

The Effect of Consulting Consumer Factors, Change Management Activity, and Conflict Management Strategy on Consulting Performance

Tae-Wan Kim¹, Yen-Yoo You*²

¹Doctoral Student, Dept. Of Knowledge Service & Consulting, Hansung University, Seoul, 02876, Korea

*²Professor, Dept. Of Knowledge Service & Consulting, Hansung University, Seoul, 02876, Korea
kim727800@hanmail.net¹, threey0818@hansung.ac.kr*²

Article Info
Volume 81
Page Number: 346 - 359
Publication Issue:
November-December 2019

Abstract

Background/Objective: The objective of this study is to identify the factors in the enterprise aspects that may increase the consulting performance in the consulting performing process and the process of applying the results into the enterprise.

Method/Statistical Analysis: This study set executive support, participation, and task comprehension as consulting consumer factors, saw change management activity and conflict management strategy (integrating) as in-house human resources management factors and made an empirical analysis of the influencing relationship of such variables on consulting performance. To this end, our survey was conducted for about one month from Mar., 2019 in 12 subsidiary companies of the National Agricultural Cooperative Federation(NACF).The statistical analysis was conducted with SPSS (Ver.22.0).

Findings: According to the study results, executive support, participation, and task comprehension- consulting consumer factors had a positive impact on change management activity, conflict management strategy (integrating), and consulting performance, and change management activity and conflict management strategy (integrating) had a positive impact on consulting performance. In addition, change management activity and conflict management strategy (integrating) had a mediating effect between the consulting consumer factors and the consulting performance. Especially, change management activity and conflict management strategy(integrating) completely mediated the relationship between executive support and consulting performance. Given the above study results, it appeared that the efforts of the companies receiving consulting were important for improving the consulting performance, and change management activity and conflict management strategy (integrating) for resolving the resistance and conflicts among organizational members that occur in the process of applying the consulting results into the enterprises contributed to improving the consulting performance better.

Improvements/Applications: This study has the limitations in

generalization because it targeted a particular business group and further studies are needed to find the sub-variables of change management activity and conflict management strategy that have an impact on consulting performance.

Article History

Article Received: 3 January 2019

Revised: 25 March 2019

Accepted: 28 July 2019

Publication: 22 November 2019

Keywords: *Consulting Performance, Consulting Consumer Factors, Change Management, Change Management Activity, Conflict Management, Conflict Management Strategy.*

1. Introduction

Today, enterprises are often relying on the external consulting to respond to the rapid changes in the management environment represented by digital transformation and the forth industry revolution. However, the enterprises are often seen not having achieved as good a result as initially expected even after receiving consulting at high costs from the outstanding specialized institutions. For the success of consulting, not only supplier's roles including consultant's professionalism and consulting performance ability but also consumer's roles including thorough understanding of consulting and trust in consulting are important [1]. Moreover, the organizations are not changed by the introduction of a new system, process, and structure only [2], and a substantial portion of causes that the management innovation including the new work process introduced through consulting comes down to the failure can be the area of change management [3]. And in the changing process, the conflict of interests among organization members may cause conflicts and if this is not managed properly, organization's purpose can be disturbed. But the resolution of conflicts produces the changes within the organization, thus changing members' attitude and behavior [4]. This study provides suggestions for what we should focus on to achieve good results in the process of future companies' receiving consulting and pursuing management innovation by identifying empirically the relationship among consulting performance, consulting consumer factors and human resources management factors in the

enterprise aspects.

2. Materials and Methods

2.1. Theoretical Background

2.1.1. Consulting Consumer factors

Consulting consumer factors such as consulting reliability, task comprehension, participation and executive support had a direct impact on management performance, but the impact on management performance by the medium of enterprise's innovation activity is much bigger [5]. Especially, the manager's commitment to consulting has a positive impact on consulting performance through organizational acceptance and participation [6]. Furthermore, consulting consumer factors have a positive impact on corporate culture factors such as expectation of corporate development, vision conformity, and communication and as such corporate culture factors all have a positive impact on the enterprise's financial and nonfinancial management performance, the consulting by the external expert changes the corporate culture, thus creating management performance [7].

2.1.2. Change Management Activities

Change management is a deliberate change of organizational members' minds so that the organization can achieve its targeted goals by preventing or removing the individual and systematic resistance [8], and the change process requires a considerable time through a series of phases [9]. Change management activity is the activity that systematically manages the current state in the directions that the organization pursues and thus the overall activity that improves the ability that organizational members can revolutionize the organizational culture, minimize the resistance of employees, and adapt to the

changed environment [10]. For efficient integration and management of the resources distributed within the enterprise, the communication between the organizational members should be activated, systematic support for education and training should be established [11], and responsible organization, continuous process improvement, and cooperation between the departments should be supported [12]. Also, project participants' roles such as support for top management, user participation, and manager's capability are the factors that have an important impact on such change management activities [13].

2.1.3. Conflict Management Strategies

Conflict management is the process of resolving the conflict situations within the organization or between individuals successfully and peacefully, and refers to the way of solving conflicts, regardless of whether it is beneficial or harmful [14]. In defining the way of resolving conflicts, every researcher is using the terms conflict handling style and conflict resolution style, but the term conflict management method (Strategy) is most commonly used [15]. Rahim (1983) developed Blake and Mouton (1964)'s model and classified the conflict management method into avoiding, dominating, compromising, obliging, and integrating [16]. Integrating, among conflict management strategies is the interpersonal conflict management method that satisfies one's own and other's interests simultaneously and is also expressed as collaborating or problem solving [17]. The conflict management of problem solving type reduces the organizational member's cognitive resistance, improves the organizational commitment better, creates a new strategy, process and idea, and promotes the innovative behaviors improving the problem solving ability [18] and the conflict management in the positive directions like cooperative conflict management is helpful for causing the innovative behavior, but the conflict management in the negative directions suppresses the innovative behavior [19]. Moreover, the integrating conflict management exerts the moderating

effect in the directions toward relieving the conflicts that affect the project performance in the negative directions [15].

2.1.4. Consulting Performance

Consulting Performance refers to achieving the objective expected by the enterprises within the consulting period and the estimated budget as planned initially [20]. Moreover, with the achievement of goals in the planned consulting project, waste factor elimination and cost cutting by the enterprises receiving consulting, improvement of organizational culture, and improvement of work capability and satisfaction of enterprises belong to the consulting performance [21]. The factors in the consulting consumer aspects influencing the consulting performance or success of consulting include management characteristics, organizational members' experience and knowledge, and enterprise's economic conditions [22] and simultaneously enterprise's organizational structure, organizational culture, consulting personnel's ability, and employees' acceptance attitude toward change [20]. For the success of consulting project, it is possible only if external factors including client's satisfaction and organization's internal factor including budget, period, and organizational acceptance ability are all met, and organizational member's experience, specialized knowledge and education and training influence the success of consulting [23]. Furthermore, the interaction between consultant and customer is constructed by both transfer of knowledge and transfer of solution, and thus participating organization's absorption capability, motive and communication channel also have an important impact on the success of consulting [24].

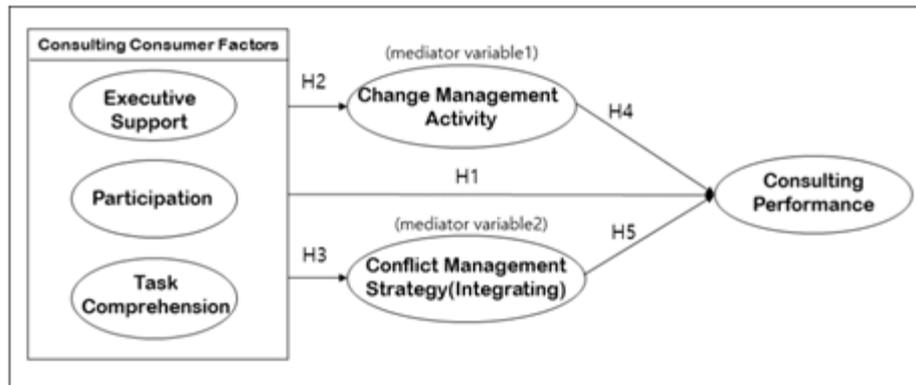
2.2. Proposed Work

2.2.1. Research Model

Based on the precedent studies, this study adopted executive support, participation, and task comprehension-independent

variables as consumer success factors in the consulting performance process and adopted change management activity and conflict management strategy (integrating)- mediator variables as human resource factors in the process of applying

the consulting outcomes. To identify the influencing relationship of these variables on consulting performance- dependent variable, the study model was designed as shown in [Figure 1] below.



[Figure 1] Research Model

2.2.2. Research Hypotheses

Consulting factor is an important cause that influences the products of consulting or outcomes, and consulting consumer factor is a cause in the customer aspects among consulting factors. This study classified consulting consumer factors into executive support, participation, and task comprehension [5][7]. Moreover, the activity changing the organizational members through education&training and communication was defined as change management activity [10][11][13], and the conflict management method having a positive impact on consulting performance while interacting with consulting consumer factor was seen as conflict management strategy (integrating) [15][19]. Besides, the relationship between consulting consumer factors, change management activity, and conflict management strategy (integrating) and consulting performance were considered through various precedent studies including Chang HS, OH JE, Choi YJ, Han JH(2007)'s study on the role and performance of ERP implementation participants [13], Lee SE(2013)'s study on task value, organizational support and education and training satisfaction, and relationship between performance assessments [25], and Kim WY(2018)'s study on conflict factors having an impact

on consulting project performance, type of conflict, and conflict management strategy [15] and the following hypotheses were set.

H1: Consulting Consumer Factors will positively affect Consulting Performance

H1-1: Executive Support will positively affect Consulting Performance

H1-2: Participation will positively affect Consulting Performance

H1-3: Task Comprehension will positively affect Consulting Performance

H2: Consulting Consumer Factors will positively affect Change Management Activity

H2-1: Executive Support will positively affect Change Management Activity

H2-2: Participation will positively affect Change Management Activity

H2-3: Task Comprehension will positively affect Change Management Activity

H3: Consulting Consumer Factors will positively affect Conflict Management Strategy(Integrating)

H3-1: Executive Support will positively affect Conflict Management Strategy(Integrating)

H3-2: Participation will positively affect Conflict Management Strategy(Integrating)

H3-3: Task Comprehension will positively affect Conflict Management Strategy(Integrating)

H4: Change Management Activity will positively affect Consulting Performance

H5: Conflict Management Strategy(Integrating)will positively affect Consulting Performance

H6: Change Management Activity will have significant mediating effect on the relationship betweenConsulting

Consumer Factors and Consulting Performance

H6-1: Change Management Activity will have significant mediating effect on the relationship betweenExecutive

Support and Consulting Performance

H6-2: Change Management Activity will have significant mediating effect on the relationship between

Participation and Consulting Performance

H6-3: Change Management Activity will have significant mediating effect on the relationship betweenTask

Comprehension and Consulting Performance

H7: Conflict Management Strategy(Integrating)will have significant mediating effect on the relationship between

Consulting Consumer Factors and Consulting Performance

H7-1: Conflict Management Strategy(Integrating)will have significant mediating effect on the relationship

between Executive Support and Consulting Performance

H7-2: Conflict Management

Strategy(Integrating)will have significant mediating effect on therelationship

BetweenParticipation and Consulting Performance

H7-3: Conflict Management Strategy(Integrating) will have significant mediating effect on therelationship

BetweenTask Comprehension and Consulting Performance

2.3. Research Methods

2.3.1. Population and Sample Selection

This study received strategic consulting from the BCG-KPMG consortiums for establishing the identity and reinforcing the market competitiveness of the cooperative firm in the first half of 2018 and based on the results, targeted 12 subsidiary companies in distribution, manufacturing, and service fields under the influence of the National Agricultural Cooperative Federation(NACF) and the Agribusiness Group that had been promoting management innovation activities until now in 2019. The survey was conducted in employees from 12 companies for about one month from Mar. 2019 and 230 valid samples were obtained and the statistical analysis was conducted with SPSS (Ver.22.0).

2.3.2. Measurement and Operational Definition of Variables

To test the research models and hypotheses designed based on the various precedent studies, the measurement tools were constructed as shown in <Table1> below and the operational definition of variables was conducted.

Table 1. Operational definition of study variables

Name of variable		Operational definition	References
Consulting Consumer Factors	Executive Support	Interests in executive's consulting performance process, support will for necessary resources and execution level, efforts of members to let know the purpose of consulting	Jung TY(2014)[5]

	Participation	Understanding of organizational members toward consulting goal and participation in performance process, positivity in completing given tasks, cooperation between members, degree of consultation with consultants.	Hong YK(2017)[6]
	Task Comprehension	Clear understanding of reasons why consulting is needed and goals of consulting, sharing and spread of consulting information, clarity of consulting requirements	
Change Management Activity		Communication level about the goals of corporate change and directions at the enterprise-wide level, operation level of organization and conference group for change task performance, education and training level for change and appropriateness, operation level of professional personnel in charge of change	Yoon IH(2015)[11] Lee HB, Kim WB (2017)[12]
Conflict Management Strategy(Integrating)		Problem solving level with the persons concerned regarding the conflict issues occurring when performing the innovation and change task, cooperation level through advices between related departments or employees, mutual discussion, and information exchange	Seo BH(2012)[18] Kang HJ(2017)[19]
Consulting Performance		Overall satisfaction with consulting, achievement of expected goals, increase in sales or operating profit, work capability improvement, waste elimination, cost cutting and change of corporate culture	Choi CH(2014)[20] Lee YH(2016)[21]

3. Results and Discussion

3.1. Validity and Reliability Analysis

This study conducted a validity analysis of six variables constituting the study model. In the first place, to identify if the measurement variables constituting the same construct are grouped well by the same factor, exploratory factor analysis was conducted by using Varimax. As a result of checking the value of KMO, it was 0.945, which was higher than 0.8, the general level and statistically significant. Additionally, the accumulation variance% was 74.7%, which exceeded 60%, the general level and this suggests that six

factors are accounting for the total variance of measurement variables well. Moreover, in rotated component biplot, the loading value of each factor exceeded 0.5, the general level and thus the convergent validity was obtained and all items of commonality exceeded 0.5, the general level and thus it appeared that there was no problem in utilizing all of this data. As a result of reliability analysis, Cronbach's alpha is showing a high level at 0.8 ~ 0.9, and thus the reliability of each variable could be obtained. The validity and reliability analysis results are shown in <Table2>.

Table 2. Exploratory Factor Analysis and Reliability Test

	Factors						Com	Cα-D	Cα
	CP	CMS	PP	ES	CMA	TC			
CP3	.827	.185	.160	.123	.165	.067	.790	.917	.932
CP4	.810	.170	.187	.138	.171	.177	.800	.914	
CP5	.786	.204	.174	.171	.278	.047	.798	.917	
CP6	.747	.228	.214	.110	.234	.163	.750	.918	

CP2	.701	.180	.156	.143	.235	.270	.697	.925	
CP1	.685	.175	.141	.279	.167	.317	.726	.924	
CMS3	.237	.807	.157	.162	.174	.203	.830	.866	.905
CMS2	.182	.782	.165	.212	.225	.157	.793	.879	
CMS1	.292	.725	.097	.235	.282	.177	.793	.874	
CMS4	.319	.682	.263	.228	.146	.175	.740	.889	
PP3	.091	.089	.804	.129	.188	.232	.769	.865	.886
PP1	.218	.234	.723	.265	.107	.149	.729	.856	
PP2	.281	.152	.721	.254	.164	.254	.778	.835	
PP4	.311	.178	.696	.230	.169	.188	.730	.856	
ES4	.051	.218	.204	.755	.135	.248	.741	.860	.879
ES1	.268	.213	.200	.706	.226	.214	.751	.845	
ES3	.277	.144	.306	.702	.139	.238	.760	.833	
ES2	.198	.235	.213	.700	.239	.179	.719	.844	
CMA3	.319	.170	.148	.165	.755	.214	.795	.832	.874
CMA4	.366	.229	.069	.166	.738	.190	.799	.831	
CMA2	.153	.218	.269	.257	.612	.079	.590	.867	
CMA5	.395	.221	.296	.126	.561	.033	.624	.860	
CMA1	.374	.299	.121	.421	.458	.284	.712	.846	
TC2	.251	.141	.347	.225	.123	.725	.795	.805	.869
TC4	.153	.265	.167	.223	.118	.698	.672	.860	
TC1	.300	.127	.321	.281	.107	.691	.777	.813	
TC3	.135	.263	.162	.285	.405	.607	.727	.848	
EV	4.922	3.204	3.185	3.181	2.920	2.767			
V %	18.23 0	11.86 5	11.79 6	11.78 2	10.81 5	10.25 0			
AV%	18.23 0	30.09 5	41.89 1	53.67 3	64.48 8	74.73 8			
KMO = 0.945, Bartlett's $\chi^2 = 4870.354$, p-value = 0.000									

Ref) CP: Consulting Performance, CMS: Conflict Management Strategy(Integrating)

PP: Participation,ES: Executive Support, CMA: Change Management Activity,

TC: Task Comprehension, EV: Eigen Value, V%: Variance%, AV%: Accumulation Variance%,

Com:Communality, C α -D: Cronbach' α if item is deleted, C α : Cronbach' α

3.3. Correlation Analysis

This study conducted a regression analysis and before hypothesis testing, conducted Pearson's correlation analysis to identify the directivity and strength between the variables in advance. The results are shown in <Table 3>. As a result of analysis, all constructs are showing a statistically significant positive (+) correlation and the causal relationship analysis between the constructs seems to be possible.

Table 3. Correlation Coefficient Analysis

	ES	PP	TC	CMA	CMS	CP
ES	1					
PP	.605**	1				
TC	.698**	.636**	1			
CMA	.658**	.555**	.639**	1		
CMS	.623**	.505**	.611**	.679**	1	
CP	.566**	.521**	.596**	.724**	.621**	1

**p<.01

Ref) ES: Executive Support, PP: Participation, TC: Task Comprehension,

CMA: Change Management Activity, CMS: Conflict Management Strategy(Integrating),

CP: Consulting Performance

3.4.The Result of Hypothesis Testing

To identify the impact of consulting consumer factor on consulting performance, multiple regression analysis was conducted and the results are shown in <Table 4>. In the first place, VIF was all less than 10 and it appeared that there were no multicollinearity between the independent variables and Durbin-Watson coefficient was 1.842 and thus the independence of residual

could be obtained, and thus this data is appropriate for the regression analysis. As a result of testing, it appeared that all independent variables were statistically significant and the unstandardized coefficient B was all positive (+) and the higher the executive support, participation, and task comprehension, the higher the consulting performance and thus the hypotheses H1-1, H1-2, and H1-3 were all adopted. And as a result of checking the standardized coefficient β , the impact on consulting performance appeared higher in order of task comprehension(.280), participation(.271), and executive support(.195).

Table 4.Effect of Consulting Consumer Factors on Consulting Performance

	B	SE	β	t	P	VIF
(Constant)	.220	.222		.992	.322	
Executive Support	.205	.078	.195	2.631	.009	2.206
Participation	.271	.071	.271	3.815	.000	2.016
Task Comprehension	.280	.079	.280	3.700	.000	2.296
F=58.061(p=.000), R ² =.435, adjusted R ² =.428, Durbin-Watson's d =1.842						

Dependent Variable: Consulting Performance

To identify the impact of consulting consumer factor on change management activity, multiple regression analysis was conducted and the results are shown in <Table 5>. As it appeared that the higher the executive support, participation, and task comprehension, the higher the change management activity, and hypotheses H2-1, H2-

2, and H2-3 were all adopted and the influencing power was higher in order of executive support(β =.341), task comprehension(β =.266), and participation(β =.203).

Table 5.Effect of Consulting Consumer Factors on Change Management Activity

	B	SE	β	t	P	VIF
(Constant)	.294	.206		1.427	.155	
Executive Support	.358	.072	.341	4.956	.000	2.206
Participation	.203	.066	.203	3.085	.002	2.016
Task Comprehension	.278	.073	.266	3.799	.000	2.296
F=80.228(p=.000), R ² =.516, adjusted R ² =.509, Durbin-Watson's d =2.077						

Dependent Variable: Change Management Activity

To identify the impact of consulting consumer factor on conflict management strategy (integrating), the multiple regression analysis was conducted and the results are shown in <Table 6>. As it appeared that the higher the executive support, participation, and task comprehension, the higher the

impact on conflict management strategy (integrating), and the hypotheses H3-1, H3-2, and H3-3 were all adopted, and the influencing power was higher in order of executive support($\beta=.327$), task comprehension($\beta=.280$), and participation ($\beta=.156$).

Table 6. Effect of Consulting Consumer Factors on Conflict Management Strategy (integrating)

	B	SE	β	t	P	VIF
(Constant)	.904	.196		4.613	.000	
Executive Support	.309	.069	.327	4.500	.000	2.206
Participation	.142	.063	.156	2.255	.025	2.016
Task Comprehension	.264	.070	.280	3.778	.000	2.296
F=64.334(p=.000), R ² =.461, adjusted R ² =.453, Durbin-Watson's d =2.127						

Dependent Variable: Conflict Management Strategy (Integrating)

To identify the impact of change management activity and conflict management strategy (integrating) on consulting performance, multiple regression analysis was conducted, and the results are shown in <Table 7>. As it appeared that the higher the change management activity and conflict

management strategy (integrating), the higher the impact on consulting performance, and the hypotheses H4 and H5 were all adopted and the influencing power was higher in order of change management activity ($\beta=.561$) and conflict management strategy (integrating) ($\beta=.240$).

Table 7. Effect of Change Management Activity and Conflict Management Strategy (Integrating) on Consulting Performance

	B	SE	β	t	P	VIF
(Constant)	.212	.184		1.148	.252	
Change management Activity	.561	.060	.561	9.309	.000	1.856
Conflict Management Strategy (Integrating)	.266	.067	.240	3.986	.000	1.856
F=141.963(p=.000), R ² =.556, adjusted R ² =.552, Durbin-Watson's d =1.863						

Dependent Variable: Consulting Performance

To identify if the change management activity was mediating in the influencing relationship of consulting consumer factors on consulting performance, Baron & Kenny's mediated effect testing was conducted, and the results

are shown in <Table 8>. In stage 1 of mediated effect testing, executive support, participation and task comprehension-independent variables had a positive impact on change management activity and the

explanatory power was 51.6%. In stage 2, executive support, participation, and task understanding had a positive impact on consulting performance and the explanatory power was 43.5%. In last 3 stage of mediated effect testing, the change management activity had a significant impact on consulting performance and thus appeared to have a mediating effect. In stage 3, executive support ($p > .05$) was not significant and regression coefficient (B) decreased from .220 to .066

and change management activity completely mediated the impact of executive support on consulting performance. Additionally, the regression coefficient (B) of participation ($p < .05$) and task comprehension ($p < .05$) decreased statistically significantly from .271 \rightarrow .164, .293 \rightarrow .146 and it appeared that change management activity partially mediated. Therefore, hypotheses H6-1, H6-2, and H6-3 were all adopted

Table 8. Mediated Effect of Change Management Activity on Consulting Performance

	Step1	Step2	Step3
	Change Management Activity	Consulting Performance	Consulting Performance
(Constant)	.294	.220	.066
Executive Support	.358***	.205**	.017
Participation	.203*	.271***	.164*
Task Comprehension	.278***	.293***	.146*
Change Management Activity			.526** *
R ²	.516	.435	.569
F	80.228** *	58.061** *	74.303* **

Dependent Variable: Consulting Performance

Durbin-Watson's d = 1.800

* $p < .05$, ** $p < .01$, *** $p < .001$

Baron & Kenny's mediated effect testing was conducted to identify if conflict management strategy (integrating) was mediating in the influencing relationship of consulting consumer factors on consulting performance, and the results are shown in <Table 9>. Executive support, participation, and task comprehension-independent variables had a positive impact on conflict management strategy (integrating) in the stage 1 of mediated effect testing and the explanation power was 46.1%. In stage 2, executive support, participation, and task comprehension had a positive impact on consulting performance and the explanatory power was 43.5%. In the final stage 3 of mediated effect testing, conflict management strategy (integrating) had a significant

impact on consulting performance and thus appeared to have a mediated effect. In stage 3, executive support ($p > .05$) was not significant and regression coefficient (B) decreased from .205 to .091 and the conflict management strategy (integrating) completely mediated the impact of executive support on consulting performance. In addition, the regression coefficient (B) of participation ($p < .05$) and task comprehension ($p < .05$) was .271 \rightarrow .219, .293 \rightarrow .196, respectively and thus it was a statistically significant decrease and it appeared that conflict management strategy (integrating) had a partial mediation. Therefore, hypotheses H7-1, H7-2, and H7-3 were all adopted.

Table 9. Mediated Effect of Conflict Management Strategy (Integrating) on Consulting Performance

	Step1	Step2	Step3
	Conflict Management Strategy (Integrating)	Consulting Performance	Consulting Performance
(Constant)	.904	.220	-.112
Executive Support	.309***	.205**	.091
Member Participation	.142*	.271** *	.219**
Task Comprehension	.264***	.293** *	.196*
Conflict Management Strategy (Integrating)			.367** *
R ²	.461	.435	.495
F	64.334** *	58.061* **	55.044* **

Dependent Variable: Consulting Performance

Durbin-Watson's d = 1.895

* p < .05, ** p < .01, *** p < .001

Given the above mediated effect analysis results, it appeared that consulting consumer factors did not have a direct impact on consulting performance, but had an impact on the consulting performance through human resource management including change management activity and conflict management strategy (integrating). Especially the executive support has an impact on consulting performance through

change management activity and conflict management strategy (integrating) only, and this suggests that for the success of consulting, the management of human resources must be accompanied because it is difficult to achieve good results in consulting with executive's interests and support only.

<Table 10> is a summary of hypotheses testing results so far.

Table 10. Hypotheses Test Results Summary

H1	H1-1	ES → CP	Accepted	H4	CMA → CP	Accepted	
	H1-2	PP → CP	Accepted		H5	CMS → CP	Accepted
	H1-3	TC → CP	Accepted	H6	H6-1	ES → (CMA) → CP	Accepted
H2	H2-1	ES → CMA	Accepted		H6-2	PP → (CMA) → CP	Accepted
	H2-1	PP → CMA	Accepted		H6-3	TC → (CMA) → CP	Accepted
	H2-3	TC → CMA	Accepted	H7	H7-1	ES → (CMS) → CP	Accepted
H3	H3-1	ES → CMS	Accepted		H7-2	PP → (CMS) → CP	Accepted

H3-2	PP → CMS	Accepted		H7-3	TC → (CMS) → CP	Accepted
H3-3	TC → CMS	Accepted				

Ref) ES: Executive Support, PP: Participation, TC: Task Comprehension,
CMA: Change Management Activities, CMS: Conflict Management Strategy(Integrating),
CP: Consulting Performance

4. Conclusion

4.1. Results and Implications

In this study, we made an empirical testing of consumer performance factors necessary for the consulting performance process, human management factors necessary for the process of applying the consulting results to the enterprise, and the relationship between the consulting performances. As a result of study, executive support, participation, and task comprehension- consulting consumer factors and change management activity and conflict management strategy (integrating) – human management factors all had a positive impact on consulting performance. As a result of mediated effect testing, it appeared that consulting consumer factors had an impact on consulting performance through change management activity and conflict management strategy(integrating). Especially executive support had an impact on consulting performance through change management activity and conflict management strategy(integrating) only. In conclusion, when receiving external consulting, it should be considered that it takes more money and time to transform human resources than to develop strategic tasks and task management methods. Thus, it is suggested that enterprises should play a faithful role as a consulting consumer to achieve good results through consulting and the programs for change management and integrated conflict management need to be performed actively so that organizational members can accept innovation and changes rapidly and smoothly.

4.2. Limitations and Future Research Directions

As this study targeted the subsidiary companies of a particular business group

(NACF), it has limitations in that the study results are difficult for generalization into the whole industry and consulting performance factors are dealt in the consumer aspects. From now on, it seems that additional studies are needed on the performance factors of consulting supplier and the various factors in the human management aspects.

5. Acknowledgment

This research was financially supported by Hansung University.

6. References

1. Kwak HG. A study on the factors in improving performance of management consulting and real estate consulting [dissertation]. [Seoul(Korea)]: Kyonggi University; 2008. Available from: <http://www.riss.kr/link?id=T11677116>.
2. LEWIN K. Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. *Human relations*. 1947; 1(1):5-41.
3. Kim GS. The model development of 6 sigma and understanding of process quality in the service industry: using the structural equation modeling. *Journal of the Korean Society for Quality Management*. 2007;35(2):84-99.
4. Langfred CW, Moye N. Does conflict help or hinder creativity in teams? An examination of conflict's effects on creative processes and creative outcomes. *International Journal of business and Management*. 2014; 9(6):30.
5. Jung TY. An empirical study on the influence of management consulting factors on corporation's innovation activities and business performances: the mediating role of the innovation activities [dissertation]. [Gyeongsan (Korea)]: Yeungnam University; 2014.

6. Hong YK. A study on the effects of manager commitment, organizational acceptance and participation on consulting result[master's thesis]. Seoul (Korea): Hansung University, Seoul; 2017. Available from: <http://www.riss.kr/link?id=T14382128>
7. Lee DS. An empirical study on the influence of management consulting factors on corporate culture and business performance. Journal of the Korea Industrial Information Systems Research. 2016; 21(1):83-92.
8. Davenport TH. Putting the enterprise into the enterprise system. Harvard business review. 1998; 76(4):121-133.
9. Kotter JP. Leading change: Why transformation efforts fail. Harvard business review. 1995 March-April:59-67.
10. Park MS. A study on the interaction effects of the success factors of eERP and change management characteristics on the performance of firm. Koran Business Education Association. 2007;11:145-161. Available from: <http://www.riss.kr/link?id=A76273844>
11. Yoon IH, Jung CH. The effects of change management on the performance introducing enterprise resource planning system: the moderating effect of information system maturity. Asia-pacific Journal of Multimedia Services Convergent with Art, Humanities, and Sociology. 2015 Aug; 5(4):761-770. Available from: <http://www.riss.kr/link?id=A104355493>
12. Lee HB, Kim WB. The influence of change management after ERP system implementation and interactive use of performance measurement system to firm performance. Academic Society of Global Business Administration. 2017; 14(4):233-256. Available from: <http://www.riss.kr/link?id=A103710896>
13. Chang HS, OH JE, Choi YJ, Han JH. Mediating effect of change management activity on the relationship between the role of participants of ERP implementation and system performance. Journal of Information Systems. 2007; 16(4):75-106. Available from: <http://www.riss.kr/link?id=A5089784>
14. Ganesan, S. Negotiation strategies and the nature of channel relationships. Journal of marketing research. 1993;30(2):183-203.
15. Kim WY. A study on the effect of task conflict and relationship conflict on project performance in consulting project [dissertation]. [Seoul (Korea)]: Hanyang University; 2018. Available from: <http://www.riss.kr/link?id=T14698576>
16. Rahim, MA. A measure of styles of handling interpersonal conflict. Academy of Management journal. 1983; 26(2):368-376.
17. Lee CW, Jeon JS. Referent roles and styles of managing interpersonal conflict: evidence from a national sample of Korean central government employees. Korean Public Administration Review. 2003; 37(2):1-19. Available from: <http://www.dbpia.co.kr/Journal/articleDetail?nodeId=NODE06707336>
18. Seo BH. The influence of The commander's styles for handling conflict on member's organizational commitment and innovative behaviors: focused on member's resistance to organizational Change[master's thesis]. Seoul (Korea): Yonsei University, Seoul; 2012. Available from: <http://www.riss.kr/link?id=T12746039>
19. Kang HJ. The effect of leadership on conflict management, innovation behavior and service performance[dissertation]. [Seoul (Korea)]: Kyonggi University; 2017. Available from: <http://www.riss.kr/link?id=T14592318>
20. Choi CH. A study on the effects of ties between clients and consultants on consulting project performance in the small and medium sized enterprises [dissertation]. [Seoul (Korea)]: Hansung University; 2014. Available from: <http://www.riss.kr/link?id=T13370941>
21. Lee YH. The effect of consulting process and environment on consulting performance in SEMs [dissertation]. [Seoul (Korea)]: Kyungil University; 2016. Available from: <http://www.riss.kr/link?id=T13999908>

22. Jeon GS. The effect of consulting process and environment on consulting performance in SEMs [dissertation]. [Seoul (Korea)]: Konkuk University; 2009.
Available from:
<http://www.riss.kr/link?id=T11714939>.
23. Pinto JK, Prescott JE. Planning and tactical factors in the project implementation process. *Journal of Management studies*. 1990;27(3):305-327.
24. Youn YH. An empirical study for the success factors of FTA consulting. [dissertation]. [Seoul (Korea)]: Hansung University; 2015. Available from:
<http://www.riss.kr/link?id=T13878374>.
25. Lee SE. The effects of task-value, organizational support on educational training satisfaction and performance assessment for sales employee in Imported car business [master's thesis]. Seoul (Korea): Ewha Womans University, Seoul; 2013.
Available from:
<http://www.riss.kr/link?id=T13251381>.