced, highly competitive world, change is inevitable. Organizations must respond to change to remain competitive and customer-focused. The biggest issue for implementation of change is getting people to accept and implement the required changes. To do this, they need to understand why the change is needed, how it will be implemented, what progress is being made, and later whether it actually worked. Leadership is needed to revitalize an organization and facilitate adaptation to a changing environment. (McDonnell (1990)
While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Clearly, if organizations are ever to experience a greater level of success in their development efforts, managers and executives need to have a better framework for thinking about change and an understanding of the key issues which accompany change management. Ansoff and McDonnell (1990), state that changes arises out of the need for organizations to exploit existing or emerging opportunities and deal with threats in the market. It is crucial that organizational seek to create a competitive advantage and wherever possible innovate to improve their competitive positions. This implies the readiness to change within the organization and the ability to implement the proposed change.

According to Calderone (2004) “change is no longer an irregular outing, an inconvenient, up hearrel to be undertaken once every ten years. Change is something an organization has to learn to line with the structure and manage. Change is here to stay and the winners will be the ones who cope with it”. Adaptation to change has become a common agenda for organization of all types from business, social, governmental, educational and cultural.

In the twenty first century history shows us that it has been an “end of perpetual change. In all organizations, the effects of change are multifaceted. The norm nowadays is that new computers go into the market place and sweep away established organizations and take their customers base, technology on hand drastically changes how the business can be undertaken, legislation demand changes to the way in which products and services are delivered and deregulation throw up whole new trilling blocks. Customers all over are becoming more knowledgeable and demanding and these lead to change management. Calderone (2004)
The business environment has become extremely competitive and complex, diversification; globalization and technical innovation are some of the major characteristics of modern global markets. These characteristics impose the need for satisfying business stakeholders within global market. Organization should be flexible in order to adopt to change to compete effectively and thus prosper and grow. Organizations should be ready and willing to change to review their vision, their strategy and structure to develop the abilities to these changes to become innovative and incorporate their workforce in the change process so as to take advantage of the challenges presented. Mullins (2001)

1.1.1 Leadership and Strategic Change

Robin (2009) defined leadership as the process and practice by key executives guiding and shepherding people in an organization towards a vision over time and developing the organization’s future leadership and organization culture. Leaders play a critical role during change implementation, the period from the environment of change through the installation of the change. During this period the organization is the most unstable, characterized by confusion, fear, loss of direction, reduced productivity and lack of clarity about direction and mandate. Leadership is driven down the organization not just by the way leadership communicates, but from the conversation that go on at any level in the organization. It’s unattainable for a single leader to drive down the message of change and inspire people at all levels. It takes command on network of people who are really in partnership and who are having conversations with everybody in the organization about the nature of change. Burton (2001)

Change process which encompasses human resource, information technology adoption and upgrades trolls and techniques as well as the basic rules and controls within the organization are
the mandate of leaders engaged in the management of change Burton (2001). It is up to the leader to make these change initiative tangible rather that perceptual and to stimulate enthusiasms and ownership of the proposed change within the corporate environment. Leaders are responsible for bridging the gap between strategy decisions and the reality of implementing the changes within the organization.

1.1.2 G4s Kenya Limited

G4s Kenya limited is the world’s leading international security solutions provider leading in outsourcing of business in sectors where security risks are considered a strategic threat. G4s Kenya is part of the G4s group that has is Headquarters in London. The company at present operates in over 125 countries globally and employs over 650,000 people making it the second largest private sector employer in the world. G4s Kenya limited is a subsidiary of G4s PLC listed in the London stock exchange and Copenhagen stock exchange. (http://www.g4s.ke.org)

G4S is mandated to offer services to the private institutions and residential premises. They also offer the cash in transit services and therefore the need to change their way of transporting the cash through the improved technology, the increase in customer preferences and taste, competition and the economical conditions has contributed to the need for change in the organization. The management team of G4S is entitled to manage the integration of the organization and their clients in a way that both employees and the clients will embrace the change by playing the role of facilitators and enablers of change.
1.2 Research Problem

Change can be a time of exciting opportunity for some and a time of loss, disruption or threat for others. How such responses to change are managed can be the difference between surviving and thriving in a work or business environment. Change is an inherent characteristic of any organization and like it or not, all organizations whether in the public or private sector must change to remain relevant. Change can originate from external sources through technological advances, social, political or economic pressures, or it can come from inside the organization as a management response to a range of issues such as changing client needs, costs or a human resource or a performance issue. It can affect one small area or the entire organization. Nevertheless, all change whether from internal or external sources, large or small, involves adopting new mindsets, processes, policies, practices and behavior French and Bell (1999)

Leadership is the ability of an individual or group of individuals to influence, motivate and enable other employees to contribute towards the effective functioning and successful performance of the firm. Thus an effective leader is the one who maximize the value of these achievements, thereby affecting subordinates, expectations, valence, performance and satisfaction. Bennis (1997)

The researcher decided to carry out a research in G4S since the organization is a multinational organization which has several single business units which will help the researcher to address different challenges the organization encounters during the change process. G4S has undergone different changes as an organization through restructuring, mergers and acquisitions. As the research questions that this study seeks to answer are: what are the leadership roles in managing change at G4S Kenya, and what are the change management practices in G4S?
While several studies have been undertaken on managing change in public and private sectors, little has been done on the role of leadership in managing change in a multinational organization with different single business units. For instance, the study by Mute (2008) focused on managing change in water sector. Others who have undertaken studies on strategic change management in various industries include Muhia (2008), whose study focused on change management practices adopted by the City Council of Nairobi, and Oganda (2007), whose study focused on strategic change management at Wrigrey Co East Africa.

1.3 Objectives of the study

The overall objective of the study is to evaluate the effects of change management practices in an organization.

i. To determine change management practices at G4S.

ii. To determine the role of leadership in change management at G4S.

1.4 Value of the study

The study would help the researcher to gain problem solving skills as well as will benefit from this study by acquiring more knowledge on change management and by the completion of the same; the study will provide a platform for benchmarking purposes either by competing firms or even by financial analysts. The ability to cope with changes in technology, economy or internal from time to time may determine also the competitive ability of the organization. The
management of G4S Kenya can utilize the findings to re-evaluate its activities and perhaps apply the recommendations made by the researcher to improve its performance.

The study will also benefit scholars and academicians by filling a gap in literature on the role and status of change management techniques in Kenya’s established companies. The scholars will evaluate the existing theories and how practical they are to today’s turbulent environment.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter introduces the concepts of the study and the background of the problem and helps to clearly define the problem or area of interest. It intends to make an extensive coverage of the general literature on the subject and give a critical review of major issues such as change management models and practices, forces for change in organizations, the change process and performance evaluation.

2.2 Theoretical Review

The main purpose of this literature review is to identify and examine what has been done by other scholars and researchers in relation to change management. This review also assists the researcher to limit the research problem to define it better. A detailed knowledge of what has been done helps the researcher to avoid unnecessary and unintentional duplication of the projects, demonstrates familiarity with the existing body of knowledge, form a framework within which the research findings are to be interpreted and finally to overcome limitations of previous studies.

2.2.1 Theories of change management

Most theories of organizational change originated from the landmark work of social psychologist Kurt Lewin. Lewin views change as a dynamic process which takes the form of an ongoing struggle between two sets of forces: one pushing in the direction of change and the other pulling
in the opposite direction resisting the change. This is normally portrayed as a ‘force field’ where a stable situation consists of a state of equilibrium between the two sets of forces. Burton (2001)

The Lewin model implies that there is a very clear specification for the required, new pattern of behavior. However, there may only be a vague idea of the way in which the behavior itself needs to change. Kotter (1999)

In this situation, an incremental approach is required, desirably one that draws on employees ideas about what is needed so that they become the joint authors of the change. This is the province of the action research which is defined as a participative method of bringing about change in human behavior that involves stages of data collection, problem diagnosis, action planning and action and re-evaluation. Burton (2001)

A fundamental part of the action research method is to involve the target of a change (employees) in identifying the extent of a problem and suggesting the potential solutions. This is done by a joint exploration of the data that has been gathered by the employees and the consultant. Working together, consultant and employees develop a potential solution of the problem. Since it is hoped that a discussion of this type will lead to a degree of unfreezing of the status quo, there is a clear connection with Lewin’s three-step model. The proposed solution is put into practice by employees, who adopt the new patterns of behavior, Cortin (1999). The most difficult step is usually to get people to abandon their old ways and hence Lewin’s three-step model which explains how to initiate, manage and stabilize the change process, gives a basic method of attempting to do this.
2.3 Change Management Models

There are different types of change management models which can be very useful in the organizations if they are implemented. Some of them are as follows; Systems model, Schein’s psychological safety model, ADKAR model and organizational development model to name but a few.

Organizational Development (OD) is different from previously discussed models of change. OD does not entail a structured sequence as proposed by Lewin and Kotter, but it does possess the same diagnostic focus associated with the systems model of change. Hence, OD is much broader in orientation than any of the previously discussed models. According to Burnes (1999) organizational development is a planned systematic process in which applied behavioral science principles and practices are introduced into organizations, towards the goal of increasing individual and organizational effectiveness. Kreitner (2007) portrays that the difference with OD from other approaches is evident in its unique characteristics that it involves profound change, it is value loaded, it is a diagnosis or prescription cycle, it is process-oriented.

The ADKAR model- In a study done on individual change management (2003) it is defined as the process in which the company provides tools and training to its employees to be able to handle their personal transition through change. The ADKAR model, according to Hiatt and Creasey is a model that can be used as an individual change management. In using the ADKAR model there are four main objectives that could be achieved by the organization and these are; Manage personal transitions- employees could be able to identify where they are in the process of change and determine their own personal hindrances to change. Kotter (1999)
Focus conversations- Communications with employees can be aimed to where they are in the process of change that enables productive and more emphasized conversations that focus on the area of conflict and interest. Diagnose gaps- Composite input from employees provides a critical analysis on why change in management is failing or is not efficient as planned.

Identify corrective action- A framework can be developed in order to determine corrective actions during the process of change. The ADKAR model shows five stages an individual undergoes during the process of Change: Awareness of the need to change- involves a case where employees, stakeholders and even consumers are informed in the changes especially in the management.

2.4 Leadership in Change Management

According to Bennis (1997) organizational leadership is the ability of an individual or group of individuals to influence, motivate and enable other employees to contribute towards the effective functioning and successful performance of the firm.

Bennis emphasized on the importance of leadership style in change situation. He noted that when a board is evaluating candidates for position, it is crucial that they assess the candidate’s view about change. By implication it is essential to understand change leadership style because it influences to a great extent the decisions a leader makes regarding the effort and resources applied to the human aspects of important change Bennis (1997).

According to Daft (2005) the relationship between leaders behavior and firms performance are theorized to be moderated by situational variables which include characteristic of the task, environment and subordinates. Coetsee (2011) urged that desirable workplace transformations
will require that all persons associated with a transformation organization are clearly informed and their understanding on the nature of the expected changes and the relationship between leadership and change also sought. Otherwise any progress in such transformation will encounter unlimited contracts and may even regress.

2.5 Empirical Evidence of Leadership and Change Management

According to Aswathappa (2007), change management must take into account each of the three components. The historical and political evolution of the company, management and organization of the company, and the people who work for the company. His studies were about effective organization change management. He wanted to understand the nature, levels, need and types of change, to understand the reasons for change in organizations, to understand reasons why people resist change and to understand the change process. He eventually found out that change management comprised three elements, the evolution of the firm, its management and organization, and the people who work for it. Also that change management has several managerial implications- the main lesson is that the managers cannot rest on past laurels. They need to change in tune with the changing times.

Paton (2000) Business must normally undergo change in order to evolve to a higher level of for instance, stability, management or production, usually the organization is encouraged on settling on change management due to external influences usually termed as the environment. Paton found out that businesses must normally undergo change in order to evolve to a higher level for instance, stability management or production. The major objective of change management which is the introduction of new systems in the work organization i.e. total change project is normal to companies that are engaged in change management.
According to Ruoro (2010) whose study was about change management and role of leadership, she wanted to know the contribution of leaders towards change management. She found out that managing change in an organization requires a lot of coordination and for it to be effective, top management in an organization must play a very vital role in managing it. Wasim Abbas and Imran Asghar (2010) whose study was on the role of leadership in organizational change wanted to find out the effects of change management in an organization. They found out that the effects of change can be studied over different time scales and at different levels. The study analyzed that organizations in the 1990’s were in state of constant change and sixty one percent of managers had been affected by an organizational change program in the past year. It identified the most common forms of change experienced across industry sector as cost reduction, redundancies, and culture change and performance improvement.

According to Immaculate (2009) whose study was about the effects of change on work performance in an organization, she said that: change is a pervasive influence we are all subject to continual change of one form or another. Change is a part of both social and organizational life. Her objectives were to determine the nature of organizational change and the forces of change, explore reasons for resistance to change and examine the management of organizational change and to recognize the importance of organizational health and performance, and the ability of organizations to adapt to change. She found out that businesses must normally undergo change in order to evolve to a higher level for instance, stability management or production.

Wangari R. (2011) carried out a research on implementation on strategic change management practices in an organization. Her objectives were to investigate the strategic change management practices and to examine the perceived impacts of this strategic change management. She found
out that for effective change management, there must be coordination between the leaders and the employees in an organization for easier transition.

### 2.6 Summary of Literature and Research Gap

In many past studies done in this area of change management, much emphasis has been on the most common dynamics about change; How to not only manage the change but also how one will be secured of the effects of change in the unknown future, which is the main theme of this study. Change does not just occur to multinational organizations like G4S only but also happens to small business and individuals within the various organizational environments. The levels of change may vary but it needs to be initiated in different ways with either individuals or teams. The leaders of change should take the leading roles and make sure that the change has been successful.

A severe utility of qualitative analysis of data and information through use of instruments such as interview schedule will be the elements of primary information. Obtaining a solution to how effective the best models of change management can be to the performance of individuals and more specifically organizations will go a long way in creating a better world to live in. Due to the fact that, change is a constant and that there is always a theme of change there will always be a gap to fill when evaluating change management since change is basically unpredictable.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology that was used to complete the research study. It highlights on the areas of the research design, the method for collecting the data and finally the ways of analyzing the collected data.

3.2 Research design

The study was done at G4S Kenya to determine the change management practices in the organization. This study was conducted through a case study and it is considered suitable as it allows an in-depth study of the subject on change management practices in G4S Kenya. According to Mugenda (2003), a case study involves a careful and complete examination of a social unit, institution, family, cultural group or an entire community and embraces depth rather than breadth of the study. Case studies also provide focused and valuable insights to phenomena that may otherwise be vaguely understood.

3.3 Data Collection

Primary data was collected by way of an interview guide (see appendix 1). Cooper and Schindler (2003) and Sekeran (1992) noted that personal interviews obtain in depth information as the researcher can adapt the questions as necessary, clarify doubts and ensure that the responses are properly understood by the repeating or rephrasing the questions thus improving the quality of the information received. Additionally, the researcher can probe with additional question, gather
supplemental information as well as pick non-verbal cues from the respondent through observation.

The interview guide was administered to the management of G4S Kenya. The managers represented different business units which are manned security, Response service, Courier service, Cash in Transit and secure logistics in an effort to capture the different roles that managers in different departments play in the transition. This was because every unit encounters different challenges. This approach will enable the researcher to collect as much information as possible on the topic of study.

3.4 Data Analysis

Organization of data from interview transcripts and observation notes was the first step in the analysis process. The study employed content analysis method. Since the data collected was qualitative in nature, the researcher studied theoretical statements emerging from the interview, by pairing down the data to represent major themes and categories that describe the roles of leaders in managing change during the acquisition as well as the challenges experienced during the transition period.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, results and discussion of the data collected from the top managers and functional heads of G4s Kenya selected from various departments of the company. The interview guide was addressing the functional heads in charge of finance, risk management, information technology and operations, human resources, marketing and research, and public affairs and communication departments.

4.2 Profile of G4S Kenya Limited

G4s Kenya limited is the world’s leading international security solutions provider leading in outsourcing of business in sectors where security risks are considered a strategic threat. The company at present operates in over 125 countries globally and employs over 650,000 people making it the second largest private sector employer in the world. G4s Kenya limited was established in September 25th 1963 as night security organization. In September 25th 1969 the company changed its name to Securicor Security service Kenya limited. The company rebranded in September 19th 1997 to Securicor Security Kenya limited offering the manned security and courier services. On 14th February 2006 the company rebranded and changed its name to G4S Security services Kenya Limited. These lead to a dispute with one of its competitors locally Group 4 security services on the Name where the issue which was taken to court and in 2008 the court ruled in favor of Group 4 security services. The company changed its name on 16th September 2011 to G4s Kenya limited.
In Kenya, G4s has over 15,000 employees serving across different sectors namely financial, hospitality, education, government, embassies, UN agencies, mining among others. G4s Kenya has different Single business units that are coordinated by different directors and functional managers. These single business units are manned security, Response, Courier, Cash in transit and secure logistics. G4s takes pride in offering customers innovative through the application of local market knowledge, built up overtime and supported by global expertise. The company offers a comprehensive range of security solutions. G4s Kenya Limited offers a complete suite of services to provide a total security solutions designed to meet customer’s needs ranging from cash services, manned guarding, front office, management services, Alarm, CCTV, Access control, data storage, transport, Logistics, Event management, secure data services, asset tracking and fire services. (http://www.g4s.ke.org)

Backed by the best people in the business and the latest in technology, G4s delivers premium services with total quality and absolute integrity. Some of the key achievements of G4s include but not limited to provision of access control to the pentagon in the US, Event management in the world cup, introduction of armored vehicles for cash in transit services. G4s Kenya limited had an inevitable market share of over 80% in the last decade. Currently the company has a market share of 44% and the company’s profits have also been on a decline in the past three years. (http://www.g4s.ke.org).

G4s has undergone several changes as an organization. The company has merged with other companies and restructured is Organogram several times. The company has also introduced some changes to have the regions in to clusters headed by the service delivery manager and introduced the post of director human resources and communications manger respectively. The
company has also constructed a well resourced training school that enables the employees to
have trainings at various levels.

4.3 Change Management Practices at G4s Kenya

To the question on the importance of management ability, or competence, in achieving
successful change management, 40% of the employees feel that the management should be
competent so as to ensure good strategy objective setting, achieve strategic awareness, manage
resistance to change, giving a clear guidance, sustain vigorous change management efforts, align
structure to strategy, envision change for future competences and critically assess current
strategy. 60% of the employees indicated that senior managers, directors, middle managers,
departmental heads and other lower level employees should be involved in change management
process at the G4s Kenya but the middle level managers to play the pivotal role in the
implementation. On the role that communication plays in the process of change management at
G4S Kenya, 30% of the total employees indicated that, proper communication of strategic
awareness can act as a cohesive force and succeed in connecting those with ultimate
responsibility for organizations with those who directly implement policies at the sharp.

According to 45% of the employees, communication is pervasive in every aspect of change
management, and it is related in a complex way to organizing processes, organizational context
and implementation objectives which in turn have an impact on the implementation process and
also enhances timely feedback on the progress and challenges met in the process of change
management. 25% filled that effective communication throughout the organization leads to a
clear understanding of key roles and responsibilities of all stakeholders including middle
managers, whose role is often pivotal and ensures that everybody understands success levels at all times.

To the question on the impact of management development programs/training on effective change management at G4s Kenya, 40% of the employees indicated that training instills to the employees a set of management competencies which it is hoped will deliver better competitive and commercial practice; staff training is an important contributor to individual and group motivation, training can increase staff involvement in the organization, improve communication between peers; facilitate change, eliminates confusion since everybody understands his or her role. On the effect of early involvement of firm members in the strategy process on successful change management, the 70% of the employees filled that early involvement of firm members in the strategy process helped members understand super-ordinate goals, style and cultural norms and thus become essential for the continued success of a firm change management. It also prevents them from being taken by surprise, puts all members at the same platform, and helps the employees to own the process thus ensuring better results. According to 30% of the employees, early involvement of firm members in the strategic plans and decisions taken by the company are essential to their progress and development within their organizational environments. Involving staff in such processes increase their confidence and sense of ownership of new policies and changes, which in turn contribute to their personal and professional motivation towards successful change management.

The employees indicated that G4s Kenya applies fluid processes for adaptation and adjustment in change management to a great extent because change management is a complex phenomenon thus in response, generalizations have been advanced in the form of encouraging fluid processes for adaptation and adjustment. On initiatives taken by management in creating and sustaining a
climate within the firm that motivates employees in their implementation role, said that the management have taken initiatives that include encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors within those of the firm, continuous staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion interaction and proper communication.

Employees indicated that the style of change management employed at G4s is the top down model. They further said that the change management practices employed by G4s include allocation and management of resources (financial, personnel, operational support, time, technology support); establishing a chain of command or some alternative structure, assigning responsibility of specific tasks or processes to specific individuals or groups; monitoring results (comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary); taking advantage of supportive implementation instruments like the balanced scorecard and assessing the obstacles to change management (both those internal and external to the organization).

About the factors leading to change management success at the company, the employees said that factors leading to change management success include clear aims and planning, and a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms strategic consensus, leadership and positive attitude towards change management success.
On the challenges faced in the company, the employees indicated that time is being underestimated and thus most of the implementers have a deadline that is merely an approximation due to the occurrence of unexpected developments. To the question on the challenges that are faced during change management that had not been anticipated, the employees said that political turbulence was the most important issue facing any implementation process. Other factors in the external environment that had an adverse impact in change management at the organization according to 70% of the employees were increasingly sophisticated customers and management practices, escalating globalization, political environment, and breakneck competition from other security firms. 30% of the employees indicated that some of competing activities that cause distractions inhibiting change management include too many conflicting priorities, well versed customers and the company trying to cope with competition in the industry hence losing perspective of its strategy. To the question on the challenges causing ineffective coordination and poor sharing of responsibilities of change management activities, the employees filled that they faces challenges of delayed implementation and some workers are being overworked.

4.4 Role of Leadership at G4s Kenya

Leaders play a critical role during change implementation, the period from the environment of change through the installation of the change. During this period the organization is the most unstable, characterized by confusion, fear, loss of direction, reduced productivity and lack of clarity about direction and mandate. The role of the human resource and change director is to drive the Leadership down the organization not just by the way leadership communicates, but from the conversation that go on at any level in the organization. It’s unattainable for a single leader to drive down the message of change and inspire people at all levels. It takes command on
network of people who are really in partnership and who are having conversations with everybody in the organization about the nature of change.

Leadership is not about a person as leader or manager but rather, it is how such person builds the confidence of everyone in a particular organization. Based on this perspective, the managers at G4s as leaders are responsible for both the big structures that serve as the foundation of confidence, and the human touches that shape a positive emotional climate to inspire and motivate. Leaders also deliver confidence by exposing high standards in their messages exemplifying formal mechanism to provide a structure for acting on those standards.

Change process which encompasses human resource, information technology adoption and upgrades trolls and techniques as well as the basic rules and controls within the organization are the mandate of leaders engaged in the management of change. It is up to the leader to make these change initiative tangible rather than perceptual and to stimulate enthusiasms and ownership of the proposed change within the corporate environment. Leaders are responsible for bridging the gap between strategy decisions and the reality of implementing the changes within the organization. A costless of details and effects must be acknowledged and be addressed for successful adaptation to change in all sectors of a firm. Underlying this principle is the fact that almost everything in an organizations infrastructure has an influence on some other part of it. Change management as a whole encourages the redesign and adaptation to change at all organizational levels. In essence, process itself can become the platform from change to occur as well as the protection of the existent daily operations.
4.5 Discussion of findings

Effectiveness of change management practice is, at least in part, affected by the quality of people involved in the process (Govindarajan 1989). Here quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position. The study collates with the literature on the importance of management ability, or competence, in achieving successful change management practice, where the study found that the management should be competent so as to ensure good strategy objective setting, achieve strategic awareness, manage resistance to change, giving a clear guidance, sustain vigorous change management practice efforts, align structure to strategy, envision change for future competencies and critically assess current strategy. The researcher further found that senior managers, directors, middle managers, departmental heads and other lower level employees are involved in change management practice process at the G4s Kenya but the middle level managers play the pivotal role in the implementation. On the role that communication plays in the process of change management practice at G4s Kenya, the researcher found that proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp, communication is pervasive in every aspect of change management practice, and it is related in a complex way to organizing processes, organizational context and implementation objectives which in turn have an impact on the implementation process and also enhances timely feedback on the progress and challenges met in the process of change management practice. The researcher also found that effective communication throughout the organization leads to a clear understanding of key roles and responsibilities of all stakeholders including middle managers, whose role is often pivotal and ensures that everybody understands success levels at all times. This collates with earlier
findings by (Huang and Mak, 1999) that organizational environment is nowadays also confronted with many changes due to increasing and worldwide competition, technological advances and demanding customers.

Wilson (1992), states that planned approach puts too much emphasis on managers and their ability to control the outcomes of change programs relates to the impact of management development programs/training on effective change management practices at G4s Kenya, the researcher revealed that training instills to the employees a set of management competencies which it is hoped will deliver better competitive and commercial practice, staff training is an important contributor to individual and group motivation, training can increase staff involvement in the organization, improve communication between peers, facilitate change, eliminates confusion since everybody understands his or her role.

On the effect of early involvement of firm members in the strategy process on successful change management practice, the study revealed that early involvement of firm members in the strategy process helped members understand super-ordinate goals, style, and cultural norms and thus become essential for the continued success of a firm change management practice. It also prevents them from being taken by surprise, puts all members at the same platform, and help the employees to own the process thus ensuring better results. Further, early involvement of firm members in the strategic plans and decisions taken by the company are essential to their progress and development within their organizational environments. Involving staff in such processes increase their confidence and sense of ownership of new policies and changes which in turn contribute to their personal and professional motivation towards successful change management practice. These findings are similar to the ones on previous research by (Hambrick and Cannella, 1989).
The research revealed that the G4s applies fluid processes for adaptation and adjustment in change management practices to a great extent because change management is a complex phenomenon thus in response, generalizations have been advanced in the form of encouraging fluid processes for adaptation and adjustment. Advocates of a planned change model can be criticized because of their attempt to impose an order and a linear sequence to processes that are in reality messy and untidy (Buchanan and Storey, 1997). On initiatives taken by management in creating and sustaining a climate within the firm that motivates employees in their implementation role, the researcher found that the management has taken initiatives that include encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors with those of the firm, continuous this is supported by Mitchell, (2002) by stating that circumstance and resources differ, clientele and relationships are unique, cultures and their aims, objectives and very ambitions may be different. Staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion, interaction and proper communication. The style/ model of change management practice employed at G4s Kenya are the top down model.

On other factors leading to change management practice success at the company, the research revealed that factors leading to change management success include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards change management practice success. This is
related to the change management practices and the actions that are part of a change management strategy are unique and specific to a particular organization according to Mitchell, (2002).

The research revealed that G4s Kenya faces the challenge of change management time being underestimated in and thus most of the implementers have a deadline that is merely an approximation due to the occurrence of unexpected developments and also experience delays by external business partners in providing the expected support in time. According to Pearce and Robinson (2003), an organizational structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness. In connection to Pearce and Robinson, the study revealed that challenges surface during change management practice that had not been anticipated, the research found that challenges that political turbulence was the most important issue facing any implementation process. Other challenges include supporters of the strategic decision leaving the organization during implementation, change of guiding policies, system breakdown, time, emotion and energy needed to overcome inertia in their organization and translate plans into action.

As stated by process Pearce and Robinson (2003) factors in the external environment that had an adverse impact in change management practice at G4s Kenya were found to include increasingly sophisticated customers and management practices, escalating globalization, political environment, breakneck competition from other security firms. The research revealed that some of competing activities that cause distractions inhibiting change management practice include too many conflicting priorities, well versed customers, and the organization trying to cope with competition in the industry hence losing perspective of its strategy. The research further found out that challenges posed by the inadequacy of information systems used to monitor change
management include the implementers not knowing how effective the change management practice have been, may lead to loss of opportunities, lack of timely feedback and false report on progress and consequently ultimate failure Govindarajan (1989).

On the challenges posed by customers and staff not fully appreciating the strategy on change management practice, the research found that they faced challenges of criticism, lack of cooperation, strategy failure and implementation delays. The research, on the impact of poor communication and diminished feelings of ownership and commitment by employees to change management revealed that it resulted to delayed results, wastage of resources, loss of business, and rejection of the strategy, demotivation and lack of commitment to new ideas Leigh (1988) also writes that resistance is a perfectly legitimate response of a worker.

On the challenges caused by ineffective coordination and poor sharing of responsibilities of change management practice activities, the research found that they caused challenges of delayed implementation and overworking of some workers. This supported by change management is inadequate to describe the diversity of approaches actually used by organization Collins, (2005).

Other challenges faced in change management practice at the organization include poor planning, lack of support, non involvement, inadequate knowhow on the key stages, poor coordination, poor communication, unclear strategic intentions, conflicting priorities, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, competing activities and uncontrollable environmental factors. These collated with Beer and Eisentat’s (2000) six silent killers of change management practice.

The research further revealed the possible solutions to the challenges of change management practices at G4s Kenya include continuous training on how the strategy should be implemented;
involvement of staff in decision making, consider piloting before rolling it out to everyone, appraise achievements, sharing responsibility, efficient communication, defined and clear process flow.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the research question or achieving at the research objective which is change management practice at G4s Kenya.

5.2 Summary of findings

These are the findings that the researcher found while she was doing the study. The findings are in line with the objectives of the study that were to establish the change management practices at G4s Kenya and the role of leadership in managing change.

5.3 Change management practices at the G4s Kenya

Change management encompasses the requesting, determining, attainability, planning, implementing and evaluation of changes to a system. Factors leading to change management practice success at the organization include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards change management practice success. The study also revealed, the role communication plays in the process of change management at G4s Kenya. The interviewees said that proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly
implement policies at the sharp. According to some employees, communication is pervasive in every aspect of change management, and it is related in a complex way to organizing process, organizational context and implementation objectives which, in turn, have an impact on the implementation process and also enhances timely feedback on the progress and challenges met in the process of change management.

On the effect of early involvement of firm members in the change management practice on successful change management, the interviewees said that early involvement of firm members in the strategy process helped members to understand superordinate goals, style, and cultural norms and thus become essential for the continued success of a firm members in the strategic plans and decisions taken by the company are essential to their progress and development within their organizational environments. Involving staff in such processes increase their confidence and sense of ownership of new policies and changes, which in turn contribute to their personal and professional motivation towards successful change management. Initiatives taken by management in creating and sustaining a climate within the firm that motivates employees in their implementation role, said that the management have taken initiatives that include encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors with those of the firm, continuous staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion interaction and proper communication.

Factors leading to change management success at G4s Kenya according to the respondents include clear aims and planning, a conducive climate, giving implementations priority, having
abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms strategic consensus, leadership and positive attitude towards change management. On initiatives taken by management in creating and sustaining a climate within the firm that motivates employees in their implementation role, the researcher found that the management has taken initiatives that include encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors with those of the firm.

5.4 Challenges faced by the G4s Kenya in managing change

The research revealed that the organization faces challenges as a result of change management. The major challenge the organization face was related to time frame where implementers have a deadline that is merely an approximation due to the occurrence of unexpected developments and also experience delays by external business partners in providing the expected support in time. Another challenges faced by G4s Kenya is that customers and member of staff are not appreciating the change since they are used to status quo. The research revealed that the management is being criticized and thus leading to lack of cooperation, strategy failure and implementation delays. The research, on the impact of poor communication and diminished feelings of ownership and commitment by employees to change management practice, it was revealed that the organization experience some wastage of resources, loss of business, rejection of the strategy, lack of motivation and lack of commitment to new ideas.

Challenges that were faced during change management practice that had not been anticipated; the research found that political turbulence was the most issue facing any implementation process. Other challenges include supporters of the strategic decision leaving the organization
during implementation, change of guiding policies, system breakdown, low or underestimated budget allocation and lack of commitment, time, emotion and energy needed to overcome inertia in their organization and translate plans into action.

External environment that had an adverse impact in change management practice at the G4s were found to include increasingly sophisticated customers and management practices, escalating globalization, political environment, breakneck competition from other firms. The research revealed that some of competing activities that cause distractions inhibiting change management include too many conflicting priorities, well versed customers and the firm trying to cope with competition in the industry hence losing perspective of its strategy. The research further revealed the challenges posed by the inadequacy of information systems used to monitor change management practice include the implementers not knowing how effective the change management practice have been, may lead to loss of opportunities, lack of timely feedback and false report on progress and consequently ultimate failure. Other challenges faced in change management at G4s Kenya include poor planning, lack of support, non-involvement, inadequate knowhow on the key stages, poor coordination, poor communication, unclear strategic intentions, conflicting priorities, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, competing activities and uncontrollable environmental factors.

5.5 Conclusions

From the study, the research concludes that the management should be competent so as to ensure good strategy objective setting, achieve strategic awareness, manage resistance to change, early involvement of firm members in the strategy process helped members understand super-ordinate
goals, style, and cultural norms and thus become essential for the continued success of a firm change management practice, puts all members at the same platform, and helps the employees to own the process thus ensuring better results.

The study also concludes that the management has taken initiatives in creating and sustaining a climate within the firm that motivates employees in their implementation that includes; encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors with those of the firm, continuous staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion and interaction and proper communication. The study also concludes that factors leading to change management success include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards change management practice success.

On the challenges, the study concludes that the G4s Kenya faces the challenge of change management practices time being underestimated, political turbulence, poor planning lack of support, non involvement, inadequate knowhow on the key stages, poor coordination, poor communication, unclear strategic intentions, conflicting priorities, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, competing activities and uncontrollable environmental factors, supporters of the strategic decision leaving the organization during implementation and change of guiding policies. Factors in the external environment that had an adverse impact in change management practice at the G4s Kenya were
increasingly sophisticated customers and management practices, escalating globalization, political environment and breakneck competition from other firms.

5.6 Limitations of the study

A limitation for the purpose of this research was regarded as a factor that was present and contributed to the researcher getting either inadequate information or responses or if otherwise, the response given would have been totally different from what the researcher expected.

The main limitations of this study were, some respondents refused to be interviewed. This reduced the probability of reaching a more conclusive study. However, conclusions were made with this response rate. The small size of the sample could have limited confidence in the results and this might limit generations to other situations. Most of the respondents were busy throughout and had to continuously be reminded and even persuaded to provide the required information.

5.7 Recommendations

From the discussions and conclusions in this chapter, the study recommends that although G4s Kenya has been successful in change management practice, in order to remain profitable and competitive in the market, the organization should continuously train its employees on how the strategy should be implemented, involve staff in decision making and employ an efficient communication system that avails information on strategy to all stakeholders. The study further recommends that G4s Kenya should involve all members in the change management practice.
5.8 Suggestion for further Research

The study was only conducted in G4s Kenya to support the results from this research, the same study should be done either other security firms or a survey on the entire industry to verify the results found and check if there are any different approaches to the change management practices. The researcher further recommends that a replicate study be done on other firms so as to find out how other companies implement change management.
REFERENCES


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APPENDIX1: INTERVIEW GUIDE

SECTION A: GENERAL INFORMATION

1. How many years have you worked in G4S?

2. Name of the department or unit.

3. Position held at the department or unit

4. The number of years in the current position?

5. What are your current role and the major responsibilities?

6. What is your understanding of Change Management Process?

7. Do you have any formal training in managing organizational change?

SECTION B: MANAGEMENT PRACTICES

1. Who are involved in change management process in your organization?

2. What are the change management practices employed by G4S as pertain to your department?

3. In your opinion, what is the importance of management ability or competence in achieving successful change management practices in your department?

4. In your opinion, how an ineffective coordination and poor sharing of responsibilities caused change management practices activities?

5. What is the impact of management development programs/ training on effective change management at G4S Kenya?
6. What is the effect of early involvement of firm members in the strategy process on successful change management?

7. What are change management initiatives taken by management in creating and sustaining a climate within the firm?

8. What role does communication play in the process of change management at your organization?

9. What are the other factors leading to change management success in your organization?