

**CRITICAL SUCCESS FACTORS OF CHANGE MANAGEMENT IN NON-
GOVERNMENTAL ORGANISATIONS IN NAIROBI, KENYA**

BY


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DECLARATION


This research project is my original work and has not been submitted to any other University for academic purposes.

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D61/63196/2010

This Research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my family; for their continued support, encouragement, motivation, understanding and patience throughout the period of my studies. Their love care, concern and enthusiasm inspired me to achieve this goal.

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It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as demonstration of knowledge gained during the period of study. With these acknowledgments, it would be impossible to remember those who in one way or another, directly or indirectly, have played a role in the realization of this research project. Let me, therefore, thank them all equally.

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I wish to thank my family for providing a loving environment for me and the support and understanding when I was engaged on my research project and could not be fully available for some family activities. My special gratitude goes to Ann, Ezekiel, Esther, Caleb, Ruthmark, mum and dad. It gave me a sense of assurance to have you around as I studied and did my project.

ABSTRACT

This study is about the critical success of change management in non-governmental organization in Nairobi, Kenya. The objective of the study is to determine the main priorities (CSF) of change management non-governmental organizations should focus on, in order to be successful in the quest of strategy implementation in the ever changing business environment.

The purpose of this study is intended to benefit firms in different industries in helping them to understand the critical factors of change management that they need to employ to achieve the desired change. Key change agents both experts and novice users in organizations will use the information from this study in making on time decision with respect to the strategic plan in the process of strategy change management. In addition the information will be useful in making policies that facilitates best practices among firms in their quest of successful strategic change management. The study will assist in developing strategies that will form a blue print for organization that that intends to employ strategic change management in their implementation of their vision, mission and constitutions.

The study was a survey of non-governmental organization in Nairobi, Kenya. The study intended to establish the critical success factor of change management employed by firms in non-governmental organization sector in relation to their strategy implementation. Primary data was collected by use of structured questionnaires. The respondents were the management and senior staffs working in non-governmental organizations that have the required information on the critical success factors of change management. Data analysis technique that used was descriptive statistic and presented in cross tabulation, percentages, mean score and standard derivation.

The research found out that all of the organizations under study had implemented the change management projects as was indicated by the respondents. The change management projects were successfully completed by the organizations and this was attributed to leadership and governance, networking, communication, stakeholder involvement, finance and technical capacity.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In any industry, a player is regarded as successful whenever the business is able to achieve good business performance through strategically positioning in the market place, attracting and gaining loyalty from its customer through good customer relations, maintaining and growing in market share through growth in gross revenue. Therefore, this success is all about winning, achieving the desired result, gaining competitive advantage and enjoying superior performance in the industry. Currently organizations in Kenya have undergone strategic change management that has been key in achieving good business performance, thus success in strategic change management plays a very pivotal role for these organizations.

Competition and increased demand of need of change has led majority of players in industries in Kenya to seek strategies of gaining competitive advantage. One way of achieving this, is through change management. Therefore institutions have developed blue prints of change management (CSF) that have formed a formidable driving force of change. The increased scope and intensity of competition among service providers in response to newly evolving customer's need has created the need for organization to reinvent themselves through performance improvement initiatives (Graham and Bennet,2004;Miner, 2003). Performance improvement is driven largely by need for change.

Strategic change management has been a subject of interest among academics and practitioners in both public and private sectors. Private sector made up of organizations owned and financed by individuals while public sector is largely made up of government and parastatals therein. Private sector is mainly money or profit oriented where public sectors is public utility oriented (Thompson, 2006). This paper concentrates on non-governmental organizations that have used the concept strategy through employing critical success factors of change management.

1.1.1 Critical Success Factors of Change management

According to Dunphy and Stace (1993), what faces those charged with bringing about changes in organization is much more of a mess than a difficulty. There is evidence to suggest that the universal, prescriptive model of change management is inadequate to describe the diversity of approaches actually used by organization in their pursuit of strategy implementation process.

Performance of the firms might be dependent on the fit between firms internal and external environments, the appearance of novel opportunities and threats require firms to adapt to external environment again; as a result, firms would change their strategy in response to the environmental changes. For example, firms tend to adopt new strategies in response to any distress for the purpose of breaking through the critical situation during strategy implementation. Four fundamental elements must be managed to “fit” a strategy if strategic change is to be effectively institutionalized: leadership, culture, organizational structure and rewards.

1.1.2 Strategic Change management

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state, Crnkovic, Asklund & Persson-Dahlqvist, (2003). It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment. Change in organization can either be proactive or reactive. Proactive change involves actively attempting to make alternation to the work place and its practices. Reactive change occurs when organization makes change in its practice after some threat or opportunity has already occurred.

Change Management processes may include creative marketing to enable communication between change audiences, but also deep social understanding about leadership's styles and group dynamics. As a visible track on transformation projects, Organizational Change Management aligns groups' expectations, communicates, integrates teams and manages people training. It makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or solve troubled change projects.

Change management encompasses the requesting, determining attainability, planning, implementing and evaluation of changes to a system. It has two main goals: supporting the processing of changes and enabling traceability of changes, which should be possible through proper execution of the change process.

The success of implementing change is generally associated with those who facilitate the change process. The change agent here is defined as the manager who seeks “to reconfigure an organization’s roles, responsibilities, structures, output, processes, systems, technology or other resources” (Buchanan and Bad, 1999, p.610) in light of improving organizational effectiveness. The rational framework as discussed by Buchan and Boddy (1992), list competences of effective change agent as clarity of specific goals, team work, communication skills, negotiation and influencing skills (Political skills) to achieve the desired results.

This perceptions and assumptions of change management are critical and vital aspects to be understood by the expert and novice users. It is known that despite the best efforts of managers, one-third of major change initiatives fail because of the managers’ perception to change (Strebel, 1998). Significant obstacles to planning and implementing of strategic change management are related to managers’ perception and resistance, particularly for projects that attempt to change the way people work. Consequently, many organizations are aware of the cost associated with not overcoming such organizational behaviors. Attwood (1996) suggest that the potential impacts include: low morale; poor attitude towards intended change; substantial reduction in productivity; an increase in potential errors; attempts to sabotage the move, in this case, strategic change.

1.1.3 Non-Governmental Organizations in Nairobi, Kenya

Non-governmental organization board simply referred to as the NGOs co-ordination board which was established by Act of Parliament in 1990 and commenced business in 1992. The main reason for creation of the board was to streamline, registration, regulate and coordination of NGOs. The board was formed as a result of the recognition of the important role NGOs play in the overall development of the country. The vision of the board is to be efficient, effective and sustainable charitable sectors while its mission is to efficiently regulate and enable the charitable sector to enhance its role in national development.

Previously, most of the non-governmental organizations implemented their activities through community based organizations. According to Kobia (1985), a Community Based Organizations (CBO) is a grass root organization that is voluntary, non-profit making, and non-partisan and normally they are made up of groups of individuals who have joined together to further their own interest. The latest directory of NGOs in Africa List no less than 850 organizations that are based in Nairobi. Nairobi has become the main hub of NGOs because it is the capital of the country which has experienced relative stability and has a well-developed infrastructure, surrounded by countries affected by wars, internal conflicts and general dire needs. For instance, Nairobi is the only city outside of the western world, which host headquarters to UN organizations such as UN-Habitat or UNEP (According to Non-governmental Organizations Bureau, 2012)

Apart from all of their immediate activities and the area of concern, the UN and NGOS have a direct impact on the city of Nairobi. Despite the ever increasing number of NGOs

in Nairobi many of them faces a number of challenges to mention a few. They have limited resources, insufficient finding capped with inconsistent funds required to meet the financial need of the organizations. They also face competition from other like NGOs and CBOs, offering similar programs. Subsequently, NGOs have not been able to keep pace with the increasing technology within the industry. This changing trends have an impact in the way the organization maintain and improve their services delivery, as a result these organization have established the main priorities of need for Change that they are required to employ in order for them to attain a competitive advantage in the ever changing environment.

1.2 Research Problem

The full effects of liberalization have been immensely felt by firms in Kenya. The impact has been felt in the form of declining sales volumes which translate to declining of profit. This has obviously posed a serious challenge to the survival of these organizations. Therefore the question posed is how this organization should respond in the face of such changes in the external environment. Majority of these organizations have responded by integrating the use of strategic change management seen in leadership, culture, organizational structure and rewards in their organization in response to the environmental turbulence.

The principle aim of change management is to change individuals, teams, organizations as well as societies so as to usher in a shift from the status quo to a desired future. For a firm to effectively compete in such a dynamic and competitive environment, it needs to put in place a competitive strategy that will ensure that it maximize shareholders and

stakeholders value. Aosa (1992; 2000) and Kibera (1996) argues that as environmental turbulence increases, strategic issues that challenge the way organization plan and implement its strategies emerge with greater frequency. Thus the modern firm cannot afford to sit back, has to take steps that will ensure survival and prosperity.

Recent studies in the area of strategic change management process include, Gekonge (1999) researched on strategic change management practices on quoted companies at the Nairobi Stock exchange and concluded that culture is a critical factor on the management of strategic change process. Bwibo (2000) studied the management of strategic change in NGOs and concluded that leadership was the most influencing factor. Nyawira (2004) did a study on the strategic responses to threats posed by changing donor funding patterns in Nairobi Based Children NGOs and recommended NGOs to form a partnership and alliances as they seek donor funding. Subsequently, in study of challenges of managing change after a transition of ownership at Celtel Kenya Limited, Muchui (2006) established that change process was planned and managed successfully recording significant milestones in financial performance.

Other studies that have been undertaken in managing strategic change are (Kamau, 2006; Kiambuthi, 2008; Kiprop, 2008). These studies were based in different industries and the context hence their findings cannot be fairly generalized. The uniqueness of each sector and industry prompts a separate study to be undertaken in the quest of establishing significant milestones of change management process. There is little however on record highlighting the management of strategic change in non-governmental organizations (NGOs). This research therefore seeks to establish the priorities (CSF) in the strategic change management process adopted by Non-governmental Organizations (NGOs) in

Nairobi, Kenya. This study is guided by the following research question: What are the critical success factors of change management adapted by non-governmental organizations in Nairobi, Kenya, which of these factors is commonly practiced in strategic change process?

1.3 Objective of the Study

The objectives of the study are:

- i. To establish the critical success factors of change management adopted by non-governmental organizations in Nairobi, Kenya.
- ii. To determine the relative importance of the critical success factors adopted in the non-governmental organizations in Nairobi, Kenya.

1.4 Value of the Study

This study is intended to benefit firms in different industries in helping them to understand the critical factors of change management that they need to employ to achieve the desired change. Key change agents in organizations will use the information from this study in making on time decision with respect to the strategic plan in the process of strategy change management. In addition the information will be useful in making policies that facilitates best practices among firms in their quest of successful strategy change management.

For scholars, it will give full proof that exercising strategic management is critical to achieving the desired result and always creating a winning attitude for continued

existence of organizations as well as benefit from the study because they will adopt recommendation made, to advance further research in addressing the change. The study will also be useful to the researchers in providing an in-depth understanding of management strategic change.

Lastly, this study will help subordinate employees to properly understand change, embrace it and reduce its resistance that is caused by the collective fears of current change. Of paramount importance is to help employees own change process as a reality that is ever present. This will enable them develop a positive outlook about change thereby adopting themselves to survive and thrive in organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This literature review provides a framework for discussion of change management. It focuses on the definitions and meaning of change management as argued by different writers and change management practitioners. This section also discusses the concept of managing strategic change. The literature will also outline steps of strategic management change models that takes a holistic approach required to see change through. Finally the literature goes ahead and outlines the factors that influence the outcome of any strategic change program.

2.2 The Concept of Strategy

Strategy is a plan of how the organization can achieve its goals/objectives. It is a commitment of present resources to future expectations (Thompson and Martin 2005). Change can be simply defined as a transition from one state to another with focus on being different. Some changes can be reversible while others are not hence the risk involved in managing change. The concept is however not originally for business application. It is borrowed from the military to help organization in bridging the gap between policy and tactics (Robin, 2000). This definition suggests that organization strategies in their broadest sense provide a guide or a sense of direction to the organizations. Chandler (1962) views the emergence of strategy in civilian organizational life to have resulted from an awareness of opportunities and needs created by changing

population, income and technology to employ existing or expanding resources more profitability.

Ansoff and McDonnell (1990) define strategic management as a process through which a firm manages its relationship with the environment in which it operates. It consists of strategic planning, capability planning and management of change process. Hence, strategic management is a continuous activity that enables the organization plan for the exploitation of opportunity using its internal strengths while minimizing the impact of threats posed by the environment in the light of organization's weakness.

Various perceptions (or strategy) exist but writers have not come up with agreed, all embracing definition of strategy and according to (Ansoff, 1987), he warned that strategy is an elusive and somewhat abstract concept that is still developing. Mintzberg (1988) support this view by proposing five interrelated definitions of strategy as follows: When strategy is used for achieving or maintaining competitive advantage in the market place that cannot be challenged by competitors, then it may be viewed as a position. It may also be viewed as a pattern; which means consistent action of an organization over time after an event. Strategy is also viewed as a plan, some consciously intended course of action which is created ahead of events, or as a ploy, a maneuver to outwit an opponent. Alternatively, strategy may be seen as a perspective; a somewhat abstract concept that exist primarily in the mind of people (Porter, 1998).

These definitions though offered by different authors over a period of time, all emphasize the fact the strategic management is dynamic and is concerned with providing and continuously adjusting the means by which organization can effectively cope with

environmental change. Therefore, strategic management is not only a continuous process, but also dynamic.

2.3 Strategic Change Management

Strategic change arises out of the need for organization to exploit existing or emerging opportunities and deal with threats in the market. It is crucial that organization seek to create a competitive advantage and wherever possible innovate to improve their competitive position. This implies the readiness to change within the organization and the ability to implement the proposed change (Thompson, 1997).

Hills and Jones (2001) see strategic change as a process of moving an organization away from its present state towards some desired future state to increase its competitive advantage. They observe that most organizations have gone through some kind of strategic change as their management have tried to strengthen their existing core competences and build new ones to compete more effectively. Re-engineering, restructuring and innovation have been the three kinds of strategic changes pursued in the recent times. Strategic change aims at aligning systems, processes and behavior to the new strategy.

Change management is the use of systematic methods to ensure that organization change can be planned, directed, conducted in a cost effective manner and completed within the targeted time frame and with desired results. Thus, the focus is on the process aspect of the change. Change management is a structured and a systematic approach to achieving a

sustained change in human behavior within an organization. Here, focus is on the people aspect of change.

Burnes, (2000), notes that organizational change is ever-present feature in organizational life. The pace and magnitude of change have particularly increased significantly in the recent years. In a survey conducted by the Institute of Management UK, in 1995, seventy percent of the respondents reported that their organization had restructured in the previous two years. In 1997, a survey by Institute of Management and Industrial Society in UK showed that there was no slackening in the pace of change.

Lushman et al (1993) observes that organizational life consists of periods of incremental change or convergence punctuated by discontinuous change. During incremental change, organization either fine tune and/or carryout incremental adjustments to environment shifts to perform more effectively and optimize their consistencies between strategy, structure, people and processes. However, when there is discontinuous change in the environment, then frame-breaking changes take place and they involve major changes in strategy, structures, processes and people behavior.

2.4 Strategic Change Management models

Proactive change involves actively attempting to make alteration to the work place and its practices. Different researchers and change management practitioners have come up with different kind of models that explain how this proactive change can be achieved. Consequently these models are not limited only when there is proactive change but also can be used when reactive kind of change occurs, what only differ is the level of success

and how flexible the model is to the intended change. These change management models includes:

Kotter (1996) proved that 70 % of all major change efforts in organization fail because often do not take the holistic approach required to see change through. The eight steps suggested by Kotter (1996) as critical success factors are:

Establishing a sense of urgency: one of the drivers of force of change is establishing a sense of urgency, necessary to drive a significant change gain. According to Kanter (2003) most companies ignore this step indeed close to 50 % of the companies that fail to make the needed change make their mistake at the beginning. The challenges faced at this stage are: Leaders underestimating efforts needed to drive people out of the comfort zone, or overestimate how successfully they have done so, or lack the patience necessary to articulate appropriate urgency. Change agents who understand the importance of a sense of urgency are good at taking of the pulse of their company and differentiating between complacency, false urgency and true urgency.

Forming a powerful guiding coalition: Putting together the right coalition of people to lead change initiative is critical to its success. Coalition must have the right composition, a significant level of trust and a share objective. It is essential that a team develop a level of trust in one another which is glue that makes the team function well. According to Vroom and Yetton (2003) no one person, no matter how competent, is capable of single handedly developing the right vision, communicating it to vast members of people, generating short term wins and eliminating all the key factors of resistance to change while managing a several change projects and anchoring new approaches deep in

organization's culture. Team building has to happen fast, typically, this occurs in an off-site with carefully facilitating activities that allows for members of a team to make connections between both hearts and minds (Vroom and Yetton, 2003). Constructing the right team and then combining a level of trust with a shared goal which the team believes can result to a guiding coalition that has the capacity to make needed change happen despite all the forces of inertia.

Developing a change vision: According to Pettigrew (2007) a clear vision serves three purposes. First, it simplifies hundreds or thousands of more detailed decision. Second, it motivates people to take action in the right direction even if the initial steps are painful. Third, it helps to coordinate the actions of different people in a remarkably fast and efficient way. Visions must be seen as strategically feasible. To be specific, a vision must take into account the current realities of the organizations, but also set forth goals that are truly ambitious. A vision must provide real guidance; it must be focused, flexible and easy to communicate. It must both inspire action and guide that action in foreseeable ways. It should be a touchable for making relevant decisions, but not be so constricting as to reduce the possibility of empowering action. Finally, it must be communicable. If it cannot be explained quickly in a way that makes intuitive sense, it becomes useless (Cooper and Schindler, 2001)

Communicating the vision: Visions must be communicated in hour by hour activities. The vision will be referred to in emails, in meetings, in presentations – it will be communicated anywhere and everywhere. The executive will use every effective communication channels possible to broadcast the vision. They turn the boring and unread newsletters into exciting discussion about transformation. Generic education

programs are thrown out and replaced with courses that focus on business problems and the new vision (Cumming and Worley, 2006)

Empowering others to act on the vision: According to French and Bell (1999) empowering employees involves four major obstacles: structures, skills, systems and supervisors. Companies that claim to want to create more local responsiveness have layer of management that second guess and criticize regional decisions. Companies that claim to want to increase productive and become low cost producer have huge staff groups that constantly initiate costly procedures and programs. Companies that claim to want to be customer focused finds its structures fragment resources and responsibilities for products and services. Many a time it is difficult to remove these barriers in the midst of change process. Typically the most effective of these changes can occur in the human resources area. Up to date competitive information and market analysis and the ability to communicate powerfully and effectively throughout the company in a cost effective means can speed up feedback loops and provide information necessary for people to do the jobs more efficiently.

Planning for and creating short-term Wins: Beckhard and Pritchard (2006) noted that short term wins rarely simply happen. They are usually the result of careful planning and effort. They are overwhelmed with the task of the change effort and simply take their eye off this particular ball. The lack of short term wins can often be traced back to insufficient management expertise in the Guiding coalition or lack of commitment by key managers to the change initiatives.

Consolidating improvements and producing still More Change: Even if organizations are successful in the early stages, they may just drive resistors underground where they wait for opportunity to emerge when you least expect it. Instead of declaring victory and moving on, these change agents will launch more and more projects to drive the change deeper into organizations and also take time to ensure that the new practices are firmly grounded in the organizational culture. Managers by their nature, think of shorter time frames. Without sufficient and consistent leadership, the change will stall and the succeeding in a rapid changing world becomes highly problematic (Rose and Lawton, 1999).

Anchoring new approaches in the culture: New practices must grow deep roots to remain firmly planted in the culture. Culture is composed of norms of behavior and shared values. These social forces are incredibly strong. Every individual that joins an organization is induced to its culture, generally without even realizing it (Mintzerg and Quinn, (1991). Its momentum is maintained by the collective group of employees over a period of time. Changes whether consistent or inconsistent with the old culture are difficult to cement.

The ADKAR change model was first published by Prosci in 1998. The ADKAR change model is founded on two basic ideas: it is people who change, not organizations and that successful change occurs when individual change matches the stages of organizational change. For successful change to occur at the individual level, people need to move through each of these stages: Awareness of need of change, Desire to make the change

happen, **Knowledge** about how to change, **Ability** to implement new skills and behavior and **Reinforcement** to retain the change once it has been made. For organizations change to be successful, these changes need to progress at or close to the same rate of progress through the business dimension of change.

Kubler-Ross described five stages of grief in her 1969 book, that are just relevant to the normal range of feelings people have when they are dealing with change on individual level or in workplace. All change involves loss at some level. The “Five stages” model has been very useful to understand peoples’ reaction to change. The five stages of grief Kubler-Ross wrote about are **Denial** which is the initial stage of numbness and shock, **Anger** when we realize that change is real and will affect us, **Bargaining** in order to put off change, **Depression** sets in when we realize that bargaining is not going to work hence the reality of change sets in and as people realize that fighting the change is not going to make it go away, they move into a stage of **Acceptance** of the change. Kubler notes that the stages can last for different periods of time and will replace each other or exists at times side by side.

2.5 Critical Success Factors of Change Management

The factors that can influence the outcome of any change program have been identified as: culture, stakeholder politics, leadership, teamwork and resistance to change.

According to *Rowe et al*, (1994), organizational culture is the sum of shared values, attitudes, beliefs, norms, rituals, expectations and assumptions of people in the

organization. Thompson (1997) noted that organizational culture and values held by managers and other employees within the organizations are key influences on strategies of change and thus critical success factors in strategy creation and change.

Hill and Jones (2001) see organizational politics as tactics that strategic managers and stakeholders engage in to obtain and use power to influence organizational goals and change strategy making and structure to further their own interest. Therefore stakeholders' support is essential for success of any change program since many stakeholders groups have different interests and power and achieving universal support is a challenge and politics sets in.

Leadership is a process of influencing an organization in its efforts towards achieving its objectives. A leader is not necessarily someone at the top in management levels, but rather someone who is in a position to influence others. Normally change agents provide the required leadership role which includes but is not limited to creating the vision, empowering people, team building and communicating the vision. The importance of effective leadership in managing change gives qualities of an effective leader as being visionary, skilled, competent, delegative, persistent, enduring, and flexible (Thompson, 1997).

Building effective teams is not an easy matter. Oakland (1993) defines a team as a group of people with the appropriate knowledge and skills as well as a certain level of experience who come together specifically to tackle and resolve a particular problem usually on a project basis. Systematic resistance originates from passive incompetence in managerial capacity to carry out the change since the required capacity to carry out

change is usually more than the existing capacity. Subsequently behavioral resistance is exhibited by individuals, managers or groups who have parochial self-interest, lack of trust or low tolerance to change. According to Ansoff and McDonnel (1990), resistance to change is multifaceted phenomenal which introduces delays, additional cost and lack of stability into change process. If change involves challenging the existing power arrangements, resistance to change is almost inevitable (Rose and Lawton, 1999).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the various stages and phases that will be followed in completing the study. It describes the research population. It involves a blueprint for the collection, measurement and analysis of data. In this section the research will identify the procedures and technique that will be used in collection, processing and data analysis more specifically the following subsections should be included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The design of the research was a descriptive cross-sectional survey. A descriptive survey seeks to obtain information that describes existing phenomena by asking about their perception, attitude, behavior or values (Mugenda and Mugenda 2003). A descriptive research will define questions, people surveyed and the method of analysis prior to beginning of data collection. The study is intended in establishing the critical success factors of change management in non-governmental organization (NGOs).

3.3 Population of the Study

The target population was non-governmental organizations in Nairobi County. The total number of registered non-governmental organization in Nairobi Kenya is estimated to be

not less than 850 (Non- Governmental Organization Bureau, 2012). The Non-governmental Organizations are classified into two main categories: Emergency Response and Non-emergency Response. These categories are on the basis of different orientations of what they offer, this includes, charitable orientation, service orientation, participatory orientation and empowering orientation (National Survey of NGOs Report, 2009).

3.4 Sampling Design and procedure

Cluster random sampling was used as the sampling design. Mugenda and Mugenda (2003) indicated that a sample size of more than 30 is sufficient to attain good level of confidence thus, 85 NGOs will be selected from the list of registered NGOs provided by Non-governmental Organizational Bureau, 2012. The sampling procedure used will be to form 85 clusters from the list of 850 NGOs with each cluster, consisting of a list of 10 NGOs. Subsequently, one NGO will be randomly selected from each of the 85 clusters that will hence form the sample size of the research.

3.5 Data Collection

The study collected primary data through the use of semi-structures questionnaires. The questionnaires comprised of both open and close ended questions. The use of questionnaires was selected because it took less time to administer and collect data as opposed to other research methods such as interviews. External secondary data will be collected from other internet sources and library research. The respondent will be the

management and senior staffs working in non-governmental organizations that have the required information on the critical success factors of change management.

3.6 Data Analysis

The collected data was thoroughly examined and checked for completeness and comprehensibility. Descriptive statistics analysis such as means score, standard deviation and frequency distribution will be used to analysis quantitative data. Data presentation will be done by use of percentages and frequency tables.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This research project sought to establish critical success factors of change management adopted by non-governmental organizations in Nairobi, Kenya and the relative importance of the critical success factors adopted in the non-governmental organizations in Nairobi, Kenya. The data required for the study was obtained from the survey questionnaires from the selected non-governmental organizations in Nairobi, Kenya. The questionnaires were sent to 85 respondents, of which 63 responded, representing a response rate of 74.1%. The data so obtained were analyzed and the findings are presented in relation to each section in the questionnaire.

4.2 Demographics

In this section, respondents' individual and organizational characteristics are analyzed. Respondents were asked to indicate their gender, age, educational profile, professional background, experience.

The study sought to determine the level of education of the respondents working in the non-governmental sector and the results are as shown in Table 4.1.

Table 4.1: Respondents Highest Level of Education

Variable	Measurement scale	Frequency	Percentage
Level of Education	University Graduate	32	50
	Post Graduate	27	43
	Tertiary	3	5
	Secondary	1	2
	Total	63	100

Source: Author (2012)

As seen, majority of respondents (93%) are graduate and post-graduate degree holders while 5% and 2% respectively hold tertiary and secondary level education respectively. For our study, a higher level of education i.e. graduate-level and above implies that the respondents had a good understanding of the concepts being discussed and are able to objectively relate the inputs i.e. success factors to outputs i.e. benefits. Most graduates are in a good position to evaluate whether the targeted results were achieved or not and for those not achieved, what led to observed failures.

Table 4.2 below presents the tabular distribution of study respondents' years of work experience in the non-governmental organization by the respondents.

Table 4.2: Period Served in Non-Governmental Organizations

Variable	Measurement scale	Frequency	Percentage (%)
Years of work experience	0-5 Years	32	50.8
	6-10 Years	23	36.5
	Over 10 years	8	12.7
	Total	63	100

Source: Author (2012)

As shown in the Table 4.2, majority of respondents (50.8%) had between 0-5 years of work experience while 36.5% and 12.7% had between 6-10 years and over 10 years respectively of work experience and this implied that majority of respondents in these organization had long years of work experience, a confirmation that they are well informed and acquainted about their organizations and have a very good understanding of

the organizations processes and the changes that have taken place over the years that they have served in their respective firms.

The tabular distribution below represents the category of respondents' organization and the findings were as follows.

Table 4.3: Category of Respondents' Organization

Variable	Measurement scale	Frequency	Percentage (%)
Category	Emergency Response.	7	11.1
	Non-Emergency Response.	56	88.8
	Total	63	100

Source: Author (2012)

As shown in Table 4.3, majority of the NGOs were Non-Emergency Response based as indicated by the majority of the respondents (88.8%) while the (11.1%) of the respondents indicated that their NGOs were Emergency Response type.

The study sought to determine the age of the organization and the findings are as shown in Table 4.4

Table 4.4: Age of the Organization

Variable	Measurement scale	Frequency	Percentage (%)
Age of the organization	0-5 Years	12	19.0
	6-10 Years	30	47.6
	Over 10 years	21	33.4
	Total	63	100.0

Source: Author (2012)

The study established that majority of the respondents (47.6%) indicated that their organizations were between 6-10 years while 33.4% of the respondents showed that their organizations were over 10 years and 19% indicated that their organization were less than 5 years.

Respondents were requested to indicate the size of the NGOs in terms of employee's number and the findings are presented in Table 4.5.

Table 4.5: Size of the Organization in terms of Staff Employed.

Variable	Measurement scale	Frequency	Percentage (%)
Number of employees	0-10 Employees.	0	0
	11-50 Employees	15	23.8
	Above 50 Employees.	48	76.2
	Total	63	100.0

Source: Author (2012)

As shown in Table 4.5, majority (76.2%) of the respondents indicated that their organizations had more than fifty employees while the rest of the respondents indicated their respective organizations had between eleven and fifty employees and this implied that these organizations were large.

The study sought to establish the status of the ownership of the NGOs as either locally based or foreign and the findings are presented in Table 4.6

Table 4.6: Ownership of the Organization

Variable	Measurement scale	Frequency	Percentage (%)
Ownership type	Local	38	60.3
	Foreign	25	29.7
	Total	63	100

Source: Author (2012)

As indicated in table 4.6, majority of the organizations were local as indicated by the 60.3% of the respondents while 29.7% indicated that they were foreign owned.

4.3 Critical Success Factors of Change Management

In this section, the study sought to establish what respondents' outlines as the critical success factors of change management in the organizations. Respondents were asked to indicate various success factors as indicated in the questionnaire and analyzed below.

Respondents were requested to indicate the number of change management projects implemented successfully by the organization and the result are presented in Table 4.7

Table 4.7: Number of Change projects Implemented by the Organization.

Variable	Measurement scale	Frequency	Percentage
Number of change movement	One	5	7.9
	Two	13	20.6
	Three	9	14.3
	More than three	36	57.1
	Total	63	100

Source: Author (2012)

A summary of the responses is provided in Table 4.7. As shown, majority (57.1%) of the respondents indicated that more than three change managements were successfully implemented, 20.6% of the respondents indicated that two change management projects were implemented, 14.3% and 7.9% of the respondents indicated that three and one project(s) were implemented successfully.

The study presented the respondents' responses on the extent in which their organizations accomplishing the change management projects and results are shown in Table 4.8

Table 4.8: Success in Implementing Change Projects

Variable	Measurement scale	Frequency	Percentage
Extent of succeeding change projects implementation	Very well	20	31.7
	Well.	27	42.9
	Somehow	17	27.0
	Poor	1	1.6
	Have not	0	0.0
	Total		63

Source: Author (2012)

As indicated in Table 4.8, 74.6% of the respondents indicated that they had well and very well succeeded in the accomplishment of the change projects while the 27% of the respondent indicated that somehow their organizations had successfully implemented the change management.

The study sought to establish the respondents' responses on what attribute the success of change management projects and results are shown in Table 4.9

Table 4.9: Attributes of the success of change management projects.

Variable	Measurement scale	Frequency	Percentage
Attributes	Finances	56	88.9
	Technical Capacity	49	77.8
	Regulatory Environment.	57	90.5
	Leadership and Governance	63	100.0
	Networking	62	98.4
	Management systems and policies	54	85.7
	Work Programming and Planning	50	79.4

Source: Author (2012)

It was established as in shown in Table 4.9, that all the respondents indicated that Leadership and Governance attributed to the success, 98.4% cited networking led to the success of the change management projects, 90.5% of the respondents indicated that regulatory environment while 88.9% of the respondents cited finances did attribute to the success of the change management. 85.7% cited that management systems and polices led to the success of the change management projects while 79.4% of the respondents cited work programming and planning did attribute to the success of the change management process. Technical capacity was indicated by the 77.8% of the respondents that it led to the success of the change management

The respondents outlined the strategy approach the organization focused on in the change management process and the findings are presented in Table 4.10.

Table 4.10: Strategy Approach in Change Management Process.

Variable	Measurement scale	Frequency	Percentage
Approach used	Service provision.	36	57.1
	Advocacy.	13	20.6
	Capacity building	14	22.2
	Total	63	100

Source: Author (2012)

Table 4.10 presents the respondents' responses on the strategy approaches the respondents' organization focused on in the change management process. It was found out that 57.1% of the respondents indicated that Service provision approach was utilized by the organizations, advocacy was cited by the 20.6% of the respondents as used by the organizations while capacity building was indicated by the 22.2% of the respondents.

The respondents outlined the form of change the organization adopted.

Table 4.11: Form of change has the organization adopted.

Variable	Measurement scale	Frequency	Percentage
Form of change adopted	Proactive Change.	20	31.7
	Reactive Change.	43	68.3
	Total	63	100

Source: Author (2012)

The study established as shown in Table 4.11, that majority of the respondents (68.3%) indicated that their organizations adopted reactive change while the 31.7% of the respondents indicated that they adopted proactive change.

The study outlined what are the drivers of change at the organization the respondents' responses are presented in Table 4.12.

Table 4.12: Drivers of Change at the Organizations

Variable	Measurement scale	Frequency	Percentage
Drivers of change	Technological obsolescence and technical improvements	58	92.1
	Political and Social events	45	71.4
	Globalization of markets and operations	57	90.5
	Increases in size, complexity, Specialization and strategic awareness	59	93.7
	Neo-protectionism	52	82.5

Source: Author (2012)

Table 4.13, presents the findings on the respondents' responses on the drivers of change at their organizations. It was established that 93.7% of the respondents cited that increases in size, complexity, Specialization and strategic awareness was the driver of change at their organization, 92.1% indicated that technological obsolescence and technical improvements, 90.5% cited globalization of markets and operations while 71.4% cited that political and social events was the drivers that led to the change management implementation in their organizations.

The study sought to establish the responses if the management was in the forefront in providing leadership in formulating and implementing change

Table 4.13: Responses on Leadership Provision in Change Process

Variable	Measurement scale	Frequency	Percentage
Leadership provision	Yes	63	100
	No	0	0
	Total	63	100

Source: Author (2012)

As shown in Table 4.13, all of the respondents indicated that their organizations' management was in the forefront in providing leadership in formulating and implementing change.

The study sought to outline how long was the planning period before implementing change and the results are shown in Table 4.14

Table 4.14: Planning Period before Implementing Change

Variable	Measurement scale	Frequency	Percentage
Planning period	0- 3 Months	19	30.2
	4-6 Months	24	38.1
	7-9 Months	14	22.2
	More than 9 Months	6	9.5
	Total	63	100

Source: Author (2012)

Table 4.14, presents the respondents responses on the planning period by the organizations before implementation of the change management projects. It was established that 38.1% of the respondents indicated that their organizations planned for the change for a period of between 4-6 months, 30.2% of the respondents indicated that their organizations took between 0- 3 months, 22.2% indicated that their organizations took between 7-9 months a mere 9.5% of the respondents indicated that their organizations took more than nine months for the implementation of the change management projects.

The Table 4.16 presents the responses on the nature of flexibility of organizational structure and supporting any change initiative introduced by the organizations under study.

Table 4.15: Nature of Flexibility of Organizational Structure

Variable	Measurement scale	Frequency	Percentage
Nature of flexibility	Fixed and inflexible.	0	0
	Elastic and Semi-Flexible	9	14.3
	Flexible	54	85.7
	Total	63	100

Source: Author (2012)

Majority of the respondents (85.7%) indicated that they had flexible organizational structure while the rest indicated that they had elastic and semi-flexible as shown in Table 4.15.

The study sought to establish the estimated level of confidence and support between departments during the change process and the findings are shown in Table 4.16.

Table 4.16: The Level of Confidence and Support during the Change Process

Variable	Measurement scale	Frequency	Percentage
Level of confidence and support	50 %	7	11.1
	51-75 %	26	41.3
	76-90 %	18	28.6
	Above 90 %	12	19.0
	Total	63	100

Source: Author (2012)

As shown in Table 4.16, 41.3% of the respondents indicated that there was between 51-75 % level of confidence and support between departments, 28.6% indicated that there was between 76-90% confidence and support between departments and 19% of the respondents indicated that there was more than 90% level of confidence and support.

Respondents' responses on the extent on the following statements on change management implementation process by use of the following scale,

Key-1=Very Much, 2=Much, 3=Moderate, 4= Little and 5= Not at All

Table 4.17: Response on Statements of Change management Process

Statements	Mean	SD
employees' involvement and participation during the change management implementation process	2.0870	0.3344
the team consistency and openness to ideas and opinion during the change process	2.5217	0.0173
communication has been administered and encouraged during change process	1.8261	0.1728

Source: Author (2012)

Table 4.17 presents the respondents' responses on the extent on statements on change management implementation process. A mean of 2.0870 was obtained on the statement that employees' involvement and participation during the change management implementation process and this indicated that the respondents agreed to the statement while pertaining the statement that the team consistency and openness to ideas and opinion during the change process, a mean of 2.5217 with standard deviation of 0.0173 was obtained and this indicated that the respondents agreed much. On the statement that communication has been administered and encouraged during change process, the respondents agreed very much as was indicated by the mean of 1.8261.

The study sought to establish what were the methods of training and technique that has been used during the change process by the organizations.

Table 4.18: Types of Training and Technique used by Organizations

Variable	Measurement scale	Frequency	Percentage
Training and Technique	Formal (Seminars and Workshops)	53	84.1
	Emails, Internet based and handout document	59	93.7
	Involvement of Experts and Change Agents	43	68.3

Source: Author (2012)

As outlined in Table 4.18, it was found out that majority of the respondents (93.7%) indicated that emails, internet based and handout document were used as kinds of training and technique during the change process by the organizations, 84.1% of the respondents indicated that Formal (Seminars and Workshops) were used while 68.3% cited that Involvement of Experts and Change Agents were used in the change management process.

4.4: RELATIVE IMPORTANCE OF CRITICAL FACTORS OF CHANGE

MANAGEMENT

The study sought to establish the extent the respondents' encountered the following factors of change management in their organization during the change process by use of the following scale.

Key 1 = Not at all, 2 = little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent

Table 4.19: Extent the respondents' agreement on Factors of Change.

Variables	Mean	SD
Training conducted during implementation of change program	4.0479	0.3534
Stakeholder involvement	4.5481	0.0673
How is communication administered to all stakeholders during change program	4.3261	1.4728
Leadership and governance according the necessary support during the change program	4.5523	0.4196
Availability of finances	3.2391	1.7567
Presence of Technical Capacity	4.1957	0.1802
Intensity of Regulatory Environment	4.2391	1.1866
Networking of all stakeholders involved	3.8261	0.2272
Political and Social events	3.5461	1.5728
Globalization of markets and operations	2.0870	0.3344
Increases in size, complexity, Specialization and strategic awareness	2.5217	1.0173
Neo-protectionism	3.4261	0.1728
Flexibility of organizational structure	3.2391	0.7567
Employee involvement ant team work	3.1957	0.1802

The Table 4.19 presents the respondents' responses on the extent the respondents' encountered the following factors of change management in their organization during the change process. It was determined that the respondents to a great extent that training conducted during implementation of change program as a mean of 4.0470, while they indicated that they encountered to a great extent the stakeholder involvement. Regarding the statement that communication was administered to all stakeholders during change program, the respondents indicated that they encountered it to a great extent as it was indicated by the mean obtained of 4.3261 while the respondents showed that leadership and governance according the necessary support during the change program, was encountered to a great extent as the mean of 4.1522 was obtained.

The respondents indicated that networking of all stakeholders involved was experienced moderately as the mean of 3.8261 while on the statement that increases in size, complexity, Specialization and strategic awareness, a mean of 2.5217 was obtained and this indicated that the respondents little agreed. The respondents agreed that flexibility of organizational structure was encountered as the mean of 3.2391 was obtained while the statement regarding if employee involvement in the team work, a mean of 3.1957 was obtained and this showed that the respondents agreed.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussions of the key findings presented in chapter four, conclusions drawn based on such findings and recommendations there-to. This chapter is, thus, structured into discussions, conclusions, recommendations and areas for further research.

5.2 Summary and Findings

Majority of the respondents indicated that more than three change managements were successfully implemented, thus the respondents were in good position to evaluate whether the targeted results were achieved or not and for those not achieved, what led to observed failures. All the respondents indicated that Leadership and Governance attributed to the success with the highest priority. This was followed by networking, regulatory environment, technical capacity and finances did attribute to the success of the change management. Majority of the respondents indicated that Service provision approach was utilized by the organizations more than advocacy and capacity building.

Majority of the respondents indicated that their organizations adopted reactive change compared to those that adopted proactive change. The respondents cited that increases in size, complexity, technological obsolescence Specialization and strategic awareness was the main driver of change at their organization. Consequently the respondents indicated

that had majority of the organizational had flexible structure while the rest indicated that they had elastic and semi-flexible.

Regarding the level of confidence and support in the organization, majority of the respondents indicated that there was between 51-75 % level of confidence and support between departments, with the least level was found in the more than 90% level of confidence and support. It was established that employees' involvement and participation during the change management implementation process agreed that they were actually involved and participated in the change process while pertaining the statement that the team consistency and openness to ideas and opinion during the change process, it was found out that respondents agreed much. On the statement that communication has been administered and encouraged during change process, the respondents agreed very much.

Majority of the respondents indicated that emails, internet based and handout document were used as kinds of training and technique during the change process by the organizations. With the least training technique being involvement of Experts and Change Agents were used in the change management process. It was established that the respondents' uncouted to a great extent that training conducted during implementation of change program, while they indicated that they encountered to a great extent the stakeholder involvement. Regarding the statement that communication was administered to all stakeholders during change program, the respondents indicated that they encountered it to a great extent. The respondents showed that leadership and governance accorded the necessary support during the change program. Finally, the respondents indicated that networking of all stakeholders involved was experienced moderately.

5.3 Conclusions

The study concludes that all of the organizations under study had implemented the change management projects as was indicated by the respondents. The change management projects were successfully completed by the organizations and this was attributed to leadership and governance, networking, communication, stakeholder involvement, finance and technical capacity. There were several drivers of change management projects and the main ones included the Specialization and strategic awareness, training, globalization, management systems and policies. Most of the organizations had a flexible organizational structure and had high confidence and support for the change management projects. The following capacity areas are key to organizational strategic change; Leadership and Governance, Work Programming and Planning, Organizational Culture, Resource mobilization and utilization, Partnerships and external relations.

5.4.1 Recommendations and Policy Indications

The study found out the leadership and governance plays a very pivotal role in change management process of the organization and therefore, the study recommends that private and the public firms should implement the various change management projects and management of the these organizations should support the implementation of these projects as without their support, these projects cannot succeed. The various success factors of the change management should be given more attention as they form the basis for the need of implementation of these projects so as to approach the productiveness of their employees.

5.4.2 Suggestions for further study

The study examined identifies the critical success factors of change management in non-governmental organization in Nairobi, Kenya. To this end therefore the same study should be carried out in other industries other than non-governmental organizations, to find out if the same results would be obtained. The study used a sample size of 63 NGOs and thus the study suggests that for other studies dealing with the same, a larger sample size should be used.

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APPENDICES

Appendix I-Questionnaire

This questionnaire is part of dissertation research project. Its primary focus and intended purpose is to find out on the success factors of change management in non-governmental organizations (NGOs) and to determine the relative importance of the critical success factors adopted by the NGOs. Information and data collected using this questionnaire will be strictly confidential, coded and will be represented only on aggregate.

Part A: Demographic Data.

1. Name of the Organization (Optional).....
2. What is your Job title?
3. What is the highest level of education?
 - Post Graduate. ()
 - Graduate. ()
 - Under-Graduate. ()
 - Other (specify). ()
4. How long have you served in Non-governmental Organizations?
 - 0-5 Years ()
 - 6-10 Years ()
 - Above 10 Years ()
5. Which category does your organization belong to?
 - Emergency Response. ()
 - Non-Emergency Response. ()

6. What is the age of your organization?

- 0-5 Years ()
- 6-10 Years ()
- Above 10 Years ()

7. What is the size in term of staff employed?

- 0-10 Employees. ()
- 11-50 Employees. ()
- Above 50 Employees.()

8. What is the ownership of your organization?

- Local. ()
- Foreign. ()

Part B: Critical factors of change management

9. How many Change management projects has your organization implemented successfully in the recent times?

- One. ()
- Two ()
- Three ()
- More than three. ()

10. How well did you succeed in implementing this projects?

- Very well. ()
- Well. ()
- Somehow. ()
- Poor ()
- Have not. ()

11. To what would you attribute the success of these projects?

- Finances ()
- Technical Capacity ()
- Regulatory Environment. ()
- Networking ()
- Leadership and Governance ()
- Management Systems and Polices. ()
- Work Programming and Planning ()
- Other (Specify) _____

12. In which area in strategy approach has your organization focused on in the change management process?

- Service provision. ()
- Advocacy. ()
- Capacity building. ()
- Other(specify) _____

13. What form of change has your organizational adopted?

- Proactive Change. ()
- Reactive Change. ()

14. Is the management in the forefront in providing leadership in formulating and implementing change?

- Yes ()
- No. ()

15. Describe the drivers of change at your organization. This includes both external and internal forces

- Technological obsolescence and technical improvements. ()
- Political and Social events. ()
- Globalization of markets and operations. ()
- Increases in size, complexity, Specialization and strategic awareness()
- Neo-protectionism. ()
- Other (Specify) _____ ()

16. How long was the planning period before implementing change?

- 0- 3 Months ()
- 4-6 Months ()
- 7-9 Months ()
- More than 9 Months ()

17. What is the nature of flexibility of organizational structure in allowing and supporting any change initiative introduced?

- Fixed and inflexible. ()
- Elastic and Semi-Flexible ()
- Flexible ()
- Other (Specify). ()

18. How has been the estimated level of confidence and support between departments during the change process?

- 50 % ()
- 51-75 % ()
- 76-90 % ()
- Above 90 % ()

19. Describe the extent of employees' involvement and participation during the change process? (Indicate 1=Very Much, 2=Much, 3=Moderate, 4= Little and 5= Not at All)._____

20. Describe the team consistency and openness to ideas and opinion during the change process? (Indicate 1=Very Much, 2=Much, 3=Moderate, 4= Little and 5= Not at All)._____

21. Explain the extent of how communication has been administered and encouraged during change process? (Indicate 1=Very Much, 2=Much, 3=Moderate, 4= Little and 5= Not at All)._____

22. Describe the kind of training and technique that has been used during the change process?

- Formal (Seminars and Workshops) ()
- Emails, Internet based and handout document. ()
- Involvement of Experts and Change Agents ()
- Other (Specify)_____

23. How has the organization rewarded innovation and creativity if any during the change process?

- Salary and Bonus rewards ()
- Holidays and Leave. ()
- Material benefits and Non Cash benefits ()
- Other (specify) _____

Part C: Relative Importance of Critical factors of change management

To what extent do you encounter each of the following factors of change management in your organization during the change process. Kindly rate by indicating on a scale 1 to 5 (where 1 = Not at all, 2 = little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent)

Variables		1	2	3	4	5
1	Training conducted during implementation of change program					
2	Stakeholder involvement					
3	How is communication administered to all stakeholders during change program					
4	Leadership and governance according the necessary support during the change program					
5	Availability of finances					
6	Presence of Technical Capacity					
7	Intensity of Regulatory Environment					
8	Networking of all stakeholders involved					
9	Political and Social events					
10	Globalization of markets and operations					
11	Increases in size, complexity, Specialization and strategic awareness					
12	Neo-protectionism					
13	Flexibility of organizational structure					
14	Employee involvement and team work					

Thank you for the time and support in completing this questionnaire.

Appendix II-Introduction Letter.

Joshua Kiarie
P.O. Box 553
Naivasha.

Dear Sir/ Madam,

**Re: REQUEST TO COLLECT DATA FOR MBA
RESEARCHPROJECT.**

I am a student in the University of Nairobi, School of Business, and pursuing degree in Master of Business Administration (MBA). Currently am in the final stages of my project and I would appreciate your assistance in data collection in my research work entitled "Critical Success Factors of Change Management in Non-Governmental Organizations in Nairobi, Kenya.

I kindly seek your authority to conduct the research in your institution through the questionnaire. The method of data collection is through questionnaire with open ended questions about the research topic. The result of the report will be used strictly for academic purpose and a copy of the same will be made available to you on request.

Your assistance will be highly appreciated.

Kind Regards

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