

**EFFECT OF CHANGE MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE AT THE UNITED NATIONS
SECRETARIAT, KENYA**

BY

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DECLARATION

I declare that this is my original work and has not been submitted for an award of a degree or diploma in any University or college.

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D61/79798/2012

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 for their love, support, patience, encouragement and understanding, which gave the will and determination to complete my postgraduate studies. To my beloved wife Caroline and loving Children Hartwright, Laura and Bill, I thank you for the inspiration to finish my MBA postgraduate studies.

ABSTRACT

Strategic change management is an emerging field and is increasingly being perceived as a working tool that provides solutions to a variety of issues affecting organizations today. Change management encompasses the organizational tools that can be used to assist people make successful personal changeover, acceptance and realization of change. The aim of this study was to determine the influence of change management strategy on performance at United Nations Secretariat, Kenya. A case study was used, a popular method whereby qualitative analysis entails analyzing a single situation within a social unit and studying it comprehensively and intensively. Primary data was obtained directly from respondents using structured personal interviews, using an interview guide. The primary data on change management practices and organizational performance at United Nations Secretariat was obtained through in-depth interview using interview guide. Content analysis was used to utilize the data collected. Data was collected from the United Nations secretariat, Kenya in Nairobi. The study being a case study, data was collected from the United Nations secretariat, Kenya in Nairobi. The United Nations secretariat, Kenya has 8 divisions and the study targeted the heads of those divisions. The researcher gathered information from finance division, ICT division, security division, human resource and program division. The study found that a number of changes and transformations' that had taken place at the United Nation Secretariat, Kenya include introduction of new information systems, restructuring and operational strategic changes such as introduction of flexible working schedules for employees, involvement of employees in decision making and change of strategic approaches on program activities. The driving force to these was the need to improve organizational performance to meet the expectation of the member state, stakeholders, donors and clients. It was also found out that the strategic change practices has renewed engagement of staff with the organization with a view of drawing them to a common vision for purposes of building confidence between staff and senior management since the staff is UN's greatest asset. While such organizational change must proceed forthwith, the time has come to stress automatic change; a sharp and crisp examination of United Nations Secretariat, Kenya pragmatism is required. There is, for instance, a need to expound and illuminate heading and substance in regard of key ideas like reasonable urbanization in the policy/strategy papers and to enhance the consistency and nature of the papers. The Medium-term Strategic and Institutional Plan is a fundamental and essential vehicle for the change of United Nations Secretariat, Kenya, but its usage to date has not tended to all issues of hierarchical change. Change has concentrated basically on automatic arrangement and procedure definition and inner institutional and managerial capacities, without requiring a change of the general hierarchical structure.

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LIST OF ABBREVIATION AND ACRONYMS

DCT	Dynamic Capability Theory
MTSIP	Medium Term Strategic Implementation Plan
NGO	Non-Governmental Organizations
SPSS	Statistical Package for Social Sciences
UN	United Nations

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic change management is an emerging field and is increasingly being perceived as a working tool that provides solutions to a variety of issues affecting organizations today (Burnes, 2014). Change management encompasses the organizational tools that can be used to assist people make successful personal changeover, acceptance and realization of change. The internal state of an organization and its external environment affects the strategic change can be affected by. Due to environmental change, Organizations are compelled to change as a response. The fit between an organization and its external environment determines the performance of an organization. Technological advancements, need improved performance increased competition, business growth, the changing demographics of society and need for high quality services has led to the need for strategic change in diverse sectors globally.

This study was based on the Systems hypothesis and the dynamic capability theory. The system theory sees an organization as a social framework comprising of people who participate inside a formal system, drawing assets from their condition and returning to that condition the items they create or the administrations they offer. The hypothesis underlines solidarity and honesty of the association and concentrates on the collaboration between its segment parts and the communications with the environment dynamic capabilities theory expresses that centre abilities ought to be utilized to change here and now focused positions that can be used to build up a long haul upper hand (Chilton, 2013). Any change in strategic changes should be managed so that so people with dynamic capabilities are not lost to other organizations (Miles, 2012).

Kenya has progressively emerged as a diplomatic hub over the past decade. The United Nation secretariat, Kenya has therefore endeavored to solidify the country's program effectiveness by adopting a number of strategic change practices that have also been established and put in place to guide effective and efficient performance. In Nongovernmental organizations, such as the United Nations, the adoption of change management practices as a tool to enhance organizational success and effectiveness has recently gained popularity. However, there are conflicting arguments as to the necessity of change management strategy and whether organizations faced with challenges of scarce resources such as nongovernmental organizations, are getting value for money by investing in areas whose benefits have not been fully understood or investigated. Studies to identify the efficacy of change management strategic changes in enhancing NGO success have not been undertaken hence the knowledge gap and need to undertake this study (Darroch, 2013).

1.1.1 The Concept of Strategy

The definition of strategy as a plan to achieve one or more goals under conditions of uncertainty through goal setting, determination of actions to attain the objective and garnering resources to execute the actions; it's a description of how the ends goals was achieved by means of resource utilization (Vladimir, 2013). Strategy constitutes competitive actions and advances to produce booming performance. The concept of strategy is executed through strategic change management. A set of conditions and actions resulting in the forming and implementing of plans aimed at attaining a organisation's purpose is known as Strategic change management (Pearce & Robinson, 1991).

Strategy formulation entails visionary as well as theoretical perspective; execution is primarily, administrative and consists of initiation of change by working through other people, organizing, motivating, culture change building and finding the optimal fit between strategy and the organization structure (David, 2013). The action aspect of strategic change administration process through which strategy is translated into action is known as implementation of strategy.

1.1.2 Concept of Change Management

Armstrong (2006) defines strategic change management practices as the activities adopted and implemented during the change process. These activities include leadership, change management, stakeholder involvement and employee participation among others. Mullins & Christy (2014) define change management as the procedure, techniques and tools to manage the employee side of variation to attain the required organizational objective. Change management encompasses the organizational tools that can be used to assist people make successful personal changeover sending up in the acceptance and realization of change. The management initiates a change process in an entity by varying processes, systems, organizational structure or job roles (Diefenbach, 2009). Change leadership is the procedure of inducing and inspiring other people to start a process of change that leads to the realization of the preferred future state (Harigopal, 2011).

The change process may be with some challenges. Key among them is employee resistance, resistance from junior managers, time constraints and inadequate resource (Zhu, 2012). Furnham (2012) suggests practices that change managers must consider during the change process so as to overcome these challenges. One of them is crafting key messages that must be communicated during the change process. Steward (2002) upholds that managers need to work with those that sponsor projects in order to create

robust and energetic senior leader alliance. Employees should be educated on why change is necessary throughout the organization. These actions aim at ensuring that there is a successful transition from the old state to a new state (Steward, 2002).

Leadership is crucial in the management of change with stress on creating direction, aligning, motivating and inspiring others (Kotter, 1996). Even though leadership has always been associated with executive managers, there is a need for all managers to develop leadership skills. There is need to change programs and projects to best manage change in an organization (Cummings & Worley, 2008). Change is only possible when it is contextualized against the backdrop of an organization's particular past and presents (Harigopal, 2001).

1.1.3 Change Management

The literature on change administration for the most part recognizes that the essential capacity of change management is to influence the knowledge of the receiver or conduct by advising, coordinating, managing, mingling, and persuading. Neher (2007) recognizes the essential elements of organizational change administration as: gaining compliance, Driving, rousing, impacting Sense-production, Critical thinking, basic leadership, Clashing administration, arranging, and dealing. Neher (2007) and Rogers (2006) stress the social and hierarchical elements of authoritative change administration all in all instead of concentrating on the elements of change administration trades. In this manner, they consolidate the elements of educating, coordinating, and managing into the more extensive class of behavioural consistence.

They additionally give more noteworthy accentuation to the part of progress administration in overseeing dangers to organizational order and control, recognizing critical thinking and conflicting administration, arrangement, and bargaining as key elements of authoritative change administration. Myers (2002) consolidated comparative capacities into a larger amount normal capacity and gave an especially adequate and clear form of the elements of hierarchical change administration. This capacity of hierarchical change administration was viewed as including genuinely procedural; administer situated, one-route, top-down change administration. Assignments in numerous associations have turned out to be more mind boggling, less normal and dull, firmly coupled, and intuitive (Perrow, 2006) and, all things considered, the customary bureaucratic perspective of hierarchical change administration is not any more adequate.

Change administration methodology for hierarchical achievement, regularly known as Change administration for result or Vital Change administration, is a device and in addition procedures for the successful conveyance of help programs. Incorporating change administration as an administration instrument for extend or customized has interior and additionally outer measurements: Inside the accentuation is on outfitting change administration as a device for inward learning towards more signed up activity. Remotely change administration draws in venture or program recipients and other key partners, including government authorities and strategy creators (Perrow, 2006).

Administration for comes about is key part of progress administration system. One imperative part of progress administration inside the guide adequacy motivation is imparting after effects of improvement help. The vast majority of this exertion is centred on persuading publics regarding contributor nations that guide cash is

accomplishing the effect for which it is outlined. Notwithstanding, another component being progressively consolidated inside advancement key changes is change administration for comes about, a field utilizing what are frequently called change administration for improvement approaches. As per (Fride, 2008), there is a solid proof base of the commitment that change administration for advancement has played in conveying effective projects (Fride, 2008).

1.1.4 Organizational Performance

As indicated, organizations employees include the real yield or consequences of a society as considered alongside its proposed yields or objectives and goals and that commanding effecting integrates three definite ranges of firm results; monetary execution, item advertise execution and investor return. Richard (2009) characterized hierarchical execution estimation as the route toward social affair, analysing and in addition uncovering information in regards to the execution of gathering, framework, individual or part and that it can include considering forms inside associations, or examining procedures or parameters, to see whether yield are in accordance with what was proposed or ought to have been accomplished.

There are inference outlines being utilized as at now, comprising of the Adjusted Scorecard (Kaplan & Norton, 1993, 1996, 2001); Execution Crystal (Neely, 2002); and the Cambridge Execution Estimation Process (Neely, 1996). All these execution estimation frameworks expressed; recognize the fundamental estimations of hierarchical execution as effectiveness in profitability, enhanced quality, enhanced monetary execution and investor return, proficiency in resource usage, cost lessening, upgraded business, proceeded with client unwaveringness, client relations and consumer loyalty. Others are quality administration, quality execution, onetime conveyance and ingenuity.

Execution estimation frameworks from private segment have been received to fit non-benefit associations and also Specialists have done a few endeavors to create structures for the non-benefit part lately. In any case, one noteworthy distinction between non-benefits and for-benefits is that non-benefits have objectives and administrations which are more elusive and harder to characterize and along these lines measuring execution gives a more prominent test to non-benefits. By the by the accompanying content is about particular systems that have been embraced and created for non-benefits. Neely (2012) present's two measurements of execution. Adequacy is one of the measurements, productivity the other. Adequacy is depicted with regards to the degree investor as well as partner prerequisites are met and productivity as, gave a given level of partner fulfilment, how financially the business' assets are used.

Kaplan (2013) embraced the Adjusted Scorecard to better fit these sorts of associations. The Adjusted Scorecard is portrayed since it is the most surely understood execution estimation framework among organizations and furthermore on the grounds that it as of late has been adjusted to better fit the exceptional conditions in which non-benefit associations work in .Its more extensive significance they characterize execution estimation as the way toward evaluating the adequacy of activity. The Adjusted Scorecard presents four alternate points of view; budgetary, inside business, client and advancement and learning.

Analysts have distinguished that there are explanations behind actualizing execution estimation even in non-benefits. Execution markers are inputs, yields, throughputs, results and effect. These markers get from the private part yet are relevant and utilized by non-benefits also. Information sources are characterized as everything that is expected to do a mission or a specific venture, for example, staff, volunteers, physical

capital, material, salary and so forth. It is of extraordinary enthusiasm for non-benefits to streamline all sources of info. Yield is characterized as the amount of work performed or conveyed administrations. Sources of info and yields are firmly related since yields are the measure of work performed and inputs are the measure of assets required for this work.

The connection amongst yields and data sources measure authoritative effectiveness. Throughputs incorporate both proficiency and viability measures and are connected to the associations' exercises. The purpose behind measuring distinctive exercises and procedures inside the association is to make it conceivable to assess hierarchical limit. Results are firmly identified with the association's main goal. Measuring results and assessing adequacy make it conceivable to see to what degree the association accomplish its central goal and objectives. Zimmerman and Stevens (2012) show various methods for measuring results, for instance measuring member fulfilment or changing state of mind and conduct among members. Scientists recommend measuring sway on mission. Effect is characterized as all, even unintended, changes that are the after effect of the associations' exercises. The deliberate effect can be long haul or here and now, and additionally positive or negative.

1.1.6 The United Nations Secretariat, Kenya

The United Nations emerged in 1945, after the destruction of the Second World War, with one sole intention: the upkeep of global peace and safety. The UN does achieve this trying to avoid struggle; coming to the aid of parties in strife make peace; peacekeeping; and creating conditions to facilitate peace to hold and thrive. The United Nations Office at Nairobi (UNON) serves as the United Nations headquarters in Africa and the representative office of the Secretary-General liaising with the host Government and intergovernmental and non-governmental organizations based in

Kenya. It also provides administrative, conference and information services in support of programme implementation by the United Nations Environment Programme and the United Nations Human Settlements Programme globally as well as by other United Nations offices in Kenya. It is committed to excellence in implementing this mandate with integrity, professionalism and respect for diversity.

Among the motivations of the United Nations, as articulated in its charter is "to attain universal co-operation in sorting out worldwide subjects of a financial, social, or benevolent character." The UN initially implemented this in the consequence of the World War II on the pounded landmass of Europe, which it rebuilt. The Association is currently depended upon by the global group to organize compassionate help operations because of common and man-made calamities in territories past the alleviation limit of national experts alone (<http://www.unon.org/>).

As from 1945, among the primary desires of the United Nations was to attain worldwide coordinated effort in dealing with worldwide issues of a financial, social, or supportive character and in progressing and enabling respect for human rights and for basic adaptabilities for all without refinement as to race, sex, or religion." Enhancing people's prosperity continues being one of the fundamental considerations of the UN. The international knowledge of betterment has transformed year after year, and states now have concurred that maintainable advancement – advancement that advances flourishing and monetary open door, more prominent social prosperity, and security of the environment – offers the best way ahead for enhancing the lives of individuals all over the place.

The UN Sanction, in its Prelude, aimed: outlined conditions whereby equity and regard for the commitments because of arrangements and various wellsprings of

global law can be sustained". From that point onward, the advancement of, and regard for global law has been a key piece of the work of the Association. This effort is made from numerous points of view - by courts, tribunals, multilateral bargains - and by the Security Council, which can establish peacekeeping tasks, force endorses, or approve the exploitation of drive when there is a risk to universal peace and security, on the off chance that it regards this vital. These authorities have been granted to it by the UN Sanction, which is sighted as a universal plan. In that capacity, it is a mechanism of universal law, and UN Member States are joined by it. The UN Charter regulates the considerable standards of global relations, from supreme evenness of States to the prevention of the exploitation of coercion in universal relations (<http://www.unep.org/>).

Kenya has progressively emerged as a diplomatic hub over the past decade. The United Nation Kenya chapter has therefore endeavored to solidify the country's program effectiveness by adopting a number of strategic change practices have also been established and put in place to guide effective and efficient performance. In Nongovernmental organizations such as the United Nations the adoption of change management practices as a tool to enhance organizational success and effectiveness has recently gained popularity. However there are conflicting arguments as to the necessity of change management strategy and whether organizations faced with challenges of scarce resources like nongovernmental organizations are getting value for money by investing in areas whose benefits have not been fully understood or investigated. Studies to identify the efficacy of change management strategic changes in enhancing NGO success have not been undertaken hence the knowledge gap and need to undertake this study (Darroch, 2013).

1.2 Research Problem

Organizations increasingly embracing the practice of adopting change management strategy in anticipation that this would translate to improved performance and subsequent achievement of organizational goals. Similar trends have been observed in non-governmental organizations that seek to employ strategic change management practices as means of enhancing programs effectiveness. However most Non-governmental organizations such as the United Nations experience challenges of limited resources and hence investment in strategic long term change management is viewed with lots of scepticisms in regard to its relevance to organizational performance.

International literature to the effects of change management strategy adoption on organizational performance indicates that there is an ongoing debate on the perceived benefits of change management strategy adoption. For instance, Namara (2008) in his study of change management strategy implementation challenges observes that a recurrent objection about the change management strategy method is that it generates a document that organization overlooks or fails to utilize properly. On the other hand, Korten (2009) studied the environment under which Nongovernmental organizations fail to execute their strategic plans. The findings indicated that organizations are faced with the challenge of limited appreciation of the functions of change management strategic changes and inadequate budgetary allocation for strategy implementation. However, this study did not scan directly, other factors affecting execution of Ngo strategic plan.

Local studies include: Ong'ayo (2012) who carried out research on employee perspective of the persuasion of change management strategy on organization

performance and found that the criteria for measuring government performance were highly subjective and unreliable. His studies also did not find any correlation between change management strategy implementation and enhanced organizational performance. However criteria for measuring government performance were highly subjective and unreliable. Muturia (2014) studied the effect of multi-dimensional strategy practices and firm performance in Kenya. His studies did not find any correlation between strategy implementation and enhanced organizational performance.

As indicated above, previous studies have, to a limited extent examined the influence of major factors in the link between strategy Implementation and organizational performance. As such debate is ongoing and there has been no consensus on the relevance of change management strategy to organization's performance in non-governmental organizations; this study seeks to determine the effect of change management practices on organizational performance hence leading us to the research question on what is the effect of adoption of change management strategy on nongovernmental organization performance?

1.3 Research Objective

The aim of this study was to determine the influence of change management strategy on performance at United Nations Secretariat, Kenya.

1.4 Value of the Study

A keen observation of all the research studies completed in Kenya, it is noted that there is it is observed that there is unimportant research work carried out and that has led to creation of a gap, which ought to be filled up by the present and the near future researchers and scholars. The results in this study will hence provide information that

was resourceful to potential researchers and scholars as a foundation for their review of literature, filling the knowledge gaps and availing guide towards a particular school of thought. This study will contribute to the body of knowledge by filling the existing knowledge gap and providing fact based theoretical foundation for questions relating to relevance of change management strategy implementation the United Nations secretariat in Kenya organizational performance. Academicians in the Non-profit field and Strategic change management will find this information as a good basis for further research, especially in Kenya and Africa.

Management in Nongovernmental organizations such as the United Nations is able to make informed decisions regarding adoption of change management strategic changes by understanding how such practices will enhance their competitiveness and improve organizational performance. First, it will aid Non-governmental organizations such as the United Nations in Kenya in developing efficient change management strategic plans that will allow them to endure and prosper in the long term, draw donor support and meet the expectations of stakeholders. On the other hand management in Non-governmental organizations will be able to assess whether there is value for money in investing in change management strategy.

Policy makers are usually informed by research findings that attempt to explain a phenomenon or address an existing knowledge gap. The findings of this study on the relevance of strategic change to organizational performance can be used to inform policies for donor and Non-governmental Organization regulatory bodies. The findings of this study are likely to inform decision to introduce new regulations on the management of Non-governmental organizations if the study findings indicate a strong correlation between change management strategy adoption and enhanced organizational performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides a presentation of the literature review. A theories' review is presented first, drawing attention to the theories of strategic changes and its perceived relations with organizational performance. Subsequently; there was a provision of insight on the results of various studies and to appreciate their input towards existing body of knowledge. It also provides an understanding of the aspects of the strategic change practices and organizational performance and the relationship thereof between the study variables.

2.2 Theoretical Foundation

In the study of strategic change management, there are several theories that attempt to explain strategic change practices and organizational performance. In particular, these theories include the the system theory and the Dynamic Capability theory

2.2.1 The Systems Theory

The system theory, in the 19th century was created by Hegel, a theory to explaining the chronological progress as a gradual process (Oshry, 2008). A system refers to pick of items that have a resultant effect on each other within a region and from an expanded pattern that differs from any other. The concept of the vivid characterization of phenomena separate from any other type, temporary scale and independent phenomenon is what is termed as System theory. The simple systems-interactive model of organizational analysis features the continual stages of input and output, which exhibit the concept of openness/closeness. A closed system is not linked to the environment in any way.

An open system incepts data that is used in the dynamic interaction with the environment. A myriad of systems characteristics is correlation perception of causes, chain of influence, hierarchy, self-regulation, interdependence, self-regulation and goal orientation, control, interchange with the surroundings, change and adaptability and the need for equity. The change environment in an organization is perceived to be an open system that is influenced significantly by the happenings in the external environment (Oshry, 2008). An understanding of the elements of the external environment that affect performance in an organization such as change management practices will lead to better implementation of adaptive strategic changes to enhance organizational performance.

2.2.2 Dynamic Capability Theory

Dynamic capability theory emerged from Gary Hamel's working paper of 1989 "multinational strategy research leading to Core Competencies of the Corporation" (Teece, Pisano & Shuen, 1997). This theory emphasizes the ability of a firm to, frame, and reconfigure internal and outside capacities to address rapidly developing situations. Dynamic capabilities along these lines mirror an association's capacity to accomplish new and imaginative types of business execution given way conditions and market positions (Helfat, 2007 & Teece, 1997). In 1994, David Teece and Gary Pisano additionally examined the organisation's capacity to re-establish skills in order to adjust to changes in the business condition and the second being the capacity of progress administration to utilize these abilities to coordinate the necessities of the environment (Teece et al., 1997). The DCT adds to the frameworks hypothesis by endeavouring to enhance hypothesis by clarifying the idea of feasible upper hand, while likewise expecting to illuminate administrative practices (Teece et al., 1997).

Teece, Pisano and Shuen (1997) contend that centre capacities can swing to centre rigidities and frustrate advancement in view of chief's hesitance to move far from organized methods for getting things done. Centre abilities acquire the issue of way reliance into the dynamic capacities hypothesis. The dynamic capacities approach is not simply an internal looking perspective of the association and its technique. Its focal concentrate is on the level of "fit" after sometime between an association's changing outside condition and its changing arrangement of exercises and abilities (Doorman, 1996). In any case, Wang and Ahmed (2007) contend that there are opposing contentions in the writing on unique abilities. Zollo and Winter (2002) expressed that dynamic abilities are organized and determined in associations. In spite of that, Rindova and Kotha (2001) found that dynamic abilities rise and advance inside associations. Thus 'the definitional issue of dynamic abilities stays to be elucidated' (Wang & Ahmed, 2007).

2.3. Strategic Changes

Strategic change administration is an imperative part of administration that inspires research about interest among researchers and specialists. This can be credited to the widespread utilization of this part of administration train. Strategic change practices add to execution by producing significant data, making a superior comprehension of the environment and diminishing vulnerability. Doorman (2004) states that business intensity is controlled by the capacity of the firm to locate its exceptional position and key change administration is the device to empower the firm get that key position.

Scientists have related vital change rehearses with picking up an aggressive edge over its adversaries in the business, recognizing key changes related with high and low execution (Chell, 2012). Strategic changes which lead to elite are correlated to exercises that for the most part prompt success in the business; that is key

achievement factors. The applications are correlated with performance within the industry. These activities integrate prominence on item quality, administration advancements, upgrading of new working innovations, and revelation of new markets. Exercises related with high performing key changes likewise incorporate accentuation on client administration and support, broad promoting, and utilization of outside back (Covin, 1991). As indicated by a few key change administration written works, vital changes are basic for building upper hands for banks (Anderson & Anderson, 2001).

Askarany and Yazdifar (2012) researching the dispersion of six proposed key change administration instruments through the viewpoint of hierarchical change hypothesis, inspected the connection between the reception of these systems and business aggressiveness in both assembling and non-fabricating associations in New Zealand. The discoveries propose a huge relationship between the dispersion of these moderately new vital change administration instruments and hierarchical execution. Ofunya (2013) inspected the relationship of key change practices and firm execution in Post bank in Kenya. The examination uncovered that the vital changes received by Post bank to adapt to the focused condition included fiery quest for cost decreases, giving exceptional client benefit, enhancing operational productivity, among other. Mwangi (2013) explored key change practices and execution of vast pharmaceutical firms in Kenya. The examination discoveries uncovered that organization that were applying vital change hones were all the more eager to advance arranged to go out on a limb and were more proactive than contenders.

One of the current reasonable examinations in Nigeria (Ujunwa & Modebe, 2012) upheld for the reception of key change administration approach in guaranteeing capital market proficiency following the apparent essential part the capital market in financial improvement. The vital measure they assessed extended from powerful

control to accomplishing good macroeconomic condition. They set that these key changes not just advance the proficiency of the capital market, additionally use the part of the capital market in advancing financial development.

Muogbo (2013) examined the effect of vital change administration on authoritative development and advancement of chose fabricating firms in horticulture business in Nigeria. The discoveries demonstrated that the change forms enhanced development in net benefit, deals volume, development in number of representatives, expanded piece of the overall industry and upgraded the comprehension of the procedure of Technique Plan (Vision, Mission, and Targets and Objectives), Methodology Execution System Assessment and Technique Control. Results from the examination showed that vital change administration was not normal among the assembling firms in Anambra State however its reception had huge impact on intensity and impacts on assembling firms.

Gichunge (2007) analysed the impact of formal vital change administration on business aggressiveness of medium measured assembling undertakings in Nairobi, Kenya. It inspected the degree to which formal key change administration is embraced by medium measured assembling endeavours in Kenya and researched the connection between reception of formal vital change administration and authoritative execution. The information was broken down factually utilizing the SPSS packages through classification, extents and rationale investigation. Results demonstrated that those associations with formal key change administration perform superior to those without formal key change administration.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In carrying out the research, there was a methodology used, which covers the following aspects: design of the, instruments for collecting data, collecting procedure, analysing and presenting data.

3.2 Research Design

Research design refers to the logical process used to carry out a research. This is a logical way with which research participants are identified, data collected and analyzed. A case study was used as a research design for this study. A case study facilitates the study to, in greater detail, capture reality. Besides, a case study allows for data collection from one or a few entities (people, groups or organizations). A case study also is suitable when the focus is on a recent event (Gall, Borg & Gall, 1996). It's a popular method whereby qualitative analysis entails analyzing a single situation within a social unit and studying it comprehensively and intensively. The unit of study was United Nations Secretariat.

3.3 Data Collection

The study utilized primary data. Primary data was obtained directly from respondents using structured personal interviews, using an interview guide. The primary data on change management practices and organizational performance at United Nations Secretariat was obtained through in-depth interview using interview guide. The Interview guide was divided into three sections. Section (A) captured information about general characteristics of the interviewees; section (B) captured information on change management practices (C) and organizational performance.

3.4 Data Analysis

Data analysis is a systematic outline in data identifying patterns and for formulating ideas that account for the patterns. Content analysis was used to utilize the data collected. Qualitative description of the composition of objects of materials of the study was involved. Analysis of content, according to Nachmias and Nadimias (1996) is the systematic and qualitative description of composition of subjects of study; this involves analyzing major concepts, contents, themes, relevant to the research objectives and interpreting them to draw conclusions and recommendations.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter contains research findings, analysis and presentation of data obtained from interviews. The findings of the study are presented as per the objectives of the research. It answers the research question of effects of strategic change management practices on organizational performance at the United Nations Secretariat, Kenya.

4.2 Demographic Characteristics

The study being a case study, data was collected from the United Nations secretariat, Kenya in Nairobi. The United Nations secretariat, Kenya has 8 divisions and the study targeted the heads of those divisions. The researcher gathered information from finance division, ICT division, security division, human resource and program division.

The study sort views from four respondents who comprised of different heads of departments with their ages falling in the spectrum between 30-55years. The respondents interviewed had been working at the United Nations Secretariat for a period between 5 years to 15 years. This was a clear indication that the United Nations Secretariat was experiencing low staff turnover and therefore respondents were rich in knowledge about the trends and changes that had manifested at the United Nations Secretariat, Kenya.

The chosen respondents were ideal because of their vast familiarity and awareness they had about the strategic changes in the organization since they have taken part in its formulation, implementation and evaluation. Top management level had been in the organization for long enough hence they were deemed appropriate source of information from them since they were rich in information.

Every study participant was asked the questions contained in the interview guide one after another with the objective of obtaining quality, in-depth information on the strategic change management practice assumed by the United Nations Secretariat, Kenya. Later probing was done to know how the variations had impacted on organizational performance.

4.3 Strategic Change Management Practices

The ultimate goal of organizational change practice, is to adapt to the surroundings and improve the organizational output. The environment which organization is exposed to, is dynamic and turbulent hence organizations should alter permanently existing strategy, structures, policies, technology and practices. The interviewees agreed to a great extent that the strategic changes introduced at the organizations are based on the recommendations of United Nations sixth session of the General Assembly 2006 on investing in the United Nations for a stronger organization worldwide.

This study sought to find out the strategic changes which have taken place at UNON over the recent past. The interviewees clearly brought out that many of the changes and transformation had taken place in the last five years and some of the changes are

still taking place even now. According to the interviewees, the United Nation in Nairobi duty station does not operate in isolation and thus has to align its operations as the other UN duty stations globally. From the study findings, the interviewees revealed a variety of emerging practices within the system which were geared to changing how the organization operates.

In specific areas, for operational activities for development, progress towards consistency and harmonization of planning processes has been made over the last few years. Hitherto, different duty stations would have their different working plans and hence this resulted to inconsistencies among the UN globally because of working in isolation. The research revealed that currently there is an existence of an informal network, the United Nations Strategic Planning Network (UNSPN), involving nearly 30 organizations for the United Nations that have set up regular exchange of information and joint brainstorming around common issues of interest and challenges in their respective organizations with the aim of strengthening planning methods, tools and impact across the system.

The interviewees agreed to a great extent that the strategic changes main objective has been on enhancing trust and confidence towards stakeholders and to build a client orientated organizational culture. The interviewees agreed to a great extent that management has prioritized in engaging member states in support of common goals and that strategic change practices include decentralization of decision making processes. According to the interviewees one of the strategic change practices has been renewed engagement of staff with a view of drawing them to a common vision

for proposes of building confidence between staff and senior management since staff is UN's greatest asset.

According to the interviewees, management has implemented process of continuous change and innovation through facilitating regular consultations with staff. This is aimed at changing organizations culture towards the desirable culture with staff leading the change. There has been a focus on engaging staff with an aim of attaining a global, meritocratic, adaptable, dynamic, and physically secure workforce that saw the introductions Staff have flexible working hours and also they can also work from home through systems that have been put into place.

According to the interviewees, departments are constantly being encouraged to adopt flexible working arrangement. The framework for comprehensive, functional and geographic mobility of all categories of staff is being worked on in consultation with all stakeholders with the aim of presenting a comprehensive policy. The organization is now implementing a new enterprise resource planning tool called UMOJA. There is being implemented across all UN agencies. It is a tool that will help in providing the stakeholders with information that they require in real time to make key decisions. Previously, the organization has been using IMIS to do its operation.

The findings indicate that the organization has embarked on training all staff on the tools of the system to enable them work smoothly this followed the appointment of new assistant secretary general to office of human resource management for purposes of steering change in different organizations. There was organized meeting to the duty station to enable the management communicate the vision and mission of the United Nations and management commitment to it. The core values and competencies have re-articulated. There was regular update from the task team to show when the implementation will start.

Computer based courses were given to enable staff navigate the system with ease. The importance of the management of change was reiterated through different forums and expected outcomes outlined. To create a sense of urgency, departmental heads were tasked in developing action plans with expected outcomes outlined. Staffs were also constantly requested to keep updating themselves and discuss impending changes and recommend the best course of action.

The study sought to get the opinion of the interviewees concerning Factors that influence organizational change management practices. The findings indicate effective leadership during strategic change management process is key. The study indicated presence of visionary leaders who spearhead change at the United Nations Secretariat. This agrees to Kotter (1996) which posits that leadership emphasizes on establishing direction, aligning, motivating and inspiring people. The study noted that the heads of departments spearheaded change in their various departments which led to smoothening of the change process.

The findings also indicate communication of strategic change is key factor is practiced by management at the United Nations Secretariat. The best change programs sustain focus messages through standard, advantageous guidance that is both useful and practicable. Trades streams from the base and to the top, and are engaged to give laborers the right and clear information at the perfect time and to ask for their data and feedback. This will require correspondence through channels like circulars, email, memos, and routine orders. This confirms DeVito (2015) definition of communication as an act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules.

The United Nations secretariat, Kenya strategic change is much dependent on political will of member states and other interested parties outside the country from the findings. Most departments are also dependent on the decisions UN make outside the country as some affect them. The interviewees noted that stakeholders' involvement in strategic change is essential in making informed decisions and it does fastens decision making process which intend fastens the change process. The study confirmed Nyambura (2009) study about people dimension in strategic change management at Family Bank who found that stakeholder engagement gives an organization a competitive edge. Their involvement ensures the success of the change process. Stakeholder participation in change management gives the organization an opportunity to have new ideas in its strategy.

Various leveled change depends on upon the level of support from political administrators and other key external accomplices. The impact of these influencers on the aftereffect of advance attempts stems to a restricted degree from their ability to constrain statutory changes and control the surge of basic resources for open affiliations. Political overseers affect the aftereffect of change by making and passing on a dream that clears up the necessity for change, and what's more by selecting political agents who are mindful to the change and have the data and capacities required for dealing with the change. The interviewees noted that UN has had an incredible long spell of government support which has thus prompted the United Nations Secretariat to better engagements with outside partners.

The findings indicate that employees were involved in the strategic change practices. The interviewees noted that communication was done through middle level managers or departmental heads during developmental meetings, managers' meetings and staff meetings. Most of strategic change was communicated to employees at a later stage, departmental heads would conduct training, seminars so as to prepare the affected employees to pro-actively embrace change. Consultation of employees on how the change process was to be managed as a method of overcoming resistance to change was undertaken. The respondents elaborated that this was the most effective way of ensuring minimal resistance to change.

4.4 Effects of Strategic Change Management Practice on Performance

The findings indicate that the implementation of the strategic changes up to this point has set up a more grounded basic vision and made more excitement and duty among its staff individuals and lessen inner hindrances through better cooperation and a more prominent concentrate on shared outcomes. It has additionally prompted reinforced regulating and operational linkages at the worldwide, provincial and nation levels. Various critical managerial and institutional changes need to enhanced authoritative proficiency and adequacy has additionally been started.

The interviewees expressed that the organization has effectively accomplished a majority of the quick wins and should do in the vital arrangement changes, the vast majority of which required the conveyance of particular yields and exercises. This includes improvement of business processes, resource mobilization and organizational restructuring. From the interview it was evident that restructuring as a change strategy was not only necessary but important since the process was meant to upscale productivity, efficiency and effectiveness in organizational performance , improving

productivity in terms of the number of clients served and also ensure organizational performance to the people. The study findings suggest that the respondents cited the impact of the strategic change management practices to staff performance and it was proven that workers performance was affected both positively. Positively in the sense that performance improved as a result of job satisfaction which was a result of embracing new roles and titles reached by the management change decisions. According to the respondents all the changes which have taken place at the United Nations Secretariat were for the better.

This is clearly indicated by the improved organizational performance , for example, today the UN have an integrated information systems that integrate all the programs of the United Nations reducing bureaucracy of effecting such missions. This study also established that after the United Nations Secretariat, Kenya heavily invests in training its employees they have been able to instill necessary skills to be able to adapt to the fast changing work environment at the United Nations Secretariat.

4.5 Discussions of the Findings

According to the interviewees many changes had taken place at the United Nations secretariat, Kenya. These strategic changes include technological, structural and operational, changes. The presence of a strategic plan enables the United Nations Secretariat to move in a clear direction. The study confirmed that forces that necessitated the changes were in order to enhance organizational performance. The study findings indicate that strategic change practices enhances organizational performance to a great extent.

This implies that there existed a strong and positive correlation between Strategic change practices and organizational performance. The findings concur with Pearce II and Zahra (1991) in a study involving 139 of 500 Fortune firms and where there was found to be a positive relationship between Strategic change practices and earnings per firms shares, increase in firm customer base, asset quality, quality of service, increased production and increased market share. They argued that in taking appropriate measure at the rightful time where strategies seems to fail in achieving set goals, abilities and energies channeled to explicitly enhance strategies that propel firm's performance positively.

The study concurred with Hill and Jones (1998) who found that Strategic change practices through restructuring, adoption of flexibility, total quality management, adoption of technology and re-engineering led to increase in organizational market share, increase in customer base, enhanced production of quality services and gaining competitive advantage over rivals in the market.

This is consistent with the observations made by Simpson (2012) who indicated that what motivate investments in electronic banking is largely the prospects of minimizing operating costs and maximizing operating revenue. It further found out that involvement of staff in the strategic change management program had a direct impact on their productivity and hence the increased performance of the bank. This concurs with the findings of Appiah (2010) who states that strategic change practices led to improvement in employees' performance and improvement in a company's performance. Studies by Hambrick and Schecter (1983) also found that strategic management enhances organizational performance.

This resonates with Marangu (2012) whose findings indicated that strategic decisions positively influence organizational performance to a very great extent by increasing its market network to other regions in the country, enhanced quality of services compared to rivals in the industry, enhanced strategic responses towards external and internal changes faced by the company and has experienced high customer satisfaction to a very great extent. This implies that high levels of performance may result in adoption of Strategic change practices.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter seeks to summarize the research findings and also presents conclusions and recommendations derived from the study. The conclusions are drawn from the findings of the study which sought to determine effects of strategic change management practices on organizational performance at the United Nations Secretariat. Limitations of the study are further illustrated and suggestions for further research.

5.2 Summary of Findings

The objective of this study was to determine the effect of strategic change on the performance of the United Nations Secretariat, Kenya. The approach used was a case study. All divisions of the UN secretariat were targeted and the persons interviewed were the heads of those divisions. Data was collected using interview guide administered to head UN divisions and analyzed using content analysis. The study targeted 8 respondents. There was an 75% response rate which was 6 out of 8 targeted respondents.

From the findings, it was found that most of the interviewees had been working for the organization for more than 5 years hence the length operation is significant towards drawing conclusive findings from the study. Study participants indicated a number of changes and transformations' that had taken place at the they include introduction of new information systems, restructuring and operational strategic changes such as introduction of flexible working schedules for employees involvement of employees in decision making and change of strategic approaches on program activities. The

driving force to these was the need to improve organizational performance to the citizens. The study findings indicate that strategic change practices enhance organizational performance to a great extent.

5.3 Conclusions

Based on the findings in relation to specific objective, the study concluded that strategic change practices positively influence organizational performance. The study concluded that strategic change implementation influence organizational performance positively to a great extent resulting to increased organizational effectiveness. The findings of this paper have practical, empirical and theoretical significance. Practically, the findings prove a proof to the hypothesis that strategic change management practices implementation exert strong impact on organizational performance in United Nations Secretariat, Kenya. This therefore suggests that United Nations Secretariat, Kenya keen on enhancing organizational performance, should seek to adopt strategic change management practices. The research concludes that for strategic change management practices positively influence performance which should be continually monitored and evaluated for effectiveness.

Study participants indicated a number of changes and transformations' that had taken place at the they include introduction of new information systems, restructuring and operational strategic changes such as introduction of flexible working schedules for employees involvement of employees in decision making and change of strategic approaches on program activities .

5.4 Recommendations

While such organizational change must proceed forthwith, the time has come to stress automatic change; a sharp and crisp examination of United Nations Secretariat, Kenya pragmatism is required. There is, for instance, a need to expound and illuminate heading and substance in regard of key ideas like reasonable urbanization in the policy/strategy papers and to enhance the consistency and nature of the papers. The Medium-term Strategic and Institutional Plan is a fundamental and essential vehicle for the change of United Nations Secretariat, Kenya, but its usage to date has not tended to all issues of hierarchical change. Change has concentrated basically on automatic arrangement and procedure definition and inner institutional and managerial capacities, without requiring a change of the general hierarchical structure.

United Nations Secretariat, Kenya work program has been incrementally drawn from the Medium-term Strategic and Institutional Plan, however the Plan isn't an entire outcomes system and has been seen by some as an extra to the biennial work program and spending plan. Execution of the Plan has prompted the presence of covering arranging and revealing frameworks, Peer Review of the usage of MTSIP and there is a need to consider the extra expenses coming about because of that cover, including the degree to which they compel the improvement of a reasonable and shared hierarchical culture emerging out of the Plan.

United Nations secretariat is looked with various requirements over which the association has no immediate control. These ought to be routed to guarantee additional advances in the usage of the Plan and enhanced authoritative execution. Cases incorporate the current administration framework and game plans for the

proficient arrangement of managerial administrations. The examination comes about prescribe that the United Nations Secretariat, Kenya contributes additional time and assets on key arrangement and improve their correspondence structures at whatever point they are presenting change in the organization.

This will engage the staff to be aware of the importance and the imperative for change subsequently decreasing the level of protection in the organization towards change. There is likewise requirement for nonstop limit working of the effectively existing staff so as staffs have odds of getting inside advancements to new employment opportunities educated by the vital changes this will help their good and henceforth at last advance occupation execution. Perpetual board of trustees ought to likewise be founded with delegates from center, senior and low level administration to screen and assess the procedure of progress this will help advance straightforwardness and furthermore responsibility in change forms.

5.5 Limitation of the study

The subject of the study required response that could only be obtained from the head of departments at the United Nations Secretariat. The lower level staffs were not given the chance to respond thus the study did not include their views on organizational performance. The researcher was faced with limited contact time with the heads of departments, since they were engaged in their busy schedules and so time to interview them was limited. Some of them were feeling unsafe to disclose information as they thought that it was to be used for other intentions other than academic.

Interruption from phone calls and people walking in, limited the study as well. Other challenges faced were accessing the Head office due to security reasons which required a lot of paperwork and approvals of letters before being allowed access. Finally, the researcher faced financial constraints that were required for making trips to the United Nations Secretariat headquarters and back for some days.

5.6 Suggestions for Further Research

This study concentrated on strategic change management practices adopted at the United Nations Secretariat, Kenya performance, where it sought to find out the strategic change adopted and the impact of the same on organizational performance. Further study should focus on how to lessen resistance of change in change management process and ensure that all stakeholders are happy with the change management process.

The researcher further recommends that a similar study be done on the private sector institutions so as to create a benchmark. Further research need to be conducted in other organizations which have different structures, values, cultures, management styles and resource capabilities.

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APPENDIX: INTERVIEW GUIDE

SECTION A: GENERAL CHARACTERISTICS

1. Please indicate your position in the organization
2. For how long have you been working in this organisation?

SECTION B: CHANGE MANAGEMENT STRATEGIES

3. Kindly name the change management practices that have been adopted by your organisation?
4. Please name the factors that influence your organizations choice of the change management practices?
5. What specific actions were taken to encourage employees to participate effectively in implementation of change?
6. Please indicate the suitability of the change management practices currently being used by the organisation?

SECTION C: ORGANIZATION PERFORMANCE

This question intends to measure the performance of your organisation in terms of market share, gross profit and sales turnover (volumes) and its relationship with customer retention strategies.

7. What measures do your organization uses to measure organizational performance?
8. What are the reasons for using the organizational performance identified in the question above?
9. Name the competitive advantages that the organisation enjoy as a result of the change management practice put in place?