

**ORGANIZATIONAL CHANGES AND CHANGE
MANAGEMENT PROCESSES AT OXFAM: A CASE OF
OXFAM IN SOMALIA**

BY

HARRISMUS KITHOME NZAVI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

OCTOBER, 2015

DECLARATION

This Research project is my original work and has not been presented for examination in any other university.

SIGNATURE DATE

HARRISMUS KITHOME NZAVI

D61/72598/2014

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

SIGNATURE DATE

DR. JOHN YABS

SENIOR LECTURER,

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENT

First and foremost, I give thanks and praise to the Almighty God without whom I cannot be who I'm today. You salvaged me from the slums of Nairobi and crowned me with respect and wisdom. I also am grateful to the University of Nairobi, School of Business for having given me the opportunity to pursue this master's degree.

My sincere heartfelt gratitude and special thanks, goes to my supervisor Dr. John Yabs for his patience, continuous guidance, understanding and constructive criticism in this research project. Thank you for being my supervisor and accommodating me in your tight schedule. Special thanks to Dr. Regina Kitiabi for her fine review and modulation of the research project work.

I would like to thank all my family members and my friends especially my wife Martha Mapallang'yo, who were always by my side. Every little thing that was done by them contributed to the success of this work in one way or another.

Finally yet importantly, I would also like to thank my employer for the opportunity to be part of OXFAM family where I derived financial resources and expertise, and also allowing me to pursue the MBA course. Holger Wagner, my boss and now the Regional Director I cannot forget to specifically appreciate your immense support to my work, and career growth.

DEDICATION

This work is dedicated to my children Tumaini, Mark and Amani; you are a wonderful gift of my life and the reason why I work so hard. You always gave me a smile when I was so worn out. To my wife Martha Mapallang'yo, the angel of my life and always a source of strength to me. You were all patient with me, and always prayed and encouraged me to get nothing but the best. God bless you.

To my mother Christine Ndinda, you worked so hard and overcame many obstacles that come with poverty to educate me. You told me in my childhood to study hard for myself and on your behalf since you never got an opportunity to enter into a classroom in your time. Your dream has come true! The journey has just started mom.

ABSTRACT

The environment in which organizations operate in is ever changing and for survival hence organizations ought to develop and implement various strategies geared towards survival in a turbulent environment and to increase their competitiveness. Various models of change management have been developed by various scholars: they include Lewin's (1947) three step model of change, Kotter's (1996) eight-step model, Kanter et. al (1992) model of change management, Bullock & Battern (1985) four-phase model of planned change and Senge's (1990) learning organizational model. The primary objective of the study was identify employees' attitude and understanding of change and change management (processes and practices) within Oxfam with the general objective been to gauge the level of acceptance, resistance or complacency Oxfam employees were likely to express with regard to change, and to present the findings in a manner that would assist Oxfam employees to clearly comprehend the concept 'change. The findings concluded that Oxfam needed to improve on communication and increase effort of continuously incorporating the views of the staff in the change process. The research was conducted through a case study where qualitative research for data collection was applied. Primary data was obtained through personal interviews using an interview guide which was administered to selected staff members in key strategic areas of Oxfam in Somalia. Use was also made of other available Secondary data that was obtained from various periodic journals, weekly Bulletins, monthly Executives Directors communications on the changes process from the Headquarters, Oxfam's Country Strategic plans and various reports obtained from the intranet and the communication channels of the organization. The data collected was summarized according to the study theme being organizational changes and change management processes at oxfam, a case of oxfam in Somalia and analysed using content analysis. With regard to the findings from the formal interviews, the views echoed by employees provided a useful insight into what employees believed to be happening within the Oxfam with regard to change and change management. These views must be taken into consideration in order to create effective organizational change within the Oxfam. Overall, employees interviewed felt their needs were not being well met, with most employees feeling frustrated and demotivated with the change process taking too long than anticipated with minimal communication. This study recommended empowerment of employees and the introduction of voicing activities to aid in strengthening the introduced change because it considers the voices of employees that may be discriminated against or are otherwise disadvantaged within the Oxfam. Empowerment and voicing activities would enable the latter to make their views known and change initiators can implement suitable strategies to mobilize and manage their support for the change agenda.

TABLE OF CONTENTS

DECLARATION.....	II
ACKNOWLEDGEMENT.....	III
DEDICATION.....	IV
ABSTRACT.....	V
TABLE OF CONTENTS	VI
ACRONYMS AND ABBREVIATIONS.....	IX
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Concept of Strategy	2
1.1.2 Change Management Practices.....	3
1.1.3 NGOs in Kenya	5
1.1.4 OXFAM.....	7
1.2 Research Problem.....	9
1.3 Research Objectives	11
1.4 Value of the Study.....	11
CHAPTER TWO	13
LITERATURE REVIEW	13
2.1 Introduction	13
2.2 Strategic Change Management.....	13

2.3 Models in Change Management.....	15
2.3.1 Force Field Analysis.....	16
2.3.2 Kotters’8-step Model.....	17
2.3.3 Bullock and Battern’s Model.....	18
2.3.4 The learning Organization.....	19
2.4 Implementation of Change Programme	20
2.4.1 Organization Culture	21
2.4.2 The Leadership	23
2.5 The challenges of Implementing Organizational Change	24
2.6 Managing the Challenges of Implementing Change Programmes.....	25
CHAPTER THREE.....	26
RESEARCH METHODOLOGY	26
3.1 Introduction	26
3.2 Research Design.....	26
3.3 Data Collection.....	27
3.4 Data Analysis	28
CHAPTER FOUR.....	30
DATA ANALYSIS, RESULTS AND DISCUSSION.....	30
4.1 Introduction	30
4.2 Findings.....	30
4.2.1 Demographic Information of the Respondents.....	30
4.2.2 Change and Change management at Oxfam in Somalia	31

4.2.3 Employees understanding of the change and change management at Oxfam in Somalia.....	33
4.2.4 Employee participation in the change and change management.....	35
4.2.5 Employees attitudes of the change and change management at Oxfam in Somalia.....	35
4.2.5 Resistance to change.....	36
4.3 Discussion of the findings	36
CHAPTER FIVE	39
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	39
5.1 Introductions.....	39
5.2 Summary of the Findings	39
5.3 Conclusion.....	40
5.4 Recommendations	41
5.5 Limitations of the Study	43
5.6 Suggestions for further Research	44
REFERENCES.....	45
APPENDICES	48
Appendix I: Introductory Letter	48
Appendix II: Interview Guide	49

ACRONYMS AND ABBREVIATIONS

ACD: Associate Country Director

HECA: Horn, East and Central Africa

MBA: Master of Business Administration

PD: Programme Director

PGG: Programme Governance Group

RTG: Regional Transition Group

OCS: Country Governance Group

Oxfam GB: Oxfam Great Britain

Oxfam RD: Oxfam Regional Director

UoN: University of Nairobi

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Increased business competitiveness, operational costs, and innovativeness has ushered varied reactions to many organizations, both profit and Not-For-Profit making organizations. This has resulted in most traditional organizations for example, Not-For-Profit organizations accepting the phenomenon of change and often coming to realize that if they do not change they will perish (Beer & Nohria 2000). Likewise, Macredie, Sandom and Paul (1998) maintained that successful organizations of the future, be it private or public, must be prepared to embrace the concept of change management or face extinction. Many organisations fail in their change initiatives because the managers tend to rush these initiatives in their organisations, losing focus and becoming overwhelmed by the literature advising on why organisations should change, what organisations should strive to accomplish and how organisations should implement change. Thus, it can be argued that implementing change in both private and public organisations is no easy task to accomplish.

Although there is a general recognition of the need to manage change successfully in modern organizations, questions regarding the substance of change and how the processes can be managed still remain largely unanswered (Dawson 1994). Change agents need to go beyond the theoretical lenses and paradigms they have been trained in to explore the implications of these changes at a more fundamental level, hence the need to refocus attention on the underlying assumptions in order to explore their areas of applicability and the limits. In an employee's perspective, any form of

organizational change can impact directly or indirectly upon their personal lives and the nature of their work. Its impact can be experienced through changed working conditions, benefits and future aspirations. It is for this reason that it is important that employees are able to understand the change process, analyze its effectiveness, locate their place in it and act by influencing those factors that are affecting them (Fullan 1997). According to Clarke (1999), whilst most employees may have been given limited opportunities to be involved in the development of organizational change practices, it has not necessarily hindered them from observing and thereby formulating their own views regarding change and change management in their work environment.

This research study, ‘Organizational Changes and Change Management Processes at Oxfam: A Case Study in Oxfam Somalia,’ located within the arena of Not-For-Profit Organizational life, was undertaken with the primary purpose of disentangling employees’ views of change and change management (practices and processes). In this context, specific reference was made to employees within Oxfam Affiliates (OA) in Somalia. The researcher chose to carry out the study in OXFAM in Somalia because of the staff diversity in the programme. The diversity includes staff of different cultures, races, religions, ethnic backgrounds, education levels, gender just to name a few from all over the world who are likely to have different views to change and change management processes & practices.

1.1.1 Concept of Strategy

The practice and concept of strategy has many varied meanings, yet it remains closely related to planning and planning models. The word “strategy” is now applied to almost every management activity. According to Johnson and Scholes (2002),

strategy is the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations.

In other words, strategy is about: where the business is trying to get to in the long-term; how the business can perform better than the competitors; the resources (skills, assets, finance, relationships, technical competence, facilities) required to enable it to compete; the external environmental factors that affect the business ability to compete, and the values and expectations of those who have power in and around the business. Strategy is often conceptualized as a term for operating at both the corporate and competitive level. Judith et al (1998) posits that corporate strategy is seen as a proxy for managerial values and goals and the underlying motivations of top managers as revealed through their chosen diversification strategy. This diversification can be achieved through involving all the people who have power in and around the business. Heide et al (2002), on the same note, adds that there are exchanges between the organization and the various constituencies with which, in the broadest sense of the term, it has to trade to continue in existence.

1.1.2 Change Management Practices

Change is any alteration of the status quo. Strategic change is about leveraging vision to get at fundamental aspects of the organization, including the organization's direction and its culture. Strategic change is about forging organisational robustness in the face of environmental pressures. Hence, an accurate and insightful view of the current reality is as important as a clear vision (Senge, 1990). Change is usually transitory from the current stage to a desired state, and change management focuses

on what to do to achieve those changes. The study of strategic change usually covers the nature of the change, the need for change, analysis of forces bringing change, the effects of environmental forces, resistance to change by individuals in organisations, and the means of overcoming these remittances (Yabs, 2010).

Change can thus be thought as a condition and a process. Change as a condition describes what is happening in the environment, it is part of the reality an organization must accept. This environment determines the manner in which the organization must operate but as Jury (1997) has stated, there is no accepted definition of what constitutes this current environment. However, a practical working definition is that the environment is closely related to the environmental variables which influence organizations. Simply stated, these environmental variables are political, economical, technological and sociological in nature. These play an important role in determining the type of change to be implemented and also the speed at which the proposed change or changes are to be implemented.

Change as a process is what employees foster internally in response to changes in the environment. It is leadership and management actions taken to change the organization (Sullivan and Harper, 1996). Senge (1990) points out that making internal changes to accommodate external changes is reactive and strategic leadership should be proactive. This is where a well-crafted, well-managed strategic vision can help balance reactive and proactive changes. Balogun (2001) explains that change is about changing people, not organisations. Organisations change when the managers and employees change their way of doing business. She further adds that employees are an intrinsic part of the change process.

Johnson and Scholes (2002) define change management as the deliberate and coordinated actions taken to transform an organization to overcome environmental challenges in order to achieve its objectives. Therefore, organizations are undertaking strategic changes in order to align their business strategies to the environment thereby matching the resources and activities of an organization to that environment. Hill and Jones (2001) further view change management as a move from a present state to a future state that increases competitive advantage.

There are numerous approaches that have been used in managing change. For successful change implementation, Kotter (1996) developed an eight-step method where the first four steps focus on de-freezing the organization, the next three steps make the change happen and the last step re-freezes the organization with a new culture. To make big changes significantly and effectively, he says that the eight steps should happen in order. These steps are as follows: establish a sense of urgency, form a powerful guiding coalition team, create clear vision expressed simply, communicate the vision, empower others to act on the vision, plan for and creating short-term wins, consolidate improvements and producing still more change and finally institutionalize the new approaches.

1.1.3 NGOs in Kenya

According to the World Bank, a non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation

through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations system differs depending on their goals, their venue and the mandate of a particular institution. NGOs are neither a part of a government nor a conventional for-profit business. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations, businesses, or private persons (World Bank, 2010).

NGOs are motivated by the desire to promote the wellbeing of individuals and communities without a profit objective. Oster (1995) argues that non-profit organizations often begin with a vision but to survive they must understand the economic and political markets within which they operate. NGOs like any other organizations often have to undergo strategic changes in order to make their work more relevant in their context. The change is also necessitated to a large extent by changes in the operating environment especially due to shifts in donor priorities and more recently, the global economy recession. Managing this strategic change can be challenging in the same way it is for public or private sector organizations since it is motivated by similar objectives and faces similar constraints.

In Kenya, NGOs have grown over the years as they try to bridge the gap between the Government's provision of basic services and needs with demands from the general population. According to a study by the NGOs Co-ordination Board, in 2009 there were about 6,075 organizations in Kenya registered under the NGOs Coordination Act (NGOs Co-ordination Board, 2009). The study noted that the NGO sector, where

a majority of CSOs in Kenya fall under, played a complementary role in providing services and essential facilities to deserving or underserved regions thereby contributing to realization of the social and economic pillars of the country's Vision 2030 development blueprint. However, the Board noted that the organizations continued to face institutional, financial and programmatic sustainability challenges. It is these challenges that have forced NGOs in Kenya to explore competitive strategies that will ensure they remain financially viable and sustain their work beyond the limited funding by donors. Further, the NGOs are faced with the challenge of ensuring that they manage any strategic change in the best possible way to achieve their objectives and to meet the satisfaction of all stakeholders involved especially staff, donors and beneficiary communities.

1.1.4 OXFAM

OXFAM is an international confederation of 17 organizations working in approximately 94 countries worldwide to find solutions to poverty and what it considers injustice around the world. In all Oxfam's actions, the ultimate goal is to enable people to exercise their rights and manage their own lives. Oxfam works directly with communities and seeks to influence the powerful, to ensure that poor people can improve their lives and livelihoods and have a say in decisions that affect them. Each organization (affiliate) works together internationally to achieve a greater impact through collective efforts. Since 1994, Oxfam Affiliates have joined forces as an international confederation, Oxfam International (OI), joined their country programs through Single Management Structure (SMS) with a common belief that they'll achieve a greater impact by working together in collaboration with others. It extends the influence and capacity of the confederation as well as ensuring consistency in its messages.

Before the creation of the international confederation, Oxfam International, many of these organizations already worked in a loose association with each other, sharing similar approaches and philosophies. Within the confederative structure, each affiliate remains independent, retaining its own executive director, board and stakeholders, and its own strategic plan. The affiliates' relationship within the confederation is governed by the Oxfam Constitution, Code of Conduct and Rules of Procedure, each affiliate is considered to be equal, with equal voting rights. All affiliates are expected to work within Oxfam agreements and signed-off strategies, but within this framework they have the flexibility to interpret and implement Oxfam policy in a manner appropriate to their own national context. Full affiliates are required to pay the agreed Oxfam International fees.

Each affiliate can be recognized by the name Oxfam, which they are entitled to use as full members of the confederation. The mission of the different Oxfams has evolved throughout their history and their work has continuously taken account of changing circumstances. Through the quality of their work, the trust of the communities, in which they operate, and the analysis and understanding of the suffering of those people, the Oxfam brand has developed a strong reputation. According to Oxfam Website, at September 2010, the fully affiliated members of Oxfam International were: Oxfam America, Oxfam Australia, Oxfam-in-Belgium, Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam Great Britain, Oxfam , Hong Kong, Oxfam Intermón (Spain), Oxfam India, Oxfam Ireland, Oxfam Italy, Oxfam Japan, Oxfam México, Oxfam New Zealand, Oxfam Novib (Netherlands), and Oxfam Québec.

This case study research is necessary to unveil the following; gaps in the literature relating to new knowledge and practices of how Not-For Profit sector organisations, namely the OXFAM function, it is the only research conducted within the OXFAM to ascertain employees' understanding of issues relating to change and change management within it and to develop sound recommendations on the implementation and management of change initiatives within the OXFAM stemming from employees' viewpoints.

1.2 Research Problem

It must also be acknowledged that as a phenomenon, change in some organizations is a process misunderstood by many employees, for whom there are no ready-made guidelines to an understanding of change. Employees have to struggle to understand and modify practices and processes that are complicated, in a constant state of renewal, and difficult to comprehend (Fullan 1997). It is for this reason that Dunphy and Stace (1992) emphasize the role of the employee in the organization based on the factors influencing the forces of change, which also include leadership style requirements. Furthermore, some Not-For Profit sector organizations have deviated from the traditional norms of change management and are more cognizant of the fact that turbulent and unpredictable work environments make change and chaos the natural order of things. In light of these transitions, management needs to reconsider their approaches to the organization, direction and motivation of all employees (Daft & Marcic 2004). This is important because these organisations may need to move away from structures that are hierarchical and mechanistic. Instead, they should be based on an equitable division of resources and encourage control systems that symbolize democracy in an independent work environment, all of which are understood by the employees (Burnes 2000).

Processes like restructuring, downsizing, total quality management and process reengineering all have serious implications for the operational, financial and technical aspects of the organization. This case study research considered the fact that the success of any change initiative lies in the understanding of that change by employees. Change in any form and irrespective of how minor it is, comes with loss of something and will usually face opposition of some kind. To ensure its success, change initiators within the OXFAM must be fully aware of the implications of change, not only to the organization itself but to the employees concerned. Clearly when the decision to change is made, the change initiators need to have a vision as to why it is required. Unless these visions are shared with the employees concerned, total acceptance is unlikely. To overcome this, change initiators can merge the change processes that include the 'wants' of employees as well as that of the organization.

An interpretive approach conducted in phases was adopted to enable findings to emerge from the realities of participating employees, and the case study was undertaken to develop the findings and provide recommendations in a way that resonate with OXFAM employees.

Stated as questions, the case study research questions focused on seeking a deeper understanding of the complex issue of change and change management from the employees' viewpoints expressed as; how did employees within Oxfam view processes and practices within the current work dynamics of their organization? What were the employees' experiences of change and change management within the Oxfam? What role did changes agents play in the change process within Oxfam?

1.3 Research Objectives

The primary objectives of the study was identify employees' attitude and understanding of change and change management (processes and practices) within Oxfam with the general objective been to gauge the level of acceptance, resistance or complacency Oxfam employees were likely to express with regard to change, and to present the findings in a manner that would assist Oxfam employees to clearly comprehend the concept 'change.

1.4 Value of the Study

The primary benefit of this study was to provide OXFAM International, the confederation, and other Not-For Profit sector agencies in Africa and beyond and the NGO sector employees, in particular OXFAM employees, with the research findings, in order to objectively unravel the complexity that change and change management presents. Often the managerial jargon associated with change and the implementations of change blur the underlying intentions of those involved, thereby creating uncertainty, fear and complacency among employees. Thus, it was envisioned that the findings of this study would provide an evidence-based framework of employees' views on change and change management that might be beneficial to OXFAM International change initiators as well as for NGO sector employees. The research will add to the existing body of theoretical knowledge by providing information on how OXFAM in Somalia has managed its strategic change process. This will be particularly useful for NGOS as it will provide them with knowledge on how they can successfully manage strategic change and achieve their intended vision. The study will also provide useful insights to scholars of strategic management and change management by enabling them to understand better how management of strategic change is done.

The research will assist managers who are leading change programmes in their organizations to learn from the process of managing change at OXFAM, Somalia. The managers will have an opportunity to adopt successful approaches and avoid mistakes that OXFAM committed in its process. It will also help such organizations and managers to develop appropriate policies that will ensure the change programmes achieve their desired objectives. The study will also be useful to OXFAM as an organization and OXFAM, Somalia in particular as it will provide lessons for future management of strategic change. The importance of this learning is outlined by Senge (1990) who argues that, the organizations that will truly excel are the ones that have the capacity to learn at all levels of the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented selected theoretical and empirical literature relating to strategic change implementation. A few selected models used in strategic change management, implementation of change programmes, challenges of implementing organizational change and managing the challenges of implementing change programmes.

2.2 Strategic Change Management

Change management, according to Szamosi and Duxbury (2002), is an integral part of life and is a constant in most organisations. Some Not-For Profit sector organisations, for example the OXFAM, face competition from other donor-fund seeking agencies. In this particular case study, it has become necessary for OXFAM to manage change effectively in order to maintain its competitive advantage worldwide. Burnes (1996a, 1996b) maintains that organisations that effectively manage change have a greater advantage over their competitors.

A primary difference between organizations that succeed and those that fail is the ability to adapt to change. Porras and Robertson (1992) stated that maintaining lasting change is no easy task, as most organisations comprise of more than one culture, thereby making change management difficult. Thus, for lasting change, it is necessary for organisations to strive to change the behaviours, rites, rituals and values of individuals in organisations. Implementing and managing change in organisations

however can be both messy and ambiguous and the process does not resemble well-oiled machines as is often depicted in the literature (Bolman and Deal 1997).

Bologun & Hailey (1999) classified change by the extent of the change required and the speed with which the change results are achieved. The speed about change is implemented, ranging from an-all-at- once big bang type of change to a step by step incremental kind. The extent of change required brings about four types of strategic changes: Adaption, reconstruction, evolution and revolution with implementation on how change may be managed. These types are illustrated on Table below;-

		Extent of change	
		Realignment	Transformation
Speed of change	Incremental	Evolution; Transformational change implemented gradually through interrelated initiatives; likely to be proactive change undertaken in anticipation of the need for future change	Adaptation; Change undertaken to realign the way in which the organisation operates, implemented in a series of steps
	Big-Bang	Revolution; Transformational change that occurs via simultaneous initiatives on many fronts; more likely to be forced and	Reconstruction; Change Undertaken to realign the way in which the organisation

		reactive because of the changing competitive conditions that the organisation is facing	operates, with many initiatives implemented simultaneously; often forced and reactive because of a changing competitive context
--	--	---	---

Table 2.1 Types of changes

Source: J. Bologun & V. Hope Hailey, Exploring strategic Change, Prentice-Hall. PP.506

Whereas adaption is incremental in nature and can be accommodated within the current paradigm, Reconstruction change may be rapid and could involve a good deal of upheaval in an organization. On the other hand, Evolution is a type of change that requires rapid and major strategic and paradigm shift. They emphasized on the need for organisational change to be incremental in a way it would build on the skills, routines and beliefs of those in the organisation so that change is efficient and likely to win their commitment. However, a “big bang” approach might be needed on occasion when the organisation is facing crisis or needs to change direction very fast (Bologun and Hailey, 1999).

2.3 Models in Change Management

Different models, methods and tools have been developed to deal with the change process. Such tools and methods are often dependent on the change that is required. This study looks at the two distinct approaches to change management which are popularly used by scholars to develop various change models for management of

change in the organisation. The planned approach to change views organisational changes as a process of moving from one fixed state to another through a series of predictable and planned steps (Lewin, 1947). The emergent approach starts from the assumption that change is a continuous, open-ended and unpredictable process of aligning and realigning an organisation to its changing environment (Burnes, 2003).

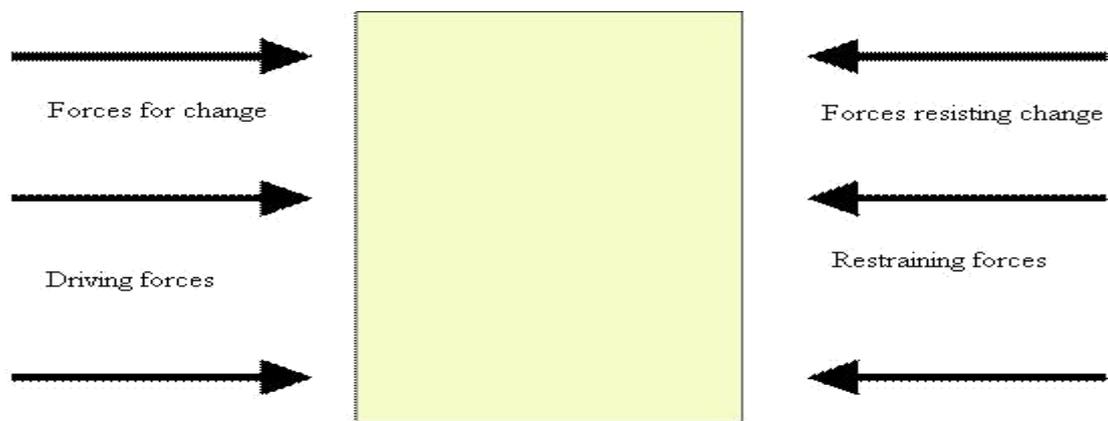
2.3.1 Force Field Analysis

The earliest effort to understand the process of change came from the work of Lewin (1947). In the course of his research he made two observations; first, change initiatives encountered & implemented were often short lived, with the system returning to its previous state in a matter of months. These observations led him to see organisations as highly resistant to change due to human nature of organisations (such as behaviour, habits, group norms) and because of organization inertia. Using the thermodynamics of unfreezing-change-freeze, Lewin perceived the change process as a series of discrete episode. The inertia for transition to a different state is created by a force field which assumes that the organisation is always in the state of quasi equilibrium. The force field consist of driving forces that seek to promote change and restraining forces which attempt to maintain the status quo.

According to Lewin (1947), an issue is held in balance by the interaction of two opposing forces. Successful organisational change must first disrupt the equilibrium process (unfreezing) before the change initiatives begin, and then create a new equilibrium state that remains the new condition (re-freezing). The research also revealed that unfreezing is more successful if it is directed towards reducing the forces that block change (restraining forces) rather than increasing it. Burnes (2004a) states that Lewin's model has come under major criticism in four key areas as

follows; it assumes that organizations operate in a stable state, it is only suitable for small-scale change projects; it ignored organizational power and politics; and was top-down and management driven. Notwithstanding, Burnes (2004a) was able to address each one of these criticisms in his article. Finally, Cameron & Green (2009) stated that Lewin's model ignores the fundamental assumption that groups of people will only change if there is a felt need to do so.

Figure 2.1 Change Management force field analysis & Lewins' Change Model



Source: Adopted from Lewin (1947)

2.3.2 Kotters'8-step Model.

Kotter (1996) identified an eight-step model that needs to be followed in order to manage change successfully. Each phase last a certain amount of time and mistakes at any phase can impede the success of the change. He observed that since change makes people uncomfortable due to the fact it brings uncertainty about what the future holds, there is need to establish a sense of urgency. To counter resistance, there is a need to form a powerful guiding coalition of managers to work with the most resistant people. In addition there is need to create a clear vision which must be well communicated. The next step involves empowerment of people to act on the vision by

removing barriers to change and encouraging risk taking and creative problem solving change.

Kotter emphasized on the need for positive reinforcement when people break away from old traditions and to do something that is new and desirable. This is the step where you plan for, creative and reward short wins that move the organization toward the new vision change. He finally observed the need to institutionalize change through reinforcement. Research has shown that Kotter's model, although very popular, has come under criticism for lacking the empirical fundamentals of change management (Appelbaum, Habashy, Malo, & Shafiq, 2012; Todnem, 2005). In fact, none of Kotter's books and only one of his journal articles (Kotter & Schlesinger, 2008) cited in this research paper have any bibliographical references. This reinforces the notion that his work lacks linkages to empirical fundamentals, as throughout his work, Kotter himself is in fact validating his own work.

2.3.3 Bullock and Battern's Model.

This model distinguishes between "phases" of change which an organization passes through as it implements change and the processes " of change that is the methods applied to get the organization to the desired state. Exploration phase is the first one whereby the organization has to make a decision on the need to change. This involves identifying what changes are required and resources for change to take place. The second phase is planning phase whereby the organization tries to understand the problem. It involves collecting all the requisite information in order to establish a correct diagnosis of the problem, establishing change goals and designing appropriate actions to achieve the goals and getting key decision makers to approve and support proposed changes (Bullock & Battern, 1985).

Action phase is the third one which involves implementation of the agreed changes and evaluation of the results in order to make adjustments as necessary. This phase is aimed at moving the organization from its current state to the desired future state. Lastly integration phase is concerned with consolidating and establishing the changes so that they become part of the organization norm. This phase involves reinforcing new behaviours, communicating results and outcomes of changes throughout the organization Continuous development of staff through training and conducting monitoring and evaluation of change (Bullock & Battern, 1985).

However, Bamford and Forrester (2003) noted the following three criticisms of this model. Firstly, they argued that in the turbulent business environment that exists today, change cannot occur from one stable state to another. Secondly, they pointed out that since this approach focuses on isolated change, it would not be applicable for radical change scenarios. Finally, they revealed that Bullock and Battern's model is based on a false assumption, as not everyone within an organization will be in agreement to work towards one common goal.

2.3.4 The learning Organization

A learning organization is the term given to a company that facilitates the learning of its members and continuously transforms itself-Learning organizations develop as a result of the pressures facing modern organizations and enables them to remain competitive in the business environment. For advocates of emergent approach, learning plays a key role in preparing people for, and allowing them to cope with change (Senge, 2000). He defines learning organization as those where people continuously expand their capacity to create the results they truly desire, where new

and expansive patterns of thinking are natured, where collective aspiration is set free and where people are continuously learning to see the whole together. The basic rationale for such organizations is that in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to happen, he argued that organizations need to discover how to tap people's commitment and capacity to learn at all levels.

He defined five basic disciplines or component technologies that distinguish learning from more traditional organizations. They include systems thinking, personal mastery, mental models, building shared vision and team learning. He adds to this recognition that people are agents, able to act upon the structures and systems of which they are a part of. All the disciplines are in this way, concerned with a shift of mind from seeing parts to seeing wholes, from seeing people as useless reactors to seeing them as active participants in shaping their reality, from reacting to the present to reacting to the future (Senge, 1990).

2.4 Implementation of Change Programme

The phenomenon of managing change is a complex issue facing management in organizations today. This is mainly due to the changing nature of operating environment hence organization must learn to adapt to these changes for their continued survival. Strategies cannot take effect until they take shape in action in form of day to day processes and relationships that exists in organizations and need to be managed, desirable in line with the intended strategy.

Pettigrew (1987) draws his explanation of what strategy implementation means by distinguishing the content of the strategy, the outer and inner contexts of an

organization and the process in which strategic change is carried out. He, however, recognizes the fact that the content, the context and the process are inter-related and affect one another. On the same note, other researchers in this field of strategy implementation believe that organizations have no choice but to translate their formulated strategies into concrete processes that would ensure the success of their strategic visions (Daft, 2000).

Pearce and Robinson (1999) identified six components which support effective execution of a given strategy; structure; systems, shared values (culture), skills, style and staff. The structure of a given organization requires making activities and organizational units that are critical to the strategy being implemented thus uniting the main building blocks in the organizational structure (Thomson & Strickland, 1997). According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. This is necessary if such organizations are to remain competitive and relevant to current market trends. Strategy implementation is inextricably connected with organization change. The changes made to the organization configuration (structure, processes, relationships, boundaries) present internal sources of challenges. Strategic implementation of any kind of new company policy or program requires participation from all of the departments that will be affected.

2.4.1 Organization Culture

Change must be well managed because it is disruptive and alters the equilibrium levels of operations. It results in a paradigm shift and causes variation in the status quo. According to Nyambok (2005), organization change management is a careful planning, organization and execution of an alteration from the norm to the unknown

which will require thinking and doing things differently. The entire process has to involve people from the beginning to the end by making the stakeholders buy into the change process and own the process itself. Pearce and Robinson (2003) define culture as a set of important assumptions (often unstated) among members of an organization set of patterns for activities, opinions and actions within a firm.

The important assumptions are sufficiently central to the life of an organization so as to have a major impact on it. Culture is a strength that can be a weakness. It is strength because it eases and economises communication, facilitates organizational decision making and control, and may generate higher level of cooperation and commitment in the organization thus resulting in efficiency. However, culture becomes a weakness when important shared beliefs and values interfere with the needs of the organization, its strategy and the people working on the company's behalf (Pearce and Robinson, 2003).

Johnson & Scholes (2002) affirms that during implementation of any strategic change, there will be a tendency toward inertia and resistance to change due to the fact that people tend to hold on existing ways of doing things and existing beliefs about what makes sense. Managing strategic change must therefore address the powerful influence of paradigm and cultural web on the strategy being followed by the organization. A culture web represents culture as an interlinked set of organizational subsystems in which the paradigm drives the visible manifestation of culture, such as organizational symbols, routines and rituals, stories, control systems and structure.

2.4.2 The Leadership

Organizational speed, flexibility and the need to execute continuous change requires effective leadership skills. In increasingly chaotic environment, executive leadership matters more than never before; Organization leaders become leaders because of their planning skills and their abilities to envisage and communicate a better future. Leadership is important to the organization's business strategy because the strategy must be linked to the future, it cannot be simply an extension of the present. Johnson & Scholes (2002) argue that a leader needs not only to lead change initiative, but also closely manage it. Getting people's attention is merely the first step hence the leader needs to explain the urgency for change with respect to survival.

While organizational members may agree that a change is necessary, they may believe that the change initiative proposed by management will not work (Kissler, 1991). There is usually a perceived dislike of change that might lie within a context of efficiency and valence. Change that leaves organizational members feeling vulnerable in terms of their ability to successfully take part in the change can trigger resistance towards the change. Galpin (1996) noted a lack of confidence in one's ability to adapt to a particular change initiative can lead resistance toward it.

Organization's configuration consists of structure and processes through which the organization operates. An appropriate organizational structure is a major priority in implementing a carefully formulated strategy. If the structures and the strategy are not coordinated, this may result in inefficiencies, misdirection and fragmented efforts. Structuring the organization involves decisions about how to coordinate activities, relationships and communication among the internal stakeholders.

2.5 The challenges of Implementing Organizational Change

Ansoff and McDonnell (2000) identified two types of resistance to change; behavioural resistance and systemic resistance. These two types tend to occur concurrently during a change process and they produce similar effects which include delays, unanticipated costs, and chronic mal-performance of new strategies. However, the basic causes are different. Whereas behavioural resistance comes as a result of active opposition to change by employees, systemic resistance is normally due to passive in-competencies of the organization. Behavioural resistance is a natural reaction by groups and individuals to change which threatens their cultural and position of power.

Conner (1998) affirms that human beings seek to control and tend to fear and avoid ambiguity of disruption, whether it is positive or negative and hence what people resist in reality is not the change but its effects. Resistance to Change is a natural phenomenon but it is likely to be greater if levels of involvement and information are minimal. Change can generate deep resistance in people and in organizations making it hard to implement.

Change efforts may also fail due to poor planning, monitoring and control, focussing more on the objective rather than on the steps and processes involved, a lack of milestones along the way and failing to monitor progress and take corrective action (Gill, 2003). Resistance of employees serves as a major factor behind the failure of any organization aspiring to implement change. This resistance can be reduced by using suitable communication techniques to align employees with the coming change according to the culture of the organization and employees.

2.6 Managing the Challenges of Implementing Change Programmes

Research shows that the success rate for implementing major organizational change is quite low, for several reasons. First, asking organizations to change the way they conduct their business is similar to asking individuals to change their lifestyle. It can be done but only with the greatest determination, discipline, persistence, commitment and a clear plan for implementing the change. Key components of removing resistance start with creating a readiness to change. The change agent prepares employees by alerting the organization to the various pressures to change. Once pressures are identified, the revealed differences between the current state of the organization and the desired state powerfully motivate the company to change. Finally, the change agent sets up positive and credible expectations for what the change will accomplish, often serving as a self-fulfilling prophecy for success (Cummings and Worley, 2005).

Respecting the opinions of the resistant employee allows them to share their feelings. The change agent should respond with open and honest information that reiterates the vision and direction of the company (Bonham, 2006). Communication is critical, and information must flow frequently through various channels (though always including communication from the top management). Employees must understand why change is occurring and the full breadth of benefits. Finally, employee participation leads to a higher quality change effort that earns the buy-in of those who help forge it (Clampitt, 1991).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section sets out the research methodology that the researcher used in the study in order to achieve the research objective stated in section one above. Kothari (2004) points out that research methodology is a systematic way of solving the research problem. A research methodology acts as a plan or framework for guiding and giving direction to be followed by the researcher to get answers to issues that are pertinent to him/her. The research setting, population of study, data collection instruments and data analysis techniques are discussed.

3.2 Research Design

The research design that was used in this study is the case study method. Robson (2002) defines a case study as “a strategy for doing research which involves an empirical investigation of a particular phenomenon within its real life context using multiple source of information”. This method is preferred because it allows for generalization of research findings. Case studies are particularly useful in depicting a holistic portrayal of a client's experiences and results regarding a program.

This study therefore carried out a case study of OXFAM in Somalia in order to identify employees' attitudes, perceptions and understanding of change and change management (processes and practices) within Oxfam. The advantages of using a case study are that it enables an in-depth understanding of the behavior patterns of the unit

under study. It also facilitates intensive study of that unit unlike other methods of study. The case study also enriches knowledge which otherwise had been generalized.

3.3 Data Collection

In this case study, primary and secondary sources of information were used in the data collection. The primary data was obtained from interactive personal interviews with various staff of OXFAM, Somalia drawn from the top management to the messenger. The data collection instrument used during this interview was an interview guide (Appendix II) which had open ended questions to avoid subjectivity and bias that could result from limiting interviewee answers to question (Cooper & Schindler, 2003). An interview guide is a set of questions that the interviewer asks when interviewing (Mugenda and Mugenda, 2003). Interviewing as a research method involves the researcher asking questions and, hopefully, receiving answers from the people being interviewed. It is very widely used in social research and there are many different types (Robson, 2002). Interviews as a research method, have benefit of allowing the research to follow up on interesting responses that were not expected (Jackson, 1990).

The instrument was constructed based on the pre-determined research questions and was administered using the personal interview method. The researcher personally interviewed the senior directors as they were considered key informants for this research. The researcher established their availability through their secretaries and requested for an appointment. Microsoft Outlook email appointments were set to serve as a constant reminder to the interviewees without necessarily bothering them with phone call reminders. This served to ensure that the interviewees were prepared for various questions on the interview guide and then to diarize the planned

appointment schedule. The researcher was able to interview 9 respondents out of the target nine envisaged. The interview guide ensured that the questions were more clearly understood and it was quite engaging. Data was collected through notes prepared by the researcher in the course of the interview with the respondents.

On the other hand secondary data was collected from internal sources of OXFAM in Somalia and included monthly Executive Directors monthly communication on the change process, Executive meeting briefs, business performance reports, annual reports, journals, magazines, intranet/internet and country strategic plans. The data was collected within a period of three weeks.

3.4 Data Analysis

Before processing the responses, the completed interview guides were edited for completeness and consistency. The qualitative data from the open ended questions was analyzed using content analysis. Content analysis was used to analyze qualitative data. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda & Mugenda, 1999).

According to Cooper & Schindler (2003), content analysis is a flexible tool that measures the semantic content or the what “aspect of the message”. Its breadth makes it flexible and wide ranging tool that may be used as a methodology or a problem-specific technique. It guards against selective perception of the respondent, provides rigorous application of reliability and validity criteria. In effect the method was used to examine how respondents view and understand certain issues (shuttle worth). This was done by developing a thematic framework from the key issues, concepts and

themes emanating from open ended questions. The information generated was then be interpreted and explained.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the findings of the study based on the analysis and interpretation of the data collected by the researcher from various sources. The findings have tried to fulfil the objectives of this study and presented in order of the objectives i.e. to identify employees' attitude and understanding of change and change management (processes and practices) within Oxfam. These findings have been presented in line with the methodological descriptions detailed in Chapter Three.

4.2 Findings

4.2.1 Demographic Information of the Respondents

26 respondents were involved in the study out of the target 33, therefore generating 79% response rate. The researcher had shared out 30 questionnaires to the Oxfam, Somalia Staff across all divide and booked 4 interviews with Oxfam Directors namely; The Regional Transition Group (RTG) Chairman for HECA region based in Nairobi, The HECA Regional Director, Oxfam, Somalia Country Director and the Associate Country Director for Somalia Country Programme. All the directors were interviewed as scheduled. From the findings of the study, the researcher noted that all the directors were males from Europe and Africa continents with their age falling between 35 – 50years.

The researcher noted that most respondents had worked for Oxfam, Somalia for a period ranging from 1½ to 14 years. This shows that most of the respondents had long

work experience in the organization hence they were considered aware and knowledgeable of the changes that have been taking place in Oxfam, Somalia. The findings also indicated that, the respondents were drawn from different countries, cultures and religion, and that staff in junior position for instance messengers, receptionists, accountants just to name a few stayed longer than those in management positions. Regarding the academic qualifications of the respondents, it was found that most of the respondents had good academic credentials relatively appropriate for the positions they were holding. This is an indication that the information collected for the study had different views of the staff from different levels of operation/management, cultures, economic divide, religion, experience and hence the study findings presented can be considered reliable.

4.2.2 Change and Change management at Oxfam in Somalia

The researcher established that the key drivers of change at the Oxfam in Somalia included and not limited to the need to achieve a greater impact, a strong and more united voice, cost reduction, increasing effectiveness and efficiency in service delivery and responding to the changes the challenges and opportunities brought about by the environment for instance the need to fundraise as one Oxfam other than by individual Oxfam Affiliates. The changes were geared towards achieving Vision2020 change process in the HECA region. The study established the presence of two Oxfam Affiliates namely; Oxfam Novib with the Headquarters based in The Hague, Netherlands and Oxfam Great Britain with Oxford, UK as the Headquarters. Both Oxfam affiliates programmes operations were remotely managed by staff sitting in Nairobi, Kenya with frequent travels to Somalia.

At the time of this study, the researcher established that, although the staff from the two Oxfam Affiliates shared the same office building, and on the same floor, they sat in separate office cubicles grouped per affiliate. For instance, the Oxfam GB finance staff sat in a different office from that of Oxfam Novib, staff were engaged by either of the affiliate and held employment contracts as such, used different accounting systems just to mention a few. As a result, the two affiliates shared offices, a few office equipment but they remained independent, retaining their own ACDs, country strategies, partners, systems and staff. However, the same Code of Conduct and Rules of Procedures were used.

The researcher further noted that a regional committee named HECA RTG had been formed and tasked with initiating, designing and implementing the Vision2020 change process in the HECA region, of which the Somalia Country Programme falls into. The Regional Director for the HECA region was a member of RTG at the time of this study. It was found out that the major functions of the RTG included and not limited to developing an action plan/roadmap for the change in HECA and ensuring resources and sign off by the PDs and the OIS, filling the space/continue the role of former PGGs in the region by involving all affiliates in the HECA region in key decisions of their interests in particular countries, actively engaging Country Directors and supporting country teams in the change process (review OCSs, operating models etc.), overseeing production and implementation of countries' and region transition plans, leading the discussion and formulation of the country and regional structures (CGGs, RLT, OI RD), playing facilitator and link role between countries, regional, affiliates and OIS, owning and organizing regular meetings of the RTG and RTG+ meetings on regular basis, facilitating communication, sharing of information and

leanings among the group and with the wider confederation, proposing to PDs/OIS a process for the recruitment of the Oxfam RD, and outlining of a new regional structure and related decisions.

The researcher therefore established the flow of information in regards to the change as stemmed from the RTG to the Regional Directors, to the ACDs through the CDs. The ACDs then shared the information with the Somalia Country Programme staff through staff meetings, emails or office walk-ins. Occasionally, a joint meeting involving the RTG Chairman, the RD, the CD, ACD and the general staff were held to emphasis certain changes processes and procedures the management considered important.

4.2.3 Employees understanding of the change and change management at Oxfam in Somalia

Most of the employees interviewed had limited knowledge and understanding of change and change management processes and practices. This view was evident in the statements by more than three quarters of the respondents that they could not tell whether Oxfam Affiliates were merging or just forming a confederation to improve efficiency and effectiveness in service delivery amongst other key change drivers. According to them through acronym SMS (Single Management Structure), the management from the onset of the change process and in subsequent several occasions made it clear that the Oxfam Affiliates where forming a confederation named Oxfam International; while on the other hand; they could clearly see the affiliates merging with one of the affiliate having started closure of the Somalia country programme activities, retrenched majority of the staff and the rest expected to leave employment by 31st march 2016. Other management steps that made

respondents believe Oxfam Affiliates were undergoing a merger included removal of some staff benefits, for instance school fees paid by one of the affiliate in the process of harmonizing the reward system of the two affiliates.

According to <http://dictionary.reference.com>, confederation is defined as a group of nations or states, or a government encompassing several states or political divisions, in which the component states retain considerable independence. The members of a confederation often delegate only a few powers to the central authority. On the same, merger is defined as the combination of two or more companies, either by the creation of a new organization or by absorption by one of the others, often called amalgamation. Confederation and Merger therefore not be used as a synonym and as a result, the researcher noted that the respondents considered the management as mean with information and hence increasing mistrust between them.

Some respondents conceded that change has had a negative effect upon them and were not necessary at all in the first place. According to these respondents, change in the organisation had resulted in apprehension, anxiety, fear, disillusionment and shock. These emotions were evident in their communication. They felt the management, was on the contrary increasing operational costs through creation of new departments like “Shared Services Department” and new positions similar to those in the affiliate organogram s. Whilst some respondents were apprehensive, anxious, fearful, disillusioned, shocked, and challenged, the researcher noted others especially at the highest level of management and those from the affiliate whose Somalia programme activities continuity was guaranteed were excited and motivated with the impact of change.

With regard to the issue of programme managerial effectiveness within the Oxfam, Somalia, viewpoints differed among the respondents interviewed. While some respondents expressed the view that there were genuine attempts on the part of management to synchronize the affiliate programmes, others were of the opinion that plans of action relating to programme managerial effectiveness were not always seen to be based on SMS objectives. Some respondents stated that programme managerial effectiveness was adequate some of the time but was unlikely to be consistent or sustained over the longer term.

4.2.4 Employee participation in the change and change management

Almost all of the respondents in this study expressed the feeling of just having recipients of information from the top management with no room to offer alternatives to the suggested courses of action. The researcher noted that the respondents remained anxious whenever there was a regional managers meeting taking place. Therefore, according to the research findings, it can clearly be noted that the aspect of employee participation was gravely downplayed by the management. Employee involvement is a necessary and integral part of managing change. Managing change is not a one way street. Feedback from employees is a key element of the change management process. Therefore there is need for Oxfam, Somalia top management to review this process for successful change management to increase staff motivation and reduce resistance.

4.2.5 Employees attitudes of the change and change management at Oxfam in Somalia

Whilst there were differing viewpoints on the issue of attitudes towards the change and the management processes and practices within the Oxfam Somalia, in general terms, employees expressed the view that, the change has taken and is still taking too

long to be completed and with the piece meal unclear information still coming from the top management, the change is has outlived its usefulness and should be done away with.

The interviewees indicated that the ongoing changes had significantly affected their personal future planning, Oxfam structures, systems, processes, resource allocation, service delivery, and partners each to a varying extent. Respondents discussed the issue of personal future planning with great anxiety with many of them wondering if they had any future with organization. This is because some could see their jobs been duplicated either by the shared services department officers or their counterparts from the other Oxfam Affiliate. In the area of changes to Oxfam structures, some interviewees felt that the change led to work-load increase for the staff retained delaying and hence implementation of several projects

4.2.5 Resistance to change

Most of the respondents interviewed said that they did not resist the change at all. Their actions were intrinsically related to their personal circumstances and their understanding or lack off the purpose of the change. The respondents cited cases where they felt each individual Oxfam Affiliate's top management had conflicting interests as opposed to those stated in Vision2020. In some instances, this has led to degrees of resistance on the part of some employees whilst in other instances, it has led to complacency.

4.3 Discussion of the findings

As discussed in the literature review, change is a complex phenomenon, with many theorists and practitioners providing a variety of tools and techniques advocated as

strategically capable of creating effective change. However, according to Beer and Nohria (2000), about 70 per cent of all change initiatives fail, suggesting that it might be time to broaden current strategic propositioning to include employees' views in order to enhance, or create, more effective change. Abrahamson (2000, p. 79) maintains that change has been with us forever, and it always will be, but the idea of change itself is changing - reflecting that the way in which it is practiced may also need to change.

From the findings obtained from both the informal and formal interviews, the views of employees with regard to change and change management are presented and it should not be viewed as a conclusive benchmark but a tentative discussion on the issue of change and change management within the Oxfam, Somalia. It does not represent or advocate an implementation strategy in its own right, but addresses issues related to change and change management from the employees' perspective. This is a crucial element of this chapter and provides relevant discussions with, and response to, the research questions and general objectives. The discussion also represents the perceptions, assumptions and beliefs – the 'reality' of Oxfam, Somalia employees. Furthermore, the discussions are not intended to provide a step-by-step guide on how to improve upon the important processes associated with change and change management but they attempt to inform development of change theory and practice from the employees' perspective.

The study found that Oxfam, Somalia management developed several strategies to implement change in the organization. From the findings, the speed of change is noted to be incremental whereby Oxfam is implementing transformational changes gradually through interrelated initiatives, which are proactive and undertaken in anticipation of achieving the objectives of Vision2020. To quote Kindler (1979 p. 477),

‘Transformational change is a variation in kind that involves re-conceptualisation and discontinuity from the initial system’. Head (1997) described transformational change as consisting of changes to structure, process and culture. Chapman (2002) proposed that transformational change requires the alteration of values, beliefs and attitudes. To this end, Stace and Dunphy (2001, p. 245), stated that the characteristics of transformational change are; a radical redefinition of the organisation’s business strategies; developing and building upon employees’ work commitment; creating a cultural renewal throughout the entire organisation; with employees anticipating change and willing to endorse it. It must also be stated that transformational change is time-consuming (Nadler and Tushman 1989) and requires good coordination efforts and solid management support (Jick 1993; Kotter 1995; Stace and Dunphy 2001; Zhou and Shalley 2007).

The study also found out that Oxfam strategies were in line with The Learning Organization Model. At the time of this study, Oxfam had facilitated and is still facilitating the learning of its employees to continuously expand their capacity in order to create the results they desire nurturing new and expansive patterns of thinking. Regarding the time for the implementation of the formulated strategies, the study found that most of the respondents interviewed mentioned that formulated strategies were not normally implemented within the stipulated time. This is one of the challenges which affected strategy implementation at the Oxfam. These findings are in line with the findings of a study done by Lawrence (2005) who found that successful implementation of strategy takes more time than its formulation thus posing challenge to managers in charge of the implementation by destructing their attention to execution details. He adds that longer time frame can also detract from managers’ attention to strategic goals.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introductions

This chapter presents the findings of the study in summary form. It also presents the conclusions drawn from the study, the recommendations put forward by the researcher based on the findings from the study as well as the suggestions on areas that need further research as far as strategic change management is concerned.

5.2 Summary of the Findings

The purpose of the study was to identify employees' attitude and understanding of change and change management (processes and practices) within Oxfam with the general objective been to gauge the level of acceptance, resistance or complacency Oxfam employees are likely to express with regard to change and to present the findings in a manner that would assist Oxfam employees to clearly comprehend the concept change. The findings of this study show Oxfam staffs have overtime adopted a more negative view on the change and the change management complaining that, it's now dawning on them that the change was only introduced to facilitate merging of Oxfam Affiliates and reducing the number of workers in the affiliate organisations, and that it was never to remain a confederation as communicated. However, on the other hand, some employees stated that productivity improved in the organisation when the SMS was effected.

This study established that all respondent cited communication as a major obstacle in the change management. They believed that if communication from the top

management sitting at the Headquarters was timely, clear and detailed, the situation would have been far much better that it is now. The respondents felt there were either no proper platform of expressing their honest views freely without fear of reprisal or their participation was not welcome at all hence just turning them to been information/progress recipients of change process from the top management only. It was also noted that, ,most of the respondents felt the change was not doing anything good to them other than presenting apprehension, anxiety, fear, disillusionment and shock, increasing workload, and threatening them with joblessness that they cannot exactly tell when it'll be coming with certainty.

Most respondents felt the change was taking too long to be completed and the management was not adequately addressing to the challenges facing the change implementation. They felt that the affiliate top managements should work towards reducing mistrust and increasing their commitment to Vision2020.

5.3 Conclusion

Change initiatives must be seen as a long-range behavioural science strategy for understanding and developing an organisation's workforce in order to improve its effectiveness. Although change initiatives frequently include design, technological, and task changes, their primary focus is on changing people. For example, the vast majority of change efforts within the Oxfam have been directed mainly at changing the attitudes and behaviours of employees and identifying themselves as simply Oxfam staff without necessary being specific to a particular affiliate through the process of communication, decision-making and problem solving. This group of change initiatives could include corporate training programs and management development with emphasis given to five specific people-focussed interventions: sensitivity training, survey feedback, process

consultation, team building, and inter-group development (Robbins, 1997).

The strategy adopted by Oxfam to introduce the change at the global level was not fully communicated at the local level in terms of anticipated end-term effects especially those that will directly impact employees jobs and the reward system, the period the change was likely to take and the general anticipated impact on country programmes. As a result the staff at Oxfam Somalia from the onset focused more on believing the SMS change would remain as a confederation later to see top management taking decision that resembled more of a merger.

A lot of emphasis tends to be laid on managing change and achieving Vision2020 and completely ignoring employees' feelings. Overall, employees interviewed stated that their needs were not being well met, with most employees feeling frustrated and demotivated. Employees also reiterated the point that it was important that managers understood what makes employees 'tick' in the organization (Kable, 1988). Having understood this, managers must then strive to 'to set up the conditions that will assist, and not hinder, that [employee's] performance' (Kable, 1988, p. 56). Lending support to this view, Moodie (2004, p. 31) stated that the modern day employee is seeking an employment contract that will promote 'flexibility in their working life, offering a range of benefits from travel, subsidized education, career breaks and sabbaticals'. Some interviewees echoed similar viewpoints during this study.

5.4 Recommendations

According to Fullan and Miles (1999), change initiatives do not run themselves. They require that substantial effort be devoted to such tasks as monitoring implementation, keeping everyone informed of what is happening, linking multiple-change projects

(typical in Oxfam), locating unsolved problems, and taking clear coping action. Empowerment of employees and the introduction of voicing activities will aid in strengthening the introduced change because it considers the voices of employees that may be discriminated against or are otherwise disadvantaged within the Oxfam. Empowerment and voicing activities will enable the latter to make their views known and change initiators can implement suitable strategies to mobilize and manage their support for the change agenda.

When managing the change, change initiators within Oxfam must also take cognizance of the fact that the different stages of change (denial, commitment, resistance and exploration) require different strategies (Hannagan, 1998). At the denial stage, information and has to be provided, time given in order to explain this information and suggest action. At the resistance stage, change initiators have an acceptance of employee's responses and encourage support.

If employees tell change initiators how they feel, the change initiator can be helped to respond effectively. In the exploration stage, there can be a concentration on priorities, training can be provided and planning for this should take place. There is then a commitment stage where long-term goals can be established with a concentration on team-building.

Thus, managing the change process could also include analyzing the change context, for example, diagnosing issues of who wins, who loses, organisational policy issues, data collection and analysis, and operations research on problems. To elaborate, management of the change becomes easier when employees' knowledge, attitudes and practices regarding the change are analyzed in order to classify them in terms of their

functional roles within the organization. The primary aspect of managing the change here is to assess which employees are more likely to gain from the change and those most likely to lose. To prevent those employees (losers) acting as dampeners on change, it is important for Oxfam change initiators to find areas where a win-win for all employees can be demonstrated.

Change initiators within the Oxfam must realise that when faced with change in their organization, some employees will often attempt to deal with the situation by searching for areas of change they can understand and cope with in terms of the existing culture. They will attempt to minimize the extent to which they are faced with uncertainty by looking for what is familiar. As a result, few planned organisational change efforts go as smoothly as change initiators would like (Hannagan, 1998). Most run into some amount of resistance. To deal successfully with resistance, change initiators must learn to anticipate it and then head it off, if at all possible (Hellriegel et al., 2002). Failure to address the issue of resistance will most certainly lead to the failure of the change initiative. Thus, it is imperative that Oxfam change initiators have substantial knowledge of the different strategies dealing with resistance at different levels to change as this will make managing the change more effective.

5.5 Limitations of the Study

There were a number of limitations that affected the outcome of the study. The design of the study being a case suffers from the limitations of all case studies. The study dependent on interviews and discussions with respondents from top management, hence the need to validate the findings with success from interviews with the lower middle management and staff in lower cadres.

Time was a second limiting factor. The researcher is a full time employee and therefore did not have adequate time to fully undertake the research. Equally some of the respondents did not have adequate time to give much information as would be required hence getting them from their tight schedules hampered the completion of the research in good time. Therefore, this in itself could compromise the quality of the information gathered since it could be insufficient. Also noted was the unwillingness of the interviewees to correctly answer to questions raised because of the conservative nature of the Organization and the suspicion that the study would expose Oxfam to outsiders.

It was also a challenge scheduling the interview sessions with the managers as they were very busy in many occasion. There were also managers who had been in the organization during major strategy and change implementation phases who had since left and their experience could not be incorporated in the study.

5.6 Suggestions for further Research

A more comprehensive research should be undertaken to identify employees' attitude and understanding of change and change management (processes and practices) to incorporate views from employees of other Oxfam country programme as these research narrowed down to Somalia country programme only. These might enhance the quality of response and help identify all failure points in change process implementation.

REFERENCES

- Ansoff, I. & McDonnell, E. (2000). *Implanting strategic Management* (2nd edition); England; Prentice Hall.
- Aosa, E. (1992). *An Empirical Investigation of Aspects of Strategy Formulation and Implementation within Large, Private Manufacturing Companies in Kenya*. Unpublished PhD Thesis, University of Strathclyde, UK.
- Balogun, J., & Hailey, V.H. (1999). *Exploring strategic change*. Essex: Prentice Hall.
- Bolman, L.G., & Deal, T.E. (1991). *Reframing organizations: Artistry, choice and leadership*. San Francisco: Jossey-Bass.
- Balogun, J., & Hailey, V. H. (2008). *Exploring strategic change* (3rd ed.). Essex: Pearson Education Limited.
- Beer, M. & Nohria, N. (2000). Cracking the code of change. *Harvard Business Review*, May-June 2000, 1-8.
- Beer, M., & Nohria, N. (2000). *Breaking the code of change*. Boston, MA: Harvard Business School Press.
- Burnes, B. (1996a). *Managing change: A strategic approach to organizational dynamics*. London: Pitman Publishing.
- Burnes, B. (2004). *Managing Change: A strategic approach to organizational dynamics* (4th ed.). Essex: Pearson Education Limited.
- Carnall, C. (2007). *Managing change in organizations* (5th ed.). Essex: Pearson Education Limited.
- Clarke, M. (1999). Creating change from below: Early lessons for agents of change. *The Leadership & Organization Development Journal*, 20(2), 70-80.
- Fullan, M. (1997). The complexity of the change process. In M. Fullan, (Ed.), *The*

- challenge of school change: A collection of articles* (pp.27-46). Cheltenham, VIC: Hawker Brownlow Education.
- Harris, N. (1997). The economics of organizational change. In N. Harris (Ed.), *Change and the modern business* (pp. 41-75). San Francisco: Jossey-Bass.
- Johnson, G. and Scholes, K.(2002), *Exploring Corporate Strategy* (6th ed.). Prentice Hall.
- Judith, J., Julian, L. and Peter, T. (1998), Strategy and Financial Policy in UK SmallFirms. *Journal of Business finance and Accounting*, (25) 0306-686X.
- Jury, G.M. (1997). Managing technology: the environment in which technology is managed. *IEE Engineering Management Journal*, 7(1), 27-32.
- Kable, J. (1988). *People, preference & performance*. Brisbane: John Wiley & Sons.
- Kanter, R.M. (1992,). *The change masters: Corporate entrepreneurs at work*. London: George Allen & Unwin.
- Kotter, J.P. (1996). *Leading change*. Boston: Harvard Business School Press.
- Macredie, R.D., Sandom, C., & Paul, R.J. (1998) Modelling for change: An information systems perspective on change management models. In R. Macredie & D. Anketell (Eds.), *Modelling for added value* (pp. 3-16). London: Springer.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts press.
- Nadler, D.A. & Tushman, M.L. (1989). Organizational frame bending: Principles for managing reorientation. *Academy of Management Executive*, 3, 194-204.
- Nadler, D.A., & Tushman, M.L. (1995). Types of organizational change: From incremental improvement to discontinuous transformation. In D.A. Nadler, R.B. Shaw, A.E. Walton & Associates (Eds.), *Discontinuous change: Leading organizational*

- transformation* (pp. 15-34). San Francisco: Jossey-Bass.
- NGOs Co-ordination Board. (2009). *National survey of NGOs report*. Nairobi:
Author.
Retrieved from: <http://www.ngobureau.or.ke/Publications/National%20Survey%20of%20NGOs%20Report.pdf>
- Robbins, S.P. (1997). *Essentials of organisational behaviour*. London. Prentice Hall International (UK).
- Pearce II, J.A., & Robinson, R.B. (2011). *Strategic management: Formulation, implementation and control* (12th ed.). Boston: The McGraw-Hill/Irwin.
- Pollit, C., & Hungler, B. (1991). *Nursing research: Principles and methods* (4th Edn.). New York: J.B. Lippincott Company.
- Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: The Free Press.
- Senge, P. M. (1990). *The Fifth Discipline: The art and practice of the learning organization*. London: Random House
- Szamosi, L.T., & Duxbury, L. (2002). Development of a measure to assess organizational change. *Journal of Organizational Change Management*, 15(2), 184-201.
- Tichy, N.M. (1983). *Managing strategic change: Technical, political, and cultural dynamics*. New York: John Wiley.
- Wheatley, M. J. (1994). *Leadership and the new science: Learning about organization from an orderly universe*. San Francisco: Berrett-Koehler.
- Zimmermann, J. (1995). The principles of managing change. *HR Focus*, 2, 15-16.

APPENDICES

Appendix I: Introductory Letter

Appendix II: Interview Guide

Instructions: *(Please read the instructions given and answer the questions as appropriately as possible).* Make an attempt to answer every question fully and honestly.

1. What is your position in the institution?
2. How long have you worked in the institution?
3. What are the overall objectives for change at OXFAM Somalia?
.....
.....
.....
4. Describe the major changes that have been implemented in your department;
.....
.....
.....
5. Did these changes affect your job in any way? If yes, please describe the how;
.....
.....
.....
6. In your own opinion, do you think organizational changes in OXFAM were necessary?

.....
.....

If yes, explain;

.....
.....
.....

7. How effective do you think is the change management processes/practices at OXFAM Somalia?.....

.....
.....
.....

8. What did you like about the process of managing strategic change at OXFAM Somalia?.....

.....
.....

9. What did you not like about the process of managing strategic change at OXFAM Somalia?.....

.....
.....

10. In your opinion what was the most important aspect of managing the strategic change OXFAM Somalia?

.....
.....
.....

11. What is the important factor that has contributed to the successful / unsuccessful management of strategic change at OXFAM Somalia?

.....
.....
.....

12. Out of 10, how would you rate your motivation level two years after the start of implementation of the strategic change?

.....
.....

Why do you say so?

.....
.....

13. Given your position in OXFAM Somalia, how do you see your future in the institution?

.....
.....
.....
.....

14. What do you think the management would have done better to implement strategic change?.....

.....
.....

15. What worked well in the process of managing the strategic change?

.....
.....
.....

16. Has the process of managing strategic change been successful in OXFAM Somalia?

.....
.....
.....

Why do you think so?

.....
.....

17. What do you think are the challenges affecting the strategic change implementation at OXFAM Somalia?

.....
.....
.....

18. Do you think the management is addressing the challenges well?

.....

If yes, why do you think so?

.....

.....

.....

19. What other useful information can you give regarding the process of managing strategic change at OXFAM Somalia?

.....

.....

20. What would you recommend to be done to improve strategy implementation at OXFAM Somalia?

.....

.....