

OPEN UNIVERSITY OF CYPRUS

FACULTY OF ECONOMICS AND MANAGEMENT

MASTER OF BUSSINESS ADMINISTRATION

POSTGRADUATE (MASTER'S) DISSERTATION



TOPIC:

The role of middle management in the implementation of change initiatives in the private sector

CASE STUDY OF ORTHODOX COLLEGE OF AFRICA NAIROBI, KENYA

STUDENT ID.

000100007347

STUDENT NAME

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EVANGELIA BARALOU EVANGELIA

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**THE PRESENT POSTGRADUATE (MASTER'S) DESSERTATION WAS SUBMITTED
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JUNE 2020

DECLARATION

This proposal is my original work and has not been presented to any academic institution for any certification award.

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DEDICATION

To my spiritual Father H.E. Metropolitan Makarios of Kenya, my beloved wife Papadhia Leah, daughters Esther and Stacy and son Steve for their invaluable support through their prayers and encouragement. God bless you.

MEANING OF ABBREVIATIONS

MoE: Ministry of Education

GoK: Government of Kenya

KPIs: Key Performance Indicators

MM: Middle Manager

MMs: Middle Managers

ROI: Return On Investment

OCM: Organization Change Management

SMART: Specific Measurable Attainable Realistic Timely/ Time bound

PESTEL: Political Economic Social-Cultural Ecological Legal

SPSS: Statistical Packages of Social Science

CPA (K): Certified public Accountants of Kenya

TSC: Teacher service commission

NITA: National industrial training au

DEFINITION OF TERMS

Change initiative: alterations and modification to transform organizational operations, processes, job roles, technology, organization structure and systems to improve the performance of the organization.

Change management: the process, tools and techniques to manage people the people to achieve predetermined goal.

Key Performance indicator: values/ indicators used by the organization to evaluate or benchmark its performance

Middle managers: Managerial level that link between the senior management and the lower (junior) levels of the organization. They perform organization daily routine, monitors the operations ensure everything complies with organization's requirements and reports to senior management.

Private sector: these are business enterprises of which are financed, managed and run by individuals without government interference.

Returns on Investments: The profits realised in a business expressed as a ratio or percentage of the value of investment in the organization.

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God bless you abundantly

ABSTRACT

The study aimed at examining the role of middle management in formulation, communicating, implementation and in evaluating change initiatives in the private sector in Kenya; Case study of orthodox college of Africa Nairobi Kenya. The researcher adopted descriptive research design in the study. The target population comprised of 32 middle managers from Orthodox College of Africa Nairobi Kenya. These included all Heads of academic departments, Head of non-academic sections such as procurement, finance, marketing and public relations, transport, catering, maintenance and human resource and supervisors and their immediate deputies or assistants. Since the number of respondents is not large and it is manageable, census sampling method was used to select the respondents where all elements in the target population were involved. The primary data will be collected using a questionnaire with both closed and open ended questions which was administered using physical drop and pick method. Data collected was cleaned for consistency, sorted and then coded for analysis using quantitative and qualitative methods. The data was analyzed using Statistical Package for Social Sciences (SPSS) program version 21, descriptive statistical methods such as percentages, frequencies and standard deviation (SD) and Inferential statistics such as correlation coefficient analysis and regression analysis. Content analysis was used to analyze open ended questions. Tables and charts were used to present the data. The study concluded that the middle level managers have a great role to play in formulation, communicating, supervision, implementation and evaluating change initiative in the organization. Hence it **recommended**

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CHAPTER ONE: INTRODUCTION

This chapter will examine the meaning and the importance of change initiative and middle level managers in the organization. Background information of private sector in Kenya and Orthodox College will be discussed. Critical analysis of the research problem, the aim and the specific objectives of the study, the scope, limitations and the significance of the study will also be discussed.

1.1 Background Information

Cummings & Worley (2015) described organizational change initiative as alterations and modification to transform organizational operations, processes, job roles, technology, organization structure and systems to improve the performance of the organization. Anderson, D & Anderson, L. (2016) defined change initiative as series of actions to implement a transformative process through proper evaluating situation and making decisions, planning, communication, implementation to solve problem(s) facing the organization. Bennett, et.al (2013) noted organization undertake change initiatives to address key issues with aim of improving performance and seizing opportunities.

Anderson (2013) view change from employees' dimension. He described management of change as the tools, techniques and processes of managing to achieve predetermined goal. He further argued it incorporates tools in the organizational tools that assists employees make personal transitions resulting from realization and adoption of change. Chang management guides managers how to prepare, equip and support employees in the organization to successfully adopt change and steer its success and outcomes (Furst and Cable, 2013). All changes as well as individuals are unique as observed by Hollnagel, (2016) hence change management proffers a structure for helping the individuals/ employees in the enterprise from getting out of their current state to the organization future state. The objective of managing changing change is to control

the whole process and lifecycle of change and enhancing important changes to be instituted with minimal disruptions.

The major objective of managing any change initiative according to Robbins, 2011 is to respond to the ever changing customers' needs, business requirements and the operating environment while reducing disruptions, maximizing value. It also aims at configuring and aligning technical and technological needs of the business with its processes. According to Thomas & Hardy (2011), changes in the organization need to be prioritized depending to the need, planned and implemented appropriately, tested effectively, documented and reviewed in a structured manner. Weick, et.al (2014) asserted managing change involves minimizing overall business risk/disruptions and optimizing potential gains. Hence this requires managers communicate to stakeholders appropriately and timely manner about the impending change to create awareness and preparedness to adopt and support the change.

Change initiative occurs at all levels in the organization (individual, management and the entire firm) (O'Shannassy, T. 2013). The researcher further argues that Individual change initiative is the core foundation for change to take place. It involves overcoming physical, psychological, sociological and physiological reaction that makes employees to resist change. If these factors are expeditiously supported, change can be propitiously adaptive and successful. Hence manager needs to understand how individuals experience change and what they require for it to be successfully. Mayer and Smith, (2011) also observed for individuals within the organization to assimilate change, managers need to know what will assist them to make a successful transition in terms of the messages, coaching, skills and time employee to demonstrate new behaviors, and ensure changes stick in their work. The management should also embrace change by creating auspicious environment through provision of adequate infrastructure, systems and processes.

All organizations are continuously confronted by change (Rogers, 2015) and these changes emanates from dynamism in business environment. Little and Jason (2014) stated changes in markets, technology, customer needs, legal requirements and competition are the major causes of

any change initiative in the organizations. They further added failure to handle these changes successfully may cause business failure. Hrebiniak, (2010) noted change can also be from internal pressures such as recurring breakdowns in the organization. Change initiative may fail if leaders leading change do not continuously interpret changes in the market, competition (both direct and indirect competition) and customer needs and concerns (Little and Jason, 2014). Balogun and Hope (2008) attribute change initiative failure to inability of the organization management to weigh the potential impact of change on the organizational system, enrolling correct personnel in creating shared interpretation of the changes required.

For any change initiative to succeed, Dent and Goldberg, (1999) observed that the organization need to develop a riveting vision of the renewed organization coupled with explicit and clear communication to everyone within or out of the organization. Responsibilities, accountability and results expected from the key individuals should be clearly tabulated to enhance removal of obstacles, and effectiveness in resolving breakdowns. Reviews should be conducted to reflect on what have worked; what failed and why as well as how the to improve the process and communicate the results. Bedeian, (2013) further emphasized on the importance of focusing and celebrating short-terms success.

Dance, (2011), noted in any organization, there are employee(s) who initiate change, others accept it, and others will differ from the proposed change while others will not accept the proposed change. Those employees not in any of these categories will either resistant to proposed changes or initiate other types of changes. Floyd and Wooldridge (1997) observe most managers will resist changes that will threaten their power or will make them lose some control over employees. Most employees favor changes that may increase their control over other employees or have economic implications (Marquis, et.al 2013). They also added changes that may shift image, prestige and reputation of the individual employees or the organization, reallocation of resources, job security, create mistrust and misunderstanding of the initiators, and threat of comfort (personal and social) at work place may make some employees to resist change. Zhang, et.al (2010) added skepticism/weaknesses on the proposed change, change in work load

and job description as well as lack of proper communication can be major hindrances to any change initiative in the organization.

Managers perform important role of enabling the organization achieve its objectives (Vogler, 2009) however, style vary among organizations. Schulman, (1993) highlight the major functions of a manager as planning, organizing, directing, controlling and evaluation of various business operations. In a hierarchical organization, Rue and Lloyd (2012) defined Middle level managers are in intermediate management level that subordinate the senior/executive management and are responsible for lower levels of junior staff. Thomas & Hardy (2011) consider middle management as semi-senior or semi-executive managerial position charged with duties of implementing organization strategy. Their duties include creating an effective and efficient working environment and administrating work processes by ensuring compliance with the organization requirements, leading people effectively and providing reports to the highest management level.

Middle management link senior management and the junior or lower management levels or employees. Through their involvement in day-to-day running of the business operations, MM reports valuable information and make important suggestions that are crucial to the improvement of the organization (Rouleau and Balogun, 2011). According to Johnson and Whittington, (2008), middle level manager channel communication within the organization and other major decisions made by the executives to other employees at lower cadre in the organization. This propagates excellent coordination between employees and enables the organization to be more united. Hrebiniak, (2010) argued middle managers has responsibility of implementing strategy developed by the executive in the most efficient and effective way. They may also interpret and adjust the initial plan.

Levin & Ginger, (2012) asserted middle level managers are in charge of facilitating implementation of changes envisaged by the organization as well as creating an enabling working environment. They perform organization daily routine tasks and monitors the operations

ensure everything complies with organization's requirements (Balogun, 2007). Beer and Nohria, (2000) added they motivate, inspire and lead their subordinates. These also include team building and supporting team member(s) when necessary. Middle level managers perform strategic functions by analyzing productivity and financial effectiveness of the junior/ subordinate employees (Saetren & Laumann, 2015). Saetren and Laumann, (2015) also noted middle level managers are involved in strategy formulation to improve the current situation. They also report to the senior managers while holding discussion and attending a boardroom meeting.

According to Leslie and Lloyd, (2012), middle level manager need leadership skills essential for motivating, influencing, persuasion, decision-making and guide the subordinate. They need to be role models; should demonstrate the quality work in the organization change as well as engage in continuous self-development and learning. They should have ability to make decisions and solve problems quickly and amicably and take responsibility should solve the problems quickly, make decisions under pressure and take responsibility for the outcome (Rouleau, 2015). The researcher added the MM should have a clear, precise and concise vision of the implementation of change initiative and exercise creativity in overcoming any possible difficulties during implementation. They also manage the performance of the subordinates by setting SMART objectives and coaching them (Schulman, 1993).

Middle-level Managers perform various functions of interpreting Policies formulated by top-level managers coupled with preparing the outline of the respective department in accordance with the objectives of the organization. They help the top management in identifying human resources needs and recruiting employees to implement the mandate of the organization. Cummings and Worley (2015) added the departmental managers issue junior employees instructions of what to do and how they have to do it. They also provide appropriate resources to ensure assigned jobs are uninterrupted. Middle level managers initiate cooperation among different departments in companies for seamless operations and attainment of the objectives as stated by Anderson and Jeff, (2013).

Anderson, D. and Anderson, L. (2016), in their studies concluded middle level management by virtue of their position are able to influence strategies and change process in the organization. They argued their position in the organization give upper hand in influencing strategic change and actions both upward and downward direction especially through provision of information to the executive. They further added their proximity to the boardroom enable them to promote their individual interest easily by synthesizing their subjective opinions and presenting information from their own strategic perspective. Consequently, they can pass the same influence to the junior staff. MM may introduce and drive major company strategic decisions in his/her design to strengthen their powers and maintain reputation. Bennett, et.al (2013) concluded the success or failure of any change initiative depends on cooperation of Middle managers. Managers who are reluctant to lose control in their teams or lower their level of satisfaction would marshal resistance to change. Armenakis & Harris, (2009) asserted the resistance may be portrayed through lack of support and failure to convey the tasks effectively as well as frustrating the efforts of top management. This creates barriers of implementing any change initiative and the growth of a company.

The Orthodox College of Africa (OCA) began in 2003, twenty-one years after the commencement of the Orthodox Patriarchal Seminary School (OPSM) in the year 1982 at Riruta Satellite, Nairobi County in Kenya. The college was established by Orthodox Church and is registered and approved by the Kenya Ministry of Education, Science and Technology (MOEST). The vision of the institution is to provide academic and moral excellence offering faith driven holistic education to meet the needs of the society; while the mission is to provide training, research and participate in educational planning and policy. The college philosophy is to embrace the spirit of philanthropy through the provision of quality education to all, and instill moral values to meet not only intellectual but holistic growth too. This philosophy is enhanced by the institution core values such as integrity, excellency, teamwork and providing equal opportunity for all. The core value lay a strong foundation of the organization culture which is pivoted by hard work and excellency.

At inception, OCA emphasized on Theological and Early Childhood Education (ECDE). This was response of the Orthodox Church, to a national and regional call for the need to train early childhood experts, educators and social workers specializing in helping children. Given that early childhood shapes individuals' personality, there was a great concern in Kenya that a big percentage of pre-school teachers are not trained. Currently, OCA offer various academic programmes that includes Diploma and certificate courses in ECDE, certificate in French, Theological studies, Business studies, Social studies, Fashion and design and Information Communication Technology (ICT). The college aims at providing an all-round education to its students in tranquil, free and serene environment. Admission to the college is granted to all deserving students regardless of their social, cultural or religious background. The open door admission policy provides educational opportunities to all who seek to benefit from the Diploma and certificate programmes in the college. Consequently, our programmes are in line with national goals of education and child

Orthodox College of Africa been a faith based institution is run by the orthodox Archbishopric of Kenya (Nairobi) under the leadership Archbishop commonly known as The Rector. The Rector appoint an assistant known as the Vice Rector who should be a holder of at least First degree from a recognized university in line with the Ministry of education science and technology in Kenya. The vice Rector is assisted by a Deputy Vice Rector. The Rector, Vice Rector, and the Deputy Vice Rector form the school top management. The Rector also appoints Board of Management (BOM) assists in policy formulation whereas the top management enhances the policy implementation. Under top management is the middle level manager which comprises of the Registrar, Head of department (Education, Business studies, social studies, Theological studies, Information technology Fashion and design), and Heads of non-academic departments and Head of the subordinate staff or the supervisors.

1.2 Statement of the Problem

Bennett, Bush and Wayne (2013) observed to improve the overall performance, processes and operations of the organization, and to enhance an adaptation and competitiveness in the environment, changes are inevitable. There unprecedented changes and demands as a result of globalization, liberalization, internet connectivity in work places, competition, ever-changing demands from customers, distributors and suppliers among others (Bedeian, 2013). Dance, (2011); Armenakis & Harris (2009) found the functions and the roles of middle managers are continuously changing. Middle level managers link senior management with junior employees. They act as boundary spanners bridging the gap between the senior management and junior employees. According to Johnson, Scholes, and Whittington (2010); Hollnagel (2016); Marquis, et al (2013) middle level managers channel information by communicating policies, strategies, change initiatives and procedures formulated by the executives. They also coach junior employees, supervise, monitor, evaluate and appraise implementation change initiatives in the organization as well as give feedback to the senior management/ executive.

O'Shannassy (2013) noted many organizations are reorganizing their organization structures to make it lean and flat. This has been motivated by improved technology that provides many alternative channels of communication and monitoring the junior employees. Organization is also inventing avenues of reducing the cost of production and operations by reducing administrative levels of governance and bureaucracy in the organization (Marshak and Rober (2015). The roles of middle level management in various organizations have been subjected to various criticisms. Robbins P. S., (2011) found the position unnecessary while Weick, Sutcliffe, & Obstfeld (2014) blame middle level managers for limiting organization from achieving its full potential and using their influence to pursue their own interest.

There is growing interest among researchers of scrutinizing the role of middle level managers in formulating, implementing and evaluating of change initiative in the organization. Wooldridge et al 2008 suggested more comprehensive and holistic approach should be adopted to examine the

role of middle level managers in change initiative formulation and implementation; and develop various theories that can identify with the roles. Beck, 2009; Floyd et al 2011 calls for more research in this area of study since there is massive evolution in organization governance, processes and operations. Balogun and Haley (2008); Balogun (2011) found little is known about the actual roles and practices of middle managers in managing change initiative; and how their activities can be facilitated. Smith and Mayer (2015) also conclude their role is often misunderstood and unsupported by top management especially in both private and public sector. The aim of this study is evaluate the role of middle level managers' in implementing change initiatives in private sector in Kenya.

1.3 Objectives of the study

1.3.1 Major Objective

To evaluate the role of middle management in the implementation of change initiatives in the private sector in Kenya. Case study of Orthodox College of Africa Nairobi Kenya

1.3.2 Specific objectives

The study will be guided by the following specific objectives:

Specific Objectives

- a. To examine the role of middle level management in formulation of change initiatives in the private sector in Kenya.
- b. The evaluate the extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya.
- c. To explore the impact of middle level management in enforcing implementation of change initiatives in the private sector in Kenya.
- d. To analyze the role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya.

1.4 Research Questions

- a) Does the middle level management participate in formulation of change initiatives in the private sector in Kenya?

- b) To what extent does the middle level management involved in communicating of change initiatives in the private sector in Kenya?
- c) What is the impact of middle level management in enforcing implementation of change initiatives in the private sector in Kenya?
- d) What is the role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya?

1.5 Significance of the Study

The study will be of great value to the researcher. It will provide a platform of applying knowledge acquired into practical skills especially when managing and implementing change initiative in the organization. The researcher will also be able to sharpen his management skills as well as interact with other professionals and consultants in establish how they manage change in their organizations. Moreover, the completion of this thesis will lead to acquisition of master's degree in business administration.

This study will be valuable to various stakeholders in private sector especially the firms which are planning or are in the process of initiating change. It will provide basic tools for formulating, communicating, evaluating and enforcing change initiative throughout the organization specifically using middle managers. It will also provide information relevant to the importance of involving middle managers the whole process of change initiative implementation. It will also assist them to identify various challenges the organization might face while implementing change initiative and how it can cope with them.

The management of Orthodox College of Africa in Nairobi, Kenya will benefit from the findings of this research paper. They will be able to understand the extent to which they have been involving their middle management in change implementation process in the institution. They will also have a general overview of key areas that leads to success or failure of change initiative from the middle management perspective. The gap and the strengths the researcher will identify

will be very essential for future planning and implementation not only of change initiative but all other activities the organization may undertake in future that requires inclusivity of middle managers.

The study will also be valuable other researchers, scholars and consultants in dissemination of more knowledge in implementation of change process. It will provide them with basis of conducting more researches on the subject in future and detailed insight which they can explore for further studies.

1.6 Scope of the study

The study of the role of middle management in the implementation of change initiatives in the private sector in Kenya limited will be Orthodox college of Africa Nairobi Kenya. It will specifically scrutinize the role of middle management in change initiative formulation, communication, implementation and evaluation. The middle managers in Orthodox college of Africa Nairobi Kenya will be limited to the head of academic and non- academic departments, supervisors and their deputies.

1.7 Limitation of the Study

In the course of conducting the study, the researcher expects to experience some problems. Some respondents might not be willing to answer the questionnaire due to privacy and confidentiality issues or lack of time. To mitigate this problem, the researcher will assure the respondents all the information provided will be treated with utmost confidentiality and none of the information will be disclosed to the management. The respondent will not be expected to write their names in the questionnaire and information collected will be used for academic purposes only. The researcher will also be given sufficient time of one week to fill the questionnaire. Some respondents may fail to return questionnaires or return them while not fully filled. To overcome this the researcher

and his assistant will conduct a thorough follow-up. Cross checking will also be done to confirm all the questions have been answered when collecting the questionnaires from the respondents.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will examine various theories related to change initiative formulation (McKinsey 7s Model); enforcing implementation (Lewin's Change Management Model); communication (Kotter's change management theory) and evaluation (ADKAR model). Critical examination of the variables under study (formulation, communication, implementation and evaluation) will be conducted under empirical review. Conceptual framework will be drawn, research gap identified as well as discussion summary of the literature review.

2.2 Theoretical Framework

2.2.1 McKinsey 7s Model

McKinsey 7 S Model was developed in 1980s by consultants who were working for McKinsey and Associates Consultancy Company. According to Terra and Passador (2016) the model is widely used in strategic management especially when examining the internal operation, structure, strength and weakness of the organization. The model is important when trying to identify and examining the gaps within the organization. When formulating strategies and change initiative, the model relevance cannot be underestimated (Nag, Hambrick and Chen 2007). Spaniol, Rowland and Nicholas (2018) noted change initiative may result from malfunctioning of all any of item in the McKinsey's 7s framework that includes the strategy, structure, systems, shared values (culture), style, staff and or skills. and features seven steps or stages for managing change. Any change initiated in the organization must in one way or the other affects McKinsey's 7s.

According to Rue and Lloyd 2012 when formulating change initiative, it is crucial for organization to examine the organization current strategy and the future or proposed change in light of the mission, vision and the goals of the organization and also consider the prevailing business environment. At this point the management should be able to answer the question; "is this change necessary or not?" It is the first and the basic stage in formulating change initiative according to McKinsey's 7-S framework. More importance the firm need to lay strategy on how

the change will be implemented as observed by Laszlo & Zhexembayeva (2011). Hence this involves developing a future plan step-by-step.

Structure in the model relates to the way in change initiative will be implemented from top management to subordinate staff, channels of communication, method of supervision, monitoring and evaluation of the change initiative project (Spaniol, Rowland and Nicholas 2017). It also defines who will be incharge of what as well highlight the major areas that require restructuring (Hollnagel, 2016).

Mulcaster, (2009) and Spaniol, Rowland and Nicholas (2017) argued for any change to take place in the organization, all systems must be put in place to ensure they are working seamlessly without gaps. Hrebiniak, L.G. 2010 and Marquis, et.al (2013) concluded gaps such as communication breakdown, lack of cooperation among departments in the organization, inadequate resources, lack of coordination in the management levels among others may create skepticism which may result to barrier or resistance to change and ultimately change initiative failure.

Balogun and Hope 2008 observed any change initiative that is not consistence with organization norm, values, tradition and culture have high chance of failure if not very carefully implemented. Shared values are the foundation or the basis the core or main functions of an organization works on. Hamel, Gary (2008) Shared values provides direction of how things are done in the organization. Laszlo & Zhexembayeva (2011) concluded values also informally defines how people/ staff relate in the organization as well as how they serve customers. Little and Jason (2014) stated most organizations derive their core values from the mission and the goals of the organization.

Style is change initiative implementation is crucial. Johnson, et.al 2008 organizations of the same size and resources may achieve different results while implementing change initiative depending on how and the manner (the style) the implement it. Cameron, Bobby Thomas. (2014) stated appropriate leadership, training and coaching as well as communication style can

enhance success or cultivate failure of any change initiative. The manner in which the change is implemented also affect employees' altitude (Levin and Ginger 2012).

Furst & Cable (2013) defines staff everybody involved in planning, implementation, supervising and controlling change initiative in the organization. They include all employees, the management, suppliers, distributors or any other stakeholder who may be affected by the change in one way or the other. The Kemp (2008) noted the quality and quantity of staff may lead to success or failure of implementation of change initiative. Quality refers to the knowledge, skills, experience and professionalism which quantity refers to the number of employees.

Critics such as Rouleau, 2015 and Woodhouse, et.al (2014) urged the model is complex as compared to others. They further observed all the factors are interrelated and interdependent on one another; failing of one part will result to failure in all and this is the greatest disadvantage of this model. This model offers indepth insight of how internal elements within the organization need to work coherently for successful implementation of change initiative. It integrates both the emotional and practical components of change and important parts worth addressing and without assuming or leaving out some aspect.

2.2.2 Lewin's Change Management Model

This model was developed by physicist and social scientist Kurt Lewin in 1950s and the model is still relevant and widely used today by organizations that are implementing change initiative. The model emphasize the organization can go through transition through a well-structured and organized way. Saetren & Laumann (2015) stated the model describes clearly how an organization can implement change smoothly by first preparing the employees and the stakeholders, initiate change then restore stability. It consists of three main stages which are: unfreeze, change and refreeze.

Unfreeze according to Levin's studies it is the first stage in the Lewin change management model. It involves the preparing the entire organization for the change. To avoid resistance to

change, the management needs to explain to the current employees what change is all about. This involves describing why change is crucial and needed in the organization and why it is important to break status quo. for the change. Hence it key factor is to explain to employees and all stakeholders why the existing way needs to be changed and how change can benefit the organization. The organization need to critically look at its mission, and core objectives and functions and re-examining them.

After unfreezing, change initiative implementation or the real transition or change takes place in the organization. Lewins referred to this stage as change. It is the longest stage as the process may take time to happen as employees and other stakeholders spend time to embrace and assimilate new developments, changes and happening changes. If unfreezing the status quo was done effectively, implementation and acceptance of change within the organization may not take a lot of time since employees are aware of what is expected of them and the accrued benefits. This stage requires effective leadership, coaching and reassurance to make the process easier for staff and lead and steer organization forward in the right direction. Efficient communication, patience and time are crucial for transition to be successfully.

Refreeze is the last activities change initiators should conduct. After the change initiative has been implemented and embrace by the staff and stakeholders in the organization, the company begins to become stable again. This is why the stage is referred to as refreeze; that is the time when the staff and processes begin to start going back to their normal routine and pace. Stability is restored and employees become confident and comfortable with the acquired changes.

2.2.3 Kotter's change management theory

Professor John P. Kotter, scholar, author and Lecturer at Harvard Business School developed eight step process for leading change in 1996. The theory is divided into eight key principle stages that focuses on how employees respond to change. Kotter (1996) argued the implementation of change process should start by senior managers, MMs and supervisors

creating a sense of urgency towards the change in the organization. The change initiators should help others to see the need of change in an inspirational, bold and motivating manner. As Kemp and Roger (2008) stated, the management should communicate the need of acting faster and focusing more towards attaining the new objectives without procrastination.

According to the theory, after creating sense of agency, the management need to build a guiding coalition/ team. This step is associated with getting the right people with appropriate mixture of talents, skills, knowledge, experience and commitment to guide others on the change. Marshak, (2015) equated guiding coalition to change implementation teams.

The third step is to form strategic vision and initiatives. This will involve articulating or clarifying how the future will differ from the past by implementing the imitative. Developing a clear vision is crucial taking into account the objectives, strategy and the emotional connect. This should be followed by the fourth step of enlisting the volunteers where the change implementers need to identify the right individuals in the organization who has understood and is ready to initiate change without any resistance/ barriers. Terra and Passador (2016) emphasized these volunteers should be bought-in who should drive the change urgently and to the same direction.

Enabling action by removing barriers is the 5th stage of the process. It involves establishing effective communication channels for capturing employees' feedback on barriers impeding attainment of the objective. Vogler, (2009) concluded eradicating barriers such as hierarchies and processes inefficiencies will provide freedom necessary to work across silos and generate expected impact. Hence is paramount to communicate to all affected employees about change and its need. Rogers (2015) emphasized communication helps to get things moving or empower action. It gives support, remove the roadblocks and implement feedback in a constructive way.

Focusing on short term goals of wins are recipe to persistent and continued hard work. Kotter, (1996) insisted the ultimate goals should be divided into small measurable and achievable part.

Focusing on short term goals help to boost employees' momentum and it is a good way to achieve success without too much pressure.

Executive, senior managers, MM and supervisor need to sustaining the acceleration of change by pressing harder and being persistence. This is key to success of any initiative undertaken by the organization. Be relentless in initiating change after change until the vision is realized. Credibility can improve systems, structures and policies no matter how tough things may seem. Instituting/ Incorporating change is the last stage according to Kotter, (1996). It involves reinforcing the change initiative and making it part of culture in the workplace. According to Spaniol, Rowland and Nicholas (2017), this should be done by connecting new behaviors with organization success until they replace old habits.

2.2.4 ADKAR Model

ADKAR is acronym for Awareness, Desire, Knowledge, Ability and Reinforcement that is the five concrete, tangible and measurable elements that guides the organization and individuals during change transition. Kemp, (2008) described ADKAR as a goal oriented model that enables change implementation and management teams to focus on activities that are directly relevant and related to the goals the organization wish to accomplish. The results of change initiative are derived in a sequential and cumulative manner. Floyd and Wooldridge 2014 emphasize there is need for every individual to obtain each of the outcomes so as change can be implemented and sustained. Rue and Lloyd (2012) described the model as having both personal and business dimension of change.

Roth, E. M. (2011) and Terra & Passador (2016) emphasized the model is an effective tool of identifying and evaluating why changes which has been implemented are not working and why the organization fails to attain the desired results. They further argued ADKAR theory enable managers to break the change into distinct parts and point out areas where changes may not be as effective as planned. The model can be instrumental to managers and other change agents in

figuring out various gaps lead to the breakdown of change process so that more effective and relevant training can be offered to the employees. Floyd and Wooldridge 2014 and Hollnagel (2016) noted model help managers to support employees as they go through change transition. It diagnoses and treat the resistance shown by employees at each stage.

2.3 Empirical Review

2.3.1 Role of Middle Manager in Formulation of change initiative-making processes

Scott Armstrong and Greene (2007), every member in the organization has role to play in formulation of change initiative in the organization. Furst & Cable, (2013) emphasized all-inclusivity in planning and formulation of change initiative as it delivers strategic integration of multiple actors and enhance preparedness to negotiate and compromise. Middle managers play varying roles depending on the change being initiated, the powers they have (job description) and the organization structure (Laszlo and Zhexembayeva 2011). They can play rational role, generative symbolic, transaction or command role. They have an important by working with both internal and external consultants as the top managers tend to step back as intensive interaction take place (Mintzberg 1994).

Weick, Sutcliffe & Obstfeld (2014) defined formulation of change initiative as a planned, logic and rational process of choosing the most appropriate course of action to align organization procedures, process and activities with the dynamism and competitiveness of business environment for the realization of organizational goals and objectives and thereby achieving the organizational vision. The key component of any change initiative statement is to set the objectives and align them to long-term goals of the organization (Roth, 2011). It is known that change initiative is generally a medium for realization of organizational objectives. Anderson, D. and Anderson, A. (2016) added fixation of objectives should also include medium and resources to be used to realize those objectives.

Anderson, D. and Anderson, A. (2016), analyzing the Organizational Environment which involves critical qualitative and quantitative analysis of both internal and external business

environments. Political, economic, social-cultural, technological, ecological (PESTEL) are examined. The aim is to identify strengths, weaknesses, Opportunities and Threats (SWOT) of the business processes, operations, product lines and among others. Change initiatives should be developed for the organization can take advantage of its strengths and opportunities and overcome its threats and weaknesses to remain competitive in the market.

The organization must fix the specific, measurable, attainable, realistic and time bound (SMART) targets for the change initiative. When formulating change initiative, Hrebiniak, (2010) stated the contributions made by divisions or the departments or division within the organization be identified and any change must align with their operations. According to Marshak, (2015) performance analysis identifying gap between the planned or desired performance with the actual/current performance need to be conducted. This involves critical examination of the degree of gap that exist between the actual reality and the long-term aspirations of the organization. The choice of Change initiative to be adapted is the critical part of change initiative formulation. The best course of action is identified after considering the goals, strengths, potential and limitations of the organization (Bennett and Bush, 2013).

Hamel and Gary (2008) noted middle managers can shape the micro-processes when redefining and refining the policies and procedures laid down by the executive. Kemp (2008) added purposeful involvement of middle manager can lead to expeditious success in change initiative formulation process as there is high involvement at all levels of implementation. In lean organization, greater role is evolving for middle managers and less for the executive (Weick, Sutcliffe & Obstfeld, (2014). Marquis, et.al (2013) observed top management involvement in formulation of change initiative can constrain the input of middle managers.

Middle managers are in a better position for advising the senior managers on what can work depending on the prevailing organization and business environment (Bennett, et.al 2013). They link the senior managers to the junior employees as Balogun and Hope 2008 observed hence in formulating change initiative they can mobilize the numbers to make easy for it to have positive

value to majority of employees as they are in a position to manage organizational politics. Involvement of middle management give leading edge for the organization especially when communicating and implementing the change initiative which they understand and own (Johnson, Scholes, and Whittington, R. 2008).

2.3.2 Role of Middle Managers in Communicating change initiative

Cummings & Worley (2015), consistency communication is important anytime an organization is undertaking significant transformation. Senior managers cannot manage change alone, for the organization to make any meaningful change, middle management must be incorporated since they are sandwiched between top management and the employees (Balogun and Hope 2008). Anderson, (2013) also observed the position of middle manager is unique such that they command loyalty of subordinate or regular employees and at the same time they have easy access to the senior management. Hence, for change initiative to succeed, top management has to take into account the pivotal role played by the middle management.

Johnson et al., (2008) observed middle managers have a complicated duty of linking strategic and operational/ functional levels of the organization. They perform complex roles including translation, mediation, negotiation and buffering task. In the translation task, they communicate and interpret the plans to the subordinates so as they can understand and comprehend which actions to take and why in the context of the change. The mediation task involves reconciling the divergent views, demands and activities performed by the strategic and operational levels in the organizations. Negotiation tasks requires MM to act as boundary spanner between the executive and subordinate in finding amicable solutions in areas where either party feels the change initiative does not benefit them or it may be hard to achieve to achieve predetermined goal. The buffering task on the other hand requires MM to reduce the emotional shock and negative impact of actions of others across the boundaries between senior management and lower organizational levels.

Alkhafaji (2013) argued middle management acts as negotiator or a go between the management and the junior employees; they act as receiver of change from top management and disseminator of change to the other employees. Balogun and Hope 2008 defines their role as boundary spanners or change intermediaries. The way they interpret and make sense of the strategic change, is crucial and directly influences the outcome achieved by change initiative. They further added middle level managers undertake self and team orientation, interpret the change events and translate they means for individual and team behavior.

Cameron, (2014) argued middle management has the highest responsibility in enforcing compliance with organization policies. They conduct reviews and appraisals, decide on salaries and bonus increments in consultation with top management. More often, the bonus or the salary hike for the subordinate or junior employees are based on recommendations made by the immediate supervisor or the manager. The middle level managers have to ensure employees conform with the organization laid out policies and the senior managers gets the feedback from the employees. On this note, they act as conduit between the top and the bottom cadre of employees and they are always at from both sides. Hence MM are vital and at the same time, neglected factor in organizational success.

Mulcaster (2009) stated when initiating change in the organization, change management team(s) need to be constituted and furnished with pertinent information from their supervisor. Employees appreciate hearing on how the change will affect their work and the teams from the person they report to. An employee's supervisor is a key conduit of information about the organization (Miller, Johnson & Grau, 2004). Little (2014) emphasized that employees look upon their supervisors not only for direct information and messages about a change; but also to examine the level of support they are likely to get from the top management when implementing change. Levin, Ginger (2012) and Hill, Jones, and Gareth (2012) concluded middle level managers and supervisors should consistently liaise with the employees and the project teams by providing information. They are in a better position to provide design input, usability results and employee feedback on particular aspects of change initiative.

Edwards, Janice et al (2014) argued poor interpretation of change initiative is the major cause of differences between top management intentions and the actual implementation. This may lead to failure in change initiative implementation. Many organizational change initiatives may fail if the senior management does not communicate change articulately describing all the step and providing the necessary resources to the middle management in a seamless and coherent manner. Floyd and Wooldridge (2014) noted if middle manager resist or support the change passively, employees will also behave the same. Supervisors and middle managers should demonstrate their active support in a clear and observable manner. Hollnagel, E. (2016) concluded managers and supervisors must embrace the change first before they can support their employees.

2.3.3 Role of Middle Managers in Enforcing Implementation of change initiative

Saetren & Laumann (2015) defined change initiative implementation as translation and actualization of the selected most appropriate change initiative plan into action with aim of achieving organization goals. Weick, Sutcliffe & Obstfeld (2014) also defined change initiative implementation as the manner in which organization develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance. The organization develops roles and tasks to the individual employees and teams (Terra & Passador, 2016). It also documents how these tasks and roles can be correlated so as maximize efficiency, quality for the organization to gain competitive advantage.

Levin (2012) noted for successful implementation of change initiative, organization need to restructure and develop potential for carrying out the task. Dent & Goldberg (1999) emphasized on use of flexible and strategic leadership coupled with creation of change initiative encouraging policies to motivate employees by focusing on small wins and constant improvements. Organization control system need to be place that equip managers with motivational incentives for employees that link reward with accomplishment of results (Cummings and Worley, 2015).

Organization needs a good control system to equip managers with incentives to motivate employees and provide detailed feedback on organization and employees performance. Organizational culture according to Alkhafaji, (2013) is a collection of traditions, norms, values, attitudes and beliefs shared within the organization by its members and groups.

A well formulated change initiative may fail if not well implemented. Hence there must be stability between change initiative stability and each organizational dimension such as structure, culture, resource- allocation and reward system (Kotter,1996). Edwards et al (2014) noted implementation of change initiative may create threat to the managers and employees in an organization. It may lead to emergency of new groups whose beliefs concerns, attitude is known; new status relationship and new powers are formed. New power and status relationships are formed. This may make some managers and employees to develop confrontation behavior against successful implementation of change initiative.

Floyd and Wooldridge (2014) defined MMs as coordinators of strategic activities and the units in any organization. MMs major tasks is to implement, evaluate and control the strategies of the organization to achieve predetermined objective(s) and mission (Marshak, 2015). Rogers & Everett (2015) confirmed they are implementers of top management strategies; these view cut across many organizations. They further argued implementation of change initiative process is planned, rational and is usually top-down activity as the action plan is passed to the middle and line managers for implementation. Vogler, (2007) stressed the middle manager's major role is to link top managers and operational workers. Marshak 2015, acknowledge middle managers are implementers of strategies developed by top-management teams. They link the space between implementation of change initiative and operations. Middle managers also connect the strategic objectives and the concern of the personnel at different level with day-to-day objectives of the organization (Hollnagel 2016).

The role of middle managers remains a critical issue in the successful implementation of strategic change initiatives in the organization. They are key are strategic actors in dealing with challenges in change initiative (Ford & Ford, 2009). MMs face myriads of challenges when

implementing change initiative. They function in a complex environment where they manage the relationship with top management and face questions and resistance from their teams and other junior employees. Dance 2011, added they manage the relationships with internal and external stakeholders. They may also face issues and constraints that are often not aligned to the new implementation of change initiative such as organizational decentralization as a result of change initiatives (Furst & Cable 2013).

Ford, J & Ford, L. (2009) and Bennett, et.al (2013) point out the importance of managing the day-to-day functions of middle management due to their strategic domain, improved knowledge and training and operational responsibility being pushed to them. Herscovitch & Meyer (2002) in their studies observed during implementation of change initiative mandated by the senior management, middle management also network, coordinate change initiative programs as well as interprets the expectations of the implementation process. Middle managers' balances hard and quantitative approach driven by the executives with and a softer, rational, judgmental and qualitative approach as they interpret the need, plan and actions required to make strategic changes within their team (Lewin & Gold, 2010). Johnson, Scholes and Whittington 2008 Middle managers contribute to implementation of change initiative by the way they behave and how they think. They also participant in change initiative conversations and as boundary spanners between top-management and lower levels (Zhang, et.al 2010).

2.3.4 Role of Middle Managers in Evaluation change initiatives

Woodhouse, Edward and David (2014) defined change initiative evaluation refers to a coordinated task by managers, teams, departments and individuals of assessing the appropriateness, effectiveness, efficiency and performance of change initiative in the dynamic socio-economic, political and technological environment in attaining desired results. Evaluation is important, according to Zhang, et.al (2010) and Terra and Passador (2016) because it provides a platform for feedback, developing inputs for new change initiative, appraisal and reward,

judging the validity of the change initiative choice and implementation style as well monitoring the progress.

Balogun and Hope 2008 observed top managers can hardly supervise, monitor and evaluate the progress of change initiative without assistance middle managers and supervisors. Cameron (2014) also noted as the middle managers implement the change initiative they should also evaluate whether the organization objectives are being met and provide feedback to the senior management. Alkhafaji (2013) added when change is taking place in the organization, it is crucial to monitor and evaluate the results of the change programme by examining the changes against the original strategy and objectives. Bennett, et.al (2013) if changes are not evaluated it will be difficult for managers to determine how well they managed the process. Monitoring and review will also help them to understand where further improvements may be required. If, for some reason, the change process has not been successful, managers can examine why the change process has failed. Floyd and Wooldridge, 2014 observed middle managers need to examine whether all went well during launching, managing and transferring change initiative; what would have been done better as well as what can be shared so that future change projects are successful.

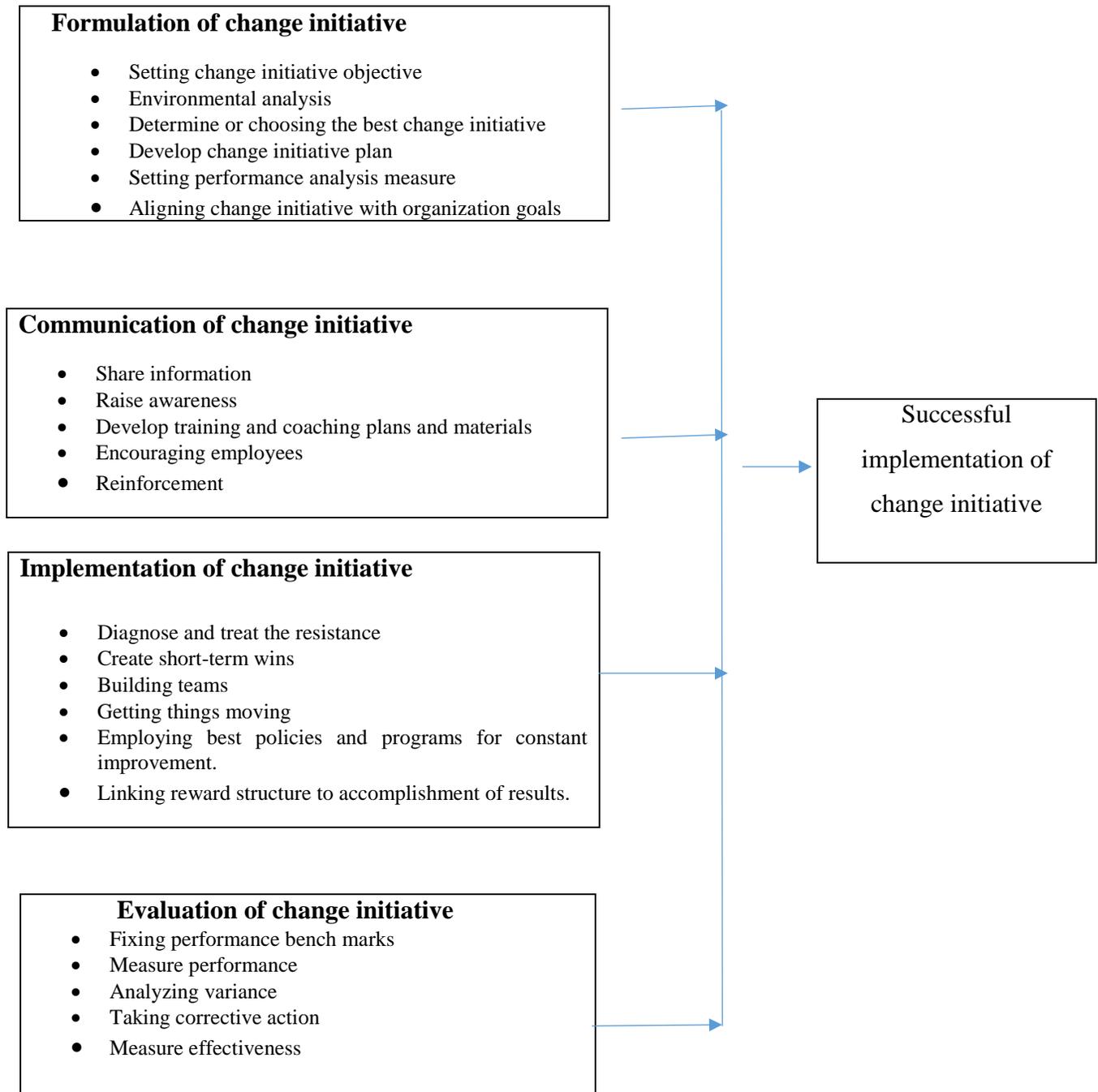
Hamel (2008) noted the methods and matrix of measuring change may vary from one organization to the other. Prosci research work developed universal matrix that can be used to measure effectiveness of change initiative across all organization. The matrix is task to evaluate whether the changes were completed and the outcome of those activities at organizational and levels. In measuring organization performance, middle management should check on general performance improvements, adherence to project plan, business and change readiness, project Key Performance Indicators (KPI) measurements, benefit realization and Returns on Investment (ROI), adherence to timeline and speed of execution. Individual Performance indicators such as adoption metrics, employee engagement, compliance, proficiency, observation of behavioral change, request for support reports, awareness and understanding of the change, employee readiness assessment results, employee satisfaction survey results as well as employee's feedback.

Robbins, (2011) outlined four steps involved in the process of evaluating change initiative. The first step is fixing performance benchmarks by identifying key performance indicators (KPIs). Both quantitative and qualitative criteria can be used for comprehensive performance assessment. This proceeds to actual performance measurement. There should be appropriate reporting, communication system and right standard as Thomas & Hardy (2011) stated to help in measuring the performance. O'Shannassy, 2013 added performance need to be measured at individual employee, division/ departmental and at entire organizational level. In-case of the negative variance of shortfall in performance, a corrective action must be taken to overcome it. Rouleau and Balogun, (2011) pointed if the performance is consistently less than the desired performance, detailed analysis must be conducted to identify of the factors responsible of such performance or the standards need to be lowered if its beyond organizational capacity; or even reformulating the change initiative.

Middle managers should develop tests and effectiveness measures, tracking change management activities are conducted in accordance to the plan, training the participants and create effective communication channels for disseminating information and getting feedback from employees (Hill and Jones 2012). Hamel & Gary (2008) and Furst & Cable (2013) concluded the effective method of evaluating change initiative process is through key performance indicators (KPIs). Comprehensively structured KPIs monitor how well parts of an organization are working towards fulfilling business objectives. Armenakis & Harris (2009), evaluating and monitoring the outcomes helps to keep the change process moving forward and give an insight if the original strategy needs to be revised, as well as allow both top and middle management to make decisions that enable future processes of change to be more effective.

Middle managers needs to clearly define measurable monitoring system and KPI of change initiative to assess progress, benefits and challenges. It should the compare expected outcomes in relation to actual outcome; identify any unmet benefits and make adjustments for change to progress (Floyd and Wooldridge 2014). The evaluation results should be conveyed to the top management as well as the recommendations.

2.4 Conceptual Framework 1



Source: Author 2019

2.4.1 Role of middle managers in formulation of change initiative

Weick, Sutcliffe & Obstfeld (2014) defined formulation of change initiative as a planned, logic and rational process of choosing the most appropriate course of action to align organization procedures, process and activities with the dynamism and competitiveness of business environment for the realization of organizational goals and objectives and thereby achieving the organizational vision. The key component of any change initiative statement is to set the objectives and align them to long-term goals of the organization (Roth, 2011). It is known that change initiative is generally a medium for realization of organizational objectives.

2.4.2 Role of middle managers in communication of change initiative

This involve passing the information from the executive/ senior managers to the junior employees about the changes the organization is about to or it is undertaking. Middle managers acts as the boundary spanners between the senior managers and other employees in the organization. They create the awareness, develop training manual and procedures, form internal communication networks, communicate the objectives and the reason why the organization is undertaking a particular change initiative. They also get employees feedback, create encouraging change policies, reinforce change initiative message coupled with the required communicating behavioral change for it to be successful.

2.4.3 Role of middle managers in implementation of change initiative

Weick, Sutcliffe & Obstfeld (2014) also defined change initiative implementation as the manner in which organization develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance. Saetren & Laumann (2015) defined change initiative implementation as the translation of chosen change initiative plan into action so as to achieve goals and objectives of the organization. The organization develops roles and tasks to the individual employees and teams (Terra & Passador, 2016). It also documents how these tasks and roles can be correlated so as maximize efficiency, quality for the organization to gain competitive advantage.

2.4.4 Role of middle managers in Evaluation of change initiative

Evaluation of change initiative as defined by Woodhouse, Edward and David (2014) refers to a coordinated task by managers, teams, departments and individuals of assessing the appropriateness, effectiveness, efficiency and performance of change initiative in the dynamic socio-economic, political and technological environment in attaining desired results. Robbins, (2011) outlined four steps involved in the process of evaluating change initiative. These include fixing performance benchmarks by identifying key performance indicators (KPIs actual performance measurement, reporting, communication system and taking a corrective action

2.5 Research Gaps

Rouleau and Balogun, (2011) observed middle level manager is a link between the senior management and the lower (junior) levels of the organization. Due to involvement into day-to-day running of a business, middle managers have the opportunity to report valuable information and suggestions from the inside of an organization). Hrebiniak, (2010) & Levin & Ginger, (2012) agreed middle level managers play important role in facilitating any changes needed in an organization and creating an effective working environment. Balogun, (2007) and Beer and Nohria, (2000) added they perform organization daily routine, monitors the operations ensure everything complies with organization's requirements motivate, inspire and lead their subordinates. This also include team building and supporting team member(s) when necessary. Middle level managers performs strategic functions by analyzing productivity and financial effectiveness of the junior/ subordinate employees (Saetren & Laumann, 2015). Saetren and Laumann, (2015) also noted middle level managers are involved in strategy formulation to improve the current situation.

Various theories of change such as McKinsey 7 S Model clearly review middle level manager have a great role to play in identifying gaps within the organization as well as formulating the change initiatives since Mulcaster, (2009) and Spaniol, Rowland and Nicholas (2017) argued for any change to take place in the organization, all systems must be put in place to ensure they are working seamlessly without gaps. Saetren & Laumann (2015) on Lewin's Change Management Model describes clearly described how an organization can implement change smoothly by

preparing the employees and the stakeholders, initiate change then restore stability through supervisors and middle level managers. Roth, E. M. (2011) and Terra & Passador (2016) emphasized the ADKAR model identifying and evaluating why changes made are not working and why the desired results are not attained cannot be done by senior management alone, middle level managers need to be incorporated in the process.

Despite the importance of middle level managers, some authors such as Robbins P. S., (2011) found the position unnecessary while Weick, Sutcliffe, & Obstfeld (2014) blame middle level managers for limiting organization from achieving its full potential and using their influence to pursue their own interest. O’ Shannassy (2013) noted many organizations are reorganizing their organization structures to make it lean and flat as they invent avenues of reducing the cost of production and operations by reducing administrative levels of governance and bureaucracy in the organization. Marshak and Rober (2015) the role of middle level management in various organization have been subjected to various criticism.

2.6 Summary of the Literature Review

The chapter have critically evaluated the role of middle level manager in implementation of change initiative. The researcher can have examined the relevance of various theories in implementation of change initiative in the organization as well as the role the middle level managers play in accordance to the models. The theories and model examined included McKinsey 7 S Model, Lewin’s Change Management Model, Kotter’s change management theory and ADKAR model. Empirical review was also conducted to comprehensively describe the role of middle level managers in formulating, communicating, implementing and evaluating the change initiative in the organization. Conceptual framework was developed showing the relationship between independent and dependent variables and the research gap discussed.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the research methodology to be used in the study. This includes the research design, target population, sampling method, the sample size and data collection methods. Data analysis methods and ethical issues to be observed will also be discussed.

3.2 Research Design

The study on The role of middle management in the implementation of change initiatives in the private sector in Kenya; study of Orthodox College of Africa Nairobi Kenya will adopted descriptive research design. Descriptive research design is suitable when the researcher aims at describing the characteristics of the phenomenon, population or the situation in relation to the objectives of the study (Shields, Patricia and Rangarajan, (2013). The design enables the researcher to explain what, how, where and why of a phenomenon being studied (Cooper and Schindler (2003). Descriptive research design is appropriate for the researcher to acquire detailed information of the current status of the phenomenon as well as explain the relationship that exists between independent variables and dependent variable (Kothari, 2005). According to Mugenda (2012), descriptive design is suitable especially when the researcher desire to conduct in-depth and detailed analysis of the study. The design enables the researcher not only to establish factors explaining phenomena but also unearth underlying issues influencing those factors (Kombo and Tromp (2006).

3.3 Target Population

The target population will comprise of 32 middle managers from Orthodox College of Africa Nairobi Kenya. These will include all Heads of academic departments, Head of non-academic sections such as procurement, finance, marketing and public relations, transport, catering, maintenance and human resource and supervisors and their immediate deputies or assistants.

3.1 Target population

Group	Number
Heads of Academic Departments	7
Head of Non Academic Sections	6
Deputies/Assistants	14
Supervisors	5
Total	32

Source: Orthodox College of Africa Nairobi Kenya, 2019

3.4 Sampling

3.4.1 Sampling Design

Cooper and Schindler (2003) defined sampling design as the methods used by researcher(s) to select the respondents. Sampling is done if the number of target population or elements studied is large or located in a vast geographically area. According to Neuman (2004), the sample design should select a sample which is true representative of the whole target population. He also suggested when determining the size of the sample, the researcher should ensure the respondents are accessible, manageable and can be able to derive detailed data using available and affordable resource in terms of cost, human resource and time. In this study the researcher will use census sampling methods. According to Mugenda (2010), if of elements being studies is not large all objects can be included in the study; hence census sampling method. The target population will be stratified into three tiers; Head of academic departments, Head of non-academic departments, supervisors and their deputies/ assistants.

3.4.2 Sample Size

A sample of 27 respondents will be used in the study. These will comprise of 7 Head of academic departments, 6 Head of non-academic departments and 8 deputies of academic head of departments and 6 assistants of head of non-academic departments in Orthodox College of Africa Nairobi as shown in the table 3.2 below.

Table 3.2 Sample Population 1

Middle Managers	Number
Heads of Academic Departments	7
Head of Non Academic Sections	6
Supervisors	5
Deputies of Heads of Academic Departments	8
Assistants Head of Non Academic Sections	6
Total	32

Source: Researcher, 2019

3.5 Data Collection Instrument and Procedure

3.5.1 Questionnaires

The primary data will be collected using a questionnaire with both closed and open ended questions. Closed ended questions will help the researcher to acquire controlled response which will be analysed using quantitative methods. Researcher will use open ended questions to capture divergent views of the respondents (Glass and Hopkins (2012). Questionnaire will be preferred in this study since most of the respondents are literate. Nassiuma, (2010) suggested that well designed questionnaire can be appropriate when the researcher is attempting to find out answers

in a concrete and unambiguous phenomena. According to Farag (2009) stated that questionnaires gives more accurate, and precise results.

3.5.2 Procedure of Data Collection

Researcher will request for a data collection letter of introduction letter from Open University of Cyprus to certify am a student from the institution carrying out research project. The letter will be presented to the director of Orthodox College of Africa situated in Nairobi, Kenya for the authorization to collect the data. The researcher will physically distribute the 32 questionnaires (7 to head of academic departments, 5 to the supervisors, 6 to head of non-academic departments and 8 to the deputies of academic head of departments and 6 to the assistants of head of non-academic departments in Orthodox College of Africa Nairobi. The school administration organized how the questionnaires were administered to at least eight clients/ parents in the school randomly (any alternate parent who visited the school). The researcher or the research assistant collected those questionnaires after week.

3.6 Data Analysis and Presentation

Data collected will be cleaned for consistency, sorted and then coded for analysis using quantitative and qualitative methods. Statistical Package for Social Sciences (SPSS) program version 21 will be used to analyze the data, together with descriptive statistics such as percentages, mean, mode, frequencies and standard deviation (SD) and Inferential statistics such as correlation coefficient analysis and regression analysis. Content analysis will be used to analyze open ended questions. Tables and charts were used to present the data.

3.7 Ethical Consideration

The researcher will protect the rights of the respondents and any other parties involved in research study. While collecting the data; confidentiality, ethics, privacy and safety of every individual was taken into consideration. The researcher will ensure the data collected will not be disclosed to any other party. The respondents will be informed filling the questionnaire will be voluntary and one can withdraw if they fill their comfort, confident or security will be at jeopardy. The researcher will include information relevant to the topic under investigation and

specific personal details were eliminated in the data collection instrument. Equal opportunity for all will be exercised when issuing questionnaires irrespective gender, age, physical disability, or any factor that was not related to the integrity and competence of the probable respondent.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Chapter four dealt with data analysis and presentation. Both quantitative and qualitative methods were used to analyze the data. Descriptive analysis and inferential statistics such as correlation, regression analysis and ANOVA were used to analyze quantitative data. Content analysis was used to qualitative data. The data was presented using tables.

4.2 Response Rate

The study targeted all 32 middle level managers of Orthodox College of Africa Nairobi Kenya. They included 7 Heads of academic departments, 6 Head of non-academic sections, 5 supervisors, 8 deputies of academic departments and 6 Assistants Head of Non Academic Sections.

The number of response was as tabulated below.

Table 4.1 Rate of response

Middle Managers	Frequency	Percent	Valid Percent	Cumulative Percent
Heads of Academic Departments	6	20	20	20
Head of Non Academic Sections	6	20	20	40
Supervisors	5	16.7	16.7	56.7
Deputies of Heads of Academic Departments	8	26.6	26.6	83.3
Assistants Head of Non Academic Sections	5	16.7	16.7	100.0
Total	30	100	100	

Source: Researcher data, 2020.

From table 4.1 above 30 out of 32 questionnaires issued were returned and analyzed. This represented response rate of 94%. Out of two questionnaires that were not analyzed, one was rejected due to inconsistencies while the other was incomplete.

4.3 Background Information

4.3.1 Gender Distribution

The researcher requested the respondent to indicate their gender. The aim was to examine whether there is fair demographic distribution of middle levels in Orthodox College of Africa, Nairobi.

Table 4.2: Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	22	73.3	73.3	73.3
Female	8	26.7	26.7	100.0
Total	30	100.0	100.0	

Source: Researcher data, 2020.

Table 4.2 above shows 73.3% of the respondents were male while 26.7% were female. Hence there are ratio of male to female working as middle managers in Orthodox College of Africa in Nairobi, Kenya approximately 3:1.

4.3.2 Age Distribution

The researcher sought to examine the age distribution of middle managers in Orthodox College of Africa Nairobi. The aim to ascertain whether all the employable age brackets are included in middle management at Orthodox College of Africa, Nairobi. This is vital for enhancing team work and balanced decision making when carrying out a certain task.

Table 4.3: Age Distribution

Age in Years	Frequency	Percent	Valid Percent	Cumulative Percent
30 years and below	5	16.7	16.7	16.7
31 – 40 years	14	46.7	46.7	63.3
41 – 50 years	10	33.3	33.3	96.7
51 – 60 years	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: Researcher data, 2020.

Table 4.3: shows Age Distribution of middle managers in Orthodox College of Africa Nairobi, Kenya. 16.7% were 30 years and below, 46.7% between 31 to 40 years, 33.3% were between 41-50 years while only 3.3% were above 51 years. Hence 80% or majority of middle level managers at Orthodox College of Africa Nairobi, Kenya were between 31 to 50 years.

4.3.3 Period Worked at Orthodox College of Africa, Nairobi, Kenya

The author sought to establish the period of time the respondent had worked in Orthodox College of Africa Nairobi, Kenya. The aim is to examine whether he/she had been in the organization long enough to establish whether there have been change initiatives the management have undertaken in the organization.

Table 4.4 Period worked at Orthodox College of Africa

Period worked (Years)	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	1	3.3	3.3	3.3
2 - 5 years	4	13.3	13.3	16.7
6 - 10 years	14	46.7	46.7	63.3
11 - 15 years	8	26.7	26.7	90.0
Above 15 years	3	10.0	10.0	100.0
Total	30	100.0	100.0	

Source: Researcher data, 2020.

Table 4.4 tabulates the period in year(s) respondents has worked as middle manager at Orthodox College of Africa. 3.3% had worked below 2 years, 13.3% between 2 to 5 years, 46.7% between 6 to 10 years, 26.7% between 11 to 15 years while 10% over 15 years. Hence 83.4% of the respondents had worked as middle manager for more than 5 years and only 16.3% below 5 years.

4.3.4 The Highest Level of Education

The author sought to establish the highest level of education obtained by middle level managers Orthodox College of Africa in Nairobi, Kenya. The major objective is to examine whether the middle management team of the institution have sufficient capacity to make rational decisions based on the level of education they have acquired.

Table 4.5: Highest education level

Highest Education level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	0	0	0	0
	College certificate	0	0	0	0
	Diploma	3	10	10	10
	Bachelor's Degree	21	70	70	80
	Master	6	20	20	100
	Doctorate and above	0	0	0	100
	Total	30	100.0	100.0	

Source: Researcher data, 2020.

Table 4.5 above shows that all the middle level managers in Orthodox College of Africa in Nairobi, Kenya have acquired the basic primary and secondary education. 10% have Diploma certificates, 70% degree while 20% hold master's degree. None of the respondent have acquired Doctorate degree and above.

4.3.5 Membership to Professional Body

The study sought to examine whether middle level managers of Orthodox College of Africa in Nairobi, Kenya are members of any professional bodies e.g. ICPAK, TSC, NITA

Table 4.6: Membership to professional body

Membership to professional bodies	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	10	33.3	33.3	33.3
Valid No	20	66.7	66.7	100.0
Total	30	100.0	100.0	

Source: Researcher data, 2020.

The table 4.6 above shows majority of middle level managers at Orthodox College of Africa in Nairobi, Kenya had not joined any professional association, club or discipline of their area of practice. Only 33.3% which is a third of all middle level managers in the institution had joined.

4.4 Role of Middle Managers in Implementing Change Initiative

4.4.1 Change initiative Implemented since you became part of middle level management

The researcher enquired whether there had been any change initiative which had been Implemented since the respondent joined the team of middle level management at Orthodox College of Africa in Nairobi, Kenya

Table 4.7: Change initiative Implemented since you became part of middle level management

Change initiative Implemented	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	30	100.0	100.0	100.0
No	0	00.0	00.0	100.0
Total	30	100.0	100.0	

Source: Researcher data, 2020.

From the table 4.7 above, all responded agreed there are change initiatives that have been implemented since they became part of middle level management.

4.4.2 Kind of Changes the Institution Has Done for the Last Five Years

The researcher examined the kind of changes initiative the institution had done in the last five years. The major changes that were highlighted by the respondents included changes in the organization structure which was expanded to accommodate more senior and middle level managers. There was also expansion of academic programs which also resulted to increase of members of staff. Some non performing programs were scraped and some staff became redundant while others were redeployed to other departments. Other major change noted is computerization and increase use of information especially in finance and as mode of communication through e-mails.

4.4.3: Participation in implementation of change initiative(s)

The researcher investigated whether the middle managers are involved in implementation of change initiative(s) at Orthodox College of Africa in Nairobi, Kenya.

Table 4.8: Participation in implementation of change initiative(s)

Change initiative Implemented	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	29	96.667	96.667	96.667
No	1	3.333	3.333	100
Total	30	100.0	100.0	

Source: Researcher data, 2020.

Table 4.8 above shows 96.667% indicated they are involved whistle 3.333% not involved. Hence almost all of middle managers do participate in implementation of change initiative(s) at Orthodox College of Africa in Nairobi, Kenya.

4.4.4: The role middle managers played in the implementation of the change initiative in organization.

Majority of the respondent that is 97% agreed they played major role in the implementation change initiative at Orthodox College of Africa, Nairobi. Most of the middle level majors played the role of communicating change initiative to the employees, coaching, motivating and evaluating the performance of the employees and the level of success of the undertaken project.

They also highlight they were not fully involved in some key functions especially at planning and designing change, formulation of change objectives as well evaluation and taking corrective action.

4.4.5 The level of success of change initiative in the institution

The researcher interrogated the extent to which change initiative instituted at Orthodox College of Africa in Nairobi, Kenya have succeeded.

Table 4.9: The level of success of change initiative in the institution

Level of Success	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	2	6.7	6.7	6.7
Very successful	13	43.3	43.3	50.0
Successful	5	16.7	16.7	66.7
Partially successful	2	6.7	6.7	73.3
Total failure	8	26.7	26.7	100.0
Total	30	100.0	100.0	

Source: Researcher data, 2020.

6.7% agreed all change initiative implemented the institution have been excellently implemented, 43.3% very successful and 16.7% successful. On the contrary 26.7% indicated the

change initiative have been total failure, and 6.7% partially successful. Hence majority that is 67% agreed change initiative have been successful as opposed to 33% who thought otherwise.

4.5 The role of middle level managers in formulating change initiative

The researcher aimed at identifying the extent to which middle level managers are involved in designing and formulating change initiative at Orthodox College of Africa in Nairobi, Kenya. A Likert scale of 1-5 was used where 5 represent Extremely Great Extent, 4 Great Extent, 3 Moderate Extent, 2 Low Extent While 1, I Don't Know.

Table 4.10 The role of middle level managers in formulating change initiative

	Organizing Organizational Change Management	Developing a framework of initiating change from top management to junior employees	Setting change initiative objective	Environmental analysis	Identifying gaps and organizational needs	Determine or choosing the best change initiative	Develop change initiative plan	Setting performance analysis measure	Aligning change initiative with organizational goals
N	Valid 30	30	30	30	30	30	30	30	30
	Missing 0	0	0	0	0	0	0	0	0
Mean	2.4333	2.4000	3.1667	2.9333	2.6333	2.7333	2.7333	3.3667	2.2667
Std. Deviation	.81720	.77013	1.20583	1.17248	1.24522	1.08066	1.11211	1.32570	.73968
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Source: Researcher data, 2020.

Table 4.10 above shows middle level managers are involved to great extent in Setting change initiative objective, Performance analysis measure and Environmental analysis with mean of 3.2, 3.4 and 2.93 respectively out of a possible 5.0. Other activities involved in designing and formulating change initiative, middle level managers are involved in a moderately extent. Functions such as Develop change initiative plan had mean of 2.7333, Determine or choosing the best change initiative 2.7333, Identifying gaps and organization needs 2.6333, Organizing change management team 2.4333, Developing a framework of initiating change from top management to junior employees 2.4000 and Aligning change initiative with organization goals mean of 2.2667.

4.6 The role of middle level managers in communicating change initiative

The study sought to establish the extent to which middle managers are involved in communicating change initiative at Orthodox College of Africa in Nairobi, Kenya. A Likert scale of 1-5 was used where 5 represent Extremely Great Extent, 4 Great Extent, 3 Moderate Extent, 2 Low Extent While 1, I Don't Know.

Table 4.11 The role of middle level managers in communicating change initiative

	Raising/ creating change awareness	Sharing informatio n	Developing and using internal communicati on networks	Enforcing good relations within and among change implement ation teams	Develop training plans and materials	Coaching	Encourage employees	Provision of reinforcement messages
Valid	30	30	30	30	30	30	30	30
Missing	0	0	0	0	0	0	0	0
Mean	3.9333	3.8667	2.7333	2.3000	2.5333	3.6667	3.6667	3.3667
Std. Deviation	.55605	.62881	.78492	.70221	.62881	.71116	1.21296	1.15917
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Source: Researcher data, 2020.

Table 4.11 above show middle managers are involved in great extent in communicating change initiative at orthodox college of Africa. Activities and functions associated with change initiative such as creating change initiative awareness had highest mean of 3.9333, sharing information 3.8667, coaching 3.667, encouraging employees 3.6667 and provision of reinforcement messages mean 3.366 out of the possible mean of 5.0. Develop training plans and materials 2.7333 (develop training plans and materials 2.5333 (moderate extent) whistle enforcing good relations within and among change implementation team's had the least mean of 2.3000.

4.7 The role of middle level managers in enforcing implementation of change initiative

The study sought to examine The role of middle level managers in enforcing implementation of change initiative at Orthodox College of Africa in Nairobi, Kenya. A Likert scale of 1-5 was used whereby 1 represent very Low involvement; 2- low involvement; 3 moderate involvement; 4 High involvement; 5 Very high involvement.

The table 4.12 below shows middle managers play a great pivotal role in in enforcing implementation of change initiative at Orthodox College of Africa in Nairobi. They were highly involved in Change initiative diagnose and treat the resistance with mean of 3.8667, Building teams 3.733, Getting things moving 3.700, Give responsibilities to employees 3.6000, Creating change initiative-encouraging policies 3.2667 and Creation of strategic encouraging policies 3.5333 out of the possible mean of 5.00. They also participated in various functions with moderate and low involvement such as Linking reward structure to accomplish results 2.8333, Form a powerful coalition among teams and champions of change initiative mean 2.5333, Create short-term wins 2.5000, Making use of strategic leadership with mean of 2.500, Developing an organization having potential of carrying out change initiative successfully 2.40 whistle Employing best policies and programs for constant improvement. 2.2333.

Table 4.12 The role of middle level managers in enforcing implementation of change initiative

	Give responsibilities to employees	Change initiative diagnose and treat the resistance	Form a powerful coalition among teams and champions of change initiative	Create short-term wins	Building teams	Getting things moving	Developing an organization having potential of carrying out change initiative successfully.	Making use of strategic leadership.	Creating change initiative-encouraging policies.	Creating strategy encouraging policies	Employing best policies and programs for constant improvement	Linking reward structure to accomplishment of results.
Valid	30	30	30	30	30	30	30	30	30	30	30	30
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.6000	3.8667	2.5333	2.5000	3.733	3.700	2.40	2.500	3.2667	3.5333	2.2333	2.8333
Std. Deviation	.88668	.90719	.81931	.62972	.7849	.7497	.67466	.82001	.73968	.81931	.85836	1.08543
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	45.00

Source: Researcher data, 2020.

4.8 THE ROLE OF MIDDLE LEVEL MANAGERS IN EVALUATING CHANGE INITIATIVE

The author sought to find out the extent to which middle managers are involved in evaluating change initiative in the Orthodox College of Africa. A Likert scale of 1-5 was used where 5 represent extremely great extent, 4 great extents, 3 moderate extent, 2 low extent and 1- I don't know.

Table 4.13 The role of middle level managers in evaluating change initiative

Statistics

	Fixing performance bench marks	Measure performance	Analyzing variance	Taking corrective action	Determine satisfaction	Measure effectiveness
N	30	30	30	30	30	30
Valid	30	30	30	30	30	30
Missing	0	0	0	0	0	0
Mean	2.3667	1.8333	2.1333	1.8667	2.0667	1.9333
Std. Deviation	.71840	.59209	.86037	.81931	.73968	.63968
Maximum	5.00	5.00	5.00	5.00	5.00	5.00

Source: Researcher data, 2020.

Table 4.13 portray middle managers participated in evaluating change initiative in the Orthodox College of Africa but in a moderate and low extent. Fixing/ identifying performance bench marks had a mean of 2.3667 and standard deviation .71840; Analyzing variance between actual and planned performance 2.1333 and standard deviation .86037, Determine performance satisfaction mean of 2.0667 and standard deviation.73968; Measuring effectiveness of implementation of change initiative 1.9333 and standard deviation.63968; Taking corrective action 1.8667 and standard deviation .81931; whistle Measurement of performance 1.8333 and standard deviation .59209.

4.9: Inferential statistics

Inferential statistics were used to examine whether the results obtained from the data collected could be used to make prediction as well as be generalized to the whole population.

4.9.1 Correlation Analysis

Pearson correlation analysis was used to the strength of relationship between independent and dependent variables in the study. It sought to examine whether explanatory or the independent variables such as the role of middle managers in Formulation, Communicating Enforcing implementation and Evaluating implementation of change initiatives are associated with the dependent variable which is successful implementation of change initiative in private sector.

The researcher used SSPS package version 21 to calculate Pearson Moment Correlation. Table 4.14 below shows there is positive relationship between the the role played by middle management in formulating, communicating, implementation and evaluating of change initiatives with successful implementation of change initiative in the private sector. Table 4.14 below shows there is a strong positive relationship between the role played by middle managers in formulating change initiative and successful implementation of change initiative in private sector with correlation co-efficient factor of 0.694. The level of significance 0.000. Hence the relationship was statistically significant since significant value of 0.000 was below significance level of 0.1 in 2- tailed test.

There was also strong positive correlation between role of middle managers in communicating change initiative and the successful implementation of change initiative. The correlation coefficient factor was 0.713; with 0.000 value of significance.

Role of middle managers in enforcing implementation of change initiative in private sector had correlation coefficient factor of 0.717 and significance value of 0.000. While role of middle

managers in evaluating change initiative had a positive correlation coefficient factor 0.401 and significance value was 0.000.

All the roles played by middle level managers in implementing change initiative (formulating, communicating, implementing and evaluating change initiative) were statistically significance they had significance value of 0.000 which was below 0.05 or 0.1 level of significance in 2-tail test.

Table 4.14: Correlation

		Performance of change initiatives	Formulation of change initiatives	Communicating of change initiatives	Enforcing implementation of change initiatives	Evaluating implementation of change initiatives
Performance of change initiatives	Pearson Correlation	1	.694**	.713**	.717**	.401**
	Sig. (2-tailed)		.0000	.0000	.0000	.0000
Formulation of change initiatives	Pearson Correlation	.694**	.631**	.453**	.593**	.683**
	Sig. (2-tailed)		.0000	.0000	.0000	.0000
Communicating of change initiatives	Pearson Correlation	.713	.001	.001	.483**	.521**

	Sig. (2-tailed)	.0000	.0000	.0000	.0000	.0000
Enforcing implementation of change initiatives	Pearson Correlation	.717**	.683**	.407**	1	.659**
	Sig. (2-tailed)	.0000	.0000	.0000	.0000	.0000
Evaluating implementation of change initiatives	Pearson Correlation	.401**	.513**	.613**	.673**	1
	Sig. (2-tailed)	.0000	.0000	.0000	.0000	.0000

****Level of significance 0.01 (2-tail test).**

Source: Researcher data, 2020.

The findings coincide with studies by Scott Armstrong and Greene (2007) who argued every member in the organization has role to play in formulation of change initiative in the organization. Furst & Cable, (2013) emphasized all-inclusivity in planning and formulation of change initiative as it delivers strategic integration of multiple actors and enhance preparedness to negotiate and compromise. Laszlo and Zhexembayeva (2011) added middle managers play varying roles depending on the change being initiated, the powers they have (job description) and the organization structure. Johnson et al., (2008) observed middle managers have a complicated duty of linking strategic and operational/ functional levels of the organization when implementing change in the organization.

4.9.2 Coefficients

Table 4.15: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.121	1.3012			
Formulation of change initiative	.515	.036	.4134	82.86	.0000
Communication of change initiative	.613	.058	.394	11.673	.0000
Implementation of change initiative	.326	.023	.314	85.24	.0000
Evaluation of change initiative	.214	.082	.458	15.214	.0000

Source: Researcher data, 2020.

The coefficients of equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ as generated by SPSS output

$$Y = 1.121 + 0.515X_1 + 0.613X_2 + 0.626X_3 + 0.214X_4 + 1.3012$$

From the regression equation, the study revealed a unit change in Formulation of change initiative while holding all other factors constant would affect the performance of change initiative in private sector a factor 0.515; a unit change in communication of change initiative while holding all other factors constant would affect the performance of change initiative in private sector by factor 0.613; a unit change in enforcing Implementation of change initiative while holding all other factors constant would affect the performance of change initiative in private sector by factor 0.626 while a unit change in Evaluation of change initiative while holding all other factors constant would improve the performance of change initiative in private sector by factor 0.214. Hence all the roles played by middle level managers in the process of implementing change initiative in the private sector have positive effect to successful implementation of change initiative in private sector.

4.12. Summary of Chapter Four

In the study the role of middle management in the implementation of change initiatives in the private sector: case study of Orthodox College of Africa Nairobi, the researcher used descriptive statistics such as frequencies and percentages to analyze the response rate and the respondents' background information. Background information included gender, age, number of year respondent had worked at Orthodox College of Africa, the highest level of education, membership to any professional body.

Both descriptive statistics and content analysis were used to analyze role of middle managers in implementing change initiative. Descriptive statistics was specifically used to analyze whether the institution had implemented any change initiative since respondent became part of middle

level management, whether the respondent were involved and rating whether change initiative in the institution was successful or not. Content analysis was used to identify the kind of changes the institution has done in the last five years, the role the respondent played in the implementation of the change initiative in your organization.

The data related to the roles of middle managers in formulating, communicating implementing and evaluating change initiative were analyzed using both descriptive and inferential statistics. Descriptive statistics such as mean and standard deviation were used to analyze using a Likert scale of 1-5 was used where 5 represent extremely great extent, 4 great extents, 3 moderate extent, 2 low extent and 1- I don't know.

Inferential statistics such as Two tailed Pearson correlations with 0.1 or 10% level of significance was used to examine the strength of association between the independent/explanatory and dependent variables. The researcher used regression analysis and SPSS version 21 to determine the values of β_0 , β_1 , β_2 , β_3 , β_4 and the ϵ . β_0 being the constant, β_1 , β_2 , β_3 , and β_4 shows the extent to which dependent variable (Y) would change due a unit change in independent variable holding all other independent constant.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five provided the summary, conclusions and recommendations of the study the role of middle management in the implementation of change initiatives in the private sector based on the analysis of the data collected. The findings are guided by the following objectives; To examine the role of middle level management in formulation of change initiatives in the private sector in Kenya; To evaluate the extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya; To explore the impact of middle level management in enforcing implementation of change initiatives in the private sector in Kenya as well as to analyze the role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya.

5.2 Summary of Study

5.2.1 Summary on General information

The study targeted all 32 middle level managers of Orthodox College of Africa Nairobi Kenya. They included 7 Heads of academic departments, 6 Head of non-academic sections, 5 supervisors, 8 deputies of academic departments and 6 Assistants Head of Non Academic Sections. 32 questionnaires were issued and 30 were returned duly fully filled and were analyzed. This represented response rate of 94%. Out of two questionnaires that were not analyzed, one was rejected due to inconsistencies while the other was incomplete.

73.3% of the respondents were male while 26.7% were female. The ratio of male to female working as middle managers was approximately 3:1. Majority or 80% of middle level were between the age 31 to 50 years and 83.4% of the respondents had worked as middle manager for more than 5 years and only 16.3% below 5 years while 10% over 15 years. All the middle level managers have acquired the basic primary and secondary education with 90% having degree certificates and above and only 10% with Diploma certificates. Majority of middle level

managers had not joined any professional association, club or discipline of their area of practice with 33.3% which is a third of all middle level managers had joined.

The respondents agreed there have been various change initiatives that have taken place since they joined of middle level management and they had been actively involved in their implementation.

The researcher examined the kind of changes initiative the institution had done in the last five years. The major changes that were highlighted by the respondents included changes in the organization structure which was expanded to accommodate more senior and middle level managers. There was also expansion of academic programs which also resulted to increase of members of staff. Some non performing programs were scraped and some staff became redundant while others were redeployed to other departments. Other major change noted was computerization and increase use of Information Technology (IT) especially in finance department and as mode of communication through e-mails.

Majority of the respondent that is 97% agreed they played major role in the implementation change initiative especially in communicating change initiative to other employees, coaching, motivating and evaluating the performance of the employees and the level of success of the undertaken project. They also highlight they were not fully involved in some key functions especially at planning and designing change, formulation of change objectives as well evaluation and taking corrective action. 67% of middle managers agreed change initiatives in the institution have been successful as opposed to 33% who thought otherwise.

5.2.2 Summary the role of middle level management in formulation of change initiatives in the private sector in Kenya.

To identifying the extent to which middle level managers are involved in designing and formulating change initiative in private sector in Kenya, the researcher used a Likert scale of 1-5

was used where 5 represent Extremely Great Extent, 4 Great Extent, 3 Moderate Extent, 2 Low Extent While 1, I Don't Know.

The results showed the middle level managers in private sector are involved to a moderate extent formulating change initiative. Functions such as setting change initiative objective, developing performance analysis measure and environmental analysis, middle level managers are involved in a greater extent. Other activities such as Develop change initiative plan, Determine or choosing the best change initiative, identifying gaps and organization needs, organizing change management team, developing a framework of initiating change from top management to junior employees and Aligning change initiative with organization goals the middle level managers are involved to a moderate extent.

Inferential statistics showed there is strong positive relationship between the role played by middle managers in formulating change initiative and successful implementation of change initiative in private sector with correlation co-efficient factor of 0.694. Regression equation revealed a unit change in designing and formulation of change initiative by middle level managers while holding all other factors constant would affect the performance of change initiative in private sector a factor 0.515.

5.2.3 Summary of the extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya.

To establish the extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya the researcher used Likert scale of 1-5 (where 5 represent Extremely Great Extent, 4 Great Extent, 3 Moderate Extent, 2 Low Extent While 1, I Don't Know) to evaluate how they are involved in various activities related to communicating change initiative. The activities that were considered in this study included raising/ creating change awareness, sharing information, developing and using internal communication networks, enforcing good relations within and among change implementation teams, develop training and

materials, coaching and provision of reinforcement messages to encourage and motivate employees

The studies of private sector in Kenya involve middle managers to great extent in communicating change initiative. Middle management team is more involved in creating change initiative awareness, sharing change initiative related information, coaching, encouraging and provision of reinforcement messages. They are also involved in a moderate extent in developing training materials and enforcing good relations within and among change implementation team.

There was also strong positive correlation between role of middle managers in communicating change initiative and the successful implementation of change initiative. The correlation coefficient factor was 0.713; with 0.000 value of significance. Regression analysis revealed a unit change in communication of change initiative while holding all other factors constant would affect the performance of change initiative in private sector by factor 0.613.

5.2.4 Summary of the impact of middle level management in enforcing implementation of change initiatives in the private sector in Kenya.

To examine the impact of middle level management in enforcing implementation of change initiatives in the private sector in Kenya, the researcher used Likert scale of 1-5 (1 represent no impact; 2- low impact; 3 moderate impact; 4 High impact; 5 Very high impact) on various change initiative implementation functions.

The study showed middle managers play a great pivotal role in enforcing implementation of change initiative in the private sector in Kenya. Middle managers have great impact in diagnose and treat the resistance in change initiative with mean of 3.8667, Building change initiative teams 3.733, Getting things done/moving 3.700, Giving responsibilities to employees 3.6000, Creating change initiative-encouraging policies 3.2667 and Creation of strategic encouraging policies 3.5333 out of the possible mean of 5.00. They moderate and low involvement on activities such as Linking reward structure to accomplish results 2.8333, Forming powerful

coalition among teams and champions of change initiative mean 2.5333, Creating short-term wins 2.5, Making use of strategic leadership with mean of 2.5, Developing an organization having potential of carrying out change initiative successfully 2.40 while Employing best policies and programs for constant improvement. 2.2333.

Role of middle managers in enforcing implementation of change initiative in private sector had correlation coefficient factor of 0.717 and significance value of 0.000. Regression analysis revealed a unit change in enforcing Implementation of change initiative by middle level managers while holding all other factors constant would affect the performance of the initiative in private sector by factor 0.626.

5.2.5 The role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya.

The author sought to find out the extent to which middle level management in evaluating change initiatives in the private sector in Kenya. A Likert scale of 1-5 was used where 5 represent extremely great extent, 4 great extents, 3 moderate extent, 2 low extent and 1- I don't know. Change initiative evaluation valuable examined in this study included; fixing performance bench marks, measure performance, analyzing variance between actual and planned results, taking corrective action, determine satisfaction and measure effectiveness.

The results portray middle managers participated in evaluating change initiative in in the private sector in Kenya but in a moderate and low extent. Fixing/ identifying performance bench marks had a mean of 2.3667; Analyzing variance between actual and planned performance 2.1333, Determine performance satisfaction mean of 2.0667; Measuring effectiveness of implementation of change initiative 1.9333; Taking corrective action; while Measurement of performance 1.8333. Pearson correlation coefficient being 0.401 and regression factor 0.214. Hence the role of middle managers in evaluating change initiative had a positive correlation coefficient factor 0.401 and significance value was 0.000; while a unit change in Evaluation of change initiative by middle level managers while holding all other factors constant would affect the performance of change initiative in private sector by factor 0.214.

5.3 Conclusion

5.3.1 The role of middle level management in formulation of change initiatives in the private sector in Kenya.

The study concluded middle level management play a major role in formulation of change initiatives in the private sector in Kenya. Pearson correlate on revealed there is a strong positive relationship between the role played by middle managers in formulating change initiative and successful implementation of change initiative in private sector with correlation co-efficient factor of 0.694. a unit change in designing and formulation of change initiative by middle level managers while holding all other factors constant would affect the performance of change initiative in private sector a factor 0.515. This concur with studies by Scott Armstrong and Greene (2007), who argued middle managers in the organization has role to play in formulation of change initiative in the organization.

Middle level managers are more involved in assisting senior managers in the private sector in conducting environmental or SWOT analysis, setting change initiative objectives, developing performance analysis measure. Other functions such as developing change initiative plan, determine or choosing the best change initiative, identifying gaps and organization needs, organizing change management team, developing a framework of initiating change from top management to junior employees and aligning change initiative with organization goals are more performed by the senior manager and the middle level managers are only involved to a moderate extent.

5.3.2 The extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya.

The study concluded middle level managers play a great pivotal role in communicating change initiative in private sector in Kenya. Regression analysis revealed a unit change in communication of change initiative while holding all other factors constant would affect the performance of change initiative in private sector by factor 0.613. Pearson correlation also showed also strong positive correlation between role of middle managers in communicating

change initiative and the successful implementation of change initiative with coefficient factor of 0.713, these concurred with studies by Anderson, (2013) also observed the position of middle manager is unique such that they command loyalty of subordinate or regular employees and at the same time they have easy access to the senior management.

Middle management team should be involved fully in all change initiative communication activities. These may include but not limited to Middle management team is more involved in creating change initiative awareness, sharing change initiative related information, coaching, encouraging and provision of reinforcement messages. They are also involved in a moderate extent in developing training materials and enforcing good relations within and among change implementation team. As Levin, Ginger (2012) and Hill, Jones, and Gareth (2012) concluded middle level managers and supervisors should consistently liaise with the employees and the project teams by providing information. Alkhafaji (2013) supported the same by stating middle management acts as negotiator and go between the management and the junior employees; they act as receiver of change from top management and disseminator of change to the other employees.

5.3.3 The role of middle level management in enforcing implementation of change initiatives in the private sector in Kenya.

The study concluded that middle level managers play a great pivotal role in enforcing implementation of change initiative in the private sector in Kenya. Pearson correlation show there is a very strong relationship between the role of the middle level management play in implementation change initiatives in the private sector in Kenya and success of change initiative. Correlation coefficient factor of 0.717. Regression analysis revealed a unit change in enforcing implementation of change initiative by middle level managers while holding all other factors constant would affect the performance of the initiative in private sector by factor 0.626. This concurs with the studies by Floyd and Wooldridge (2014) who defined MMs as coordinators of strategic activities and the units in any organization whose major tasks is to implement, evaluate and control the strategies of the organization to achieve predetermined objective(s) and mission.

Rogers & Everett (2015) confirmed they are implementers of top management strategies; and further argued implementation of change initiative process is planned, rational and is usually top-down activity as the action plan is passed to the middle and line managers for implementation.

Hence middle managers should be actively involved in diagnosing and treating the resistance in change initiative, Building change initiative teams, Giving responsibilities to employees, Creating strategic change initiative-encouraging policies, Linking reward structure to accomplish results, Forming powerful coalition among teams and champions of change, Creating short-term wins, Making use of strategic leadership, Developing an organization having potential of carrying out change initiative successfully and Employing best policies and programs for constant improvement.

5.3.4 Effect the role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya.

The role of middle managers in evaluating change initiative had a positive correlation coefficient factor 0.401 and significance value was 0.000; while a unit change in evaluation of change initiative by middle level managers while holding all other factors constant would affect the performance of change initiative in private sector by factor 0.214.

The study concludes most of private organization in Kenya does not fully utilize middle level managers in evaluation of change initiative. They do not fully involve MM is getting in Fixing/ identifying performance bench marks and setting performance targets; Analyzing variance between actual and planned performance, determine performance satisfaction; Measuring effectiveness of implementation of change initiative; Taking corrective action; and Measuring of performance or the level of success of implementation of change initiative. The senior managers in the organization perform these evaluations related function contrary to the studies by Balogun and Hope (2008) who had observed top managers can hardly supervise, monitor and evaluate the progress of change initiative without assistance middle managers and supervisors. Hill and Jones (2012) had concluded middle managers should be actively involved in developing tests and

effectiveness measures, tracking change management activities and obtaining as well as disseminating information and getting feedback to both senior managers and employees.

5.4 Recommendations

5.4.1 Recommendations on the role of middle level management in formulation of change initiatives in the private sector in Kenya.

The study showed there is a strong positive correlation between the role played by middle managers in formulating change initiative and successful implementation of change initiative in private sector; and a unit change in the role of middle managers in formulation of change initiative while holding all other factors constant would affect the performance of change initiative in private sector a factor 0.515. Hence private sector in Kenya improve the extent to which they involve middle level managers in designing, planning and formulating change initiative to enhance its successful implementation.

The study recommends all the middle level managers should be fully involved in planning, designing and formulating change initiative in private sector in Kenya. Spaniol, Rowland and Nicholas (2018) noted change initiative may fail as a result of malfunctioning of all any of item in the McKinsey's 7s framework that is strategy, structure, systems, shared values (culture), style, staff and or skills and features seven steps or stages for managing change. Any change initiated in the organization must in one way or the other affects McKinsey's 7s.

Hence middle management team needs to be involved to a great extent in the whole process, activities and functions of formulating change initiative. This include but not limited to Identifying gaps and organization needs, environmental analysis, to setting change initiative objective, developing performance analysis measure, Developing change initiative plan, Determining or choosing the best change initiative, Organizing change management team, Developing a framework of initiating change from top management to junior employees and Aligning change initiative with organization goal. As Hamel and Gary (2008) noted middle managers can shape the micro-processes when redefining and refining the policies and procedures laid down by the executive. Kemp (2008) added purposeful involvement of middle

manager can lead to expeditious success in change initiative formulation process as there is high involvement at all levels of implementation.

5.4.2 Recommendations on Effects the extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya.

Kemp and Roger (2008) stated clear, precise and timely communication key to successful implementation of any change initiative. Hrebiniak, L.G. 2010 and Marquis, et.al (2013) also urged gaps such as communication breakdown, lack of cooperation among departments in the organization, inadequate resources, lack of coordination in the management levels among others may create skepticism which may result to barrier or resistance to change and ultimately change initiative failure. Middle management acts as negotiator or a go between the management and the junior employees; they act as receiver of change from top management and disseminator of change to the other employees (Alkhafaji, 2013).

The study therefore recommends middle managers should be fully involved communicating change initiative in the private sector in Kenya. They are closer to the junior employees than senior managers as noted by (Hamel and Gary, 2008). Hence middle managers should be involved in creating change initiative awareness, sharing change initiative related information, coaching, encouraging and provision of reinforcement messages. These would enable the employees go through ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) model process seamlessly (Kemp, 2008).

5.4.3 The role of middle level management in enforcing implementation of change initiatives in the private sector in Kenya.

The role of middle level management in enforcing implementation of change initiatives in the private sector in Kenya cannot be underestimated. The study showed there is a strong positive Pearson correlation between the role the middle level management play in implementation change initiatives in the private sector in Kenya and success of change initiative. Regression analysis revealed a unit change in enforcing implementation of change initiative by middle level

managers while holding all other factors constant would affect the performance of the initiative in private sector by factor 0.626.

The study recommends middle level managers should be empowered by top management to ensure they are able to discharge duties effectively and efficiently especially when implementing change initiative in the organization. They should be properly trained and given the necessary resources to enhance implementation of change initiative. Marshak 2015, acknowledged middle managers are implementers of strategies developed by top-management teams. They link the space between implementation of change initiative and operations. Middle managers also connect the strategic objectives and the concern of the personnel at different level with day-to-day objectives of the organization (Hollnagel 2016).

Hence implement change smoothly and restore stability using any of change management model such as Lewin's Change Management Model an organization can by first preparing its middle level managers. As Ford, J & Ford, L. (2009) and Bennett, et.al (2013) pointed out middle management manage the day-to-day functions of the organization due to their strategic domain, improved knowledge and training and operational responsibility being pushed to them

5.4.4 Recommendations on the role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya.

The study recommends middle managers should be more involved in evaluation of change initiative in the private sector in Kenya. They should coordinate with other managers, teams, departments and individuals of assessing the appropriateness, effectiveness, efficiency and performance of change initiative in the dynamic socio-economic, political and technological environment in attaining desired results. Cameron (2014) argued that middle managers should implement the change initiative and also evaluate whether the organization objectives are being met and provide feedback to the senior management. Zhang, et.al (2010) and Terra and Passador (2016) pointed evaluation is important because it provides a platform for feedback, developing inputs for new change initiative, appraisal and reward, judging the validity of the change initiative choice and implementation style as well monitoring the progress. As Bennett, et.al

(2013) observed if changes are not properly evaluated it will be difficult for managers to determine how well they managed the process.

5.5 Recommendations for further studies

The study on the role of middle management in the implementation of change initiatives in the private sector in Kenya was guided by the following objectives; To examine the role of middle level management in formulation of change initiatives in the private sector in Kenya; To evaluate the extent to which middle level management is involved in communicating of change initiatives in the private sector in Kenya; To explore the impact of middle level management in enforcing implementation of change initiatives in the private sector in Kenya as well as to analyze the role of middle level management in evaluating implementation of change initiatives in the private sector in Kenya. The researcher would be recommending more studies to be conducted on each specific objectives.

With more use of IT, most organizations are reorganizing their organization structure hence abolishing middle management level. Hence more studies should be conducted to establish whether middle management level is relevant when implementation of change initiatives in the private sector in Kenya or even globally.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Njoroge, Nicholas Kimani

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Email address: kimani_nicholas@yahoo.com

15th March, 2019

To Human Resource Director,

Orthodox College of Africa Nairobi Kenya.

Dear Sir /Madam,

RE: REQUEST TO COLLECT THE DATA

I am a student Open University of Cyprus studying Master's degree in Business Administration (Strategic Management Option). I am currently writing a thesis The role of middle management in the implementation of change initiatives in the private sector in Kenya. Case study of Orthodox College of Africa Nairobi Kenya.

Kindly assist me to distribute the enclosed questionnaires to the head of departments, supervisors and head of various sections Orthodox College of Africa Nairobi Kenya. The information provided will be used for academic purposes only and will be treated with utmost confidentiality. The duly filled questionnaires will be collected after one week.

Thank you for your cooperation.

Njoroge, Nicholas Kimani

APPENDIX 2: QUESTIONNAIRE

Instruction: Please tick where appropriate in the bracket or provided space.

Section one: Background Information

1. Gender: Male () Female ()
2. What is your age bracket? (Tick where appropriate).

30 years and below () 31- 40 years () 41-50 years () 51- 60 years ()

61- 70 years () 71 years and above ()
3. How long have you worked at Orthodox College of Africa?

Below 2 years () ; 2 – 5 years () ; 6 – 10 years () ; 11 – 15 years () ; Above 15 years ()
4. Indicate your highest level of education; please tick where appropriate.

Primary School () Secondary School () College Certificate () Diploma ()

Bachelor Degree () Master’s Degree () Doctorate Degree and above ()

Any other, please specify:
5. Are you a member of any professional body? Yes () No ()

SECTION 2: ROLE OF MIDDLE MANAGERS IN IMPLEMENTING CHANGE INITIATIVE

6. Has your institution implemented any change initiative since you became part of middle level management?

Yes ()

No ()

7. If yes, briefly state the kind of changes the institution has done for the last five years.

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

8. Were you involved in any way in implementation of change initiative(s)?

Yes ()

No ()

9. If yes, briefly outline the role you played in the implementation of the change initiative in your organization.

.....
.....

10. How would you rate the level of success of change initiative in the institution (in general)?

Use a scale of 0- 5; where 0 represent I don't know; 1 total failure while 5 Excellent

()

11. If not excellent or successful in question 11, as middle manager, what you think went wrong?

.....
.....

12. In your opinion, are there activities you feel as a middle level manager you could have performed to make the change initiative more successful/ or to improve the speed of its implementation.

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

SECTION 3: ROLE OF MIDDLE MANAGERS IN FORMULATING CHANGE INITIATIVE

13. To what extent were you involved in the following formulating change initiative activities?

Question	Extremely great extent	Great extent	Moderate extent	Low extent	I don't know
Organizing Organization Change Management					
Developing a framework of initiating change from top management to junior employees					
Setting change initiative objective					
Environmental analysis					
Identifying gaps and organization needs					
Determine or choosing the best change initiative					
Develop change initiative plan					
Setting performance analysis measure					
Aligning change initiative with organization goals					

SECTION 4: ROLE OF MIDDLE MANAGERS IN COMMUNICATING CHANGE INITIATIVE

To what extent are you involved in the activities tabulated below of communicating change initiative in the institution?

Question	Extremely great extent	Great extent	Moderate extent	Low extent	I don't know
Raising/ creating change awareness					
Sharing information					
Developing and using internal communication networks					
Enforcing good relations within and among change implementation teams					
Develop training plans and materials					
Coaching					
Encouraging employees					
Provision of reinforcement messages					

SECTION 5: ROLE OF MIDDLE MANAGERS IN ENFORCING IMPLEMENTATION OF CHANGE INITIATIVE

Using a likert scale of 1-5, how you would rate your involvement in enforcing implementation of change initiative in the following functions? 1- Very Low; 2- low involvement; 3 moderate involvement; 4- High involvement; 5- Very high involvement.

Enforce Change Initiative	Very High	High	Moderate	Low	Very Low
Give responsibilities to employees					
Change initiative diagnose and treat the resistance					
Form a powerful coalition among teams and champions of change initiative					
Create short-term wins					
Building teams					
Getting things moving					
Developing an organization having potential of carrying out change initiative successfully.					
Making use of strategic leadership.					
Creating change initiative-encouraging policies.					
Creating strategy encouraging policies					
Employing best policies and programs for constant improvement.					
Linking reward structure to accomplishment of results.					

SECTION 6: ROLE OF MIDDLE MANAGERS IN EVALUATING CHANGE INITIATIVE

To what extent were you involved in the following activities of evaluating change initiative in the Orthodox College of Africa?

Question	Extremely great extent	Great extent	Moderate extent	Low extent	I don't know
Fixing performance bench marks					
Measure performance					
Analyzing variance					
Taking corrective action					
Determine satisfaction					
Measure effectiveness					

SECTION 7: RATING ROLE OF MIDDLE MANAGERS IN IMPLEMENTING CHANGE INITIATIVE IN PRIVATE SECTOR IN KENYA

(a) In your opinion, rate the overall extent do you feel you were involved in the implementation of change initiative(s) in the institution.

Very great extent () Great extent () Moderate extent ()
 Low extent () Very low extent () I don't know ()

(b) In your own opinion how important are middle managers in implementing change initiative in private sector in Kenya?

Very Important () Important ()
 Not important () I don't know ()

Thank you for your cooperation