

**STRATEGIC CHANGE MANAGEMENT STRATEGIES AT POSTAL
CORPORATION OF KENYA**

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DECLARATION

This research project is my original work and has not been submitted for any award in this or any other University.

Signature **Date.....**

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my family especially my parents who I respect for their love and support during my time as a student at the University of Nairobi.

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It has been a moving and informative learning phase at the University of Nairobi and I feel honored to have had the opportunity to carry out this study as a expression of knowledge gained through the phase of study for my degree. I am extremely grateful to my supervisor Dr. Winnie Njeru for her consummate direction, annotations and bear without whose aid; this study mission would not have been a triumph.

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ABSTRACT

The external environment for businesses has always been changing based on different factors. With regard to this, organizations are also expected to adjust their strategies to match the changes in the external environment. Therefore, strategic change management was therefore considered a key driver in ensuring organizations achieve their objectives in such volatility. This study therefore sought to determine strategic change management strategies at Postal Corporation of Kenya. In an attempt to achieve the study objective, a case study research design was conducted at PCK and it involved 16 participants who were managers of respective departments at the corporation. The study was analyzed through content analysis. From the study findings on figure 4.3, it indicates that majority 6 (37.5%) of the respondents had 6 – 10 years of work experience at Postal Corporation of Kenya, 4 (25%) had worked for Postal Corporation of Kenya between 3 – 5 years, 4 (25%) of the respondents had worked for Postal Corporation of Kenya for over 10 years and 2 (12.5%) of the respondents had worked for Postal Corporation of Kenya for 2 years and below. This therefore indicates that majority of the respondents had enough experience working at the Postal Corporation of Kenya hence giving reliable information sought by this study. With regard to who are the main competitors of Postal Corporation of Kenya, a discussion with the participants revealed that the private courier service providers were singled out as the main competitors for the corporation. It was also noted that online market service such as OLX and Jumia were among the major competitors of Postal Corporation of Kenya. The study findings revealed that diversification strategy was the most adopted at the corporation. Other strategies such as Automation Strategy, innovation Strategy as well Human Capital Competency Strategy were adopted at a moderate extent in the corporation. The study also established that competition was the major challenge experienced in the corporation. Change of technology, risk of hacking, political interference, resistance to change and inadequate resource allocation were also noted as challenges facing the corporation. The study recommended that all the staff should be involved in strategic formulation, implementation and evaluation. Aggressive marketing as a strategy should be enhanced to guarantee the corporation growth and sustainability in the industry.

ABBREVIATIONS & ACRONYMS

CA – Communication Authority

CCK-Communication Commission of Kenya

CEO – Chief Executive Officer

EAPST-East Africa Posts and Telecommunication

EAT –East Africa Telecommunication

KPTC-Kenya Posts and Telecommunication Corporation

PCK- Postal Corporation of Kenya

RBV –Resource Based View

VAT –Value Added Tax

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The world is deemed to be a global village so are the organizations through their network connectivity. The business environment is always changing on every occasion driven by different factors such as technology, competition change in customer preferences, population increase among other factors. The external environment informs all the changes that occur in different organizations both in public and private sector. Strategic Change management involves initiatives of managing change in a well-planned structure of organizations that helps in achieving objectives, missions as well as long term goals. The adoption of change management is significant for the sustainability and growth of an organization. The performance of a given organization depends on its ability to conform the changes in the external environment demands and its customer needs. Also, the demands of the government, stakeholders and employees of various institutions change based on the changes within the confines of the organization and thus the need for the organization embrace it (Hodge and Johnson, 2007).

This study was based on two theories, Resource Based View Theory and Kurt Lewin's 3 step model of change theory. A Resource Based View (BBV) theory elaborates on how organizations make use of their cumulative resources to increase organizational performance in their respective jurisdictions. (Collins and Motgomery, 1995). On the other hand Kurt Lewin's three step planned change model establishes that the stability of human behavior in an organization relies on a quasi-stationary equilibrium supported by a combination of different driving and restraining forces from the external environment

(Cznkota et al, 2009).The two theories relate to the study variables by indicating how organizations allocate resources when need arises to develop and implement the required changes at a given time. Also the theories reveals how organizational performance is driven by the changes in the external environment.

Organizations seek to improve their performance through retaining the existing customer base and attract more customers, increase market share and generate additional revenue. However to achieve this, organizations such as Postal Corporation of Kenya must adopt to the changes in the external environment. According to the Communications Authority (CA), industry statistics (2016, the number of letters sent domestically dropped by 7.7 percent from 17, 211, 415 in the first quarter to 15, 894, 540 PCK has 623 outlet distributed across the country some of which costs more to operate than the revenue they generate. In addition, income beginning postal and messenger services has reduced by 36.7 percent since 2011 to rest at 48 billion as at the end of 2015/2016 fiscal year on June 30, 2016 (CA, Report, 2016).

Organizations must focus on its peripheral atmosphere constantly regulate to fabricate the company, expand premeditated capabilities that move the firm ahead and advance the conduct in which it develops innovative and accessible market throughout inventive products that serve the customers' needs at best. This therefore compels Postal Corporation of Kenya to adhere to the changes in the external environment that is driven by changes in technology as well as competitive nature of postal services in the country.

The corporation should produce products and services that are flexible, high quality, innovative enough, appealing to satisfy customer needs, affordable and timely delivery. This will actually help the corporation to create a competitive edge in the sector than its competitors through effective implementation of change management strategies in the long-run.

1.1.1 Concept of Strategy

According to Thomas and David, (2008) a plan of an association establishes a comprehensive master arrangement that indicates how the business intends to congregate its missions and objectives in the long-run. It maximizes competitive advantage and minimize aggressive drawback for the benefit of the organization. The typical business entity revolves around three levels of approach; corporate, commerce and practical. Corporate strategy elaborates on an organizations overall focus in terms of its future growth that is intended to be achieved by management. Corporate strategy involves growth retrenchment and stability in a given firm. However, business strategy incorporates a business unit and its emphasis on improvement of the general position of the firm's competitive advantage. The business strategies involve competitive strategies. Practical strategy is the approach in use by a purposeful region to realize company and production entity strategies and objectives through supply consumption. It is basically attained through increasing and nurturing organizational core competencies for competitive advantage within a given industry (Thomas and David, 2008).

Costas (2004) asserted that a firm's strategy involves management input for running the business enterprise and conducting operations. Furthermore, a company's strategy revolves around competitive cause of actions and business approaches that managers are utilizing for the progress of the business through attracting and pleasing customers, conducting operations, achieving set targets and competing successfully in a business environment for the benefit of organizational performance.

The direct outside atmosphere includes competitors, suppliers, all the time more scarce wealth, administration agencies and their ever more frequent policy and clientele whose taste and preferences are always changing. The isolated outside background involves societal circumstances, scientific developments, economic conditions and political priorities all of which must be considered in crafting organizational strategies. More often the executives of different firms are often consistent to requirements of its stakeholders; such as employees, customers, top managers, country and owners (John and Richard, 1991).

1.1.2 Strategic Change Management

The business environment is experiencing a lot of change in all fields of economic endeavors. These changes are mostly caused by the external factors of any given organization. The ability to manage and adopt to organizational change is very significant for the sustainability of business operations in any firm. Organizations are therefore expected to reach to the changes and conform to them as soon as it is expected so as to keep up with the changes. Organizations that adopt to the new changes are always

successful in their endeavor and organizations that disregard the changes are rendered redundant especially with the advent of the new technology (Yang et al, 2008).

According to Kotler, (1996), change management is deemed to be a process, tools and techniques to manage the people at all times in the organization so as to achieve the long-term goals of the firm. In order to manage change, sustainability in organization's different practices are adopted, these includes timely communication of the intended changes to stakeholders, establishment of workgroups, maintaining a commitment from management to adopt changes and embracing leadership style that upholds change in management.

Strategic change management is established as planned strategic change management as well as emergent strategic change management. The planned strategic change management is regarded as proactive measure in the external environment. Strategic change deals with the different issues that emerge from the external environment. Strategic change management basically matches organization external capabilities with the external environment. (Ansoff, and McDonnell, 1990)

1.1.3 Communication Industry in Kenya

The communication industry in Kenya was established in the 20th century through the involvement and commitment of the telecommunication from the British government. Different countries in the East African region attained their independence between 1961 and 1963 namely Kenya, Uganda and Tanzania. The colonial government in Britain

allowed East African Posts and Telecommunication (EAPST). However in 1997 the East African Community was no longer holding the three nations together and as such Kenya Post and Telecommunication (KPTC) were established. This organization was very powerful and strong in terms of communication services in the region. Subsequently the government licensed three major mobile telecommunication companies to operate in the country namely Safaricom, Kencel and ECONET communication (GOK, 2011).

However the telecommunications industry in Kenya had four major players that included Safaricom, Airtel, Telecom Orange and Yu mobile did not last in the Kenyan market thus allowing Safaricom, Airtel and Telecom Orange to dominate the industry with the market share of 75%, 12% and 9% respectively. The sector has over 17 million active subscribers. The telecommunication sector in Kenya has however experienced tremendous growth in terms of market share and customer base. The new technology used in the communication industry has transformed the way the industry operates. Also there are other external environment issues facing the industry that includes competition among the industry players, political interference, changes in legislation, changes in policies governing the industry among others. (CCK, 2012).

1.1.4 The Postal Corporation of Kenya

Postal Corporation of Kenya also known as Posta Kenya is a state owned corporation responsible for postal services in the entire country. The Kenyan Postal Services through post system was formerly part of the Kenya Post and Telecommunication Corporation (KPTC), which was however split in 1999 into Posta, Telecommunication Commission of Kenya (CCK) now known as Communication Authority (CA) and Telecom Kenya.

The Postal Corporation of Kenya is among the key state entities that serve as major infrastructure sectors in the economy, improved efficiency and best customer service than other competitors in the sector guarantees sustainable growth as well as promoting globalization (CAK, 2015).

Postal Corporation of Kenya has a major responsibility of serving the interest of the public by offering postal services such as carrier services, mail, financial and agencies services as well as transportation services among others. However, the corporation experiences challenges in its operations from time to time including delayed services, industrial unrest from general employees competition from other players in the market as well as changing business environment in the advent of new technology. At the same time, the corporation has been establishing different strategies to better the situation through employee incentive policies, training of employees and establishing different business subsidiaries to improve performance (PCK, Annual Report, 2013).

There is high level of uncertainties in the postal sector and as such to embrace new technological advances in service delivery is encouraged for better future prospects in postal corporation in Kenya. In 2012, the corporation sought to raise the rates for conveyance household correspondence from Shs. 35 to Shs. 50 per correspondence. This was based on the fact that the corporation had experienced a number of challenges which includes; increase in rent on leased business premises, increase in fuel prices increased wages and welfare costs, introduction of VAT charges on postal products and general operating expenses among others. Furthermore, the emergency of new technology in

doing business has caused a continuous drop on the number of domestic letters sent over the years. The customers prefer to use emails and social media as opposed to postal services.

1.2 Research Problem

Strategic change management is very key subject to many organizations that seek to improve or sustain the performance. Some organizations have had to conduct various practices such as downsizing, appointment of new CEO's, mergers rightsizing among other practices so as to initiate change in their day to day operations. This however does not do much in terms of establishing the required change in a given firm. A global survey by Mckinsey established that managers of different organizations agreed that undertaking an organizational strategic change helps the organization in cutting costs, improve levels of competitiveness as well as maintaining growth.

The modern business environment depicts that learning about change, planning for and implementing major strategic changes must be considered highest priority for the long-run sustainability of the organization. This is due to the fact that strategic change management is a detailed process that many organizations fail to achieve as expected (Burnes B, 2004). However, Postal Corporation has been struggling to remain afloat in the advent of the rise in technology use for communication. Previous researchers conducted similar studies about strategic change management and its effect on performance. At international level, Muogbo (2013) studied the brunt of tactical change administration on managerial enlargement and growth in chosen firm in Anabara State in Nigeria .The findings of the study revealed that tactical administration were adopted in

varied occasions and a positive influence on the firms competitiveness in the manufacturing sector. Singh (2005) deliberated the collision of tactical change in setting up process variation on superior managerial presentation in non-profit human service organizations offering mental wellbeing services. The main result of this learning was that tactical alteration in planning is exceedingly linked through superior organizational performance. Kochan et al (2003) asserted that an organization that is embraces changes is expected to achieve positive feedback with regard to returns and customer satisfaction. The researchers conducted their studies in other contexts different from Kenya.

Locally, Guchu (2013) studied management of strategic change at Kenya Post Office Savings Bank and noted that the financial institution has a strategic change management process that is planned and embraces strategic change that otherwise is influenced by the changes in the external environment. Marangu (2012) conducted a study on employee perception on the strategic change management practices and performance at Kenya Power and Lighting Company Limited. Gachara (2014) researched on managing strategic change at Samac Micro-finance Bank Limited that revealed that microfinance utilizes both planners and emergent approach to manage change. However the studies only considered approaches to change management and change management practices in their respective contexts. However, given the findings of the study done by previous researchers there was no study that captured on the influence of change management strategies on organizational performance at Postal Corporation of Kenya. This study therefore sought to answer the question. What are the change management strategies at Postal Corporation of Kenya?

1.3 Research Objective

The objective of this study was to determine the change management strategies at Postal Corporation of Kenya.

1.4 Value of the Study

The study would be significant to the academia and body of knowledge in the sense that it would add more literature for the previous studies that would be beneficial to future researchers who would utilize it as reference material for their research works then. They would also use this study as a guide in conducting similar study with the same topic but in a different context, such that this would help to build up more on the literature of strategic change management as a concept that allows improvements to be made for its enhanced development

To the management practice in general, the study would be utilized by Postal Corporation of Kenya in a significant way as well as the postal sector in general such that it will not only highlight strategic change management strategies adopted at PCK but also identify challenges experienced and how the strategies have influence organizational performance in the long-run. This would therefore be important to the corporation as well as other players in the industry since it would help them create policy framework that captures the strategic change management strategies that would be used to promote efficiency and competitiveness in the postal sector.

The study would be valuable to the policy makers of the postal sector regulatory authority i.e. the Communications Authority such that the information established through the findings of this study would provide more insight into change management issues as well as challenges affecting postal sector in Kenya. Therefore, the study would enable the regulator communications authority to be aware of the challenges experienced in implementing strategic change management in Postal Corporation of Kenya thus establishing ways of dealing with such challenges in the sector.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter elaborates a review of the literature with the main aim of determining the research gap that this study intends to fill. The study covered the theoretical framework, strategic change management strategies as well as the challenges experienced in their implementation.

2.2 Theoretical Framework

This study was based on Kurt Lewin's 3 step model of change theory and the Resource Based View theory. These theories were discussed in the subsequent paragraphs of this chapter.

Kurt Lewin's three step planned change model establishes that the stability of human behavior in an organization relies on a quasi-stationary equilibrium supported by a combination of different driving and restraining forces from the external environment (Cznkota et al, 2009). He noted that change is achieved through the interaction forces that push for change and forces that insist on maintaining the status quo, the driving forces should be stronger than the forces that are resisting change in any given circumstances. The model established 3 steps that involve the first step in change management is known as unfreezing. The equilibrium so that the old behavior can be done away with and the new behavior can be successfully be adopted.

The second step is referred to as the transition stage that highlights on a new practice or behavior in a firm being introduced. This step is meant for establishing a new quasi stationary equilibrium in order to ensure that the new behavior are maintained without interference of any kind (Menipaz and Menipaz, 2009). The need to reduce anxiety enhances a great desire for seeking out, processing and information use in order to establish modern state of stability or revert to the old behavior. Among the consistent findings about change process is that there is unprecedented reduction in an organization's performance during the adoption of change into the organization day to day activities (Fallan, 2001).

Refreezing state occurs once employees in an organization have obtained a new way of doing things and their attitudes have already adopted to the new behavior. The new behavior must fit into individual employees' personalities and the organization culture for it to be fully accepted and last. On the contrary, the new behavior will be only a temporary implementation given the pressure of the change from the external environment. The unfreezing and transition stage are well planned and managed the outcome of freezing process will highly be accepted (Herold, et al, 2002).

On the other hand, the Resource Based View Theory was considered to be among the contemporary theories that gives significant understanding on strategic change and organizational performance with respect to changes in external environment (Collins and Motgomery, 1995). A Resource Based View theory elaborates on how organizations make use of their cumulative resources to increase organizational performance in their

respective jurisdictions. Resource Based View theory has been viewed as a way of giving insights on organizational performance as well as competitive advantage of the same. The competitive advantage is sustainable in nature given its ability to withstand the external forces from the external environment (Bharaduj et al, 1993).

The theory further holds that competitive advantage and organizational performance can be achieved prudently if the resources being utilized are not easily duplicated by other competitors in the external environment. An organization represents an entity that entails a unique collection of resources and capabilities that have different features for its sustainability. The RBV theory asserts that the presence of vital resources in a firm and their timely and efficient allocation and reallocation allows for a unique synthesis of elements that give an organization competitive advantage as well as sustainable optimal performance. Resources involved includes physical and financial assets, patents, organizational social processes as well as skilled human capital (Barnely, 1991).

2.3 Strategic Change Management Strategies

Diversification refers to the entry of a firm or an enterprise into new lines of business opportunities, either by processes of business development or acquisition internally that involves the administrative structure changes, other management engagements and systems development. Diversification strategy has been viewed as a business development strategy that allows organizations to enter into additional lines of business segments that are different from their core or current product, service or markets significantly and also helps in achieving organizational goals. (Khana and Palepu, 2000)

Diversification of business initiative enables an organization to achieve competitive advantage and allowing them to reduce operational risks that occur in the process. That is why it is considered as a great tool for business development for firms that need to expand their markets. Diversification has been utilized to explain organizations economic performance, finance efficiency, market dominance and reduction of risks among other positivity in businesses (Nayyar, 1990).

According to Montgomery (1994), a diversification policy explain by the resource view indicates that the association has surplus wealth that can be gainfully employed in other trade enterprise, while the marketplace authority sight imply that diversification strategies increase enhanced marketplace control compared to other cast list in the spirited environment. By in advance market authority, a state company have a dominant market divide may be able to charge finest rates on its services. The other way of values manufacture by in advance market share is the upright combination. It is possible for organization to put together the stages in upright supply chain that include production, wrapping and allocation channel to end user (Dyle, 2002).

With view in the direction of computerization plan, computerization is well thought-out as the use of run systems and in sequence technology to lessen the call for for individual involvement in the construction of commodities and services of a specified firm. In the initiation of industrialization, computerization is a step that goes beyond mechanization processes while mechanization provides human operator with apparatus to help out them with the muscular necessities of work, automation very much reduces the call for for

human sensing and mind involvement. Automation has had a significant collision in a wide variety of industry beyond industrialized and service firms one time on a higher cell phone operator have been replaced largely by automated phone switchboards and answering machines. Medical processes such as principal transmission in electric biography or radiography and laboratory examination of human genes , cells, tissues surrounded by other organs are contracted in a greater speed and accuracy by automated systems.(Automation, 2011).

Goldberg (2001) argued that an organization needs to consider four sets of issues when making decisions regarding how much to automate. These are: business, operational, social and political, and regulatory issues. Business issues link the automation decision to the overall business, focusing on return on investment, flexibility, timing, and competitiveness of the automation. The operational capabilities of the process to perform from a cost perspective, quality perspective, availability perspective, features and innovativeness perspective, and environmental perspective must all be considered as significantly.

Aggressive marketing is a vital component in an organization survival in a dynamic competitive environment in any given industry. As such, the telecommunication industry is recognized among the very significant and powerful industries across the globe as well as the modern technological advancement. This goes hand in hand with operations that involves global outlook given the fact that communication is highly dependent in the society. Today activities in the telecommunication industry are composed of different

processes that include sales of products such as handsets, service provision, and subscriber wellbeing. Strategy Identity module (SIM) packs among other gadgets. All these activities requires marketing, achieving efficient and effective marketing strategy by any firm is more challenging. This is attributed to prevailing dynamic nature of the external environment (Brownie and Spender, 1995).

Creveling (1994) established that there is need for organizations to have sound and robust marketing commitment in order for them to be sustainable in a business environment that is competitive. The development of an organization aggressive marketing is always characterized with very unique features that involve initiation broad spectrum of strategic information, intensive managerial experience as well as high level of uncertainty in the business environment. (Mintztzberg, 1996).

According to Jimenez and Sanz-Valle (2011), innovation is regarded as significant components that aid in driving an organization sustainable competitive advantage in the long-run. Generally, innovation involves development of key procedures and processes, transformative ideas, technological knowhow, resource capabilities that help in near idea generation that have an objective of increasing production in organizations, increase profits, and enhance customer satisfaction as well as reduction on operational costs. The resources based theory largely elaborates on the need to have prudent management of vital resources as well as network links on innovation procedures. It is also observed that only organizations that have vital resources, skilled labour and significant network links

realize full benefits of competitive advantage through innovation and thus improving on their performance levels (Camison & Villar – Lopez, 2014).

Varis & Littunen (2010) noted that a firm's consideration of innovation strategies affects its performance in general. It is important for organizations to develop new technological frameworks that are better than the competitors in order for them to achieve sustainable competitive advantage and increase performance. Innovation is therefore regarded as a key objective for organizations that need to prevail upon their competitors in a dynamic business environment. However, studies from previous researchers shows that there is a mutual relationship between innovation as a change management strategy and organizational performance. The influence of more innovations as drivers of change have greatly been analyzed in different jurisdictions by other researchers that achieved positive correlation among them (Artz, et al, 2010).

Human resource capacity development is described as a systematic process of equipping individuals with skills, knowledge and technical knowhow in order for them to offer services to the society in general. An individual who is well trained and well equipped can easily perform their duties to the expectations of the society demands. Human resource management is key to the growth and success of any given firm. Although it is a demanding and challenging task. There are different factors that influence employee motivation on different occasions which involves effective supervision for managers, understanding of job description, communication, perception of fair treatment, opportunities for professional development, remuneration among others. When such

factors are well articulated to employees, then it helps boost their morale and eventually perform better in their respective functions. (Anello, 2008)

Moreover, there is need for organizations to establish Human Resource Management (HRM) Systems that can necessitate staff motivation and increase in their level of efficiency in job performance. Therefore, change in human resource capacity development is considered as a change management strategy given that human resource is a significant element of change in organization's proper collaboration and partnership among human resource professionals, senior managers, individual staff members and supervisors, guarantees efficiency in performance of tasks in organizations thus being strategic change management component. The non-financial incentives are also considered at all levels of management in the organization (Dambisya, 2007).

2.4 Strategic Change Management Challenges

Just like other initiatives in organizations strategic change management has experienced different challenges driving its implementation. Strategic change management challenges includes resistance from middle level management due to perceived loss of power, limited access in the strategic change process, employee resistance, lack of support from top management team, limited time budget and other resources, political instability, dynamic nature of technological innovations among others, more challenges occur when managers and subordinate staff do not safeguard how strategic change is important to the well-being of the organization in general. That notwithstanding the employees have a tendency of retaining certain cultural orientation and as such maintaining status quo and

in that sense resistance to strategic change is experienced through cultural practices (Pingle et al, 2006).

Pursuing change management in an organization is a complex issue since it involves disruptions of any kind of status quo that may be in place at the time. Having this in mind, employees therefore always resist any attempt to introduce change against their will and they end up altering relationships in the organization as well as interfere in general procedures and process. There are many managerial challenges in strategic change management that require a leader who will introduce the change process and will be accepted to all through charismatic leadership style or even democratic processes. This helps management to achieve its intended obligation of driving the change process (Kotler, 1996).

2.5 Empirical Studies and Knowledge Gaps

The effect of an organizations change management practices has been discussed in detail both in the literature as well as from the empirical studies done on the subject area. Change processes in an organization or institutions operating environment is an inevitable stage in the day-to-day operating operations of an organization. Several studies have looked at the role that the top management team of a firm plays in the change process as well as the diversity nature of the diversity of the top management team.

Kambara (2013) also indicates the need for PCK to strategize in order for it to perform effectively and out beat competition. This has necessitated it to formulate and adopt strategies that should result in superior performance for the firm and ensure survival in an environment that is constantly changing due to different competitive factors.

The study also indicates the liberalization of the Postal market to allow the entry of new competition into the market as the main reason as to why PCK ought to reinvent itself. In response to the changes in the market, PCK has had to focus on its capabilities and core competencies in order to achieve competitive advantage and its ultimate survival.

Kimani (2009), studied on the strategies adopted by Postal Corporation of Kenya to gain competitive advantage in the mail sub sector in Kenya light due to increased competition. The study found that though PCK has adopted various strategies to gain competitive advantage, they are slow in bearing fruit and hence indicating challenges in strategy planning and implementation. The above studies sight that business environment for PCK has changed over the years and the firm no longer enjoys the monopoly that it used to hence the need for strategizing for its sustainable development.

Wataka (2013) researched on managing strategic change at PACT Kenya. The study found out that as part of the Pact global family had encountered challenges in trying to manage strategic change initiated at the organization's headquarters It was found that a lack of team work, arrogant attitudes, and lack of leadership in middle management and the general fear of the unknown are some of the challenges affecting a successful implementation of a change process in an organization.

An organization should take positively a change process because effective implementation of a change process in a firm acts as a strategic tool and positively contributes to the goals, objectives and the portfolio of almost all its activities.

In summary, the literature review supports a positive relationship between the strategic change management practices and the performance of organizations. Strategic change facilitates organization to take a different course of action to ensure achievement of organization goal. Strategic change help organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization to enhance its performance .However the previous studies did not highlight on change management strategies at postal corporation of Kenya ,thus creating a research gap to be filled by this study. This study therefore sought to determine the change management strategies at postal corporation of Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provided a discussion of the research methodology that was used in this study. It focused on the research design especially with respect to the choice of the design. It also discussed data collection techniques as well as data analysis methods that were utilized in the study.

3.2 Research Design

A Case study research bring to an sympathetic of a multifaceted issue or entity and can expand talent or add power to what is by now is known through previous research. Case studies highlight thorough background psychiatry of a imperfect numeral of actions or circumstances and their dealings. Case studies rest additional importance on the full related examination of the less essentials and their inter-relationships which relies on qualitative data. (Kalbasi, 2007).

The study involved a case study of the Postal Corporation of Kenya (PCK) offered an insightful analysis of PCK and the strategic change management strategies adopted by the organization in order to achieve organizational performance in a highly turbulent business environment. A case study is a powerful form of qualitative analysis that involves careful and complete observation of a social unit (Kothari 1990). The case study design was regarded as the best design to fulfill the objectives of the study that enabled the researcher to have an in-depth understanding of the strategic change management strategies at Postal Corporation of Kenya.

3.3 Data Collection

Case revision investigate generate a large amount of data from numerous source. Therefore, organized group of the data were vital to stop the investigator from being inundated by the quantity of information and to put off the investigator from trailing sight of the innovative research idea and questions. The researcher composed statistics about the strategic change management strategies at Postal Corporation of Kenya.

An interview guide was utilized as a primary data collection tool to collect relevant information from respondents. The study involved Staff on managerial level from different departments of PCK head office in Nairobi. The managers were from Mails & Parcels, Marketing, Finance, Accounts, Dispatch, Operations, Procurement, Customer Care, Human Resource Management, Internal Audit, Information and Communication, Corporate Affair, Quality Assurance and International Relations Departments. This included senior managers, middle level managers and other stakeholder in the various functions due to the fact that managers are directly involved in formulation and adoption of strategic change management strategies.

3.4 Data Analysis

Mugenda and Mugenda (2003), asserted that data analysis is regarded as a procedure that involves inspection, cleaning, transformation and data modeling with the aim of establishing useful information that is used in decision making for a given entity. Data analysis involves a search for patterns in data. The data collected was sorted for completeness and clarity. Content analysis was used to analyze data about the strategic change management strategies at postal corporation of Kenya. Researchers employ

content analysis in testing theoretical foundation to broaden the existing literature and interpret the research findings. Content analysis allows distillation of words into categories that are not related with content as much as possible. It assumes that when information is categorized into different phases, words and contexts they retain the same meaning as intended (Krippendorff 1980).

Content analysis as a research method is utilized in replication of data for inferences to be made with regard to a given context. This allows data to be interpreted, new insights to be established for practical guidance in decision making. The aim is to achieve a broad description of a given phenomenon under investigation. It is significant to note that the purpose of these concepts is to develop a model that yields concepts to be used in case scenarios (Krippendorff 1980).

CHAPTER FOUR: DATA ANALYSIS. PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides an analysis on the findings of the study as set out in the research methodology. The results are presented on strategic change management strategies at Postal Corporation of Kenya. The study targeted all the managers in all the departments at Postal Corporation of Kenya head office. Sixteen of the respondents participated in the study by responding to the questions on the interview guide conducted by the researcher.

4.2 General Information

4.2.1 Gender

The study sought to determine the gender of the respondents. The results are presented in table 4.1.

Table 4.1: Gender

| | Frequency | Valid Percent | Cumulative Percent |
|--------|-----------|---------------|--------------------|
| Male | 12 | 75.0 | 75.0 |
| Female | 4 | 25.0 | 100.0 |
| Total | 16 | 100.0 | |

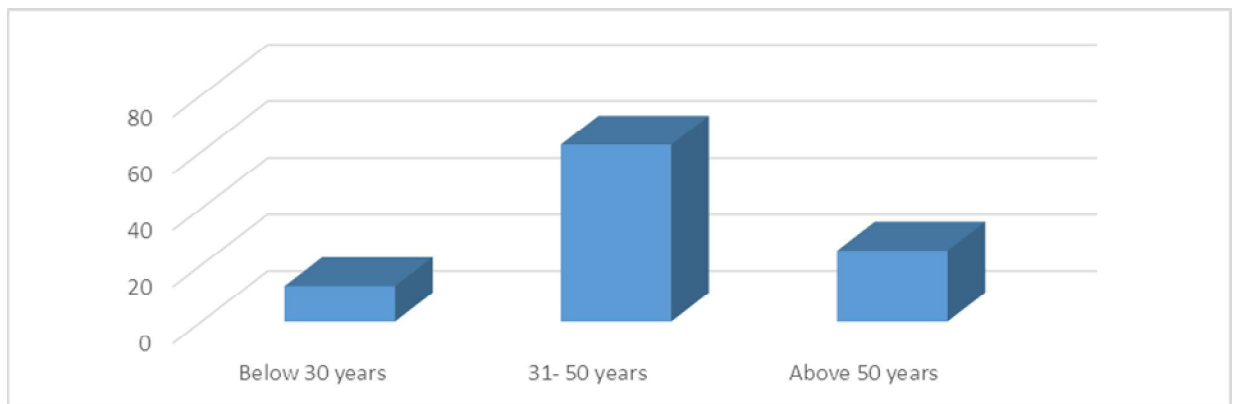
Source: Research Data (2017)

The study findings on table 4.21 shows that majority of the respondents who participated in the study were male with a frequency of 12 accounting for 75% while 4 were female accounting for 25% of their participation.

4.2.2 Age

The study sought to establish the age of the respondents who participated in the study.

Figure 4.1: Age



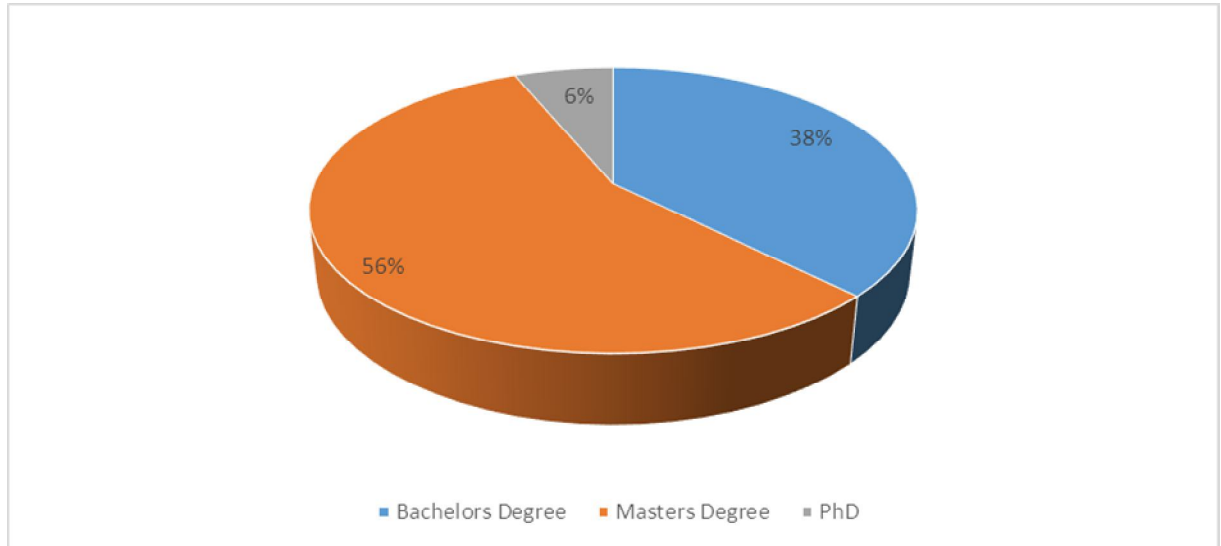
Source: Research Data (2017)

From the study findings are indicated in figure 4.1, it shows that majority 10 (62.5%) of the respondents were aged between 31 – 50 years, 4 (25%) of the respondents were above 50 years of age while 2 (12.5%) of the respondents were below 30 years. This shows that majority of the respondents were old enough to give reliable information sought by this study.

4.2.3 Academic Qualification

The study sought to investigate the highest level of academic qualification of the respondents.

Figure 4.2: Academic Qualification



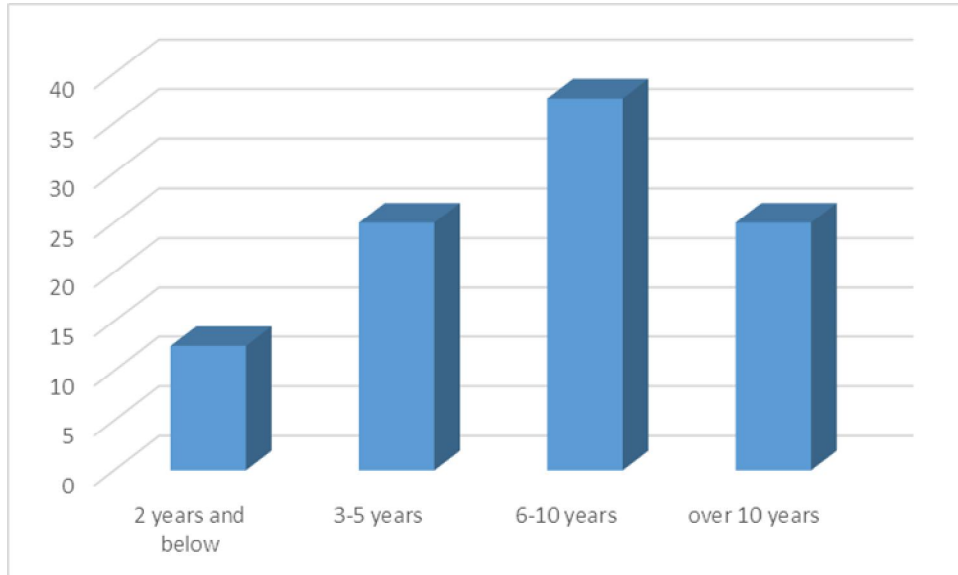
Source: Research Data (2017)

The study findings on figure 4.2 shows that majority 9 (56.3%) of the respondents had a Master's Degree, 6 (37.5%) of the respondents had Bachelors Degree while 1 (6.3%) had a PhD. This therefore indicates that the respondents were well educated to offer reliable and credible information sought by this study.

4.2.4 Work Experience

The study sought to establish the respondents work experience at Postal Corporation of Kenya.

Figure 4.3: Work Experience



Source: Research Data (2017)

From the study findings on figure 4.3, it indicates that majority 6 (37.5%) of the respondents had 6 – 10 years of work experience at Postal Corporation of Kenya, 4 (25%) had worked for Postal Corporation of Kenya between 3 – 5 years, 4 (25%) of the respondents had worked for Postal Corporation of Kenya for over 10 years and 2 (12.5%) of the respondents had worked for Postal Corporation of Kenya for 2 years and below. This therefore indicated that majority of the respondents had enough experience working at the Postal Corporation of Kenya hence giving reliable information sought by this study.

The participants in the study were required to give information with regard to the kind of services offered at the Postal Corporation of Kenya. The discussion with participants revealed that the Postal Corporation of Kenya offered a number of services that included Courier Services that involves Expedited Mail Services (EMS) under the brand name

EMS Kenya. This service was reported to be offered at both National and International Level since it is reliable, accessible, secure and affordable to all clients.

The participants cited in agreement that Posta offers mail services that include; domestic and international mails. Posta online services such as Virtual Post, E-Mail, Track Parcel and locate office. Other participants asserted that the corporation offers Posta Registered Mail Services that has proof delivery, time of delivery and exact content with complete delivery audit trail. The participants further noted that the Registered Mail Service had encryption features for sensitive mails attachment for security and legal compliance via multiple passwords. Some of the participants noted that Postal Corporation of Kenya offers Post Parcel Services, Payments Services such as Posta Pay Platform, Agency services for disbursement and collection on behalf of other organizations, Money Orders, E-Payment System for electronic agency banking services through card based transaction and mobile money transfer.

One participant noted that Postal Corporation of Kenya offers Travel Lite Services that targeted school leavers in college and universities in Kenya. He added that this service was relaxed and convenient to the clients at the time of need especially when they clear their studies and need to transport their belonging in rural homes. Travel lites offers them this service at affordable rates. Other participants noted that Postal Corporation of Kenya Services such as Posta Cargo Services, Business Reply Services, Franked Mail, Bulk Mail Services and Private Letter Bay Services.

With regard to who are the main competitors of Postal Corporation of Kenya, a discussion with the participants revealed that the private courier service providers were singled out as the main competitors for the corporation. It was also noted that online market service such as OLX and Jumia were among the major competitors of Postal Corporation of Kenya. Some participants however cited that major public service transport companies were competitors that did almost all the services that Posta offers. This includes logistics parcel, courier services, mail services, and public transport and cargo services. The study findings were consistent with the empirical literature.

Hitt and Hoskisson (2005) further asserted that the analysis of the general environment focuses on the future, and the analysis of the industry environment focuses on the factors and conditions that influence a company's profitability. In regard to the type of parcels handled more by Postal Corporation of Kenya, participants noted that the corporation trades more on ordinary parcels and expedited mail services (EMS) as opposed to international parcels.

4.3 Discussion of Findings

With regard to strategic change management and who were involved in strategy formulation and implementation at Postal Corporation of Kenya, the participants revealed that top management in the corporation were the ones involved in strategy formulation. They cited an example of Agency services and "M-Posta" Services as a new strategy that was innovative on mail delivery and it has gained entry into emerging digital markets. It was established by other participants that indeed the middle level managers and key operational staff were considered in strategy formulation and implementation process. It

was also noted by all the participants that strategy implementation was done by operational staff and line supervisors at the corporations. They also lamented that this was applicable to the entire organization including their countrywide branches. The findings were consistent with the existing literature by Thompson and Stickland (2003) mentioned that strategy formulation and implementation was a dynamic process within the strategic change management process that required stakeholder's participation to guarantee its success.

In regard to communication on the planned change conducted in the corporation, the managers are always informed through internal memos in this case internal mail to individual managers in the corporation as well as the other branches. Some participants cited that communication was only done on a given planned change based on the nature of the departmental functions. As such, if a particular department was more affected by the planned change, then it meant that they will receive information first hand then later trickles down to other departments. One participant noted that some communication about planned changes was always communicated when it was already in its final stage of development or about to be executed therefore denying them to offer required input. The findings are consistent with the empirical studies.

According to Kotler, (1996), change management is deemed to be a process, tools and techniques to manage the people at all times in the organization so as to achieve the long-term goals of the firm. In order to manage change, sustainability in organization's different practices are adopted, these includes timely communication of the intended changes to stakeholders, establishment of workgroups, maintaining a commitment from

management to adopt changes and embracing leadership style that upholds change in management.

Strategic change management is established as planned strategic change management as well as emergent strategic change management. The planned strategic change management is regarded as proactive measure in the external environment. Strategic change deals with the different issues that emerge from the external environment. Strategic change management basically matches organization external capabilities with the external environment. (Ansoff, and McDonnell, 1990).

With regard to the organizational conducting market research to check viability of an intended strategy before implementation, there was divided opinion among participants. Some participants cited that yes there was marketing research done in the corporation. They cited direct mail marketing arrangement as one of the way it was done in the corporation. Other participants indicted that they were not connected if there was any market research conducted by the corporation while on the other hand another participant noted that there was no consistent marketing research done at the corporation.

About the issue of the extent of adoption of the following strategic management strategies at the corporation, all the participants were in agreement that diversification strategy was adopted in the corporation at a high extent. They cited a few examples that included Postbank as a subsidiary of Postal Corporation and Posta Cargo for Posta

parcels and EMS Services. The study findings were therefore consistent with the existing literature. Diversification strategy has been viewed as a business development strategy that allows organizations to enter into additional lines of business segments that are different from their core or current product, service or markets significantly and also helps in achieving organizational goals (Khana & Palepu, 2000).

Diversification of business initiative enables an organization to achieve competitive advantage and allowing them to reduce operational risks that occur in the process. That is why it is considered as a great tool for business development for firms that need to expand their markets. Diversification has been utilized to explain organizations economic performance, finance efficiency, market dominance and reduction of risks among other positivity in businesses (Nayyar, 1990).

The participants however cited that automation Strategy, Innovation Strategy and Human Resource Capacity Development Strategies were adopted in the corporation at a moderate extent because the strategies were regarded as work in progress. They cited a few examples of such strategies which included M-Posta, as an online platform to access Posta Services, the online Apps for Posta Registered Mails as the innovative strategies to increase their market share in the industry. The post registered mail was innovative since it was R Mail Inbox, R Mail for Salesforce, R Mail for Web, R Mail for G-Mail among others. These findings were consistent with the study literature and resource based theory.

According to Jimenez and Sanz-Valle (2011), innovation is regarded as significant components that aid in driving an organization sustainable competitive advantage in the long-run. Generally, innovation involves development of key procedures and processes, transformative ideas, technological knowhow, resource capabilities that help in idea generation that have an objective of increasing production in organizations, increase profits, and enhance customer satisfaction as well as reduction on operational costs. The resources based theory largely elaborates on the need to have prudent management of vital resources as well as network links on innovation procedures. It is also observed that only organizations that have vital resources, skilled labor and significant network links realize full benefits of competitive advantage through innovation and thus improving on their performance levels (Camison & Villar – Lopez, 2014).

Dambisya,(2007) established Human Resource Management (HRM) Systems that can necessitate staff motivation and increase in their level of efficiency in job performance. Therefore, change in human resource capacity development is considered as a change management strategy given that human resource is a significant element of change in organization's proper collaboration and partnership among human resource professionals, senior managers, individual staff members and supervisors, guarantees efficiency in performance of tasks in organizations.

On the other hand, the participants noted that aggressive marketing strategy was not fully executed in the corporation and therefore they considered it being adopted at a low extent. Two of the respondents indicated that in fact the corporation has more new

products and services that are not known to the potential customers just because aggressive marketing has not been fully utilized. The participants went ahead to illustrate that other corporations such as Kenya Broadcasting Corporation was doing much better due to aggressive marketing strategies.

The findings were in collaboration with the literature review, Creveling (1994) established that there is need for organizations to have sound and robust marketing commitment in order for them to be sustainable in a business environment that is competitive. The development of an organization aggressive marketing is always characterized with very unique features that involve initiation broad spectrum of strategic information, intensive managerial experience as well as high level of uncertainty in the business environment. (Mintztzberg, 1996).

Around the issue of additional change management strategies, Postal Corporation of Kenya employed in its daily activities, the participants gave a number of alternative strategies that included use of digital media to access untapped markets especially with the online apps for Posta Registered Mail that is considered very convenient and secure. The other strategy was Business to Business Strategy where they offered value added services to enhance and promote small and medium enterprises.

Partnership with other stakeholders was another strategy noted by participants such that they cited recent partnership deal on 9th October 2017 between Postal Corporation and United Nations Information Centre (UNIC) Nairobi. The partnership was used to launch Sustainable Development Goals Stamps. This was very strategic since it was reported by

participants that it had 4 Sustainable Development Goals (SDG's) signature images that bears SDG goals of affordable and clean energy, climate action, life below water and life on land. The participants further said that this strategy was indeed marketing the corporation globally.

The participants also added that the corporation was involved in corporate social responsibility initiatives which translated into business strategies for the organization. The participants cited that Postal Corporation of Kenya initiative of letter writing competition. This was aimed at using this platform to market the corporation to the president and to revive the letter writing skills among Kenyans. The target group was college and university students that were awarded at every September every year for World Post Day.

This strategy is devolved since it involved all the 47 counties. Some participants noted that turnaround strategy was also an alternative strategy being used by the corporation. To indicate this they cited the existence of Postal Corporation of Kenya subsidiaries such as Post Bank and Public Service Vehicle Business. The Post Bank had existed for a while now to support the corporation on its operations.

Currently, the corporation was running PSV business where Posta buses ferry passengers to up-country especially Western Region. The participants noted that this strategy had been able to revive the Posta image in those areas and that the corporation was planning to roll out to other routes in the country in the near future. One participant added that E-

Payment System was also another strategy for expansion in the corporation which housed electronic agency banking card based transactions and mobile money transfer.

With regard to monitoring implemented strategies to ensure successful implementation, different opinions were raised from the participants. The participants noted that Postal Corporation of Kenya is a member of Universal Postal Union (UPU) and therefore it has standards of service delivery that it should uphold to match the global standard. This therefore signified that ensured strategies are effectively implemented. The participants therefore cited that the corporation have been able to increase its nationwide branches from 600 to 700 branches nationwide. The corporation is also able to track accumulated revenues versus cost incurred for each individual branch and thus being able to measure if it's breaking or not. The participants also noted that their business reply service was utilized as a monitoring tool to determine level of implementation of various strategies in general.

Other respondents were however different in the opinion. As such, they noted that in some cases measuring success was very difficult such as determining the percentage improvement in some branches as a result of rebranding and repositioning among other disparities such as marginalized political uncertainties.

On the same note, the respondent cited that it was not easy to monitor the implementation process when there were no clear targets set for all departments in the corporation. The issue of employee being adequately trained on strategic management strategies was agreed in unison by participants that indeed the employees are only trained at top

management level on strategic management in general as well as the middle level managers.

However, the participants cited that the operational staff were trained on basic issues of strategy implementation with no follow-up to the same. One of the participants also raise an issue with employee training when he asserted that employees are only informed on the various activities that facilitates the implementation process even without their knowledge. The participants further established that employees in the corporation were rarely taken out for seminars about strategy implementation. Therefore holding the opinion that employees were not adequately trained on strategy implementation.

On the issue of implemented strategies being effective in relation to their intended purpose, it was noted that the implemented strategies were not effective enough in relation to their intended purpose in the corporation. The participants attributed this to the fact that the strategies were not tailor made but they were implemented as general change management strategies thus not having a major impact. The participants however noted that more needs to be done to help stabilize the corporation. The findings were consistent with literature review. Pursuing change management in an organization is a complex issue since it involves disruptions of any kind of status quo that may be in place at the time. Having this in mind, employees therefore always resisted any attempt to introduce change against their will and they ended up altering relationships in the organization as well as interfere in general procedures and process in the corporation. The findings were consistent with the existing literature. There are many managerial challenges in strategic

change management that require a leader who will introduce the change process and will be accepted to all through charismatic leadership style or even democratic processes. This helps management to achieve its intended obligation of driving the change process (Kotler, 1996).

4.4 Challenges of Strategic Change Management

All the participants were of the opinion that competition was a major challenge affecting the corporation. They cited the existence of private companies that offer similar or related services to the market that is differentiated. They mentioned companies such as public service vehicles that commute both within urban centers as well as commute to rural areas have adopted the parcel and cargo businesses that reducing Postal Corporation of Kenya market share. The participants also noted that there were high political interference and uncertainties in the external environment that affected the operations of the corporation. That notwithstanding, the participants asserted that there was dynamic technological changes that greatly affected the general operations of the corporation. The participants cited the existence of online markets such as Jumia, OLX and DHL among others that are technology driven and preferred among customers.

The findings were consistent with the existing literature. Just like other initiatives in organizations strategic change management has experienced different challenges driving its implementation. Strategic change management challenges includes resistance from middle level management due to perceived loss of power, limited access in the strategic change process, employee resistance, lack of support from top management team, limited

time budget and other resources, political instability, dynamic nature of technological innovations among others, more challenges occur when managers and subordinate staff do not safeguard how strategic change is important to the well-being of the organization in general. That notwithstanding the employees has a tendency of retaining certain cultural orientation and as such maintaining status quo and in that sense resistance to strategic change is experienced through cultural practices (Pingle et al, 2006).

Other respondents asserted that there were high risk of hacking in the wake of new technology since every business unit was now powered through the internet the risk of cybercrime remained alive. Two participants noted that the corporation employees were not well motivated to work and needed to improve their remuneration regardless of the economic dynamics and the rigidity by the same operational employees to embrace change was among the challenges being experienced in the corporation. It was also noted by the participants that there were inadequate resources allocated to strategy implementation process. The participants established that resource constraint is brought about when only top and middle level management are trained on the various strategy formulation and implementation while the operational staff does not get the necessary training on what's expected of them to implement the strategy. This therefore hinders the stand implementation of the strategies. Lack of insufficient aggressive marketing strategy was cited as among the major challenges affecting the corporation since it is through marketing that new products and services are pushed to the market.

The participants noted that less marketing activities hindered the corporation to grow to the global status because the new strategies initiated in the organization were not pushed or made aware to ever shrinking market share. With regard to measures put in place to manage such challenges, the participants cited the following considerations that needed to be factored for successful strategic change management at Postal Corporation of Kenya Market Research. This was noted as a vital element in driving informed decision on the organization strategic change management. Participants noted that there was need for timely and consistent communication among the stakeholders in order to guarantee involvement and ownership.

Some participants asserted that stakeholders' involvement in the strategic management process must be upheld to ensure easy implementation for the benefit of the firm. With this, the participants noted that all employees should be involved in the entire process. However, two participants noted that the corporation had creativity and innovative ways of dealing with such challenges as currently constituted. By this, they referred to the existence of new products and services such as Posta Registered Mail that has security and legal banking codes through encryption of its features. The findings were consistent with the existing literature.

Goldberg (2001) argued that an organization needs to consider four sets of issues when making decisions regarding how much to automate. These are: business, operational, social and political, and regulatory issues. Business issues link the automation decision to the overall business, focusing on return on investment, flexibility, timing, and

competitiveness of the automation. The operational capabilities of the process to perform from a cost perspective, quality perspective, availability perspective, features and innovativeness perspective, and environmental perspective must all be considered as significantly

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter focuses on a summary, conclusion and recommendation for the research in line with the research objective as well as the research question. It also covers limitations of the study as well as suggestions for further study.

5.2 Summary of the Findings

The study found out that employees' involvement in change management strategies is vital for the success of its implementation. The study noted that employee skills, analysis needs to be considered during resource allocation such that planning and implementation of the strategy and change strategies can be realized.

The study also established that diversification strategy is highly adopted the many other strategies in the corporation and therefore there is need to diversify even more to other marketable subsidiaries. Aggressive marketing strategy was determined to be adopted at a low extent in the corporation thus denying the corporation to market its new and extensive products to the market as required. Automation strategy, innovation strategy and human capital competency strategy were found to be adopted in the corporation at a moderate extent. This was attributed to new innovative products and services such as M-Posta that is a new innovation that is technologically driven on mail delivery.

The study also established that strategy formulation was always done at the top management level in the corporation and only included a few middle level managers and selected operational employees. Therefore, involvement of all the stakeholders must be considered for the sustainable implementation of change management strategies at the corporation.

5.3 Conclusion

Strategic change management concept is very key in the sustainability of every firm. All organizations are expected to adhere to the changes in the external environment so that proper strategies are put in place to address the prevailing changes. This study therefore provides a comprehensive analysis of change management in an attempt to answer the research question and address the research objectives.

From the research, it is evident that aggressive marketing has been adopted at a low extent in the corporation and therefore there is need for Postal Corporation of Kenya to undertake this strategy as a major step in improving its operational performance and sustaining its market share. Following strategy implementation, job roles should be reviewed in order to identify areas of skills development and in order to place the people with the right skills in the right job through a job placement arrangement. The involvement of all stakeholders especially the employees at all strategy implementation level and strategy formulation level should be encouraged.

However, the study established that competition has a major challenge affecting implementation of strategic change management at the Postal Corporation of Kenya. Other challenges included risk of hacking through cybercrime, political interference, technological dynamics as well as rigidity of employees to uphold change. These among other challenges are brought about by the external environment changes. The study therefore concluded that Postal Corporation of Kenya has the responsibility of establishing strategies together with its existing own strategies to lessen the challenges. Strategies should be tailor made to match the needs of the organization so as to gain competitive advantage and increase its market share as well as increase its profitability.

5.4 Recommendations

The study recommends that Postal Corporation of Kenya should establish a robust research and development department that will be well funded to address the issues of creativity and innovativeness of products and services through key tailor made strategies. This will ensure market surveys, customer feedback based on the market needs on a continuous basis. Employees should be fully involved in strategy formulation and strategy implementation process for easy engagement and ownership of strategic change management in the corporation.

The study also recommends that enough resources should be availed to the strategy implementation process for easy achievement of the intended changes that are market driven. There is also need to have a comprehensive aggressive marketing strategy in place to all media platforms so that the research of Postal Corporation of Kenya should

be felt across the board. Also, the corporation should employ the services of brand ambassadors to push for their products in the market. This should be done to market all the existing and new products and services of the corporation.

5.5 Limitations of the Study

The study was limited to Postal Corporation Head Office only. This therefore limited the finding to the headquarters as opposed to other branches despite the fact that strategy change management was viewed as top management function. Owing to the busy schedules and the tuff working conditions of the participants who were managers of various departments, it was very challenging to get their audience since they had very tight schedules.

There were managers who were very reluctant to give information or participate in the study interview for fear that the information being sought was very sensitive and they were unwilling to offer full disclosure of some information for fear of infringing on their intellectual property rights. The study findings may also be perceived to be unique to Postal Corporation due to its uniqueness as a state corporation and therefore may not easily be replicated to any other state corporation or organization.

5.6 Suggestions for Further Studies

Further studies should be done in private companies that offer related or similar products and services as Postal Corporation of Kenya. This will allow for a comparison to be drawn on the research findings to areas of convergence and areas of deviation in terms of the study findings.

The same topic of study can be replicated to other branches countrywide and expand the participants to include all employees and even customers from various counties where the Postal Corporation of Kenya branches are located. The researcher therefore recommends a survey on the Postal Corporation Services in Kenya to be conducted by future researchers.

Other research studies should be done to other state corporations in Kenya to establish the change management strategies utilized in them and compare it with the findings of this study so that significant decisions could be made when needed especially when the individual corporations have experiences management challenges coupled with other external environment factors that influence the general operations of such state entities.

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE...13/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter...RICHARD OKAMARA OLAIMO

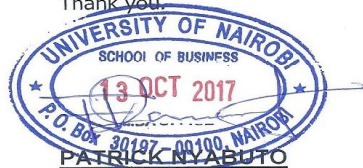
Registration No...DG.1/79384/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

Kindly answer all the questions by filling in the spaces provided.

SECTION A: GENERAL INFORMATION DEMOGRAPHIC DETAILS

(Important- This is for analysis only)

1 . What is your Gender? Male () Female ()

2. What is your age?

Below 30 () 31-50 () Above 50 ()

3. What is your highest academic qualification?

Certificate ()

Diploma ()

Undergraduate ()

Masters ()

4. How long have you worked at PCK?

2 Years and below ()

3-5 Years ()

6-10 Years ()

Above 10Years ()

5. Which services do you offer at PCK?

6. Who are your main competitors in the corporation?

7. What type of parcels is handled more by PCK?

SECTION B: STRATEGIC CHANGE MANAGEMENT STRATEGIES

1. Who are involved in strategy formulation and implementation in your organization?
2. How is communication on the planned change done in your organization?
3. Does your organization conduct market research to check viability of an intended strategy before implementation?
4. What is the extent of adoption of the following strategic change management strategies in your organization?

| Strategies | High Extent | Moderate Extent | Low Extent |
|--|--------------------|------------------------|-------------------|
| Diversification Strategy | | | |
| Automation Strategy | | | |
| Aggressive Marketing Strategy | | | |
| Innovation Strategy | | | |
| Human Resource Capacity Development Strategy | | | |

5. Which other strategic change management strategies does PCK employ in its daily activities?

6. Does your organization monitor implemented strategies to ensure successful implementation? If yes, how?
7. Are employees adequately trained on the strategic change management strategies which have been resulted by the implemented strategies?
8. Are implemented strategies very effective in relation to their intended purpose? If no explain.

SECTION C: STRATEGIC CHANGE MANAGEMENT CHALLENGES

1. What are the challenges experienced in your organization with regard to strategic change management?
2. What are the measures put in place to manage such challenges in your organization?

THANK YOU FOR YOUR PARTICIPATION