MANAGEMENT OF STRATEGIC CHANGE AT JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY, KENYA

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DECLARATION

I declare that this Research Project is my original work and has not been presented for any academic award in any university.

Signed: …………………………...……… Date: ……………………

Samuel Onyango Ohanga

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This Research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this work to my late parents Mr. Gordon Ohanga Aulo and Mrs. Ruth Ohanga, and my siblings Jesca, Perez, Jeddy, Bernard, Patrick, Vincent and Dorothy.

ABSTRACT

Management of strategic change is key to the success of any organization undertaking a change process. Effecting implementation of change requires workable approaches in management of the change and sound techniques in managing the challenges that may arise. The study aimed to critically investigate how Jaramogi Oginga Odinga University of Science and Technology (JOOUST) has managed strategic change since change management is unique to each organization. The study objectives included to establish the approaches adopted by Jaramogi Oginga Odinga University of Science and Technology in the management of strategic change, to determine the challenges faced by Jaramogi Oginga Odinga University of Science and Technology in the implementation of strategic change and to assess how the challenges faced by Jaramogi Oginga Odinga University of Science and Technology during implementation of strategic change are managed. This study adopted a case study approach to ensure collection of in-depth data in the single unit, JOOUST. Primary and Secondary data were collected. Primary data was collected through an interview guide which was used to collect data from four top-level managers. Secondary data was collected through the use of document analysis of strategic plan, master plan, employee survey reports, meeting minutes, business plans and official letters. The data collected was analyzed through content analysis to interpret the data and capture it in relation to theme of the study. The results indicated that JOOUST was undergoing changes, which were subsequently being managed indicating several approaches that were undertaken in managing change and the challenges that arose from the change. The approaches for change management included creating urgency for change, creating a shared vision, prudent financial management, negotiation and involvement of all employees, empowerment of employees, communication and stakeholder analysis. Challenges experienced included inadequate resources, resistance by employees, rigid organizational design, misinterpretation of communication and inadequate human resource. Challenges were managed by undertaking expensive projects in phases, appealing for more funds, launching income generating units, collaborations, reducing red tape in the approval process, holding meetings, communication and involvement, and hiring and training of human resource. The results majorly concur with the theories anchoring the study, the literature and empirical studies on change management. The study recommends that the institution needs to intensify on stakeholder analysis and there is need for appeal for improved funding from the government for projects. It is also recommended that JOOUST employ more approaches in change management, intensify on stakeholder analysis and appeal for more funds from the government for change projects. There is also need to manage systemic and behavioural resistance during an earlier stage of change implementation.

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ACRONYMS AND ABBREVIATIONS

CUE   Commission of University Education

ERP   Enterprise Resource Planning

ICT   Information Communication Technology

JOOUST   Jaramogi Oginga Odinga University of Science and Technology

KUCCPS   Kenya Universities and Colleges Central Placement Service

TIVET   Technical Vocational Education and Training Institutions

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are operating in a highly volatile and dynamic business environment which necessitates the need for both emergent and planned strategic change to ensure survival and competitive edge (Clegg, Kornberger, & Pitsis, 2008). Organizations must therefore adopt a continual renewal of their strategic direction, structure, and the capabilities to provide value to the ever-changing needs and expectations of both the internal and external customers (Burnes, 2004). Management of strategic change is highly significant in organizations so that the change process is closely monitored to ensure that the systems and structures conform to the changes and ensure that the organization adapts to the environmental changes and remains successful (Kotter, 2007).

Several theories underpin change management in organizations. They provide the foundation under which changes are implemented in organizations. Chaos and complexity theory postulates that organizations operate in a turbulent, complex and unpredictable business environment (Cartwright, 1991). Open systems theory postulates that an organization relates with the environment around it and they interact and interrelate with each other (Scott, 2002). Organization Development theory posits that organizations master the process of learning from the continuous change activities (Sullivan, Rothwell, & Balasi, 2013). Path dependence theory forms a critical aspect whereby all the capabilities achieved in the learning process enables the organization to form a self-reinforcing system to deal with future change issues as they arise (Sydow & Schreyogg, 2009).

Jaramogi Oginga Odinga University of Science and Technology (JOOUST) is going through strategic changes in terms of strengthening strategic partnerships, consolidation of infrastructure, projects and activities for growth, strengthening corporate governance and management. In addition, it is pursuing public private partnerships, conducting community outreach programmes and adopting an Enterprise Resource Planning (ERP) system (Jaramogi Oginga Odinga University of Science and Technology, 2014). These changes are as a result of internal and external drivers, mainly from the government and from the need to improve internal systems and processes respectively (Government of Kenya, 2013).

1.1.1 Concept of Strategic Change

Different scholars have different views on the definition of strategic change. Ansoff (1965) stated that strategic change is a pre-determined successive search for an optimum defined solution based on the objectives and the goals that the organization has already defined. Balogun and Hailey (2004) on the other hand argue that strategic change is innovation of introducing something new in an environment. Kotter (2007) defines change as the creation of a new system. Burnes (2009) argues that strategic change is the process by organizations restructures their business towards a particular future direction in order to achieve their long-term objectives. These authors all agree to the fact that strategic change involves a change in the processes, structures and systems of an organization to ensure success in the volatile business environment. Strategic change is therefore the proactive process of change in an organization in order to achieve a certain set strategic objective in line with the vision and mission of the organization.

Strategic change in organizations exist in two broad dimensions; business dimension and people dimension. The business dimension to change entails the urgency for change in the organization and the strategy, processes, systems and structures that are imperative in the change process (Burnes, 2004). Implementation and evaluation of change is key in the business dimension of change. The scale, magnitude, duration and how much the change shall be departing from the current business of the organization are also critical elements of the business dimension of change. The people dimension, on the other hand, involves how to align employees into the change process. It involves how the organization values, norms, culture and behaviour are aligned with the change process. It entails how people experience the change process. It is paramount to ensure that employees cope with the change process as the success of the process is highly dependent on them (Snjolfur & Davidsdottir, 2015).

Strategic change enables organizations to adapt to the changes in their environment and make necessary pre-planned changes to ensure success of the organization in the dynamic business environment (Mantere & Schildt, 2012). Organizations are constantly faced by the need to continually improve their internal systems and processes to operate efficiently and ward off competitors in the ever-changing business environment (Nasim & Sushil, 2011). The cost of failure to change can be quite high, an organization may be unable to compete favourably and hence wither away (Chi Cong Mai, Perry, & Erwin, 2014).

1.1.2 Management of Strategic Change

Strategic change management has been defined differently by different scholars. Kitchen and Daly (2002) define it as the process of managing organizational change processes in order to achieve the desired future state. Holland (2004) argues that it is an approach of transitioning the organization from the current state to a desirable future state in a cost-effective manner and within a given timeframe. Kippenberger (2000) asserts that it is the process of planning a perfect strategy and ensuring the right internal environment for successful implementation. There is consensus among the scholars that strategic change management is the process of managing change process to ensure its success. Management of strategic change therefore the setting up programs to propel, measure, monitor and evaluate the change process to achieve its objectives.

Several models guide management of strategic change. Kotter's eight step model provide insight on the steps necessary for change to succeed as discussed in chapter two. (Kotter, 2007). Lewin's model (as cited in Elrod II & Tippett, 2002) of unfreezing previous behaviour, changing and refreezing the new patterns in the system. Bullock and Batten's (1985) model has four stages which include exploration phase, planning phase, action phase and integration phase. The processual model argues that change cannot be planned but has to be undertaken depending on environmental changes (Dawson, 2014). Logical Incrementalism model asserts that management consciously and proactively move forward in an incremental manner (Quinn, 1980). Learning organization model asserts that organizations must be perpetually seeking organizational change (Senge, 1990).

The success of an organizations is highly dependent on how strategic change is being managed (Vora, 2013). It has to be well structured, well thought out and efficiently and effectively managed to ensure success. There is need for a structured plan through understanding the change process and putting measures in place to ensure successful implementation of the change. Management of strategic change ensures that all factors that are responsible for a successful and sustainable change process are available and managed well. These factors may include acceptance of change by the people to implement the change process, flexible organizational structure, positive organizational culture, resources and the relevant skills (Graetz & Smith, 2009).

1.1.3 Higher Education Sector in Kenya

From the early 1970s there has been a rapid expansion of universities due to an increase in number of citizens seeking higher education and the need to make university education accessible to most of the citizenry. As a result of the necessary changes in the higher learning sector and increased competition, the Kenyan government through the Ministry of Education have set strategic objectives that guides university education in the country. The strategic objectives include changes such as increase of access and enhanced equity in education and training, provision of quality and relevant education. Furthermore, there is need to improve relevance, quality and training strategies, integration of ICT in education, training and research for management, teaching and learning at all levels and science, technology and innovation development capacities (Government of Kenya, 2013; Government of Kenya, 2015).

Reduced capitation by the government to public universities made it necessary for universities to operate more efficiently and find alternative ways to supplement the government capitation. Commission for University Education (CUE) expects universities to continuously review and reform their curricula to match the dynamism in the academic world and hence ensuring that curricula remain relevant. In addition, universities are expected to improve on the staffing because it has been realized that there is a shortage of staff with Ph.D. qualification leading to a compromise of education at this level (Government of Kenya, 2015). The universities are also encouraged to expand on facilities and infrastructure to accommodate the increasing number of students joining universities and hence prevent strain on the available resources (Government of Kenya, 2013).

Higher institutions of learning in Kenya are also continuously enhancing mechanisms for dissemination and commercialization of research findings under the guidance of CUE and they are partnering with the private sector to enhance financing and human resource (Government of Kenya, 2013). Universities are also continuously expected to provide good governance and management and to always reengineer the governance and management system to improve efficiency, accountability and quality education and training service delivery. Any change introduced in the universities must be managed in a way that it does not negatively affect the students and the academic staff (Commission for University Education, 2014).

1.1.4 Jaramogi Oginga Odinga University of Science and Technology

Since its inception in 2013, JOOUST has undergone and is currently undergoing significant strategic changes in terms of strengthening of strategic partnerships to assist in research, finance and human resource, consolidation of infrastructure to ensure handling of the rising number of students and increase in university activities. Furthermore, there are projects and activities undertaken for the purpose of growth, strengthening of corporate governance and management and improvement of management capacity of the university leaders. The institution is also striving to facilitate public private partnerships, conduct community outreach programmes and manage the organization's risks (Jaramogi Oginga Odinga University of Science and Technology, 2014).

In addition, JOOUST has installed an Enterprise Resource Planning system that is meant to automate all office activities and have a common database for processed examination data for the university. The institution has also launched an e-learning platform that is meant to provide their programmes to students who are unable attend classes physically. These two initiatives are a departure from the earlier state where there had not been an e-learning platform and a system interlinking activities of the university respectively (Jaramogi Oginga Odinga University of Science and Technology, 2016). The University has also been expanding its operations to other towns in Kenya by opening new learning centres in Kisumu, Kisii, Muhoroni, Nambale, Busia and Kendu Bay towns (Jaramogi Oginga Odinga University of Science and Technology, 2014).

1.2 Research Problem

For a strategic change initiative to achieve its intended goal there has to be an efficient and effective management system to ensure successful implementation (Kotter, 2007). Oakland and Tanner (2007) argue that there is no universal way of managing change, each organization manages change depending on the external and internal drivers that is specific to them. In addition, Burnes (2009) argue that change management in each organization have a different unique approach. As a result of contingency issues, each organization is faced with different problems and what works for one organization in change management may not work for another (Slack & Munz, 2016).

JOOUST has been and is undergoing strategic changes (Jaramogi Oginga Odinga University of Science and Technology, 2014). The forces that have necessitated this change include increased competition in the higher learning sector, regulations from the Kenyan government and internal pressures to be efficient and effective for success in the higher learning sector. Every organization manages change differently based on the internal and external drivers of change. This gave an opening for studying the concept on management of strategic change in JOOUST.

Numerous researchers have undertaken research on the concept of change management. D'Ortenzio (2012) asserts that there is need for employees to be involved in the change processes. Gianforte (2007) concluded that communication can allow change problems to be resolved much faster with a lesser cost. Amerit (2005) researched on change processes and implementation in relation to organizational culture and capabilities and concluded

that all stakeholders play an important role in the ensuring success of a change implementation. Okorie (2009) concentrated on the application of relevant strategies in management of change in his study and asserts that inadequacy of resources hinders success of a change iniative. Ohlson (2007) carried out her study on how to introduce and manage change and concluded that it is necessary for members of the organization to have knowledge and tools to implement change. Vinger (2005) in his study found out that transformational leadership is fundamental for change to be successful. Kamugisha, (2013) in his study on the effects of change management realized that creation of a sense of urgency for change is significant in ensuring that employees are persuaded to embrace change. Nyasha (2011) in his study affirmed that involvement of employees is significant in success of change. Ahmed (2015) interrogated change management and organization performance and asserted that monitoring and evaluation are critical in implementation of change. This study concentrated on the approaches, challenges in the implementation of change and how the challenges are managed.

Agili and Okibo, (2015) studied factors influencing change implementation in selected public universities using JOOUST and Kisii University as a case. They adopted a descriptive survey design in the study while this study adopted a case study design. The study also concentrated on factors influencing change while this study concentrated on the management of strategic change. Ohanga (2016) conducted a study on the effects of quality management on service delivery at JOOUST which is a different concept from management of strategic change. Namoso (2011) and Abdow (2015) in their studies

adopted a descriptive research design while Nyasha (2011) adopted a survey design, that makes this study unique in the sense that it is a case study thus providing a different research design in studying the concept. D'Ortenzio, (2012), Kamugisha (2013), Kipkemboi (2013), Gwengi (2010), Kamemba (2014) undertook their studies on change management in different contexts in which change was highly driven by cut throat competition. This study however, was conducted in a context that change is majorly driven by government policies through CUE and Kenyan Ministry of Education in addition to competition within the higher learning sector.

This study sought to fill the conceptual, contextual and methodological knowledge gaps that have arisen from the above empirical studies. Several empirical research works have delved more on different aspects of the concept of change management which includes understanding change management, change and culture, introduction of change, relevant strategies in management of change, relevance of transformational leadership in change management and impact of change management. That made it essential to carry out a study on the approaches and challenges in the management of strategic change. Empirical studies on management of strategic change have also been conducted in different contexts as highlighted above, which made it important for this study to be carried out in this context. Empirical studies have also been undertaken at JOOUST but none has delved on the management of strategic change. This study adopted a case study design to fill the knowledge gaps that arose from the prior studies that had adopted other research designs. How has JOOUST managed strategic change?

1.3 Research Objectives

The objectives of the study were to:

i. Establish the approaches adopted by Jaramogi Oginga Odinga University of Science and Technology in the management of strategic change.

ii. Determine the challenges faced by Jaramogi Oginga Odinga University of Science and Technology in the implementation of strategic change.

iii. Assess how the challenges faced by Jaramogi Oginga Odinga University of Science and Technology during implementation of strategic change are managed.

1.4 Value of the Study

This research will contribute to theory building in the discipline of strategic change management and other related disciplines such as organization theory, organization behaviour, human resource management and organization development. Academicians and researchers with an interest in the disciplines shall find valuable knowledge from the findings of this research work. The findings will help in filling in the knowledge gaps that exist from earlier research works and will be of importance in validating the outcome of previous researches.

The management and leadership of JOOUST will also be able to use the findings of this research work to measure their actual performance in relation to the laid down strategic change objectives. They shall use this study to assess if there are any deviations from their change initiatives that may need corrective measures to be undertaken. The research will

also enable the management to handle issues that may arise such as systemic and behavioural resistance to change and ways of reducing these factors that may be slowing down the implementation of strategic change. The management of JOOUST will also be able use the findings from this research to identify adjustments to make in their strategic plan in case there is need for adjustments.

Kenyan universities that may be facing challenges similar to those of JOOUST in their strategic change practices can borrow ideas from this research that may be applicable to their context. The knowledge will be vital in ensuring success of the organizations with proper execution of strategic change practices and management. The findings will also assist the organizations in the management of resistance to change. Given that JOOUST is a public university that is financed by the Government of Kenya, this research will be of value to the Kenyan Ministry of Education in monitoring how the institution is progressing in terms of adopting and adapting to the changes in the environment. The government will gain knowledge on how the university leadership is managing change aspects of the institution.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents conceptual literature, theoretical literature and empirical literature along the key themes of this study. The outline of this literature review is divided into five main sections starting with theoretical aspects of management of strategic change, followed by the review of literature on management of strategic change, and then the challenges faced in the management of strategic change and finally a summary of the knowledge gaps.

2.2 Theoretical underpinnings of the Study

The theories that underpin this study are critical in dissecting the complex nature in which an organization interacts with its internal environment and the dynamic macro environment. The overriding theory in this study is chaos and complexity theory advanced in the field of physics (Kiel & Elliott, 1996). This theory harmonizes the unpredictable nature of the business environment. However, due to its limitation of being insufficient in understanding the organization system alone (Murphy, 1996), it is complemented in this study by the following theories: opens systems theory, organization development theory and path dependence theory.

In unpredictable business environment, open systems theory comes in to bring out the fact organizations continuously interact in the external environment (Bastedo, 2004). The unpredictable nature and interactions in the environment makes it necessary for organizations to continuously equip themselves with knowledge and build their abilities to cope with the changes in the external environment and hence the theory of organization

development (Sullivan, Rothwell, & Balasi, 2013). With time, organizations develop capabilities that equip them with a lock-in ability to deal with future changes hence path dependence theory (Liebowitz & Margolis, 1995). These interlinked theories anchor on the need for an organization to embrace and manage change in the face of a contemporary dynamic and unpredictable environment characterized by a lot of interactions among the players.

2.2.1 Chaos and Complexity Theory

Chaos and complexity theory is the study on nonlinear dynamic systems with the hope of conciliating the volatility of the business environment (Cartwright, 1991). Physicist Alvin M. Saperstein was among the first to apply the theory borrowed from mathematical applications to organizations (Kiel & Elliott, 1996). The theory posits that business environment self-organizes itself creating disorder and therefore need to continuously respond to the disorder. It assumes that the environment is continuously in state of chaos characterized by explosive instability and unpredictability (McGlone & Ramsey, 1998).

The theory argues that the business environment is chaotic in nature, it is unpredictable and complex, there are dynamic changes and thus predicting what will happen next is difficult (Mason, 2007). Therefore, it is paramount for organizations to develop an adaptive system to be able to survive in the environment. The adaptive change mechanism is achieved by formulating and managing a strategic change system which allows for continuous improvement to take place and hence ability to adapt to the unpredictable and complex environmental changes (Al-Haddad & Kotnour, 2015). The theory has however been

unable to provide more insight in organizational theory and insight. This theory provided relevance to this study since its main propositions of the unpredictability and chaotic nature of the business environment makes strategic change a necessity in organizations. It therefore provides relevance on the need for managing the strategic change to ensure survival in the business environment.

2.2.2 Open Systems Theory

This theory was borne from the realization that closed systems thinking could not be relied upon in explaining the sustained performance and adaptation to the environment by organizations. (Kassner, 1989). It recognizes that organizations and the surrounding environment operate like open systems with a lot of interactions and relationship with the external environment. This relationship informs that the organizations' activities are highly influenced by the dynamic changes in the external environment (Bastedo, 2004). The theory views an organization as externally open to its surrounding environment and internally where the several sub-units that constitute the organization continuously interact with each other (Graetz & Smith 2009; Al-Haddad & Kotnour, 2015). These interactions therefore make it significant for the organization to adapt and adopt to the changes in the external environment which ensures continuous learning in order to survive and achieve competitive advantage.

The theory assumes that the organization are continuously influenced by the environment and technology which leads to uncertainty that organizations need to overcome to survive. Survival is to be achieved by adaptation and evolutionary process (Thompson, 1967). The

theory emphasizes integration and coordination in an organization to achieve a unified system functioning, adapting to the occurrences in the environment and the exportation of the organizations output to the environment (Kassner, 1989). However, not all organizations operate as an open system and in some organizations closed systems are adopted with the main focus being goal achievement and not human relations. This theory was paramount to this study as the interactions within an organization and with the external environment provides a basis for change in organizations and hence management of the change process.

2.2.3 Organization Development Theory

Organization Development (OD) Theory originated in the 1950's when there was an attempt to transfer some aspects of laboratory insights and values to management of organizations (French, 1969). The theory argues that there is need for transferring necessary skills and knowledge to the people to enable them solve problems and handle any forthcoming future change (Rothwell, Stavros, & Sullivan, 2010). It denotes that organizations must have a learning aspect whereby effort is made to continuously improve the organizations capability to deal with emerging issues in the external environment (Cummings & Worley, 2009).

The theory assumes that organizations continuously face undesirable situations that forces the them to act and change the situations to ensure improvement in the effectiveness of the system. It further assumes that individuals in an organization have the drive for growth and self-development which is paramount in transitioning organizations. Organization

development plays a critical role in interlinking an entire organization system. It enables people to own change processes and hence avoid segmentation of the change process (Sullivan, Rothwell, & Balasi, 2013). This theory has a serious limitation of assuming that most individuals have interest in improving the organization which is not the case all the time. The theory is requisite in ensuring that organizations develops a system of continuously evaluating its processes (Rothwell, Stavros, & Sullivan, 2010). This theory was critical in this study as it forms a strong base for change management in organizations, it leads to the process whereby an organization continuously diagnoses its processes and systems to elicit the necessary areas that need change.

2.2.4 Path Dependence Theory

Path dependence theory was originally formulated in the field of economics to explain technological and industrial changes from the history of occurrences (David, 2000). In strategic management, the theory was found to be important in the transition of organizations in the quest for gaining competitive advantage (Burgelman & Grove, 2007). The theory argues that past decisions made by the organization inform the future decisions. The knowledge and skills developed earlier are vital in developing a self-reinforcing system that is essential for success (Antonelli, 1999). This theory state that in the process of continuously improving their operations, organizations develop capabilities that form the foundation of dealing with emerging future issues that may arise from the environmental changes (Sydow & Schreyogg, 2009).

Path dependence largely assumes that past inefficiencies forms a base for developing more reliable systems and processes (Liebowitz & Margolis, 1995). Therefore, within path dependence, importance is on how these inefficiencies can be overcome. Path dependence may however limit an organizations potential towards adopting to the dynamic environment by following a particular path (Bruggeman, 2002), this may lead to unpleasant outcome. This theory is relevant to this study because in management of change it is imperative to look into how past activities influence future changes adopted by an organization.

2.3 Management of Strategic Change

In order to succeed in the dynamic business environment, it has become a necessity for businesses to adopt strategic change management (Turner, 1999). According to Lynch (2009) organizational change is the continuous change in organizations which occurs gradually with little resistance or rapidly with a higher resistance. Strategic change is a proactive approach by management to introduce change and control how it is implemented in an organization (Lynch, 2009). Strategic change management process can either be a deliberate slow plan by the management or rapid and unplanned as a result of occurrences in the external environment (Balogun & Hope, 2004).

Lewin (1951) states that planned approach to change involves three steps which include unfreezing, changing and refreezing. The first step, unfreezing, is the process of dismantling and getting out of the status quo and creating a new way of operation. The second stage is changing whereby people accept and move towards the new desirable

behaviour. The final stage is refreezing, which is the consolidation of the new behaviour into the organization. With the changes in the business environment, this concept has been modified with the stages getting expanded into more stages. Bullock and Batten (1985) introduces four steps that include the exploration phase, whereby the urgency for change is created; secondly the planning phase, which is the stage where all the information gathering and developing of action plans and setting the change goals take place. The third stage is the action phase, where arrangements for managing the change process is made, the feedback system on the change process also takes place in this stage. Finally, is the integration phase, which involves the anchoring, consolidating and stabilizing the new change behavior in the organization.

Kotter (1996) describes change management process in his eight-step model. Step one is creating a sense of urgency thus expressing the need for change and discussing the risks that might occur if the change does not take place. Building a guiding coalition is second and involves getting the right people in place who are committed to the change process and can act as agents of change in the organization. The third step is developing the right vision and strategy indicating the reasons for change and how the vision can be executed. Communicating the change vision to the rest of employees is the fourth step. The fifth step involves empowerment of the employees to enable them continue with the change process. The sixth step is generating short term wins whereby it is important to finish the ongoing project before embarking on a new project. The seventh step relates to the consolidation of gains and producing more change to continue building on the momentum already achieved.

The eighth and final step involves anchoring the new approaches in the culture by talking about the progress more often and inducting new employees into the ideals and values of change. Gwengi (2010) argues that the eight-step model by Kotter (1996) was applicable in change management in his context of study.

Another model that is significant in change management is the ADKAR model. The model argues that the success of a change initiative in an organization does not only depend on excellent leadership or the best change vision but it is also highly dependent on change of the employees at individual level (Prosci Inc, 2012). The model has five elements that are critical in changing an individual in an organization to embrace change. First, there is need for awareness of the need for the change; second, the desire to participate and support the change process; third, the knowledge on how to change; fourth, the ability to implement the required skills and knowledge and fifth, reinforcement which entails the ability to sustain and anchor the change process in the organization. Okorie, (2009) supports this by arguing success of change initiatives is highly dependent on employee involvement in all levels of the change process.

Processual model argues that change is dynamic, complex and chaotic and therefore should be managed through a process (Alvesson & Sveningsson, 2008). The model argues that change is abrupt with a lot of twists and turns hence, organizational change should not only be done in a linear logical manner but should also be treated as adaptive actions. (Dawson, 2014). In addition, the model emphasizes the significance of the culture of the organization. Factors such as power plays, political processes and the decision-making process that often

involves negotiations and communication among individuals in the organization are interpreted differently in the organization and hence play a critical role in change management (Dawson & Andrioupoulos, 2014).

Logical Incrementalism model asserts that change in organizations is an incremental process and management must be done in an incremental manner (Quinn, 1980). The model argue that negotiations, analytical techniques and incentives are key for this model. Whittington, (2002) further argues that managerial techniques and organizational behaviour are important in incremental change management. This model maintains that it is impossible to accurately predict future events as there are several forces in control hence change management need to be undertaken as a steady progression accompanied by logic which tie the different aspects involved together (Kippenberger, 1998).

In the learning organization model, Senge, (1990) states that organizations should perpetually seek strategic change by continuously learning. The learning process should be through team learning, experimentation, commitment and communication to ensure there is a renewal process. The learning organization model further argues that the disciplines of systems thinking, personal mastery, mental models, building shared visions and team learning are vital during the introduction of learning into an organization. Knowledge acquisition and organization memory is essential for a learning organization (Drew & Smith, 1995). The learning process must involve all the members of a particular organization to ensure sustainability (Burnes, 2004).

2.4 Challenges of Implementing Strategic Change

McGuinness and Cronin (2016) state that the success of any strategic change initiative is dependent on the level of resistance by the employees. Failure of a new change initiative is always attributed to the lack of commitment by employees towards implementing the change. This is as a result of several factors that they may consider to be disadvantageous to them, which are brought by the advent of change (Gagnon, Jansen, & Michael, 2008). Employees in an organization often want the status quo to reign (Brooks & Bate, 1992). Petrini and Hultman (1995) argue that there are two types of resistance that arises after the introduction of a change initiative. The first one is active resistance in which employees attempt to block the change and criticize it. The second is the passive resistance whereby the employees pretend to have accepted the change initiative but inwardly reject it and hope for its failure. They avoid the implementation process, withhold critical information and withdraw support towards the achievement of the goals of the strategic change.

Kotter and Schlesinger (2008) argue that there are four reasons that lead to resistance of change. First, is a misunderstanding of change and the complications that arise from it. Second, is the desire not to lose something considered valuable. Third, is the general belief that the change is of no value to the organization and the last, is the low tolerance to change. Resistance to change can take place in a group or at individual level depending on the interests of the affected parties. George and Jones (2005) argue that a group of individuals in an organization can resist change based on certain group norms and values that they hold dear to them. Individuals also resist change based on their parochial self-interests, loss of

position of status, changing of working teams that they are used to and the high level of discomfort that they perceive to arise if change is introduced in the organization (Dent & Goldberg, 1999). Kamemba (2014) in his study realized that behavioural resistance to change occurs because of the lack of understanding of the change and the desire not to lose what they are accustomed to.

The successful execution of a change process depends on the availability of the necessary resources (Cawsey & Deszca, 2007). Organizations face challenges in terms of funding expensive change projects. This more often slows down the process or leads to failure of the initiatives. Change projects that have a smaller scope are more often characterized by poor planning hence unsatisfactory results. This leads to consequences such as diversion of resources from the normal operations of the organization, disrupting the well-established routines and shattering the trust of employees and other stakeholders (Jacobs, van Witteloostuijn, & Christe-Zeyse, 2013). Success of a change initiative needs a highly developed human resource and in the right numbers. (Kalyani & Sahoo, 2011).

2.5 Managing Challenges in the Implementation of Strategic Change

Failure to manage the change process may lead to unsuccessful implementation which can eventually impede achievement of the change objectives (Xu, Payne, Horner, & Alexander, 2016). Employee resistance to change and scarce resources are the major challenges that organizations face during a strategic change. Prior planning on how the challenges shall be managed is crucial before embarking on the change process (McGuinness & Cronin, 2016).

Kotter and Schlesinger (2008) suggest various ways of managing resistance to change. Educating the people about change and communication on the urgency for change is important in overcoming resistance. Participation and involvement of the potential resistors is critical in forestalling resistance. Providing support and facilitation to the employees during the change process and negotiation and agreement is also critical. Employees who are active or potential resistors can be offered incentives too. Manipulation and co-optation can be used and also offering a worthy position to a resistor in the process of designing and implementing the change initiative. Finally, explicit and implicit coercion can be used to manage change. The employees are implicitly or explicitly threatened with loss of jobs, promotions, transfers and any other valuable things to the employees. It is often employed when the change initiators are powerful and the change initiative is speedily needed. Muema, (2013) reiterates this by arguing that that resistance to change can be managed through negotiations, communication, participation and involvement of the people.

Organizations that embrace strategic change must have enough resources that are able to sustainably support the process of change (Warnier & Weppe, 2013). Distributing resources depending on the need of each phase of the change process will enable the scarce resources to be properly utilized to ensure the success of strategic change to maximum effect (Jacobs, van Witteloostuijn, & Christe-Zeyse, 2013). Management of resources allocated for strategic change is significant in ensuring that resources are not misappropriated or misallocated. Nyasha, (2011) reports that adequate resources are significant in ensuring that change initiatives are sustainable.

2.6 Summary of Knowledge Gaps

Several studies have been undertaken on different concepts of management of strategic change. Ahmed, (2015) studied change management and organization performance, Kamugisha, (2013) explored the effects of change management. Ohlson, (2007) researched on the introduction and management of change. Vinger, (2005) researched on effective transformational leadership behaviour for managing change while Okorie, (2009) explored the application of relevant strategies in change management. This study researched on the approaches, challenges faced during implementation of change and how they are managed, which is a different from the objectives of the above-mentioned studies.

Prior empirical studies on management of strategic change including studies by Kipkemboi (2013), Kamemba (2014), Okorie (2009) and Abdow (2015) were undertaken in contexts that the process of strategic change is highly driven by cut throat competition in their respective industries. In JOOUST, change is highly determined by policies that are formulated by the Kenyan Ministry of Education and CUE in addition to competition in the higher learning sector. Hence, the forces of change for this context is somewhat different from the mentioned studies.

Studies on the concept of management of strategic change have been done in different contexts. D'Ortenzio, (2012) had an objective of finding out employees understanding on change management and concluded that employees experience difficulties in implementing change. Muema (2013) and Kimengu (2013) researched on the strategic management practices and challenges experienced in managing strategic change and both of them

concluded that collaboration, training and communication are some of the practices used in strategic management and that challenges of resources and inadequate personnel was experienced. Marete, (2010) maintained that their need of creation of awareness and hiring of new staff in her study on change management practices. Amerit (2005) in his study where he had an objective of establishing relationship between organization capabilities and change processes and concluded that organizational capability plays a significant role in the implementation of change.

These studies were undertaken in different contexts which made it necessary to undertake this study at JOOUST for comparison since change management and the outcome is contingent to each organization. Few studies have been done with JOOUST as the context of study. Agili and Okibo, (2015) studied factors influencing implementation of change in selected public universities and used JOOUST and Kisii University as a case while Ohanga, (2016) studied effects of quality management on service delivery at JOOUST. The former study concentrated on factors influencing implementation of change and adopted a descriptive survey design, this study concentrated on change management and adopted a case study design. The latter study concentrated on quality management while this study concentrated on change management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that was used in this study. The chapter includes the research design used in the study, the data collection techniques that were applied in the collection of data and how the data collected was analyzed.

3.2 Research Design

The research design adopted for this study was a case study. A case study entails an intensive analysis of a single case which then leads to engagement of theoretical analysis (Bryman, 2012). A case study answers the question 'how' and 'why' (Schell, 1992) and hence can exhaustively investigate a single case. Mugenda and Mugenda, (2003) state that a case study seeks to achieve an in-depth understanding of a single unit within its real-life context. A case study therefore attempts to describe a unit of analysis by obtaining in-depth information on a single unit.

The design was chosen because this study focused on a single unit of analysis, Jaramogi Oginga Odinga University of Science and Technology. D'Ortenzio (2012), Ahmed (2015), Kamugisha (2013), Kamemba (2014) and Gwengi (2010) adopted a case study design in their studies on the concept change management. A case study was therefore justifiable for this study. A case study was also decisive in in-depth investigation (Bryman, 2012), and it allowed for a holistic and meaningful investigation of real-life events at JOOUST.

3.3 Data Collection

The study collected both primary and secondary data. Primary data was collected through the use of an interview schedule developed from the literature. Interview was critical in obtaining in-depth information (Kothari, 2004). An interview guide was critical in ensuring that information was received from the interviewees' point of view. The interview was purposively directed to the top-level management and was administered through personal interviewing. The top-management of the university, which included two Deputy Vice Chancellors and two Registrars were interviewed.

Secondary data sources were also used to corroborate the primary sources. Secondary data was collected through document analysis from annual reports, the JOOUST strategic plan, minutes on strategic change meetings, employees' survey reports and official letters. These sources of information were instrumental in understanding the approaches taken in the management of strategic change in the institution and the challenges the institution was facing during implementation of the change.

3.4 Data Analysis

The data obtained from the study was analyzed through content analysis. Content analysis is a technique used to analyze documents and texts which seek to quantify content in terms of predetermined categories and in a manner, that is both systematic and replicable (Bryman, 2012). The texts and documents analyzed included texts from interviews, strategic plans, business plans, meeting minutes, employee survey reports and official

letters. Content analysis ensured that the data collected from the research was analyzed in line with the theme of the study. It enabled the researcher to summarize data in terms of the approaches taken in strategic change management and the challenges faced by the institution in the implementation of change. All the data relating to these themes was analyzed to determine its usefulness to the research and hence the findings.

The use of content analysis gave the researcher the necessary wherewithal to establish and interpret the information. Necessary conclusions were drawn and used to add value to the theoretical anchorages of the discipline. The conclusions drawn from content analysis enabled the researcher to make valid inferences from the texts to the context of the study

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, findings and discussion in line with the three objectives of this study. The findings are presented in six sub-chapters. The subchapters entail strategic change at JOOUST; strategic change management practices at JOOUST; approaches in management of strategic change at JOOUST; challenges of implementing strategic change at JOOUST, managing the challenges in the implementation of strategic change at JOOUST and a discussion of the findings of the study. The four informants targeted for the study form the top-level management that is responsible for the management of strategic change in the university. All of them had been working in the organization in their respective positions for more than three years and therefore provided reliable information as they were all knowledgeable on the change management processes in the institution. Content analysis was used to enable the researcher to categorize the data collected with reference to the theme of the study and detect patterns in the data. The patterns were then analyzed to draw logical meaning from the data. Content analysis enabled the researcher to analyze the differences and similarities in the types of responses that the informants gave in order to understand how JOOUST manages strategic change.

4.2 Strategic Change at Jaramogi Oginga Odinga University of Science and Technology

The study embarked on investigating the changes that were being undertaken at JOOUST. From the data collected and analyzed, the institution was found to be undergoing strategic

change. The JOOUST business plan 2014-2018 indicated that the institution was expanding its physical infrastructure, in terms of construction of lecture halls, ultra-modern laboratories, auditorium, ultra-modern library, and staff offices. This information was corroborated by majority of the informants. One interviewee confirmed that "the institution has installed an enterprise resource planning system. A system that is meant to incorporate financial, human resource, academic divisions and the whole student database in an interlinked manner."

Moreover, the JOOUST Strategic Plan 2016-2021 indicated that the institution was in the process of reviewing the academic curriculum and rolling out several community outreach programmes through creation of several directorates to link the organization to the community. JOOUST had also created a centre of research innovation and technology to conduct research on issues that will impact the society in a positive way. The institution had also launched a programme on cage fish farming to assist the community in gaining fundamental knowledge on the how to conduct cage fishing. The organization had further partnered with Kenya Commercial Bank in offering entrepreneurial skills to the farmers. Minutes of a meeting also indicated that the institution had launched a diploma programme on county governance to impart knowledge on to the citizenry on the basic concepts of county governance.

The institution was found to be striving to subsidize the government's capitation by expanding their income generating units. An informant stated that "the government has cut down the capitation of public universities making it necessary to find alternative sources

of income." In addition, JOOUST was found to have launched an e-learning platform where several programmes were provided for clients via the internet and thus easing them the trouble of attending classes physically. The study also found out that the institution had ensured public private partnership. One interviewee confirmed that:

> We are partnering with private landlords to offer accommodation to the increasing number of students in the university and thus ensuring that accommodation is not a hindrance in attracting a large number of students from Kenya Universities and Colleges Central Placement Service (KUCCSPS) and the self-sponsored students.

Moreover, the institution was having international collaborations with other universities and organizations in the world. One informant stated that:

> The University is collaborating with Chalmers University in Sweden on research and Delft University from the Netherlands on agricultural research on greenhouse farming. The institution has also developed a close relationship with Engineers Without Borders who assisted in the installation of hydraulic systems in the university to improve on training of engineering and science courses.

The findings revealed that the university had initiated an Alumni Association to ensure that all graduates of the institution can become members of the association with the aim of growing the institution further in the marketplace. Autonomous union representation had also been allowed in the institution with two active unions representing both the academic and administrative staff. They act as a link between the management and the employees and protect the rights of the employee to associate and assembly. The institution had also introduced central marking system where all scripts were marked centrally. This was meant to reduce the time it takes for lecturers to mark and submit scripts especially most of the part time lecturers who sometimes delayed with the marked scripts.

The study established that the major forces of change were the Ministry of Education through CUE who are the regulators of the institution and Inter-University Council for East Africa. The JOOUST strategic plan 2016-2021 state that "JOOUST is working towards meeting the standards set by the Commission for University Education (CUE)." One interviewee also stated that "Inter-University Council for East Africa plays a critical role in guiding the institution's change initiatives." Another interviewee also confirmed that "environmental factors such as the location of the institution, external environment occurrences which includes competition from other universities and student characteristics such as student numbers are also critical forces of change."

Moreover, globalization and science and technology had played an integral role in the initiation of strategic change at JOOUST. The need by the public universities to expand their internal funding bases to compliment government funding and the changing needs of the clientele in terms of the increased interest in new academic programmes that are perceived to be more lucrative and attractive in the private sector was also a major force of change. One informant asserted that "the demands by the market for new lucrative programmes makes the institution to continuously review the academic programmes offered."

4.3 Strategic Change Management Practices at Jaramogi Oginga Odinga University of Science and Technology

The study sought to find out whether JOOUST participates in change management practices and the level of staff involved in change management. The results show that the

organization practices change management and that it is the top-level management staff that is mandated with the creation of the vision and mission for change, which it then communicates to the functional managers and eventually to all the employees. An interviewee stated that "the organization have a flexible strategic plan that guides change objectives and the top-level management are mandated with initiating change projects."

The study found out that documents such as the strategic plan, master plan, business plan and official letters relating to change also provided evidence on the existence of strategic change in the organization. Therefore, the study established that management of strategic change is crucial for JOOUST in the quest to achieve their organizational goals. The organization believed that strategic change and organizational change created a learning organization with the capability to survive in the turbulent business environment within the higher education sector that is faced with stiff competition both locally and internationally. One informant stated that "the top-level management staff vehemently encourages and support change initiatives in the organization and they ensure resource allocation for change initiatives to ensure success of the institution in the higher learning sector."

The findings indicate that strategic change was both planned and unplanned. However, planned change was more pervasive in the institution. This was evident by the existence of policy documents and the statement by one informant that "the changes undertaken are majorly planned however, some are undertaken when the need arises." The institution possessed a five-year flexible strategic plan, a master plan and a business plan that guided the planned change programmes for a set period of time. The plan could always be altered

to meet the emerging changes that the organization endeavored to achieve. In addition, JOOUST also adapted to the strategic changes that were communicated by the Commission of University Education and the changes in the business environment.

The study also found out that most initiated changes were purely spearheaded by the top-level management staff. For instance, the organization was found to be in the process of launching a new strategic plan that was to run from 2016-2021 and the top-level management staff was majorly spearheading the process. One interviewee confirmed that:

> Communication of change initiatives to the employees was majorly undertaken through notice boards and circulation of official letters to departments requesting any employee with a contribution to share. An example is the new strategic plan that the employees were rarely involved in its construction.

Similarly, sensitization was not being done to ensure the employees are conversant with the elements of the strategic plan. One informant admitted that "change is majorly initiated from the top and rarely are the employees involved in the initiation of a change initiative." It is therefore paramount to note that management of strategic change at JOOUST is largely a top management mandate.

The findings show that activities such as restructuring of functional departments, formulation of a five-year strategic plan, getting ISO recertification, benchmarking with other universities and holding quality management meetings are key aspects of change management practices at JOOUST. In addition, one interviewee stated that "creation of committees, employee training, adjustment to policy changes by the government, communication of the vision and structural and cultural adjustments are critical practices

of change management in the institution." Moreover, all the informants stated that there is an enhancement in the interdepartmental relationship to ensure conducive working environment in the achievement of the organizational goal because all the departments are internal customers of each other.

4.4 Approaches in Management of Strategic Change at Jaramogi Oginga Odinga University of Science and Technology

The findings of the study indicate that JOOUST employed various approaches in managing strategic change. The study found out that JOOUST created an urgency for change by finding out where there is need of intervention in some processes of the university that may not be operating as efficient as they ought to be. An interviewee confirmed that "that the institution continually attempts to find out where there is need for improvement and what change activities are necessary to improve on the affected areas." Effectiveness of systems were also interrogated to find out the gaps that needed a change initiative to be improved. The institution also researched on the market needs and activities of the competitors. All the issues observed are communicated to the employees to enable them see the need for change and how they are to benefit from the change. For instance, an official letter showed that communication was done to all employees that Enterprise Resource Planning (ERP) system was imperative to hasten service delivery to the students and hence reducing delays, which would impact negatively on service delivery. An employee survey report indicated that the system also automated most activities and hence reduced the amount of work done by employees and the errors involved in manual operations.

The results show that the management created a vision for change, communicated it to the employees through meetings, notices and letters indicating the reasons for the change, and the timeframe in which it ought to be implemented. One interviewee noted that:

> The university management ensure that they develop flexible strategic plans, master plans and business plans stating well change activities to be undertaken and communicates these initiatives to the other employees and the timeframe needed to implement them. The communication is done through meetings, official letters and notices.

Furthermore, the top-level management staff always communicated a new change initiative to the employees. This was again done through circulars, notices and meetings with the top-level management. Other departmental managers were also tasked with communicating the change to their juniors after receiving the communication. For instance, an official letter was circulated to all departments regarding launching of the ERP system. One interviewee also supported this by stating that "a circular was circulated informing the employees that a new system will be introduced to automate most activities of the institution."

The results show that committees were formed to brainstorm on a new change initiative and acted as guiding teams to the rest in incorporating the change to the organization. The committees more often included members from the department, whom the change would affect most and other leaders from the university in general. The committees were given ample time to discuss the change initiative in-depth until it is lucid enough to them before it is introduced into the system. Furthermore, if the change involved an external provider the organization invited experts on the new change being introduced to assess the system

and how the change will be easily incorporated. One interviewee stated that "during the introduction of the ERP system the institution selected a few individuals who were expected to be the guides to others in the implementation of the system and thus ensuring that the provide leadership during the implementation process."

The study found out that training is of essence in the introduction of a change, when implementing the change and when reinforcing the change in the system in JOOUST. Trainings were held to impart knowledge to employees on a specific change initiative. The trainings targeted the employees whom the change was going to affect directly or those who were responsible for the implementation of the change. For example, there was meeting minutes indicating evidence of a training held on implementation of the e-learning platform. Retraining was done when it was noted that people were not yet well conversant with the new change in the organization. One informant noted that "the organization retrained most employees on ERP since most of them were still not well acquainted with the system after the initial training." Additionally, the institution would hire more employees with new skills that were necessary in the implementation of the new change. An informant stated that:

> When introducing the e-learning platform the institution had to hire new employees who had the skills, knowledge and experience in operating the e-learning platform, furthermore, training sessions were conducted to the employees that would be responsible for implementing the ERP system.

The findings of the study show that JOOUST undertakes some change initiatives on a step by step basis whereby the process is broken down into different short-term projects that

will complete the whole final project. This is majorly done on change initiatives that need a large financial backing and a long timeframe. Change initiatives such as the expansion of physical infrastructure was being undertaken in this manner. An interviewee stated that "in the construction of the ultra-modern laboratories the university has implemented the process in bits to ensure that there are no constraints to the limited funds." Other change initiatives which included community outreach were done in small scale so that the success is evaluated before enlarging the scope of the initiative. Minutes from a meeting on community outreach indicated that implementation on the project of cage fish farming with the community need to be done in small scale first to evaluate the success of the project first. This was done so to help in creating a sense of success that can motivate the employees to further buy into the change process.

The study found out that management attempted to involve employees in the design and implementation of change. However, it was not always done for all change initiatives. One interviewee observed that:

> Whenever the organization embarks on a change project, more often the top-level management takes all the control in the design and processes of initiation of the change and the employees are usually incorporated when the change process is in the implementation stage.

The findings show that strategic changes where employees were not involved and not included in the design and initiation took longer to be accepted and implemented, making the process time consuming to undertake up to completion thus becoming a big challenge in ensuring success of the change. An interviewee noted:

When central marking system was introduced it was difficult for the affected employees to accept the change initiative with several of them vehemently complaining about the change as an inconvenience to them. This was the case because they were not consulted before the introduction of this change initiative.

The results show that all change initiatives were carried out within the rules and regulations set by the Kenyan government through the Ministry of Education and CUE, and the Inter-University Council for East Africa. One informant stated that "the university has several learning centres in operations and is currently in the process of divesting some of them and converting others into campuses which is the minimum small unit of a university accepted by the CUE regulations." The interviewee further stated that "Technical Vocational Education and Training Institutions (TIVET) act also requires strictly that universities should not offer diploma and certificate programmes which JOOUST is in the process of gradually facing out."

The findings of the study indicate that these approaches used in managing strategic change were largely adequate in ensuring the success of the change process. All the interviewees agreed to the fact that all the approaches were highly efficient in ensuring change was successful. They all agreed to the fact that in certain cases, it did not work really well as change took a longer time to be accepted by all employees but eventually the approaches ensured that most of the change initiatives were fully accepted and implemented successfully. The acceptance had more often been gradual and there were a few individuals resisting and some systemic changes that took time to alter. Predominantly the approaches had been a success.

In summary, the study found out that JOOUST had used several approaches in ensuring change is anchored in the system. The management ensured that they kept reminding the employees on the importance of consolidating change in the system. This was done by sending circulars and conducting post change meetings to consult on the reinforcement of the change initiative into the university system. One interviewee noted that "the institution made change a running agenda whereby people keep talking about the success of the change and how it had improved the processes and systems in the organization."

4.5 Challenges of Implementing Strategic Change at Jaramogi Oginga Odinga University of Science and Technology

The study established that several challenges were faced by JOOUST in the process of implementing strategic change. These challenges were both systemic and behavioural. The study found out that the institution experienced four challenges that are systemic in nature. These challenges include; resource limitations, non-flexible organizational design, quality assurance challenges and inadequate human resource capacity. First, in resource limitations, the findings showed that the institution was having some expensive change initiatives that was necessary for the success of the organization in service delivery and growth of the institution. They went ahead to undertake them even though they needed too much funds to implement yet the funds available were inadequate. One interviewee stated that "the institution began construction of large capacity ultra-modern library even though the funds were not enough, this has made the project to take a longer time to complete than the planned timeframe of completion."

Second, the organizational design was also a challenge. Organizational design at JOOUST was a challenge in three ways; first, bureaucratic procedures were too long and hectic. This made the processing of the documentation needed to implement a change initiative tedious to the implementers. One interviewee stated that "too much documentation is usually done for a change initiative to be implemented which has always been discouraging to implementers," Second, the procurement process was long hence purchases delayed thus significantly affecting change implementation. Third, financial procedures were also tedious as approvals had to be sought for before funds were released for a project even though the project may have been already in the financial plan of the institution. An interviewee noted that:

> Procurement and financial procedures have always played a significant role in hindering quick implementation of a change initiative since they tend to be very long leading to delays in release of funds for the project and the procurement of items needed for the implementation of the change initiative.

Third, the results also show that quality assurance was a challenge in the implementation of strategic change. All processes of the university had to adhere to certain set quality standards set by the university. This had sometimes made it difficult to implement change as the implementers of the change sometimes found the standards cumbersome and they tried to evade them. One informant noted that:

> Employees always try to evade the set standards for a change initiative leading to delays in the project completion since the projects will have to be aligned with the expected standards if somehow the implementers deviated from the set standards.

Fourth, the human resource capacity in terms of quality and quantity was found to be a challenge in the implementation of strategic change. The institution often lacked adequate

employees with the relevant skills and knowledge crucial in the implementation of change. The findings show that sometimes it took a longer time to achieve a change initiative because the involved personnel were unable to implement the change well due to lack of necessary skills. One interviewee noted that "when introducing e-learning platform the department involved did not possess enough skilled personnel on that front which was a challenge in its implementation." The institution was understaffed in certain departments and that led to challenges in the implementation of change. An interviewee confirmed that "in the introduction of central marking, some lecturers were part time lecturers therefore they found it difficult to mark their scripts within the central marking area because they came from far and work in other places."

There were two behavioural challenges established by this study. First, there was misinterpretation of information in some occasions. The research found out that because the institution communicated change initiatives from the top-level management to the other employees sometimes it got misinterpreted and led to misunderstanding of the urgency of the change. One informant noted:

> Employees misinterpret communication on change initiative then the information ends up being vague, a case in point is when employees misinterpreted communication on the ERP system installation that it will lead to more tasks yet it was meant to ease the existing tasks.

Second, the findings show that the institution experienced resistance to change at group and individual level. Some employees resisted change as a result of not understanding the benefits the change is going to bring to the organization. Others felt that the change was

not going to be of any benefit to them and hence they did not consider them important. One interviewee noted that "during the introduction of the e-learning platform some lecturers resisted it as they were not comfortable with sharing their notes in the online platform." Furthermore, another interviewee stated that "during the introduction of the ERP system several individuals were not comfortable with the system because they were too used to the manual system and feared the uncertainty that came with the automated system." Others pretended to accept the change but inwardly still operated in the old system. An interviewee stated that "when central marking was introduced several lecturers resisted it as a group citing inconveniences and lack of surety that the new change will actually work." The employees had a culture of how to conduct their tasks that they were not ready to abandon for new ways that they had not interacted with earlier.

4.6 Managing Challenges in the Implementation of Strategic Change at Jaramogi Oginga Odinga University of Science and Technology

Having presented the findings on the challenges faced by JOOUST in the implementation of strategic change in the preceding section, this section embarks on explaining the ways in which JOOUST strived to manage such challenges as disclosed by the findings. The study established that JOOUST managed the challenges experienced during the implementation of strategic change. An interviewee stated that "the institution strives to manage all the challenges that are experienced when implementing change to increase the chances of success of the change initiatives." All the other interviewees reiterated that challenges to change implementation were managed.

First, measures were put in place to manage the challenge of financial inadequacy. Change projects were done in phases and prudent financial management was applied by budgeting for the projects in line with resource availability. For instance, meeting minutes indicated that in the implementation of e-learning, the project was rolled out for certain academic programmes initially before including all the academic programmes offered at JOOUST. Second, the institution also appealed for more funds for change projects from the government and collaborated with other institutions such as Engineers Without Borders. Third, the institution also launched several income-generating units to raise more funds for the implementation of change initiatives. One interviewee stated that "the management collaborated with Engineers Without Borders in the installation of a hydraulic system and they also appealed for more funds from the government to help in the completion of the ultra-modern library."

The findings indicate that the challenge of organization design was managed by attempting to restructure the organizational design to make it more flexible and less bureaucratic. Attempts were made to make the organizational structure more flat to reduce the channels of approval involved in the implementation of a change initiative. This was confirmed by one interviewee who stated that "most of the approvals for projects go through a shorter process of approval by the senior managers and others are approved at departmental levels."

The results show that the quality assurance challenges were managed by ensuring that all the implementers of the change process were made aware of the quality expectations before

embarking on a change initiative. This was often done by conducting sensitization meetings and trainings. For instance, meeting minutes indicated a quality meeting held to sensitize implementers of the e-learning platform on the quality expectations of the change initiative. An interviewee also reiterated that "during the introduction of ERP system, implementers were informed that they have to observe the quality standards that guide the operations of the database system."

On management of challenges arising from inadequate human resource in terms of quality and quantity, the study established that the institution hired additional staff with the relevant skills and knowledge in the new change. One interviewee stated "the institution has hired additional personnel with relevant skills and knowledge on the e-learning platform." In addition, the institution identified members of the organization who were well abreast with a change process to guide others in terms of learning from them on how to implement the change. Another interviewee noted that "a few individuals who had become experts in handling the ERP system were tasked with guiding their colleagues in better understanding of the system."

The study also found out that the challenge of misinterpretation of information by the employees was managed by ensuring that communication was done directly by the top-level management to the employees through meetings and the use of circulars. A case in point is where an official letter was done to all employees to meet the top-level management for communication on ongoing change initiatives in the institution. One informant stated that "in the introduction cage fish farming as part of community outreach

the top-level management conducted a meeting with all the stakeholders to communicate directly to them the expectations of the project." Another interviewee confirmed that "during the introduction of ERP system the implementers had a meeting with a top-level to be briefed on the necessity of the system.

The results revealed that challenges arising from resistance to change were managed by JOOUST in different ways. There was continuous training of employees to impart them with skills necessary for implementation of change. An interviewee noted that "a lot of trainings were held on how to operate the ERP system in order to empower the employees with the knowledge and skills in operating the system." The institution also ensured involvement of the relevant parties in the implementation of change. Negotiation was also used to convince the resistors to accept change. One interviewee stated that "when central marking was introduced the academic division had to negotiate with the lecturers to accept the change as a positive impact on the efficiency of operations of the organization." Implicit coercion was also used to manage the challenges that the institution felt that had to be implemented speedily. For instance, an official letter was sent to all functional heads on a deadline day of manual operations in favour of the automated ERP system, one interviewee also reiterated that "the institution found it necessary to force some change initiatives such as the implementation of the ERP system because the was need to speedily automate the organization's systems.

4.7 Discussion

This study embarked on investigating how JOOUST managed strategic change in line with the three objectives of the study. The study established that JOOUST initiated strategic change and managed it. This supports the argument by Kotter (2007) and Clegg, Kornberger, and Pitsis (2008) that strategic change is necessary for organizations that need to survive in the dynamic business environment. Change in the institution took place both in the business dimension and the people dimension, which is vital for change to achieve its intended objectives as argued by Burnes (2004).

JOOUST managed their change process and as Vora (2013) and Turner (1999) argue change management is significant in ensuring that an organization succeeds in the dynamic business environment. The institution experienced challenges in the implementation of strategic change, which is expected whenever an organization embarks on strategic change (McGuinness & Cronin, 2016). However, the challenges being experienced by the institution were being managed, which is the only way to ensure that the change process succeeds in achieving its objective (Xu, Payne, Horner, & Alexander, 2016).

The study found out that JOOUST involved the employees in change processes asserting the findings by D'Ortenzio (2012) and Nyasha (2011) that success of change process is dependent on the involvement of employees in the implementation process. Gianforte (2007) established that communication is critical in implementation of change which is in line with the findings of this study that communication is key in change management. This

study established that inclusion of all stakeholders in the introduction of change is critical for the change process this affirms the finding by Amerit (2005) on the importance of having an all-inclusive change implementation process.

This study established that culture influences how people respond to change initiatives. These findings support findings of a study by Namoso (2011) who adopted descriptive research design and found out that culture is imperative in change management. This study adopted a case study design. This study found out that collaborations are imperative in change management. These findings support the findings of Abdow (2015) who adopted descriptive research design in his study and established that partnerships and collaborations are an important aspect of change management. This study established that a vision for change was created and communicated to the employees. This contradicts the findings by Nyasha (2011) who adopted a survey design in the study and established that the vision for change was not communicated to the employees and the employees were rarely involved in the implementation of change.

This study established that there are bureaucratic procedures with several steps of approvals of documentation for change initiatives. This supports the findings of the study by Kamugisha (2013) who found out that approval process for change initiatives are too bureaucratic and act as a stumbling block in the implementation of change. The study revealed that change is initiated at the top-level management then communicated to other employees, the study also found out that the change process is both planned and emergent and that employee resistance is experienced during the implementation process. This is in

support of the findings of a study carried out by Kipkemboi (2013) that change is initiated at the top-level management then passed down to the implementers. The study also found out that change was both planned and emergent and there was employee resistance during implementation.

The findings established that JOOUST creates teams that act as guiding coalitions in the implementation of change initiatives in the institution. These support the findings by a study undertaken by Gwengi (2010) that found out that structured committees were necessary in overseeing change process. The results of this study indicated that the management did not embrace team work in the implementation of change. These findings contradict the findings of the study carried out by Kamemba (2014) who found out that team work is essential in ensuring success of any change initiative. These studies were undertaken in different contexts whereby change was driven by cut throat competition, however the finding of this study show similarities in the management of strategic change with just a few deviations.

The results established that JOOUST operated in a chaotic environment, and there were dynamic changes that arose from the regulators and the competition, this necessitated the institution to adopt strategic change to enhance survival in the environment, this affirm the chaos and complexity theory that anchor this study (Cartwright, 1991). JOOUST operated in an open system whereby it continuously interacted with the external environment and also the departments within the organization. It was externally open to the surroundings which guided the strategic changes that it undertook, this corroborate the open systems

theory that underpins this study (Al-Haddad & Kotnour, 2015). The institution also strived to transfer skills and knowledge to staff to give them the necessary wherewithal to handle current and future problems that may arise, this is supported by the theory of organization development (OD) (Rothwell, Stavros, & Sullivan, 2010). The strategic change decisions made by JOOUST formed a self-reinforcing system that is important in developing a foundation for future success as argued in the path dependence theory (Antonelli, 1999).

The results revealed that management of strategic change at JOOUST was both planned and emergent affirming the argument that change in organizations can either be planned, emergent or both (Clegg, Kornberger, & Pitsis, 2008). Change was majorly planned and initiated by the top-level management reinforcing the argument that success of organizations is dependent on the adoption of deliberate change (Elrod II & Tippett, 2002; Bullock & Batten, 1985; Kotter, 1996; Prosci Inc, 2012). However, emergent change was also experienced supporting the argument that change is a continuous process that occurs incrementally (Alvesson & Sveningsson, 2008; Dawson, 2014; Quinn, 1980; Whittington, 2002; Senge, 1990).

The findings established that change management in JOOUST was done in a logical linear manner where urgency for change was created to express the need for change, a guiding coalition was formed to act as leaders in the implementation of change and a vision for change shared with the employees so as to determine the major reasons for the change. The change was then communicated to the relevant implementers to address their concerns and anxieties with regard to the change, the employees were then empowered by being trained

on the need for the change and how it is to be implemented. Some change initiatives were done in phases hence generating short term wins and consolidating the gains by continuously improving on the processes. Employees were also continuously reminded of the change to anchor it in the system. This corroborates the argument by Kotter (1996) that successful change management takes an 8-step model and the model adopted by JOOUST for change is similar to it even though not necessarily in the same order as stated by the scholar.

The study established that the institution got away from the undesirable old ways of doing things, changed people to accept the new change and then it finally consolidated the change in the organization. These steps endorse Lewin's (1951) three steps for planned approach to change, which includes unfreezing, changing and refreezing. JOOUST approach for planned change is also in tandem with the four approaches advanced by Bullock and Batten (1985) which include: the exploration phase where urgency for change is created; the planning phase where action plans are made; the action phase where arrangements to manage the change are made and the integration phase where the change is anchored in the system. However, JOOUST failed to implement certain aspects of the second phase whereby information gathering from the employees on their point of view for the change was not sufficiently executed.

The study established that the institution put into consideration the interests of the stakeholders including the employees by informing them of the change, imparting

knowledge on change to them, training them with the necessary skills for change, and reinforcing the change in the organization. These steps are manifested in the ADKAR model by Prosci Inc (2012) on how to change individuals during a change process. However, the institution did not do enough to create desire for the change by the employees. The research established that JOOUST undertook emergent change but not to the extent in which planned change was undertaken. Sometimes change in JOOUST was undertaken in a manner that is not linear or logical but as a process depending on the changes in the environment and the emergent changes introduced to them by the regulators. This confirms the views of the processual model of emergent change (Alvesson & Sveningsson, 2008).

The results indicated that change also involved negotiations with the implementers and was executed gradually in an incremental manner as argued by Quinn (1980) in his logical incrementalism model. However, JOOUST was not very keen on organizational behaviour which is a key element of logical incrementalism. Communication and sharing of visions was a key component of change management in the institution, which asserts the view of learning organization as advanced by Senge (1990). However, the study established that the disciplines of personal mastery, systems thinking, mental models and team learning are conspicuously missing in the organization's change structure.

The findings established that the institution was experiencing financial challenges in the implementation of change. This substantiates the assertions by Cawsey and Deszca (2007) that adequate resources are necessary for successful implementation of any change

initiative. The organizational design was characterized with long procurement and financial processes of approval which was found to be a challenge and needed to be resolved. Resistance to change by employees was also experienced at JOOUST and corroborated the line of reasoning of McGuinness and Cronin (2016) that challenges shall be experienced during change implementation. The resistance was either during introduction of the change or people pretending to have accepted the change but inwardly hoping for its failure. This asserts the sentiments of Petrini and Hultman, (1995) that resistance to change can either be active or passive. It is also critical to note that the quality and quantity of human resource was a major hindrance to the management of strategic change. Kalyani and Sahoo (2011) agree with these findings on the importance of human resource in change management.

JOOUST planned on how to manage change before embarking on the change and also during the process of implementing the change. This shares with the views of McGuinness and Cronin, (2016) on the importance of managing change for it to achieve its set objectives. Resistance to change was also managed through communication, negotiation and sometimes coercion, these techniques substantiate the views of Kotter and Schlesinger (2008) on how to manage resistance to change. The study also established that JOOUST undertook resource sapping change initiatives in different phases to ease the pressure on available resources. This affirms the reasoning of Jacobs, van Witteloostuijn, and Christe-Zeyse (2013) that resources need to be distributed in phases to ensure successful completion of expensive projects. The research also established that management was hiring new staff and training the current ones on specific needs for a change initiative.

Kalyani and Sahoo, (2011) corroborate these findings on the significance of a highly skilled human resource to implement change. JOOUST was restructuring their organizational design to ensure it is more efficient and less hectic in the implementation of change and thus ensuring it does not take a longer period to implement a change initiative.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter a summary of findings is presented, an outline of the conclusion and recommendations for practice and policy. The chapter also highlights the limitations of the study and suggestions for future research arising from those recommendations.

5.2 Summary of Findings

The objectives of this study included establishing the approaches adopted by JOOUST in the management of strategic change, the challenges experienced by JOOUST in the management of strategic change and how the challenges faced are managed. The study established that JOOUST was undergoing strategic changes to adapt to the changes in the business environment. Strategic change at JOOUST was majorly planned and sometimes emergent based on the activities in the external environment.

The changes were majorly initiated by the top-level management and spread down to departmental managers then to other employees. Strategic change at JOOUST was managed by approaches such as creating a sense of urgency, creating a shared vision, forming a guiding coalition, communication, training, recruitment, negotiations, involvement of employees, gradual implementation of change projects and coercion. It was found out that the approaches were largely adequate in the management of change at JOOUST.

JOOUST experienced challenges in the implementation of change. They included lack of sufficient resources, low capacity of human resource, resistance to change, non-flexible organizational design, misinterpretation of information on the urgency of change and quality assurance issues. These challenges were, however, managed through the following measures: undertaking expensive change initiatives in phases, matching them with budgets, appealing for more funds and creating and expanding income generating units. Furthermore, restructuring organizational design, meetings with employees to curb misinterpretation of information and training of employees, involvement and negotiations, hiring of new personnel and further training of existing employees to curb the inadequate human resource in terms of quality and quantity were also used to manage the challenges.

5.3 Conclusion

Strategic change is exigent for success of any organization in the contemporary business environment. This study examined the management of strategic change at JOOUST. The findings have established that JOOUST undertook strategic change, faced challenges in the implementation of strategic change and put measures in place to manage those challenges. Strategic change management was highly successful at JOOUST. The change was managed in a conventional way by making the change process linear and organized. The change management practices corroborate theory and literature on change management with just a few deviations from the existing literature. As far as the efforts made in the management of strategic change, it is worth noting that the management at JOOUST was committed to ensuring successful implementation of the change processes.

The finding established that approaches such as creation of a sense of urgency, creation of a vision for change, creation of a guiding coalition for change, training, step by step implementation process, employee involvement and communication are critical in change management at JOOUST. The study also established that the institution experienced both systemic and behavioural resistance. Systemic resistance included resource limitations, non-flexible organization design, quality assurance issues and human resource capacity. Behavioural resistance included misinterpretation of information and resistance to change. However, the institution put measures to manage these challenges. The measures included implementing change process in phases, prudent financial management appealing for more funds, collaborations and coming up with several income generation units to help in managing the challenge of resource limitations.

Based on the findings, it was evident that team learning, systems thinking and stakeholder analysis were not thoroughly done before the introduction of a change in the institution. Such omissions were part of the reason for the increase in the challenges faced during change implementation. The findings of the study also showed that the remedies of managing challenges to change at JOOUST, were long-term. Most of them were continuous and thus would guarantee the sustainability of change initiatives. However, certain challenges experienced by JOOUST, would be easily mitigated by the management who initiate the change before the introduction of the change, an example in place is the tedious procurement procedures.

The findings also led to a conclusion that the institution had a well-developed blueprint for progressive change as indicated by the availability of flexible master plan, strategic plan and a business plan, which all guided the change process in the organization for a designated period. However, the lack of a dedicated stakeholder analysis created a hindrance in ensuring that all the stakeholders were on board in the change initiatives. Conclusively, JOOUST was managing change and when the existing points of issue are rectified more success is bound to be achieved in the implementation of strategic change.

5.4 Recommendations for Policy and Practice

A number of issues come out from the study that warrant recommendations for the institution to put into consideration. The institution needs to intensify on stakeholder analysis especially consulting deeply with the employees before embarking on the introduction of a change initiative in the organization. There is need for the institution to further appeal for more funding from the government to improve on the funds needed for implementation of change projects in the institution, this will ensure the projects are undertaken to completion within the stipulated timeframe. The study recommends that JOOUST could explore more approaches in the management of strategic change to ensure that challenges are highly reduced and thus enhancing the chances of success of a change initiative. It is also recommended that team learning be encouraged whereby the whole organization employees engage in learning as a team.

The university management should ensure that both systemic and behavioural resistance to change are managed at an earlier stage during the implementation of the change initiative.

System resistance such resource limitation, inflexible organizational design and inadequate human resource capacity need to be discussed and resolved before embarking on the change initiative. Employees are the implementers of change initiative and hence their must consultation with them prior to venturing into any change to reduces chances of group and individual resistance.

The policy makers must continuously review the approaches applied in managing challenges experienced in the implementation of change. Certain approaches such as the use of implicit coercion can be avoided with sensitization on the urgency for change before embarking on the introducing the change initiative. Employees need to be informed on the benefits of the change to them and to the institution. The regulators need to understand the challenges faced by JOOUST in change management and use it as a guide for policy making.

5.5 Limitation of the Study

The study was a case study and hence the findings cannot be generalized to other institutions. The study involved interviewing of top-level management staff of the institution. There may have been personal bias by the managers because they are the initiators of strategic change in the institution. However, the secondary data was used to corroborate information from the interviewees and to put checks and balances on the information already collected from the interviewees. The study results are, therefore, unique to JOOUST and may not necessarily be generalized to other organizations.

The research involved interviewing of only four members of staff who are top-level managers. Their opinion may not be a general representation of the whole organization on management of strategic change hence cannot be generalized to all the employees of the institution. Some information may have been concealed by the interviewees as they may be considered confidential by the organization. The information may also be biased in the perspective of the top-level managers which may contradict the opinions of the departmental managers and the rest of the employees in the institution. These limitations notwithstanding, reliable and adequate data was collected and analyzed to come up with objective findings for the study. The organization did not allow for use of official documents as appendices in this study and there were some documents that were considered private and the hence could not be used in the findings of this research.

5.6 Suggestions for Further Research

This study was a case study and hence there is need to conduct another study adopting a different research design. This will allow for the easy generalization of the findings to other institutions and more specific to public institutions of higher learning. Similar studies need to be undertaken in different contexts since change management is unique to each organization to allow for comparison of the results. Other studies should also be undertaken in different contexts but within the higher education sector to help build on the knowledge from this study.

There is need to conduct another similar study at JOOUST targeting the employees as the source of information. This will point out the approaches in change management, challenges in implementation and how to mitigate them from the employees' perspective. The study will be imperative in validating this study. Employees perspective shall help in determining the authenticity of the findings received from interviewing the top-level management and data from secondary sources.

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APPENDICES

Appendix I: Interview Guide

1. What are the current changes JOOUST is experiencing?

2. Are the changes planned or emergent?

3. What are the forces behind strategic change?

4. Are the changes managed and which staff is involved in the management of strategic change?

5. Which approaches are undertaken in managing the change process?

6. Are the approaches adequate in ensuring a successful change process?

7. What approaches are undertaken to ensure the change process is anchored in the system?

8. What challenges are faced during the implementation of strategic change?

9. What approaches are used to manage the challenges faced during the implementation of strategic changes?

Appendix II: Secondary Data Capture Form

DOCUMENT	INFORMATION REQUIRED
1. Strategic Plan.	• Shared values for change. • Approaches in management of strategic change. • Changes expected in the strategic plan period and how they will be managed. • Nature of change experienced in the organization.
2. Employee survey reports.	• Employee feedback on change initiatives. • Employee resistance to change.
3. Meeting minutes.	• Communication on new change projects. • Communication on resistance to change. • Management approaches to change management • Challenges experienced in change implementation. • Approaches in managing challenges faced during strategic change.
4. Business plans.	• Planned infrastructural change. • Changes in income generating undertakings.
5. Official letters.	• Communication on urgency for change. • Management approach on change management. • Challenges faced in management of strategic change.

Appendix III: Letter of Introduction

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Ref: CHSS-SOB D61/76268/2014

August 1, 2016

TO WHOM IT MAY CONCERN

The bearer of this letter **Samuel Onyango Ohanga**

REGISTRATION NO: D61/76268/2014

The above named student is in the Master of Business Administration Degree Program. As part of requirements for the course, he is expected to carry out a study on "**Management of Strategic change at Jaramogi Oginga Odinga University of Science and Technology, Kenya**". He has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

CO-ORDINATOR

0 1 AUG 2016

SCHOOL OF BUSINESS
KISUMU CAMPUS
UNIVERSITY OF NAIROBI

for: **DR. NIXON OMORO**
ASST. COORDINATOR, SOB, KISUMU CAMPUS

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Appendix IV: Originality Report

Management of Strategic Change at Jaramogi Oginga Odinga University of Science and Technology, Kenya

ORIGINALITY REPORT

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SIMILARITY INDEX

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INTERNET SOURCES

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STUDENT PAPERS

PRIMARY SOURCES

1 erepository.uonbi.ac.ke
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2 chss.uonbi.ac.ke
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4 "I Have No Power to Hike Fees - Matiang'i.", Africa News Service, Dec 21 2015 Issue
Publication
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5 Submitted to University of Nairobi
Student Paper
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6 centreforurbaninnovations.net
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19	Submitted to Institute of Accountancy Arusha Student Paper	<%1
20	Submitted to Aga Khan University Student Paper	<%1
21	Submitted to RDI Distance Learning Student Paper	<%1
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47	"Candidates shun State diploma courses.", Business Daily (Nairobi, Kenya), July 16 2015 Issue Publication	<%1
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