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Change Management in Kenya's Catholic Organizations

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Abstract
The article explores receptivity to change of rigid and hierarchical organizations, arguing that change is inevitable and organizations that are resilient and agile, readily accept it while those that are rigid and hierarchical in structure, like Catholic Organizations (COs), find it difficult to adapt to it.
The research sampled 288 managers out of a population of 1,444. It examined strategies used by COs and compared them with best practices which attest that power sharing strategies are effective than force-coercion strategies because the former, win high commitment to implementation and the latter, lead to small scale and short term impact.
The key findings are that change of leadership, technological and social cultural are the main drivers of change and reasons for resistance are inertia and fear of losing securities. A small percentage of COs excelled in managing change effectively because they used power sharing strategy which provides logical and rational reasons and therefore, managers can smoothen the way for acceptance and weaken the forces working against it.
It was recommended that COs should put in place succession plan strategies. They should also increase participation of those who are likely to be affected by change and craft strategies that help members to accept change such as training programs that improve peoples skills so that they are not rendered useless hence a cause of resistance to change. Finally, COs should deploy managers that are innovative so that they create organizations that can thrive in a future that cannot be predicted.

Keywords
Management, Change, Change management, Catholic organizations, Receptivity to Change

I. Introduction
Organizations exist in order to satisfy societal needs. In the quest for fulfilling these needs they are faced with numerous ever changing business environmental challenges (Hammer and Champy, 1996). This calls upon organizations to respond to change and to continuously reengineer and adjust their organizational activities to meet the needs of their customers (Paton and McCalman, 2000). There is growing recognition that the most important problems in the field of strategic management are not related to strategy formulation, but rather to strategy implementation (Flood, Dromgode, Carrol, Gorman, 2000). The high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor implementation of new strategies which result from leadership and culture of the organization. Harshberger (2012), states that only about 10% of all businesses large or small that have a plan execute it to any degree. Kaplan and Norton (2011) in a study of PWC study indicates less than 20% of organizations successfully execute strategy with a wide range of reasons. Richardson, (2011), states that 60 to 90% of strategies to be executed are not successful and these statistics haven't changed much since 1984 when they were reported in the Fortune Magazine. The question the researcher asks is why such failure rate? While as organizations that have less rigid structures find it easy to change on one hand, those that have rigid structures on the other hand find it difficult to change consequently being unable to move at the pace of their customers. This article begins by defining change, its classifications, background of Catholic Organizations in Kenya, research methodology and findings as regards to receptivity to change of Catholic organizations. It ends by giving recommendations on how change can be dealt and finally gives a conclusion.

II. Definition of Change
Change as defined by the Webster's dictionary is passing from one state to another marked by radically different make-up, character or operation, sudden mutation or gradual evolution. Wagner and Hollenbeck (1995), defines change as altering, varying or modifying conventional ways of thinking or behaving.

III. Classification of Change
Change can be classified based on whether it is planned or unplanned, in terms of its scope such as first level or incremental and second level or radical (Daft, 2000; French, 1999). Most planned change is triggered by the need to respond to new challenges or opportunities presented by the external environment or anticipation of the need to cope with potential future problems. Unplanned change is the kind that happens spontaneously or randomly and without a change agent's attention. It is also referred to as turbulence; characterized by chaotic and unpredictability.
Some authors further categorize change in terms of magnitude. Greenbergn, for example, points out that not all organizational change is equal in magnitude (2005). Whereas some are minor and subtle, others are far more dramatic and far-reaching in scope and impact. Therefore change can be termed as evolutionary and revolutionary. The former deals with bending the frame while the latter concentrates on breaking the frame.

IV. Intensity of Change
Kotter (1996) states that, "the amount of significant, often traumatic change in organizations has grown tremendously over the past two decades and experts agree that over the next decades, the business environment will become even more volatile. Therefore, organizations need strategies to continuously adapt to their environments".
Hamlin, Keep and Ash (2001), agree with Kotter (1996) that changes are increasing in frequency, pace, complexity and turbulence and there appears to be no sign of abatement. From the authors, it can be deduced that change is inevitable and organizations need to be ahead of it. As Hammer (1996) puts it, "the secret of success is not predicting the future but rather it is creating an organization that will thrive in the future that cannot be predicted". This shows that the focus for an organization should be to continuously improve and to treat its need for change seriously as it treats its real work.
Belasco in the book Teaching the Elephant to Dance, narrates that trainers of elephants shackle young elephants with heavy chains deeply embedded stakes. That way, the elephant learns to stay in its place. Older elephants never try to move, even though they have the strength to pull the stake and move beyond. Their condition limits their movements with only a small metal bracelet around their foot attached to nothing. Like powerful elephants, many companies are bound by earlier conditioned constraints, which

limit their progress as the unattained chain around the "elephant's foot" (1991). As Abbott in Daily Nation (2006) puts it, the old elephants like institutions are lumbering along hearing new sounds that they can't quite decipher. At some point they know they have to be learner, more agile and able to adapt but are challenged by being old and hierarchical in structure.

V. Background of Catholic Organizations

Catholic organizations abbreviated as (COs) are various programs that have been started and are administered by the Catholic Church to respond to the needs of the society. Such programs respond to issues regarding health, education, spiritual, income generation and so forth. While as the Catholic Church has similar characteristics all over the world this research is an empirical exploratory study of Catholics in Kenya.

According to the Kenya Catholic Directory (2006), the Catholic Church may be said to have made its debut in Kenya in 1498 when Vasco da Gama (a Catholic explorer) erected a cross on the shore of Malindi. This was followed by Francis Xavier on his way to Goa in 1542 and the establishment of the Portuguese in Mombasa and the building of Fort Jesus. There was a community of 600 Kenyan Catholics in Mombasa in 1599 under Augustinian Hermits. With the arrival of Holy Ghost fathers in 1860, evangelization expanded inland helped by the arrival of new missionary forces like the Consolata fathers in 1902 and Mill hill fathers in 1903.

Mwaura (2000) states that since the second half of the 19th Century to the present day, Kenya has experienced rapid changes that involve the whole of her existence and which has made great impact upon the religious, culture, economic, political and social spheres of life. These changes have been affected by a combination of factors namely, Christianity, European Colonization and imperialism and subsequent exposure of Africans to Western culture, education, values, science and technology which have combined to detach the African people from their roots, plunging them into new political, economic, social-religions structures and standard of morality (ibid).

A number of authors and various Episcopal conferences in Africa have drawn attention to the various crises that bedevil the African continent namely, famine, poverty, wars, political oppression, worship, corruption, increase of refugees, lack of provision of medical care, education and other services (Mwaura, 2000).

In Kenya there are various COs attempting to respond to the needs of the people, among them are children programs, income generating projects, counseling and spiritual organizations, health care organizations, refugees and education organizations just to mention a few. The researcher attempted to study how change is managed in these organizations with respect to their leadership styles, organization structures that have foundations from a church that is hierarchical and paternalistic. What the researcher wanted to explore was how COs in Kenya manage change in the midst of a changing and turbulent environment resulting from changes in information technology, demographics, performance gaps, government regulations and global economic competition.

VI. Methodology

This was an exploratory study which sampled 288 managers and employees from COs drawn from a population of 1,444 in the six strata namely healthcare, education, spiritual, income generating, children issues and refugees. A total number 167 managers and employees participated in the research. This made the response rate to be 58%, which is considered adequate for data analysis (Babbie, 1998). The implication of this is that the findings of this research can be generalized.

This study sought to explore change management in catholic organizations in Kenya, which are distributed in Nairobi. The objectives of the study were; to explore the major drivers of change affecting selected COs; to examine if COs resist change and how such resistance if present is managed; to explore and evaluate kinds of interventions which the selected COs use to manage change and finally, to compare existing strategies of change management with best practices and make necessary recommendations. The study also asks self-evaluation questions to universities in the 21st Century on how effective are they in responding to the changing needs and preferences of its customers.

VII. Results and Discussion

A. Respondents and Response Rate

The respondents were mostly male. This is attributed to patriarchal background of the Catholic Church. Most respondents (58%) were new in organizations; they had worked for less than 5 years. A minority had worked for over 20 years in the same organization.

B. Respondents and Response Rate

Regarding the major drivers of change affecting selected COs, one of the key findings was that change of leadership is the major factor that led to organizational change in COs. From the interviews, it was found out that most COs have a founder of the organization as the top manager who does not play a very active role in the day today running of the organization. However, the middle managers are the ones that deal with day today running of the organization. The majority of COs employs middle level and low-level managers on 3-year contract. Hence, this leads most organizations to experience new leadership as one of the major drivers of change. In Greenbergn's list of most important drivers of change, he points out technology, changing employee demographics, performance gaps, government regulations and global regulations but he does not mention new leadership as one of the drivers (2005).

New leadership is an internal factor of change while the others mentioned by Greenbergn are external drivers of change. With regard to the drivers of change it can be stated that while there are many drivers of change, COs face both internal and external drivers, the major ones being change of leadership, technological, social cultural and competition.

From the interviews it was found out that the education sector faced major competition because of free primary education introduced by the National Rainbow Coalition (NARC) and other sectors faced competition in terms of donors. This aspect saw many catholic schools deserted and donors withdrawing as they realized the role of COs in the primary education sector had ceased since the government had taken over by offering free primary education. Donors started focusing on funding the public schools to enhance free primary education.

C. Receptivity to Change

As regards to receptivity and resistance to change, using combined responses from managers and employees, it was found out that COs to a larger extent tend to resist change (40%) followed by both feelings or mixture of resisting and accepting (34%) and finally acceptance at 26%

Asking them as to why they resist change, the majority attributed this to inertia and fear of losing securities. According to Bateman and Scott, (2004), inertia is a state whereby people do not want to disturb their status quo or shake things up and do something new because old ways of doing things are comfortable and easy. Inertia does not bring innovations; rather, it makes people slaves of the old ways. As Belasco (1991) puts it, inertia is a situation of conditioning, like young elephants that have been conditioned to stay in one place by chains, even without chains they never try to move. COs being hierarchical and rigid in their structures have a strong culture that makes its people to be less agile. Mullins (2010) states that the fact that organizations develop over time they develop a culture which might be less flexible to changing. Again most of COs have acquired large pieces of large hence invested so much which makes them to be less agile to change because change would mean abandoning large investments.

Another finding as to the reason why COs resist change is because of fear of losing something of value such as jobs, prestige, benefits and so on. It was found out that people tended to safeguard their interests. From the interviews what came out was that people did not want to lose their jobs as a result of their skills being rendered useless. In the education organizations some teachers didn't want some courses to be scraped off, in spite of being irrelevant in the modern time, because they were only trained in those particular courses. So doing away with such would lead to redundancy, hence the resistance to modify programs to suit the customers' tastes and preferences. This finding concurs with Bateman and Scott (2004) who state that self-interest contributes heavily to resistance to change. Also regarding technology some resisted embracing use of computerized systems because of fear of letting go the known and embracing the unknown.

D. Interventions as Regards to Change

Regarding the interventions which COs use to respond to change, it was found out that in spite of people resisting change, certain COs excelled to make their organization members accept change. This was a very small percentage (26%) compared to the ones that resisted (40%) and both accepted and resisted (34%). It was found out that those that excelled in accepting organizational change managed this by preparing organization members for change and showing them advantages. This encompasses promoting real understanding to reduce fear of personal loss and to generate enthusiastic support. This concurs with Higgins (1994) who argues that by providing logical and rational reasons for change, managers can smoothen the way for acceptance and weaken the forces working against it. Educating and communicating with them, involving them and giving the members the support in the change process were other factors necessary to enhance acceptance to change. The researcher therefore, recommends that COs should emulate the interventions that were used by other successful organizations such as enhancing communication and involving the people and giving them support in the change process.

From the interviews it was found out that from the health organizations which in the 1990s tried to integrate Voluntary Counseling and Testing Service (VCTS), most health personnel at first had fears, as they had not done counseling courses specializing in VCTS. However, the management promoted understanding that the VCTS department would be advantageous as would attract donor funding and hence result to salary increments and supported the staff through couching and training to gain relevant skills. Certo (2003) mentions preparing for change as a critical factor in enhancing acceptance to change.

In some COs some employees resisted to register for National Social Security Fund (NSSF), National Health Insurance Fund (NHIF) because of inertia and losing securities. It was only when advantages were mentioned is when they agreed to register. So people were comfortable the way they were operating so deducting from their salaries some amount of money for health and security was perceived as interfering with something of value which they held dear to.

VIII. Comparing Existing Strategies of Change with Best

The findings showed that COs used Schermerhorn's suggested strategies (1996) namely, force-coercion, rational persuasion and shared power strategies but to various degrees.

A. Force-Coercion Strategy

Seven percent used force-coercion strategy to effect change. A force-coercion strategy uses power based on legitimacy, rewards, and punishments as primary inducements to change (Schermerhorn, 1996). The outcomes of force-coercion are immediate compliance but little commitment. Force-coercion can be done in more than one way. In a direct forcing strategy, the change agent takes direct unilateral action to command the change to take place. This involves the exercise of formal authority or legitimate power, offering special rewards, and/or threatening punishment. The change agent works indirectly to gain special advantage over other persons and thereby make them change. This involves bargaining, obtaining control of important resources, or granting small favors in return.

Force-coercion strategy has limited results. Although it can be done quickly, most people respond to this strategy out of fear of punishment or desire for reward. This usually results in only temporary compliance with the change agent's desires. The new behavior continues only so long as the opportunity for rewards and punishments is present. For this reason, force-coercion is most useful as an unfreezing device that helps people break old patterns of behavior and gain initial impetus to try new ones. Indeed as Schermerhorn puts it, the strategy achieves fast results but change is temporary. The findings on whether change was short term or long term showed that the majority (63%) were short term and the minority (37%) were long-term. This shows that change was fast but temporary. Therefore, this strategy was not worthwhile for COs.

B. Rational Strategy

Change agents using this strategy attempt to bring about change through persuasion backed by special knowledge, empirical data, and rational argument (Schermerhorn, 1996). The likely outcomes are eventual compliance with reasonable commitment. This is an informational strategy that assumes that rational people will be guided by facts, reason, and self-interest in deciding whether or not to support a change.

A manager using rational persuasion must convince others that the cost-benefit value of a planned change is high and that it will leave them better off than before. Accomplishing this depends to a large extent on the presence of expert power. This can come directly from the change agent if she or he has personal credibility as an "expert." If not, it can be obtained in the form of consultants and other "outside experts" or from demonstration projects. When successful, a rational persuasion strategy helps unfreeze and refreeze a change situation. Although slower than force-coercion, it tends to result in longer lasting and internalized change. It is like the 'boiled frog physiological phenomenon', whereby if a live frog is put in boiling water it jumps out and if it is put in cold water and slowly the temperature is increased, it dies without jumping out (http:Ezinearticles.com), hence making what has been changed take root. Showing people the advantages of change, preparing people and giving them support were some of the interventions used by COs. Schermerhorn says, indeed these interventions are slower than coercion but make people take charge of their destinations. This is important in change management because convincing them at the initial stage leads to easy implementation of the changes at the later stage hence change can be long term.

C. Shared Power Strategy

This identifies or establishes values and assumptions from which support for a proposed change will naturally emerge (Schermerhorn, 1996). The process is slow, but it is likely to yield high commitment. Sometimes called a normative-reductive strategy, this approach is based on empowerment and is highly participative in nature. It relies on involving others in examining personal needs and values, group norms, and operating goals as they relate to the issues at hand. The change agent and other persons share power as they work together to develop new consensus to support needed change.

Managers using shared power as an approach to planned change need reference power and the skills to work effectively with other people in-group situations. They must be comfortable allowing others to participate in making decisions affecting the planned change and its manner of implementation. Since it entails a high level of involvement, a normative-reductive strategy is often quite time consuming, but it is likely to result in a longer lasting and internalized change. Indeed some of the COs used these interventions, participative involvement and communication but at a minimum level. This concurs with the findings to the questions on the impact of change to COs. The findings show that short-term results were higher than long-term results in COs thus 63% and 37 percent respectively.

Bateman and Zeithaml (1990) noted, there are a number of strategies that managers can utilize to manage change and no strategy is appropriate to every situation, and a number of different methods may be combined as needed. As Bateman and Zeithaml (1990) states, “effective change managers are familiar with the various strategies and capable of flexibly applying them according to the situation.”

D. Lewin’s Change Model

The use of Lewin’s change model mentioned in Mullins (2010) and Cummings & Worley (2005), and Schermerhon (1996) can be integrated in the above mentioned strategies. All the three authors bring about three stages of Lewin known as unfreezing, changing and refreezing.

Unfreezing is a stage of preparing a situation for change and developing a felt need. For change to be successful, the system to be changed, individual, group or organization must be ready for it to occur. This is breaking from the old ways of doing things. It is the time when the current practices are rendered inappropriate and that new behavior is enacted. At this stage there is need to communicate to the people about negative consequences of old ways by comparing organizational performance to competitors. This is building a sense of urgency for change which creates empowerment. The performance gap has to be recognized thus the difference between actual performance and desired performance. However, management is cautioned not to pin blame directly on the people because they can become defensive.

During the moving/changing stage, something new takes place in a system and change is actually implemented. Such change could be in the organizational targets of tasks, people, culture, technology or structure. Instituting change begins with establishing a vision of where the organization is heading. Individual will change as new people join the organization and as people throughout the organization adopt the leader’s new vision for the future. This is realized through strategic, structural, cultural and individual change. Schermerhorn (1996) cautions that there is need for change agents and managers to see that people feel a need for change before implementing it otherwise they face resistance.

Refreezing is a stage when the new ways of doing things are reinforced. New behavior is strengthened and change is supported. Changes must be diffused and stabilized throughout the company. The stage involves implementing control systems that support the change applying corrective action when necessary and reinforcing behaviors and performance that support agendas. The behaviors to be frozen are those that promote continued adaptability, flexibility and continuous improvement. Refreezing is appropriate when it permanently installs behaviors that maintain essential core values, such as focus on important business results and those values intended by the organization that are built last. However, if refreezing is done poorly, changes are easily forgotten or abandoned with the passage of time (Schermerhorn, 1996).

IX. Recommendations

Regarding leadership change as one of the major element of drivers of change in COs, it is recommended that organizations should engage in succession planning so that members do not find the situation strange when a new leader emerges. Succession plans smoothen the way for continued business success. It helps the people to be affected by change better manage the transition process.

It is recommended that COs increase participation and involvement of those who are likely to be affected by change for change to stabilize. This can be done by creating awareness of the situation and asking for their opinions, contributions and creating teams to discuss matters pertaining what to change and to make recommendations.

As literature extensively showed that change is good for organizations so that they do not die, the researcher recommends managers as change agents need to be innovative, to be learners in order to satisfy the needs and preferences of their customers. Change agents should always be thinking of where the customers want to be, and they have to take them there before anybody else, not to drive them to the places organizations will find it easy to serve them.

COs should embark on instituting retraining process to enhance skills. This is making it mandatory for organization members to improve their skills. This can be done by developing internal yearly programs that aim at improving people’s skills so that they are not rendered useless due to rapid environmental changes, by sponsorships that aim at improving organizational members’ skills and by reinforcing organization members that take upon themselves trainings to update their skills.

In the 21st century, universities and colleges have to play a great role in developing and offering courses that address the needs in the ever-changing and turbulent environment. They have to tailor their programs to respond to the burning issues of the changing environment. They should ask themselves who are the people that their customers are going to serve. What are their tastes and preferences? How are these tastes and preferences changing? In

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a practical way universities should evaluate as to how receptive to change they have been since their foundations. This will make them to develop courses that can help their customers to thrive in an ever-changing dynamic environment.

X. Conclusion

Organizations are ever faced with change that is internally or externally driven. While change is positive for organizations that are resilient and agile, organizations that are rigid and hierarchical in structure find it difficult to adapt to it. COs find themselves in a state of rigidity and hierarchy.

The purpose of the study was to explore and evaluate the intervention measures employed by COs in responding to changes and whether such strategies give the organizations resilience in the midst of turbulent environmental changes. Specific objectives were to explore the major drivers of change affecting selected COs; examining if COs resist change and how such resistance if present is managed; exploring and evaluating kinds of interventions used and finally to compare existing strategies used by COs with best practices and making necessary recommendations.

The study found out that change of leadership, technological and social cultural are the main drivers of change in the COs and that the majority of the members in COs resist change because of inertia and fear of losing securities.

The study also found out that those that excelled in managing organization change effectively, used power sharing strategies which aim at empowering the people by promoting real understanding, communicating and involving them in the change process. It was also found out that most of the changes affected people competences and least affected structures. Finally, it was found out that the majority of COs used force-coercion and rational strategies that led to the impact of change to be small scale and short term.

The following recommendations were made for COs: to deploy shared power strategies for best results in organizational change, to engage in succession planning and lastly, to have change agents that are always innovative in order to satisfy needs and preferences of customers at all times. It was also recommended that Universities in the 21st century should develop courses that address the needs of the society in an ever-changing and turbulent environment by developing courses that address issues of the changing tastes and preferences of customers.

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