

**CHANGE MANAGEMENT STRATEGY AND ASSET CONTROL: A CASE  
STUDY OF THE UNITED NATIONS DEPARTMENT OF SAFETY AND  
SECURITY IN SOMALIA**

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## **DECLARATION**

This research report is my original work and has not been presented for a degree in any other university.

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This research report has been submitted for examination with our approval as University Supervisors.

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## **DEDICATION**

This project is dedicated to my wife Yvonne Kaziga and daughter Ayanna Sandagi.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>i</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>LIST OF TABLES .....</b>	<b>vi</b>
<b>ABSTRACT.....</b>	<b>vii</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1. Background of the Study.....	1
1.1.1. Concept of Strategy .....	2
1.1.2. Change management Strategy .....	3
1.1.3. Asset Control.....	4
1.1.4. United Nations.....	4
1.1.5. United Nations Department of Safety and Security (UNDSS).....	5
1.1.6. Federal Republic of Somalia .....	5
1.2. Research Problem .....	6
1.3. Objective of the study .....	7
1.4. Value of the Study .....	7
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>9</b>
2.1. Introduction.....	9
2.2 Theoretical Foundation .....	9
2.2.1. The Value Chain Theory.....	10
2.2.2. The Resource based Theory .....	10
2.2.3.Kurt Lewin’s Theory of Change.....	12
2.3.Empirical Review .....	13
2.4.Summary of Literature and knowledge Gaps .....	15
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>16</b>
3.1. Introduction.....	16
3.2. Research Design .....	16
3.3. Data Collection .....	17
3.4. Data Analysis.....	17
<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION .....</b>	<b>18</b>
4.1.Introduction.....	18
4.2.Interviewee profile .....	18
4.3.Strategy and Change management.....	18
4.3.1.Communication .....	18
4.3.2.Employee Engagement.....	19

4.3.3.	Involvement of the organization.....	19
4.3.4.	Organizational structure .....	20
4.4.	Asset control .....	20
4.4.1	Policies on Asset control .....	20
4.4.2.	Reasons for the need for a new Asset Management System .....	21
4.4.3.	Adoption of Asset Management system.....	21
4.4.4.	Strategic Plans .....	22
4.4.5	Challenges and results .....	22
4.4.6.	Employee response.....	23
4.4.7.	Information management systems .....	23
4.4.8.	Asset Management Systems .....	23
4.4.9.	Provision of funds, skills and storage for system requirements .....	24
4.4.10.	Data security and retrieval.....	24
4.4.11.	Policies on asset management .....	24
4.5.	Discussion.....	25
4.5.1.	change management Strategy .....	25
4.5.2.	The Influence of Asset Management on Asset Control.....	26
4.5.3.	Theoretical foundations and findings .....	28
<b>. CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS</b>		
.....		<b>30</b>
5.1.	Summary .....	30
5.2.	Conclusion .....	31
5.3.	Recommendations.....	31
<b>REFERENCES.....</b>		<b>32</b>
<b>APPENDICES .....</b>		<b>41</b>
Appendix 1:	Interview Guide.....	41

## LIST OF TABLES

Table 3.1 How organizational structure helped in change management strategy.....	20
Table 3.2 Reasons For a new Asset Management System.....	21
Table 3.3 Noted challenges.....	22

## **ABSTRACT**

Globalization has led to an increase need to improve the management of the assets in order to create value. Asset management has been increasingly becoming digitized in order to improve their management. The study mainly purposed to investigate the impact of strategy, change management and asset management on asset control using the United Nations Department of Safety and Security Somalia. The objectives of the study were to assess the effect of strategy change management and asset management on asset control in an organization. A case study design was utilized with interviews conducted among managers of UNDSS. The interview guide was comprised of several open-ended questions. Data analysis for the study was carried out using deductive content analysis. The organization utilized strategy and change management practices in order to improve the performance of the organization and to deal with the issues in the organization. However, implementing this was associated with a number of challenges which required the involvement of the employees and the organization leaders. The study also recommended the organization to provide proper training to the employees to ensure ease in change and leadership should ensure that they had basic knowledge on information technology.



# CHAPTER ONE: INTRODUCTION

## Background of the Study

Asset control requires the contribution of the assets in the organization to the business and its value it provides in collaboration with others in time and function. Its activities include control of operations exploitation, physical, intellectual, information, human resources, control of financial, business process, control and automation, risk management, quality, health, safety and environment (GHSE) ( Asset Pouwer, 2017; Smith, 2014).While change management strategy refers to the process that takes into account the internal and external factors during implementation of the change programme(East,2011).

The theories Anchoring this study are value chain theory which poses that organization can manage different activities to gain exceptional performance, the other theory is Resource based theory which purports that resource and capabilities of a firm are central when it comes to strategy formulation and the last theory that will guide this study is Kurt lewin's theory of change which goes by 3 steps, unfreezing-change-refreezing.

There seem also to be very few studies done on use of change management Strategy in control of Assets internationally, regionally and also locally. Researches have looked at performance and no research has taken a look at specifically on how change management strategy may impact assets control, the study aim to research on a local UN agency to address the gap hence motivation of the study.

### **1.1.1. Concept of Strategy**

Zekiri and Nedelea (2012) state that strategy is currently a word synonymous with business and everyday life and it is about gaining competitive advantage. This is a carefully laid out plan used by management to please customer, gain market position, attract customers and successfully compete in the achievement of targets. Companies have different strategies which they utilize in ensuring profitability and sustenance in their operations (Ng'eno, 2012).

A company's strategy is mainly ensured through the use of critical elements like environmental analysis especially in the organization that the company operates (Rothaermel, 2017). Strategy provides organizations with a proper direction and an aim through which resources in the company can be attained. The internal and external environment make it difficult for companies to ensure growth and causes challenges on their strategy (Farkas, 2016).

Strategy refers to the aims and goals that contain clear vision, practical and planned methods as well as techniques that help achieve the set goals of the organization. Strategy comes in as a response to the challenges in managing the assets to either control changes that occur due to new methods of doing things, or to manage the changes effectively or adapt to the changes (Khan and Hashim, 2014). Durmaz and DÜŞÜN (2016) add that the use of strategy involves sustainable choices in that it requires looking into the future by planning through realistic and long-termed stages of the business and this process of coming up with a business strategy is the preserve of top management. A study by Ezzi and Jarboui (2016) revealed that the choice of innovation strategy led to improved performance of the companies.

### **1.1.2. Change management Strategy**

Strategic change management on the other hand refers to the process that takes into account the internal and external factors during implementation of the change programme (East, 2011). This can also be defined as the process of moving from one form or state to another. The factors affecting it include; time and scope. For the change to succeed various aspects need to be managed and in the first place is to take cognizance of the type of change to be made (Naghibi and Baban, 2011).

Joseph (2012) mentions that, changing management is the adoption of corporate strategies, structures, procedures and technologies to handle the changes in the business environment and the external conditions impacting on the business (Joseph, 2012).

Jabbar and Hussein (2017) state that leadership is crucial in strategic management in that helps set the vision and mission of the organization and additionally ensures that resources are availed to execute the strategies effectively to achieve the vision. Another study notes that leadership associates with organizational culture, through the set vision as well as the performance standards and the support it provides to the employees by creating psychological safety to engage in new behaviors (Belias and Koustelios, 2016).

There are seven elements in the procedure for change management and they include, establishment of vision, involvement senior management in the change then developing a change management plan after which it is key to engage all stakeholders once that's done, there is a need to communicate and keep all in loop at all levels then proceed to create there is a need to create a infrastructure to support adoption of the change then finally measurement of change (USAID, 2015).

### **1.1.3. Asset Control**

Asset control refers to the process that balances risk and cost from the expected useful lifespan of assets, towards meeting the organization Goals (ISO, 2014). It leads to improved financial performance due to cost reduction, company image; production and service, social responsibility, adoption of ethical business practices, compliance to regulatory and legal requirements, efficiency and effectiveness, traceability of decisions, knowledge management, worldwide acceptability leading to organizational performance (Asset Pouwer, 2017).

Asset management system coordinates, provides and help in decision making for future plans bringing integration within the company's structure enhancing other organizational functions towards attaining efficiency and effectiveness at lower cost . It coordinates activities to control and maintain relationships between asset-related activities bringing integration within the company's structure enhancing other organizational functions and guides the development of infrastructure assets toward optimal benefit at minimal cost (Akruti *et al.*, 2016).

### **1.1.4. United Nations**

The United Nations was formed in 1945 by different government from different countries, after the second world war and its purpose was to create order in the world and peace (United Nations, 2018). It was replaced by the League of Nations, they purpose was to try and prevent another war from happening. The United nation had a previous registered 51 member state the number has since grown and now it has 193 member state and hoping to increase. With Headquarters in new York city and 4 main offices in different parts of the world one of them being Nairobi while its operations run in so many different countries ("United Nations," 2018).

It is an intergovernmental organization which is tasked with the duty of maintaining peace, security, ensuring international cooperation. The main mission of the organization is to ensure peace in the world and it has at least 6 principal organs which are inclusive of the General Assembly, Trusteeship Council, international court of justice, US secretariat, and the economic and Social council ("United Nations," 2018).

#### **1.1.5. United Nations Department of Safety and Security (UNDSS)**

The United Nations Department of Safety and Security (UNDSS) is a branch of the United Nations Security Management System (UNSMS). It provides safety to its staff and entitled dependants and ensure that the activities and programmes of the UN to the communities are conducted in the most efficient and safest way. UNDSS is therefore located in all location where UN is found. However, it is mostly strongly present in the worst security environments to ascertain that the support that the vulnerable populations need.

The UDSS for Somalia operates from Nairobi in Kenya requiring proper planning in its asset management and requiring establishment of a clear asset management policy.

The UN organization has administrative challenges due to the geographical span that create challenge like, supervisory of duties, compounded by the organization's customers that are multicultural and multilingual. ("United Nations," 2018).

#### **1.1.6. Federal Republic of Somalia**

The Federal Republic of Somalia, is located in the Horn of Africa and is bordered by Ethiopia to the west, Djibouti to the northwest, the Gulf of Aden to the north, the Indian Ocean to the east, and Kenya to the southwest. The country has the longest coastline on

Africa's mainland is characterized by a terrain that consists of plateaus, plains and highlands. Hot conditions prevail throughout the year, with periodic monsoon winds and irregular rainfall (Dhandayuthanapi et al., 2016). The official languages of the country are Somali and Arabic, both of which belong to the Afroasiatic family. Most people in the country are Muslim, with the majority being Sunni (Khaliq et al., 2015).

Somalia has had volatile political situation since 1991 after Siadi Barree was ousted as president and various armed factions began competing for influence in the power vacuum, particularly in the south. During this time there was no central government leading to a failed state", and people returned to using customary and religious law in most regions to govern themselves (Nyanchoka, 2013a). There are a few autonomous regions, namely, Somaliland, and Puntland in the north. The country has continued political insecurity due to the Al-Shabaab group which is also a security risk to the neighbouring countries. The country's economy is informal and consists mainly of livestock, remittances from Somalis working abroad, and telecommunications (Whyte et al., 2016).

## **Research Problem**

Currently Asset management process at UNDSS has no clear structure, further to that, management of assets faces challenges in tracking, accuracy of record and real time reporting. This challenge is compounded by records that are static and this cannot enable correct decision making. Furthermore, there is lack of capacity to manage the assets, lack of clear strategies to deal with issuance, handovers, transfers and Disposal. While this aspect contributes to giving the agency a poor image and reputation in terms of service delivery there is need to address on how this can be improved (Nyanchoka, 2013).

A study conducted in China revealed that strategic change management was critical in the improvement of firm performance (Pisapia, Townsend, & Razzaq, 2017).while another study conducted in South Africa revealed failures encountered on strategic management which significantly caused a decrease on the level of performance of the companies (Ateba & Prinsloo, 2019).,There is need to further this studies in terms of strategic change management in control of Assets to fill the Knowledge Gap.

The Agency procedures have not been reviewed for some time, the current state needs a review and an update on how a new strategic process and procedures should be undertaken. In addition, the lack of a proper put out mechanism in controlling of its assets and inventory results to wastage of resource that are scarce. This calls for a clear procedure and process to strategically control and manage the same.. With the AMS, the reports are Realtime hence there are no delays in retrieval, decision making and accuracy of information (Muogbo, 2013). There seem also to be very few studies done on use of strategic change management in control of Assets Internationally, regionally and locally hence the choice of the study to address the gap

### **Objective of the study**

The objective of the study is to to evaluate the impact of strategic change management and asset control using the United Nations Department of Safety and Security Somalia

### **Value of the Study**

Findings which are captured from this study will be critical in helping scholars and those practicing strategic management in providing a corporate lesson on the strategies to be used in asset management during implementation of strategic change management. The students of strategic management will benefit from the study by getting to know the type of strategies to employ in a context of a fast-changing macro-

environment with stiff competition. The academia will gain insights into strategic responses adopted by firms facing increased need for service delivery, unstable work environments and challenges of distance in the face of limited resources.

This theory will also help provide relevant information which will be critical in ensuring asset control and change management. The findings will help present important information on strategies to use in asset management and it will enable the United Nations Department of Security in Somalia (UNDSS) to appreciate the dynamics of managing services in a difficult work environment. It will influence strategic formulation required to mitigate that challenge and ensure utilization of resources optimally.

It will also be critical in ensuring the implementation of policies that govern how Assets are purchased, used, transferred and finally disposed to help the Agency use its resources efficiently and effectively with minimal cost, linked with asset control and change management in local, regional and international and most likely spread to other Agency that may be facing the same challenges.



## CHAPTER TWO: LITERATURE REVIEW

### 2.1. Introduction

The literature review has been clustered in the following section: introduction, theoretical review which include the value chain theory, resource based theory and the kurt lewin's theory of change that underpin the study, The literature Review it also Culminates the Empirical review and a summary of the literature and knowledge Gap Management of assets has now gone beyond just maintaining assets physically, the shifts shows that it is also a system where interrelated elements work together to form the overall asset management system. This system provides ways of coordinating contributions from and interaction between the various functional units within the organization.(ISO, 2014)the theoretical framework will use three theories in this study . The following theories underpin the study.

### 2.2 Theoretical Foundation

The theoretical framework is the **foundation** from which the knowledge is constructed for this research. study. It serves as the structure and support for the rationale for the study, the problem statement, the purpose, the. Significance and the research questions. The study uses three theoretical foundation namely the value chain theory the second one that the study will be based on is resource based theory and finally kurt lewin's theory.

### **2.2.1. The Value Chain Theory**

The value chain theory was introduced in 1985 by Michael Porter who posits that an organization can manage its different activities to gain exceptional performance and achieve competitive advantage in the process. The theory involves coordination of the various activities in and round the organization to gain competition over the opponents.

The theory assumes that there is sustained operation and monetary movement.

This theory is found applicable in that asset management is a wholistic approach that uses the existing internal assets in the organization to add value or make improvements. The organization views the portfolio and the interactions within it and tries harness that and make improvements (Ngwira & Manase, 2015).

It achieves this by using the business processes to link the various assets in the organization to deliver on service and achieve the set goals and objectives as well as meet the customer needs (Too & Too, 2010). Part of the resource involved include; Key drivers in this success include, company strategy, and changing of the current system and the capabilities to manage the change process.

### **2.2.2. The Resource based Theory**

This theory was developed by Grant in 1991 and it purports that the resources and capabilities of a firm are central when it comes to strategy formulation in that they can provide the appropriate theoretical direction to examine how the internal factors of an organisation can attribute to attaining competitive advantage of an organization(Eric Too & Linda Too, 2010). This theory assumes that managerial effort existing in a firm

can be a sustainable competitive advantage which can earn economic rent or above average returns.

Additionally, the theory contends that the competitiveness is due to the firm's deployment of two key resources in its product market that have value, are appropriate and cannot be duplicated (Fahy, 2002) . These resources include; the company's internal resources and capabilities that form the foundation of a company's strategy (Peteraf *et al.*, 2016). These internal resources include; the human resources, who use their competences and capabilities to plan for the firm, organizational capabilities that cover processes as well as technology. Importantly, human resources are what guide the strategy to be formulated and implemented for competitive advantage.

Other resources include; financial, physical, technological, reputational and organizational and the capabilities which are the core competences in the firm (Barney & Clark, 2007; Grant, 2013).the theory based on resources is a strategic formation where it takes the form from inside to out where the firm's internal resources and capabilities are noted as a better choice to guide the company strategy. that makes the firms stable as opposed to the external environment which is ever changing, making it hard to base a long term strategy on them (Grant, 2013). The theory assumes resources are heterogeneous and resources are immobile

This theory requires that the company begins by considering its own internal environment and then try and assess the strategy that would be considered the best to maximize its performance (Grant, 2013). Summarily, the theory has three key element.

The value chain, and the resource-based theories are found applicable to the study in that the internal resources of a company are its assets through which it can gain competitive advantage as they are unique to each company. In essence, it is about asset management for competitive advantage (Muema, 2014).

### **2.2.3.Kurt Lewin's Theory of Change**

This theory was developed by Kurt Lewin's in the 1940s which purports that change happens in three steps namely, unfreezing-change-refreezing (Kritsonis, 2005). The first step of unfreezing is by removing resistance and group conformity. The second is the change stage where the target system is moved to a new level. and has three actions namely, persuading employees buy into the change idea to join forces achieve. Lastly, the third step refreezing. Where change has been accomplished. The stage aims to sustain the new state by stabilizing the status by balancing the driving and restraining forces. The theory assumes experience and environment affects behavior. It involves institutionalizing new patterns by use of formal and informal methods like policies and procedures (Kritsonis, 2005).

The theory itself find meaning and relevance since its about change. It found to be in line with the strategic change as it involves assessing of the situation which is the unfreezing stage. The second stage will be the get buy in from the employees by communicating the benefits of the change and the new asset management system rolled out for adoption while managing the challenges that may occur due to the change. After a while the situation will stabilize, and new work methods will be in place hence the organization would need to sustain the same and so will apply the third stage in the theory that is the refreezing to make sure the new order becomes the norm in doing things.

When change has been achieved it aims for continued improvement to sustain the same and it uses the resources in the organization that include human resources as employee and leaders to move the change process. Additionally, the change must be kept in place by the process and this is what is referred to as planned change that is in line with the strategic change management.

### **2.3. Empirical Review**

According to a study by (Too, 2011), asset management gives firms the benefit of creating the right focus on the internal factors of organization that include capabilities and resources that form the basis for competitive advantage. The authors state in their findings that this is a systematic approach to ensure that firms unveil their capabilities needed in the control of strategic infrastructure assets (E.G, 2011). Additionally asset management model according to a study by Tao, Zophy & Wiegmann (2000), has the capability to illustrate (Tao *et al.*, 2000) According to the study, this asset management approach has five phases of integration that includes; business, system requirements, logical design, physical design and development integration, as well as implementation. To ensure successful implementation in asset management, it is recommended that this should not be done selectively and a study by Mhlongo (2014), asserts that implementation must have a fit between the asset management process and the strategic objectives of the firm.

In relation to a study that focused on the role of asset control in Japan and its impact on corporate governance and performance, findings from the study revealed that the basic asset management strategies, goals, analysis methods and principles, and it also shows how the asset management systems could be integrated at various stages of their development life cycles. The process of integration ensures that system is effective due

to synergy created (Nakauchi & Wiersema, 2015). Another study conducted in China revealed that strategic change management was critical in the improvement of firm performance (Pisapia, Townsend, & Razzaq, 2017).

On strategy, studies done reveal that company strategy in asset control is guided by the existing asset management elements that cover asset management strategic planning and control; meaning that any inadequacy in the activities will lead to faulty strategy hence unsuccessful implementation (El-Akruti, Dwight, & Zhang, 2013). Inversely, use of strategy or strategic management techniques has been found to lead to better outcomes because the techniques enables the firms to improve in the preparation and assessment of phases in the implementation process (Češnovar, 2006). However, Omar (2014); Srinivasan (2014) posit that in view of the dynamic world of the business environment that includes; shifting employee needs, technology, financial market trends, ethical values and business needs like expansion, the strategies to be used for any execution will only succeed if they have taken into account that change factor in the environment (Srinivasan, 2014).

A study conducted in South Africa revealed failures encountered on strategic management which significantly caused a decrease on the level of performance of the companies (Ateba & Prinsloo, 2019). Additionally, a study on change management reveals that adoption of strategic change management practices improves performance because they had the propensity to reduce costs, increase profits, ensure better services to customers, and better trained employees, reviewed employee incentives and their productivity (Ng'eno, 2012). For change management to succeed certain parameters need to be taken care of namely, having a team to manage the change, give feedback on status, use change management tools like policies and procedures as well as standards, assign clear roles and responsibilities, have performance indicators,

communicate the change and change process and also monitor the process (Gwengi, 2010). Additionally, the firm needs to take note of the resistance to change like fear of employees, strict time lines for performance, changes to their working positions due to the change itself or culture change, culture, limited finances, or natural catastrophes (Gwengi, 2010).

## **2.4. Summary of Literature and knowledge Gaps**

This section provides literature on the theory which are associated with change management. This are inclusive of the value chain theory, resource-based theory and the Kurt Lewin's theory. It also provides information on asset control management among various organization in the world. However, in relation to the study there are very few studies which have been conducted with a focus on asset control and change management in Somalia. It has shown that an introduction of an Asset system proves to be helpful. This system provides ways of coordinating contributions from and interaction between the various functional units within the organization. (ISO, 2014)

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. Introduction**

This chapter discusses the specific procedures or techniques used to identify, select process and analyze information for the study which will look at the research Design and the form it will take the Data collection method that will be used and finally how the Data analysis will be carried out which will be vital in analyzing the information given.

### **3.2. Research Design**

This study takes the form of a case study in terms of the research design. This kind of study tries to explain a phenomenon within a real life scenario it occurs in (Baxter & Jack, 2008). Additionally, the approach of the study is of a qualitative nature because it seeks to provide a broad based textual and narrative analysis of the research problem (R. B. Johnson, 2013).

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### **3.3. Data Collection**

The data was gathered through or using an interview Guide, comprising of question that are open-ended. This ensured respondents' opinions and feelings about the issue at hand are well captured in terms of various themes that emerged from the analysis (Johnson & Christensen, 2013).

The guide was comprised of four major sections that were in harmony with the study objectives comprising of strategic planning, policies, impact of employees and impact of information system in asset management control on organization performance. Responses from the managers were recorded using notes and audio recording. Prior to data analysis the audio recording was transcribed verbatim.

### **3.4. Data Analysis**

Data analysis for the study was carried out using deductive content analysis. Firstly, the questions of the research in the interview were assigned codes only for the once that were relevant to the research. During the analysis of the data , the codes were used to decode the meaning of the statement that were originally given the codes, then the codes assigned were put together or rather combined in to different segments corresponding to the study objectives. To guide in the process of development of word/statement counts and categories, basic content analysis was used, utilizing both deductive or a priori coding

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

### **4.1.Introduction**

This chapter depicts the findings from the study and a discussion that relates the captured results to past studies.

### **4.2.Interviewee profile**

The interviews were conducted among key respondents who included an administration manager, finance manager, ICT manager, procurement manager and a telecommunication assistant manager.

### **4.3.Strategy and Change management**

According to the respondents, changes had been made in the organization to aid in service delivery and in order to improve the performance of the organization. These included changes in the organization's system of operations, the implementation of asset management, changes in the organization structure and introduction of systems that improve monitoring e.g. dashboard systems. Other changes included improving the interaction between the department and employees in the field, introduction of automatized systems, and opening workshops in order to test and assemble their equipment.

#### **4.3.1.Communication**

All respondents reported that before the changes were made, there was a need to communicate with the employees on the changes. The advance communication would help engage the employees more and help increase the ease through which the change management strategy would be implemented. A majority of the respondents

communicated these changes were communicated on a weekly basis while one organization reported conducting communications every month. The respondents reported that the advance communication was critical in the reduction of uncertainty among the employees.

### **4.3.2. Employee Engagement**

A number of strategies were employed in order to increase the engagement with the employees. These included strategies like active engagement of employees in change management meeting, collection of employee views, staff training, updating faulty and outdated equipment and conducting a thorough evaluation before among the employees before the implementation of the change management process. According to the respondents employee participation was critical in ensuring success in the implementation of the change management strategies in the organization.

### **4.3.3. Involvement of the organization**

The respondents were also asked how employee involvement helped them make better decisions especially during the change implementation stage. A number of benefits of employee engagement were noted which include helping the managers to ensure that the changes made were user friendly, employee responses were critical during testing of the systems, helped in the provision of views and better ideas that improved the change management strategies and helped in making proper decisions.

The organization's leadership was engaged in their change management strategies. They also interacted with their subordinates in order to ensure that the organizational goals were attained.

#### **4.3.4.Organizational structure**

According to the respondents, the organizational structure helped ensure a number of activities in relation to the change management strategy. The reasons given are as shown below.

**Table 5.1 How organizational structure helped in change management strategy**

- 
- 1) Creation of a clear structure of assets
  - 2) Improving the work output
  - 3) Ensuring a smooth flow in the change process
  - 4) Enabling proper selection of employees
  - 5) Creating a proper flow of communication to the employees (top down communication)
  - 6) Easy supervision and ensuring that information is up to date.
  - 7) Improving the budgeting
  - 8) Improving the system interaction
  - 9) Proper procurement was critical in capturing the right vendors.
  - 10) Improved decision making strategies
- 

#### **4.4.Asset control**

##### **4.4.1Policies on Asset control**

The respondents reported that the organization has policies to govern the implementation of asset management strategies. They also reported that the organization was using asset management systems. The implementation of asset management strategies were guided by written process and practices.

#### **4.4.2.Reasons for the need for a new Asset Management System**

The respondents were also questioned on the reasons that necessitated the need for a new asset management system. The following is breakdown of the reason that were reported

**Table 5.2 Reasons For a new Asset Management System**

---

- For better asset control
  - The need to improve tracking the organization's assets
  - Unreliability in the previous software
  - To create transparency and better records in the organization
  - Better management
  - Ensure that the assets are secure
  - Need to reduce the budget on stationery
  - For the purpose of better control and informed decision making for future budget with help from the reports acquired from the system
- 

#### **4.4.3.Adoption of Asset Management system**

The respondents were asked whether there was a reduction in the operation costs when they adopted the asset management system. The respondents reported that the assessment helped in the reduction of the operation costs in the organization. The system was also reported to have improved the image of the organization in relation to service delivery. Among the individuals involved in asset management include Head of

office and Admin, Finance manager, Asset manager, ICT manager, Procurement manager, Telecommunication manager and Procurement manager.

#### **4.4.4.Strategic Plans**

Respondents were asked whether there was a strategic plan for the system for management that assigns duties to top management, managerial, technical levels. All the respondents acknowledged the fact that there strategies implemented to help in assigning duties to top management, managers and technical levels.

#### **4.4.5Challenges and results**

The respondents also revealed that there were noted challenges in the planning phase.

These challenges included:

**Table 5.3 Noted challenges**

- 
- Orientation of field employees
  - Resistance to change from staff
  - Travelling to the field to orient field workers
  - Capturing data from old systems to new systems
  - Dealing with the logistics
  - Resources
  - Capturing all aspects of the organization
  - Coordinating the training and implementation of the system in the field
- 

The organization was also noted as having documented business practices and processes and their employees were aware that the practices and processes existed. These practices and processes were communicated to the employees through emails, department meetings, training sessions and discussions.

#### **4.4.6.Employee response**

Respondents were also asked how employee response been in implementing the processes and practices.

The following are some of the comments

*“It has been effective as it has been critical in ensuring that employees were fully engaged to ensure the processes and practices were fully implemented” (Respondent one)*

*“The response has been good and has improved the level of efficiency in their work” (Respondent two)*

*“The staff involvement has been positive and has helped ensure easy implementation of the organizations strategies“(Respondent three)*

#### **4.4.7.Information management systems**

The organization revealed as having information management systems with a majority of the systems being noted as being advanced contrary to the basic systems. A majority of the agency also had a fully flagged IT department with personnel that had adequate skills in creating competitive advantage for the organization. However it was noted that most of the employees lacked the skills to interact with the system.

#### **4.4.8.Asset Management Systems**

The organization was noted as having records for Asset Management System and they gave out a number of reasons that depict how the system enabled the adequate management of decisions. The following are the respondent’s comments in relation to whether the quality of data and records generated by their system helpful indecision making.

*“The system enables easy transfer of assets, it is helpful in decision making and in the reports are instrumental in budgeting”. (Respondent 1)*

*“The data and records generated by our system helps in the easy identification of the organization’s assets, promotes easy transfer of the assets and they are instrumental during decision making”. (Respondent 2)*

*“They are instrumental during making of the organization’s budgets”. (Respondent 3)*

#### **4.4.9.Provision of funds, skills and storage for system requirements**

The respondents were also asked whether their management had provided resource in terms funds, skills and storage for the system requirements. The respondents acknowledged that their respective companies had provided sufficient resources to help in supplementing the system requirements.

#### **4.4.10.Data security and retrieval**

The respondents reported that the data from their systems had been secured and they added that the records were easy to retrieve when they were needed. The respondents also stated that their employees had been trained on data retrieval. The records system was mainly managed by the asset manager and every individuals in the organization was involved in the asset management system. The employees also had the opportunity to participate in the system operations. They also acquired employee training on the asset management systems supplemented with adequate supervision.

#### **4.4.11.Policies on asset management**

The respondents were also asked whether they had policies on asset management to which they replied that they had been implemented and in operation. They also added that the senior management was positively engaged in the asset management system.



## **4.5.Discussion**

### **4.5.1.change management Strategy**

The companies captured in the study had implemented a number of changes in the organization in order to improve service delivery and the overall performance of the organization. The made changes were in in the organization's system of operations, the implementation of asset management, changes in the organization structure and introduction of systems that improve monitoring, improving the interaction between the department and employees in the field, introduction of automized systems, and opening workshops in order to test and assembly of their equipment. According to (Campbell *et al.*, 2014), globalization has forced companies to implement constant changes in relation to maintenance standards, approaches and technology in order to become profitable.

The changes were only made after advance, sufficient communication with the employees in order to increase the ease through which the changes could be made. The changes which were communicated on a weekly basis also helped reduced uncertainty among the employees. Additionally, the employees were engaged in the implementation of change strategies through meetings, collection of employee views, staff training, updating faulty and outdated equipment and conducting a thorough evaluation before among the employees before the implementation of the change management process. This was deemed to be critical in ensuring success in the implementation of the change management strategies in the organization.

Employee engagement also offered a number of benefits to the organization e.g. ensuring that the changes made were user friendly, testing of the systems, the provision of views and better ideas, and in making proper decisions. The leadership of the

organization also interacted with the subordinates in order to ensure that the organizational goals were attained. It was also noted that the organizational structure helped in creation of a clear structure of assets, improving the work output, ensuring a smooth flow in the change process, enabling proper selection of employees, creating a proper flow of communication to the employees (top down communication), easy supervision and ensuring that information is up to date, improving the budgeting, improving the system interaction and ensuring proper procurement which was critical in capturing the right vendors. In order to capture returns in business, it is essential for the manager to offer support and effort to ensure that change is effectively implemented (Richard *et al.*, 2017)

#### **4.5.2. The Influence of Asset Management on Asset Control**

The organization had policies that were critical in the implementation of asset management strategies. They also had asset management systems in place which had been operation for 1.5-2 years. There were a variety of reasons which were stated as being the contributors for the need of a new asset management system which included the need for better asset control, to improve tracking of organization's assets, unreliability in the previous software, to create transparency and better records in the organization, to provide better management, to ensure that the assets are secure, the need to reduce the budget on stationery and for better control and informed decision making for future budget with help from the reports acquired from the system. Khaliq *et al.*, (2015), point out that asset improvement can reduce firm expenditures and deliver benefits that surpassed the costs.

Adoption of the asset management system helped in reduction of the operation costs in the organization and it improved the image of the organization in relation to service

delivery. There were also strategies which were implemented to aid in assigning duties to top management, their managers and technical levels. However there were noted challenges in the planning phase like orientation of field employees, resistance to change from staff, travelling to the field to orient field workers, capturing data from old systems to new systems, dealing with the logistics, resources and coordinating the training and implementation of the system in the field. According to (Karadag, 2015), most challenges that firms face are tied to poor financial management which affects the level of asset management thus leading to business failures.

Communication to the employees was made through emails, department meetings and training sessions. Employee response was noted to be critical during implementation of the processes and practices and the organization through this intervention captured their employees buy in. Information management systems were also utilized by the organization with IT personnel that created a competitive advantage for the organization. However, the employees lacked the skills to interact with the system. Sufficient resources were provided to help in supplementing the system requirements. There are systems which enable the user to have access to their digital assets and improve their management and such training is highly recommended to enhance its usability (Dhandayuthanapi *et al.*, 2016).

Data security and retrieval were also provided by their systems and the records were easy to retrieve when they were needed. The employees were trained on data retrieval and acquired employee training on the asset management systems supplemented with adequate supervision. The society is increasingly moving towards the big data era and the such information is becoming complex thus digital technologies are key in managing such data but training is key to maneuver through the systems and to ensure data protection (Whyte *et al.*, 2016).

### **4.5.3.Theoretical foundations and findings**

A number of findings from the study can be related to theoretical foundations of the study. The theories utilized in the study all describe the manner through which companies utilize their activities in order to ensure and capture competitive advantage. According to the Value Chain Theory proper asset management is achieved by properly utilizing the assets which are in existence in a company in order to create value for the company.

Additionally, the organization can harness their interactions within the firm in order to improve. This is achieved by linking up assets in the company in order to attain their goals while also meeting up the customer needs. This theory is in agreement with the findings captured from the study which revealed that a majority the firm utilized activities within their organization in order to improve their goals and objectives and to gain a competitive advantage. These include activities like communication, employee and company leader engagement and utilizing employee response strategies.

On the second theory, the Resource based theory states that a firm's level of competitiveness is achieved through an organization's internal resources which include human resources and mother capabilities which influence their operations e.g. the technology, competencies and other capabilities to help guide their strategy. The theory also states that it is the human resource that helps guide a firm's strategy. However, it is critical that the firm is aware of their internal environment in order maximize their performance.

The theory is associated with three key elements which include sustainable competitive advantage, key resources and strategic choices which are made by the management. These also relates to the findings captured from the study which reveal that the

companies have various resources which they utilize in order to gain a competitive advantage over other firms. The firms had information management systems, utilizing employee engagement, implementation of strategic plans and asset management systems in order to create competitive advantage.

The Kurt Lewin Theory on the other hand posits that there are three steps which are associated with change which can be framed in three steps which include unfreezing-change-refreezing. Unfreezing involves changing the firm's status through individual's resistance, change involves the use of steering behavior and reducing factors that can negatively could affect the change strategy. The theory also posits that change is achieved through an assessment of the situation (unfreezing process). The management in then creates a vision, mission and communicates them to the employees in order to achieve the change.

The findings depict that there are various activities which the firms utilize to ensure change which also agree with the Kurt Lewin Theory e.g. through the use of policies, strategic plans, using information management, data security, proper communication and increased organization involvement. These practices were critical in ensuring that change is effectively.

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

### **5.1. Summary**

In order to improve the service delivery and performance of the organization implemented changes. These changes were made in relation to their system of operations, the implementation of asset management, organization structure and introduction of systems that improve monitoring, etc. Employees were also engaged in the change strategies through constant communication through meetings, employee views and trainings. This in turn helped ensure that the changes were employed with ease and would ensure progress of the organization. Employee engagement was also critical in ensuring that the systems were user friendly, they helped in testing the systems and making proper decisions.

Asset management systems were also in in place and had been operational for at least one and half years. There were a variety of reasons which were noted as being the contributors for the need for a new asset management system which include the need for better asset control, to improve tracking of organization assets, unreliability in the previous software, to create transparency and better records in the organization, to provide better management, to ensure that the assets are secure, the need to reduce the budget and for better control and informed decision making for future budget with help from the reports acquired from the system.

The new Asset management system was critical in reducing the operational costs of the organization and improving the organization images. However the planning phase was associated with a number of challenges e.g. change resistance from staff, travelling to the field to orient field workers, capturing data from old systems to new systems,

dealing with the logistics and resources. Communication was however critical and was communicated through emails, department meetings and training sessions. Information management systems were also utilized by the organization with IT personnel that created a competitive advantage for the organization but the employees lacked the skills to interact with the system. The data was secured and also easily retrieved when needed.

## **5.2.Conclusion**

In sum, the evaluation on the impact of change management strategy and asset control in the United Nations Department of Safety and Security Somalia, the study findings revealed that organization performance was reliant on Strategy change management. The study also found out that strategy change management influenced the level of asset control in an organization.

## **5.3.Recommendations**

- 1) There is a need to provide proper training to the employees to ensure ease in change
- 2) Employees require more knowledge in relation to information technology in order to ensure that progress through Asset management strategies.

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## **APPENDICES**

### **Appendix 1: Interview Guide**

#### Section A: Interviewee profile

- 1) Which department do you work in?
- 2) What is your position in the department?

#### Section B: Change management strategy

- 1) Have changes been made in the organization?
- 2) Was communication made to all employees before the change management was implemented?
- 3) How often were the changes communicated by management?
- 4) Did the communication help in reduction of employee uncertainty?
- 5) How were the employees engaged in the change management process?
- 6) Did their participation help in successful change management?
- 7) How did employee involvement help managers in making better decisions especially during implementation of change?
- 8) Was the company leadership engaged in change management?
- 9) Did they interact with subordinates in attaining organizational objectives?
- 10) How did the organizational structure help in change management?

#### Section C: Asset Control

- 1) How is your purchasing done?
- 2) Are there written processes for purchasing IT equipment?
- 3) How is transfer of an asset done?
- 4) How are write off handled? Who does it?

- 5) Is disposal process effective?
- 6) How does an individual request for An item
- 7) Is asset management central or distributed?
- 8) Do you have standards or groups?
- 9) How does a request become a PO?
- 10) Are you using any purchasing software or system? If yes which ones?
- 11) What percent of the total purchase orders contained only one line item?
- 12) What percent of the total purchase orders contained two or three line items?
- 13) What percent of the purchase orders contained only standard products?
- 14) What percent of the purchase orders contained only non-standard products?
- 15) What percent of the purchase orders required RUSH handling?
- 16) What percent of the purchase orders require amendments or are cancelled?
- 17) How many total returns were processed?
- 18) How many different providers received hardware orders? Receive software orders
- 19) Who maintains relationships with product manufactures to obtain new product information and incremental training?
- 20) Is there a pre-determined list of approved product providers? If yes, how is it a maintained and updated?
- 21) Is there an established policy for choosing providers for specific products?
- 22) How is product pricing obtained or requested? Who maintains price lists?
- 23) What process is in place to verify receipt of all purchase transactions?
- 24) How are customers notified of product shipment?