

**STRATEGIC CHANGE MANAGEMENT AT KENYA REVENUE  
AUTHORITY: A CASE OF CUSTOMS AND BORDER CONTROL  
DEPARTMENT**

**By**

**Mutula Evans Odhiambo**

**D61/77181/2015**

**A Research Project Submitted in Partial Fulfilment of the  
Requirements for the Award of Degree of Master of Business  
Administration, School of Business, University of Nairobi**

**2018**

## DECLARATION

I declare that this is my original work and it has not been presented for approval in any other university other than the University of Nairobi.

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Mutula Evans Odhiambo**

**D61/77181/2015**

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

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Prof. Gituro Wainaina**

**Department of Management Science**

## **DEDICATION**

I dedicate this project to my beloved wife Phoebe, my children Elly, Dyla and Meranie for their understanding, patience and encouragement during my period of study and their dedicated prayers always. You were a pillar to me in the entire process. God Bless you.

## **ACKNOWLEDGEMENT**

I hereby express my gratitude to all people who assisted me throughout my work. I am thankful to the almighty God for enabling me complete this study. Special thanks go to my supervisor Prof. Gituro Wainaina who has been an excellent supervisor for the support, encouragement and understanding throughout research and to my entire family for the valuable support. May God bless you abundantly.

## TABLES OF CONTENTS

<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>LIST OF TABLES</b> .....	vii
<b>LIST OF FIGURES</b> .....	viii
<b>ABBREVIATIONS</b> .....	ix
<b>ABSTRACT</b> .....	x
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1 Background to the Study .....	1
1.1.2 Strategic Change Management (SCM) Practices .....	2
1.1.3 Customs and Board Control Department (CBCD) .....	5
1.1.4 Kenya Revenue Authority .....	6
1.2 Statement of the Problem .....	7
1.3 Research Objectives .....	9
1.4 Value of the Study .....	10
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	11
2.1 Introduction .....	11
2.2 Theoretical Foundation .....	11
2.2.1 Social Cognitive Theory .....	11
2.2.2 Prochaska and DiClemente's Change Theory .....	12
2.2.3 Kotter's Eight Steps .....	13
2.3 Empirical Review .....	14
2.4 Conceptual Framework .....	18
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	19
3.1 Introduction .....	19
3.2 Research Design .....	19
3.3 Population of the Study .....	19
3.4 Sample Size .....	20
3.5 Data Collection .....	20
3.6 Reliability and Validity .....	21
3.7 Data Analysis .....	22
3.8 Ethical Considerations .....	22

<b>CHAPTER FOUR: DATA ANALYSIS INTERPRETATIONS AND PRESENTATIONS</b> .....	23
4.1 Introduction .....	23
4.2 Response Rate .....	23
4.3 Validity and Reliability Analysis .....	24
4.4 Respondents General Information .....	24
4.5 Change Management .....	28
4.6 Forces of Change .....	30
4.7 Need for Replacing Kenya Revenue Authority Management Practices.....	31
4.8 Influence of Adoption of Strategic Change Management Practices.....	32
4.9 Internal Sensitization .....	33
4.10 Consultation When Introducing Changes .....	34
4.11 Discussion of Findings.....	34
5.1 Summary .....	38
5.2 Conclusion.....	39
5.3 Limitations .....	40
5.4 Recommendations.....	40
<b>REREFENCES</b> .....	<b>Error! Bookmark not defined.</b>
<b>APPENDIXES</b> .....	42
Appendix I: Introduction Letter .....	42
Appendix II: Questionnaire .....	42
Appendix III: Krejcie&Morgan (1970) Sampling Table .....	47

## LIST OF TABLES

Table 2.1	Summary of Empirical Review .....	17
Table 3.1	Population Distribution .....	20
Table 3.2	Sample Size .....	20
Table 3.3:	Cronbach's Alpha Measures .....	21
Table 3.4	Summary of Methodology .....	22
Table 4.1	Reliability Coefficients .....	24
Table 4.2	Extent Forces of Change Influence Adoption of Change Management Practices .....	30
Table 4.3	Influence of Adoption of Strategic Change Management Practices.....	32

## LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	18
Figure 4.1: Response Rate .....	23
Figure 4.2 Division of Respondents .....	24
Figure 4.3 Respondents Designation.....	25
Figure 4.4 Number of Years Worked at Customs Border Control Department.....	26
Figure 4.5 Number of Years Worked in the Organization.....	27
Figure 4.6 Education Level of Managers.....	27
Figure 4.7 Change Initiatives Implemented.....	28
Figure 4.8 Personnel Involved .....	29
Figure 4.9 Management Areas .....	30
Figure 4.10 Need for Replacement of Management Practices .....	31
Figure 4.11 Effect of Application .....	32
Figure 4.12 Preparation through Internal Sensitization .....	34
Figure 4.13 Respondent's Consultation .....	34



## ABBREVIATIONS

CBCD	Customs and Border Control Department
CSS	Corporate Support Service
DMT	Domestic Tax Department
DPC	Document Processing Centre
DTD	Domestic Taxes Depart
EAC	East African Community
EI	Ethics and Integrity
IA	Internal Audit
IE	Investigation and Enforcement
KESRA	Kenya School of Revenue Administration
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KRA	Kenya Revenue Authority
LSBC	Legal Services and Board Coordination
RARMP	Revenue Administration Reform and Modernization Programme
SCM	Strategic Change Management
SIRM	Strategic Innovation Risk Management
TMP	Tax Matter Partner

## **ABSTRACT**

Strategic change has become a constant phenomenon, which must be addressed by organizations in all sectors and industry if an organization is to remain competitive. Changes in technology, the market place, information systems, the global economy, workforce demographics and the political environment that have a significant effect on the processes, products and services produced. This study, therefore sought to assess the strategic change management and its adoption and implementation by Customs and Border Control Department (CBCD) at Kenya Revenue Authority (KRA). The study examined change management practice, strategies for change management and influencers of change and how they affect adoption of change management. The study had a target population of 285. The researcher used Krecie & Morgan sampling formulae from a population of 1,122. The response rate was 82.8 percent of the target population making the study reliable. This research study adopted a descriptive research design, which was deemed appropriate. This allows a collection of in-depth information about the population being studied. It also offers a comprehensive understanding of the social units of a phenomenon under study. The study targeted management staff, supervisors, officers and support staff in the key all divisions within CBCD. The divisions are operations, enforcement, exemptions and revenue. The primary data was collected using structured questionnaires. Data collected was analyzed using descriptive and inferential statistics. This is because the nature of data collected is qualitative in nature. The study concluded that CBCD has undergone some strategic changes with the aim of enhancing revenue performance. It was also established that the management have been involved in change processes. Also, the study established that rapid technological change, pressure from government on revenue, and desire for increased efficiencies were identified as some of the influencers of change. Internal sensitization, training and management involvement were some of the strategies used to enhance adoption of change at CBCD. The study also concluded that respondents received strategic objectives communication from top management. The study also revealed that some senior management resists changes for fear of loss of power and influence. The organization also appoints and use change agents to drive the change message. The researcher encountered some resistance on the filling of the questionnaires from some respondent. The study recommends a further study in the strategic organizations within other state corporations.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background to the Study

According to Davis and Holland (2012) change management can be considered as the utilization of systematic procedures aimed at ensuring that organizational changes occur within pre-determined direction that is both cost effective and takes place within a specified timeframe to produce desired results. In today's global environment, managing change is an important strategic task for an organization. Change is necessary for organizations to enable them to succeed and exceed the needs of customers and competition of industry competitors (Cameron & Green, 2012). Overall, Strategic Change Management (SCM) implementation is intended at facilitating the organization to reposition itself so that it can benefit from prospects arising and also enable it to counter threats to enable it be more competitive (Todnem, 2005).

Mbogo (2003) defines strategic management as an art utilized to mobilize resources as well as a science concerned with developing, implementing and scrutinizing decisions that allow organizations to attain their objectives. A strategy is normally focused on providing direction and guidance in the implementation of activities within an organization. Given that strategic decisions affect the way organizations respond to their various business environments, it is thereby important for organizations to make strategic changes in line with their goals. However, the current approaches utilized in business management and change processes consider organizations and their business environments as complex and dynamic to the extent that it is not possible to analyze them competitively (Conner, 2006).

Hill and Jones (2001), define change management as a process involved in moving organizations from their present states to other states that enhance their competitive advantage. Johnson and Scholes (2003) view change management as deliberate coordinated actions that organizations take to overcome challenges within their environment to attain their preferred objectives. They both see organizations as implementing strategic changes to align their business strategies to their respective business environments. For this reason, change management normally requires tuning business environments, acting in contrast to prevailing assumptions, tackling resistance and interference on a continuous basis, crafting visions, maintain focus and maintaining momentum all the time (Kanter, 1997). Rose and Lawton (1999) perceives changes in organizations as arising out of the need for ethics, effectiveness, economy and concerns in the market. As a result, the increasing demand for high quality products and services has placed great liability on managers to continuously focus on transforming organizations by making changes whenever necessary.

### **1.1.2 Strategic Change Management (SCM) Practices**

Davis (1993) defines SCM practices as strategic programmes meant to direct organizations into the future. According to (Lewin, 1997), the process entails five steps, which include evaluation, action, feedback, analysis and diagnosis. Lewin (1997) also developed the three-step model that involved tackling status quo, moving to new states and enhancing new changes to make them permanent. Status quo in this case may be regarded as the equilibrium state. To move away from it, there is always the need to overcome resistance from individual people and group conformity. The process of unfreezing status quo is normally challenging. However, the restraining forces that hinder movement from equilibrium state can always be reduced (Robbins, 2003).

Dawson (2005) identifies five specific aspects, which include organizational culture/history, product/service, technology, administrative structures and human resources as the most important one in change management. Also, he identifies four features of change, which include centrality, timeframe of change initiatives, characteristics and scale. According to him, the substance of change affects the scale of disruption in the existing structures in a slow or continuous transition process. For this reason, managers or change agents may obtain evidence from substances of change and context to legitimize and support their change processes. Normally, the organizational change process is shaped by political forces, substance and context of change (Dawson, 2005).

Bullock and Batten (2007) came up with four broad stages of exploration phase that facilitate the need for change. The stages include planning phase that is concerned about understanding problem, setting goals, collecting information and designing action plans; reinforcement of new behaviors; integration phase that is concerned about soothing changes; and action phase that is concerned about making arrangements for obtaining feedbacks and managing change. This model is an extension of the Lewin 3-step model only that it excludes dynamism and volatility component of organizational environment.

Kotter (2010) identified several best practices in any SCM practices that an organization should engage in. In doing so, he developed an 8-stage change process whose initial step is concerned about creating a sense of urgency to stimulate support from parties involved in an organization. The first best practice is instituting a vision. To begin any change, leadership should outline the vision of the desired state that will

come about as a consequence of the change (Lawler & Worley, 2012). The second step is creating the guiding coalition that is needed to enhance the change process. The coalition must have the right composition, shared objective and high levels of trust. This team is an important part of the early stages of restructuring process. The key characteristics in the team include expertise, leadership, credibility and position power. Throughout the change process, good vision clarifies the change direction, encourages people to work together towards shared goals, and enables people to coordinate actions among them. In contrast, strategy provides a detailed process for change that determines the manner in which visions should be accomplished (Kotter, 2004).

The fourth step entails communicating change vision to all parties involved in the change process. Normally, the power of a vision is released when majority of the people involved in the change process understand the objectives of the change. The fifth step, on the other hand, is concerned about empowering people by way of encouraging them to take the necessary actions and eliminating possible barriers that may hinder implementation of the vision. In contrast, the sixth step is concerned about generating short-term wins that can be utilized to guide the other part of the change process. Since this process requires a lot of time, there is always the need for feedback at this stage as a guarantee that the vision will be achieved. Once this has been done, the next step, which is the seventh one, is concerned about consolidating gains and if possible introducing more changes. Lastly, the eighth stage is concerned about anchoring new approaches in an organization as a way of transforming organizational culture.

Aboje (2008) argues that even though the process of engaging employees in change process at an early stage is an important aspect in change management, the success of such a process comes from the top management team that supports the process. For successful change, it is imperative that senior management team up and should support and full commitment towards the change initiative. They can do this by engaging in the planning, communication and execution of strategic change (Veasey, 2011). Change process is continuous and it entails making deliberate attempts to match organizational processes to new ways of doing things that are considered beneficial (Digman, 1999). Conner (2006) claims that the main focus in a change process should not be on the driving forces, but on orchestrating human infrastructures to ensure that people are prepared for change.

According to Axelrod (2012), there is need for keeping all stakeholders in a change process updated with first-hand information to win their support and commitment. For this reason, the lines of communication should be open at all times to enable change agents to communicate with employees and other important people in an organization.

### **1.1.3 Customs and Board Control Department (CBCD)**

The Kenya Revenue Authority (KRA) customs services department was established in 1978 by an Act of Parliament. Currently, CBCD is the second largest organ in KRA out of the four revenue departments in terms of network, revenue collection and manpower. Its primary function is to collect Value Added Tax (VAT) on imports and import duty. Also, it collects sugar levy, air passenger service charge, directorate of civil aviation fees, road maintenance levy, road transit toll and Import Declaration Fee (IDF) on agency basis (KRA, 2016). Apart from fiscal responsibilities, CBCD also facilitates

legitimate border trade, protects the country from entrance and exist of illegal goods. Its head is a commissioner (KRA, 2016).

Due to Revenue Administration Reform and Modernization Programme (RARMP) which started in 2004/05, the name of the department was changed from Customs and Excise Department to Customs Services Department as soon as domestic excise element was moved to Domestic Taxes Department (DTD) and now known as CBCD (Ochieng 2014). In line with East African spirit, it also adopted practices promoted by the East African Community Customs Management Act, 2004. Before the East African Community (EAC) Act was put in place, the Customs and Excise Act CAP 472 was in operation (KIPPRA, 2006). The Simba 2005 System (Tradex) - a web-based application was implemented and discarded the semi-automated system which was called Boffin. The Document Processing Centre (DPC) was then established to swap the traditional practices (Kenya Revenue Authority (KRA), 2016). All this reforms focuses on transforming Customs and Border Control Department (CBCD) to a department of choice that values staff development and empowerment while institutionalizing professionalism and internalizing the core values of the Authority (Bisonga, 2011).

#### **1.1.4 Kenya Revenue Authority**

This department was established by an Act of Parliament under Chapter 469 of the Kenyan laws. It started implementing its mandate on 1st July 1995. The Authority is mandated by the Kenyan government to collect revenue on its behalf. In line with this responsibility, the body is expected to develop possible reforms on tax administration. Currently, it is organized into CBCD, Domestic Taxes Department (DTD), Investigations and Enforcement (IE), Strategy, Innovation and Risk Management



(SIRM), Corporate Support Services (CSS), Kenya School of Revenue Administration (KESRA), Internal Audit (IA), Ethics and Integrity (EI), and Legal Services and Board Coordination (LSBC) (KRA, 2016).

In the first 10 years of its existence, the focus of KRA's administrative reforms focused on stabilizing and rationalizing its general administrative systems and organizational structure (Cheeseman & Griffiths, 2005). However, upon facing challenges posed by manual processes, and the need to improve its operations, the Authority was restructured from a tax based organization to a functional form organized into six regions Nairobi, outhern, Central, Rift Valley, Western, and Northern. This was through the Revenue Administration Reform and Modernization Programme (RARMP) that started in 2004/05 (Ochieng, 2014).

## **1.2 Statement of the Problem**

Strategic management puts more emphasis on formal techniques used to set long-term course of actions for organizations, undertaking appropriate actions and developing action plans in the light of external and internal factors that influence organizations (Goldsmith, 1997). The KRA is facing a lot of challenges, which include tax evasion, fraud, dumping of transit and import goods, illegal importation coupled with increased demand for government funding. The government keeps reviewing the target that is to be achieved by KRA to finance the different government departments, hence there is need for efficiency and effectiveness. The KRA is also surrounded by the turbulent and changing environment (KRA, 2017). Consequently, the Authority must manage change systematically in the right way - this will enable the organization manage change. The KRA has continued to introduce various strategic change initiatives to mitigate the

ever-changing environment so as to achieve its main core business of collecting revenue so as to meet its target (Kandie, 2001).

The KRA has embarked on a process of implementing reforms and modernizing programmes to ensure that they meet high revenue collection standards recognized throughout the world as the members of the public demand value for the taxes they pay to the Kenyan government. The KRA has effected numerous changes aimed at making it effective and efficient in collection and accounting of revenues. This has resulted in improved service delivery and collection of revenues. The changing economic, technological and operational environment has necessitated a need for a dynamic change process. There has been change in systems, procedures, people, and structures among other components.

Locally, Okendi (2009) found out that improving product efficiency, standards and staff morale is the key factors causing adoption of internal strategic change practices in an organization. The external forces that he identified were environmental changes, consumer demand, government regulations, resistance and technological transformation. This finding is supported by Njau (2000) who notes that there is need to change when environmental conditions change. A study by Kandie (2001) concludes that whereas Telkom Kenya Limited realizes the need to transform its strategy as a result of the competitiveness of the mobile communication industry, it lacks managerial empowerment and financial resources. Although most researchers have noted that majority of the organizations have taken note of changing environmental conditions, they do not focus their attention on factors that influence the speed of adopting change management practices.

Basil and Cook (1974) observe that the management of change by individuals, organizations and international bodies is vital to survival and health of organizations in decades ahead. In this respect, individuals, organizations and managers must develop the relevant structures and strategies that are necessary in change management. According to Buoyage's (2007), studies that address themselves to customs related issues in Africa, will be required in the near future to address themselves to demands for enforcement of regulatory practices and policies as well as revenue optimization.

To remain successful, organizations are often required to undergo dynamic change. The common areas targeted for change usually include the organizations strategic direction, structure, policies, technology and practices. Significant studies on SCM in Kenya have been done, but none of the studies however, focused on the underlying factors which influences the adoption of these SCM practices on CBCD with focus on KRA creating the need for a study to addresses the following question which are the factors that influence change management practices at CBCD (KRA2016). It is in this regard that this research proposal intends to determine the extent in which adoption of change management practices is being implemented on CBCD at KRA.

### **1.3 Research Objectives**

The general study's objective was focused on establishing the effects of adoption of change management practices on CBCD at KRA and the specific objectives were to:

- i. Determine the extent to which change management have been adopted at KRA
- ii. Identify factors that influence adoption of change at CBCD of KRA
- iii. Determine strategies for adopting change management in CBCD of KRA

#### **1.4 Value of the Study**

The study's findings are of significant importance to academicians and scholar because they advance the current bodies of knowledge and bridge certain gaps in those bodies. They particularly provide relevant information on the effects of adoption of change management practices on CBCD at KRA.

They are also beneficial to KRA's management team in the sense that they can help them to make informed decisions on change management. It will also enable them formulate policies on how to tackle implementation of change management practices in the Authority.

The research findings will assist CBCD in preparing it for change by being proactive rather than reactive concerning change management and in the process help the department achieve its goals and objectives

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter provides an empirical review of the previous studies and a theoretical framework on SCM practices adopted at CBCD at KRA. In addition, it provides a conceptual framework utilized to conduct the study in relation to change management.

### **2.2 Theoretical Foundation**

This section will discuss theories revolving around SCM practices. These theories include social cognitive theory; Prochaska and DiClemente's change theory; and the Kotter's eight steps model.

#### **2.2.1 Social Cognitive Theory**

Social cognitive theory claims that changes in behaviors are affected by personal factors, behavior attributes and environmental factors (Kritsonis, 2005). Consequently, it asserts that people can acquire behaviors through direct experiences in life, observation, interaction and human dialogue. The theory is an extension of the social learning theory that is also an extension of operant conditioning. It claims that people react to perceived consequences of their behaviors. Accordingly, for social learning to exist in reality, positive expectations should outweigh negative expectations. Normally, self-efficacy is the main factor that determines whether a person would change behavior or not. It can increase in three different ways namely: provision of clear instructions, opportunities for training or skill development and development of desired behaviors. In addition, it can be increased through retention processes, reinforcement, increased likelihood of success and attentional processes (Robbins, 2003).

Retention processes is to a large extent determined by one's capacity retain information and individual attributes. Motor reproduction is important because it demonstrates the extent to which one can convert observed things into behaviors whereas reinforcement processes are important when rewards are involved in behavior development (Kritsonis, 2005). Social cognitive theory is in support on the study on strategic change management as it suggests a correlation of behavioral change in the organization and organizational attributes, personal factors and environmental influences.

### **2.2.2 Prochaska and DiClemente's Change Theory**

Prochaska and DiClemente's (1998) established that people go through series of stages during change processes. Some of those stages include preparation, maintenance, action, contemplation, and pre-contemplation. They claim that stages occur in a cyclical manner meaning that they occur repeatedly. The simple reason is that people do not retain information during the first time; thus, need time to learn new behaviors. During the pre-contemplation stage people do not know much about change. Accordingly, they mostly do not want to change their behaviors; they may thereby insist on the practices they are used to.

During the contemplation stage, people are a bit aware of the proposed changes. They thereby consider changing their usual behaviors in favor of proposed ones, but in most cases they are rarely ready to do it. During the preparation stage, people are normally prepared to adopt changes and transform their behaviors within the shortest time possible preferably two weeks. However, they might require some form of counseling, assistance and social support to enable them accommodate the new practices. Once they cope up with this stage, they move to action stage, which is characterized largely by

tendency to coping to changes and embracing changes though at low levels. Maintenance stage is the last stage in this theory and it is concerned about embracing actions that embrace change. In contrast to other stage, the stage may last up to six months. As a result, counseling may be necessary to prolong the success of the change process.

Throughout the spiral model, some people who are opposed to changes may quit the model because of behavioral relapse. Accordingly, to address such challenges, the model takes into account such practices. The most important thing is that during relapses, people tend to revisit contemplation stage in preparation of taking actions in the future. Ensuring change is effected in an organization requires that the stakeholders are well set for the change, Prochaska and DiClemente's change theory suggests an effective way to ensure strategic change is effectively and efficiently transitioned at the CBCD of KRA.

### **2.2.3 Kotter's Eight Steps**

Kotter (2003) identifies 8 steps that organizations may follow during change processes. The steps include establishing senses of urgenc; forming powerful guiding coalitions; creating strategies and visions; communicating visions; empowering people to act on the basis of visions; generating short-term wins; consolidating improvements and producing more changes; and institutionalizing new approaches.

The first step involves creating a sense of urgency for the change by making sure that everyone in the organization understands and acknowledges the need for change. Once this has been done, the second step requires managers to create groups responsible for

executing changes and leading people throughout the change processes. The power of those groups act as the driving force that encourages people to embrace changes. The next step entails developing visions and strategies that guide the change processes. However, these strategies and visions should be communicated as many times as possible preferably ten times to ensure that people understand them. The other steps occur effectively once senses of urgency have been developed and part of changes delegated to other people. Accordingly, during the fifth step, there is need to empower people as managers plan to create short-term win in the sixth stage. In the seventh stage, improvements are made on the progress made whereas in the eighth stage changes are embraced as new ways of doing things in organizations. This model is an easy model to implement if clear guidelines and descriptions are provided at the Kenya Revenue Authority.

Critics of the model argue that it perceives change as a one-time event. Others claim that it perceives change process as a process that can be managed meticulously with stable outcomes. Others claim that it insinuates that real changes can only be implemented on C-suite whereas others claim that it is likely to make people lose trust in the change process because of the few changes it introduces during the seventh stage. In so doing, it may prompt people to oppose changes (O'Keefe, 2011).

### **2.3 Empirical Review**

The study done by Davis and Holland (2002) sought to establish the systematic methods for effective change management in the Sub-Saharan Africa. The study claimed that change management was the process of using systematic methods in transforming organizations. Descriptive research design was used to evaluate the link between



various variables. The study finding was that it effects on organizational performance and competitive advantage, which is positive. Strategic changes occur in different forms. It may occur when firms shift businesses and enter into new businesses. Also, it may occur when they improve their production processes with a view to reducing costs and enhancing efficiency. To succeed in this process, some industries may require introduction of new technologies or even change management structures.

Mutheu (2013) conducted a study on strategic management on local pension trusts in Kenya. The study sought to determine how the local authority pension trust managed strategic changes and to establish the challenges of strategic change management at the institution. The study used a case study approach and found out that Adoption of strategic change showed positive effect on organization performance. The study was however limited to the challenges in strategic change management.

Njoki (2013) conducted a study on strategic change management at Telecom Kenya Limited. The objectives of the study were Determine SCM practices that were adopted at the institution and evaluate challenges experienced during the process. A case study analysis approach was utilized in the study. The study established that SCM process was highly linked to the external forces such as political forces and environmental forces. The study found out that Telkom Kenya Limited collected data systematically and based selection process on the analysis process, which was done to a great extent. The study concluded that the processes were highly effective as a SCM practice.

Nyachoti (2013) did a study to analyze the nature of SCM practices adopted by National Bank of Kenya and the impact of this on the banks performance. The study's main objective was to determine the relationship between SCM practices and performance. The research found that an organization needs to involve different groups of stakeholders throughout the change process right from the first stage to the last one. He also cited communication as key factor in strategic process. These studies are summarized in Table 2.1 below.

**Table 2.1 Summary of Empirical Review**

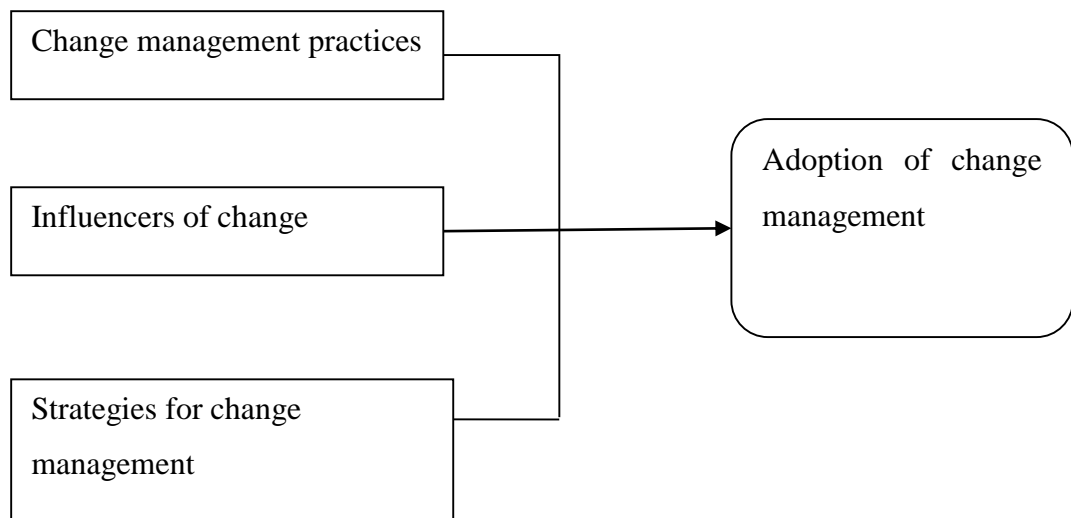
Author(s)	Study	Objectives	Methodology	Findings	Study Gaps
Davis and Holland (2002)	Systematic methods for effective change management	1. Establish the systematic methods for effective change management	Descriptive research design	The systematic methods affect organizational performance and competitive advantage, which is positive	Limited firms in the sub Saharan Africa and did not show how e-procurement relate to information sharing and SC integration
Njoki, 2013	Management of strategic change at Telecom Kenya Limited	2. Determine SCM practices utilized at the firm. 3. Determine challenges that the firm faced during the change process	Descriptive survey	SCM process was highly linked to the external forces such as political forces and environmental	Limited to telecommunication
Mutheu, 2013	Management of strategic change at pension trust in Kenya	1. Determine how local authority pension trust in Kenya was managing strategic changes. 2. Establish the challenges of SCM	Case study	Adoption showed positive effect on organization performance	Limited to challenges
Nyachoti, 2014	SCM and performance at National Bank of Kenya Limited	1. Establish SCM best practices in National Bank of Kenya Limited	Stratified random sampling	Eleven SCM best practices were identified	Limited to banking industry

## 2.4 Conceptual Framework

Figure 2.1 shows a relationship between independent variables and dependent variable, and how they influence an adoption of change management at CBCD at KRA. The independent variable being change management practices, strategies of change management and the adoption of change management process and the dependent variable being adoption of change management.

Independent Variables

Dependent Variable



**Figure 2.1: Conceptual Framework**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter provides the methodology that was followed throughout the study. It identifies the type and source of data, sampling methods, target population, the data collection and analysis method.

### **3.2 Research Design**

This is the plan or blue print that is utilized during the data collection and analysis process. The purpose of this process is to enable researcher to address research questions in line with study's objectives (Cooper & Schindler, 2003). To do the above, the study adopted a descriptive research design with a view to assessing and reporting study's outcomes the way things were at the study area. Descriptive research design aided in establishing SCM practices adopted at CBCD at KRA. Even though the design was not able to uncover the cause-effect relationship between variables, it was able to describe the relationship the way it was at KRA (Cooper & Schindler, 2003). The most important thing about the design is that it allowed the researcher to conduct an in-depth analysis of the problem by providing valuable pointer towards the variables that could be analyzed quantitatively (Saunders , 2009).

### **3.3 Population of the Study**

The members of the staff working at CBCD were the study's target population. They were approximately 1,122 staff working at the CBCD as shown in Table 3.1 below. These included management staff, officers, and administrative staff and support staff. The study was carried out at all the regional offices of CBCD.

**Table 3.1 Population Distribution**

Employee Category	Number of Employees
Management staff	160
Supervisors	381
Officers	420
Support staff	161
Total	1,122

**3.4 Sample Size**

To arrive at a representative sample of the respondent, the researcher employed Krecie and Morgan sampling formulae. The study thus came to a sample size of 285 staff at CBCD of KRA spread across the seven divisions at CBCD as Table 3.2 depicts.

**Table 3.2 Sample Size**

Population Category	Target Population	Sample Size (Krejcie and Morgan)
Management staff	160	56
Supervisors	381	98
Officers	420	75
Support staff	161	56
Total	1,122	285

**3.5 Data Collection**

According to Sekeran (2003), the two main types of data are primary and secondary data. The primary data consists of interview guides, focus group and questionnaires. The secondary data is made up of data collected by other people for other uses. The study utilized primary data that was collected using questionnaires that were administered to research participants with the help of research assistants who had been trained how to collect the data.

The research instrument comprised of a five point Likert scale which was divided into various sections. Section A focused on general information, B comprised of questions relating to change management while C comprise of questions relating to change

management practices, principles and implementation. The questionnaires were administered to respondents for filling purposes. Then emails were sent to confirm that they received questionnaires whereas phone calls were made to remind them to fill the questionnaires and return them.

### 3.6 Reliability and Validity

Mugenda and Mugenda (2003) define unwavering quality (reliability) as a measure of the extent to which an examination instruments yields consistent steady results or information after repeated trial. Crude information from the instruments was subjected to an unwavering quality investigation from which Cronbach's co-efficient alpha, which was systematically and consistently computed. A Cronbach's Alpha of 70 percent is the commonly acceptable figure according to the rule of thumb used to determine consistency as Table 3.3 depicts.

**Table 3.3: Cronbach's Alpha Measures**

Cronbach's Alpha Measures	Level of Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor

Validity, on the other hand, concerns itself with degree to which sample test items represent what they are designed to measure (Sekaran, 2013). Both content and face validity were considered in the study. To ensure that the questionnaire was valid, research supervisor and opinions from experts were consulted.

### 3.7 Data Analysis

Data collected was simplified, organized, tabulated, and analysed to make it easier to understand. Percentages, measures of central tendencies, and standard deviation were used in analysing the data. Correlation analysis was used to show the correlation between the SCM practices adopted at CBCD of KRA. Regression analysis was also be used to measure the nature of relationship between them. The quantitative reports obtained from the analysis were presented using tables and graphs. Table 3.5 below shows summary of methodology.

**Table 3.4 Summary of Methodology**

Objectives	Data	Questionnaire	Analyses
Determine the extent to which of change management practices have been adopted at KRA	Primary data	Questionnaire	Frequencies, percentages, charts, mean, and standard deviation
Identify factors that affect the process of adopting change management practices at CBCD of KRA	Primary data	Questionnaire	Frequencies, percentages, charts, mean, and standard deviation
Identify strategies for adopting change management in KRA	Primary data	Questionnaire	Frequencies, percentages, charts, mean, and standard deviation

### 3.8 Ethical Considerations

In conducting the data collection, the researcher will issue a letter of introduction to all respondent to assure them that the study is legitimately for academic purposes. The respondents were free to either respond or decline to the requests submitted for all the required research data. All information availed for the purposes of this study was treated with utmost confidentiality. The respondents were assured to gain access to the study findings if they so wished once the research was complete.



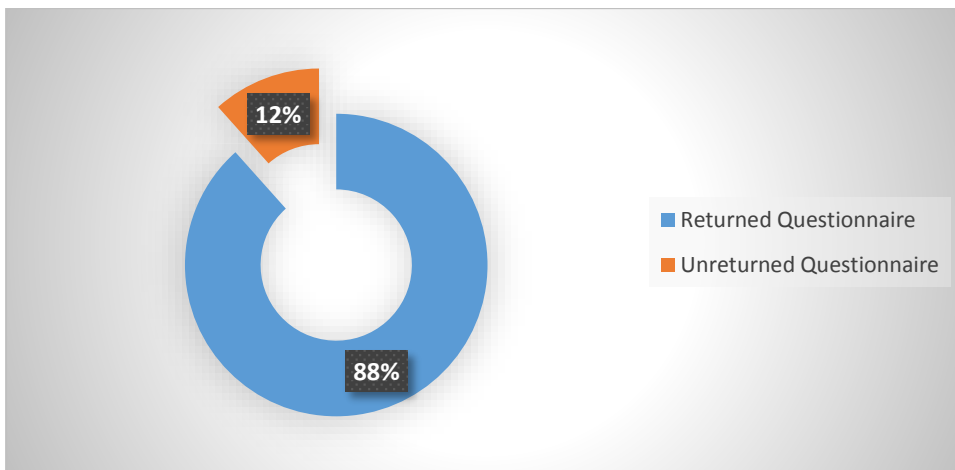
## CHAPTER FOUR: DATA ANALYSIS INTERPRETATIONS AND PRESENTATIONS

### 4.1 Introduction

This chapter presents the study's findings then goes a step further to interpret and discuss them. It provides the inferential and descriptive statistics that were utilized to present the findings.

### 4.2 Response Rate

The study targeted a sample size of 285 staff at CBCD of KRA from which only 236 of them were able to fill and return questionnaires issued to them. This means that the response rate was at 82.8 percent Figure 4.1 shows. According to Mugenda and Mugenda (2008), a response rate of 50 percent is considered adequate whereas 60 percent is considered good and that above 70 percent is excellent for analysis and reporting. Based on this argument, then the study's response rate was excellent.



**Figure 4.1: Response Rate**

### 4.3 Validity and Reliability Analysis

A Cronbach's Alpha was utilized to measure the internal consistency of the questionnaire. The change management had a coefficient of ( $\alpha=0.819$ ) as Table 4.1 depicts. Accordingly, a 5-point Likert scale was reliable because it was above the 0.7 threshold (Mugenda & Mugenda, 2008).

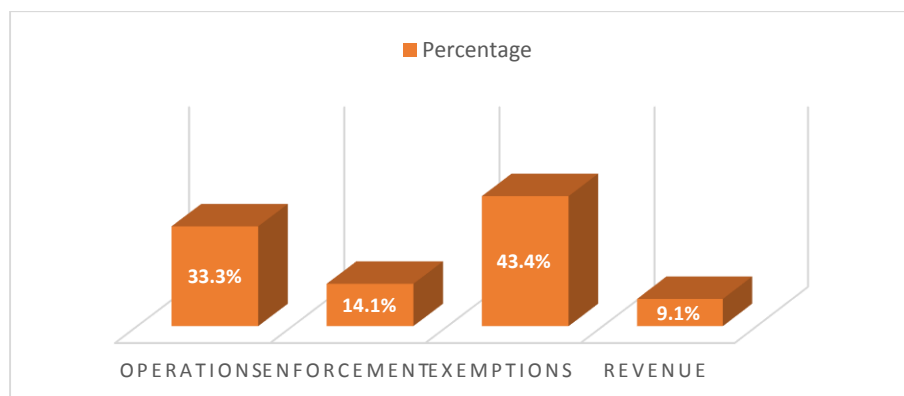
**Table 4.1 Reliability Coefficients**

Scale	Cronbach's Alpha	Number of Items
Strategic Change Management	0.819	5

Source: Researcher, (2018)

### 4.4 Respondents General Information

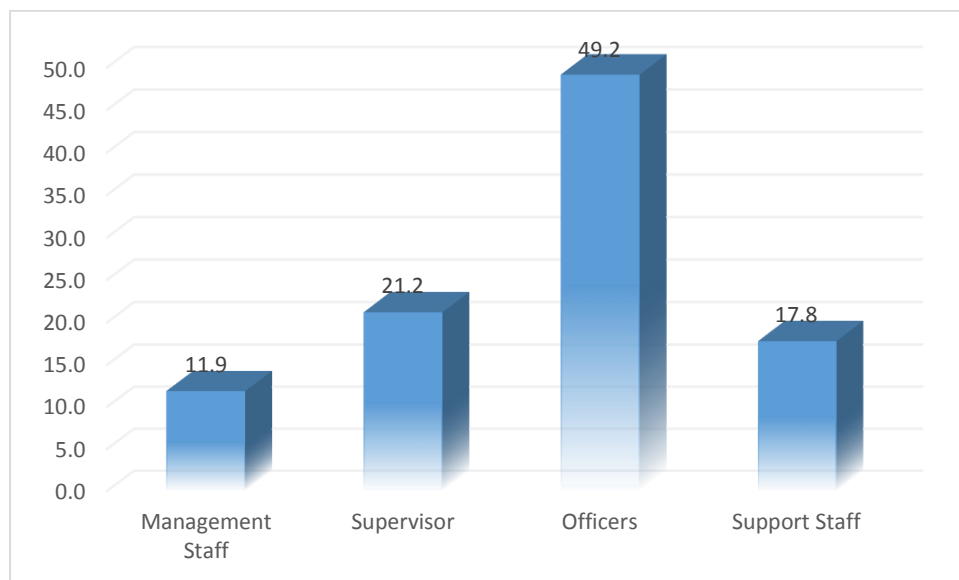
The first part of the questionnaire sought to obtain the demographic information of the people who participated in the study. This included respondents' general information, designation, years worked at KRA, years worked at CBCD and the highest level of education. In addition, it sought to determine the division to which the respondents worked in to ensure that they were in the target population. The results are as Figure 4.2 depicts.



**Figure 4.2 Division of Respondents**

The results indicate that majority of the respondents (43.4 percent) were in the exemptions department while (33.3 percent) of the respondents were in the operations department. About 14.1% were in the enforcement department while 9.1 % of them were in the revenue department. The study thus inferred that the respondents were well distributed to provide information on strategic change management practices at KRA.

Besides the above, the study also sought to establish the respondents' designation, and the results are as Figure 4.3 as below depicts.

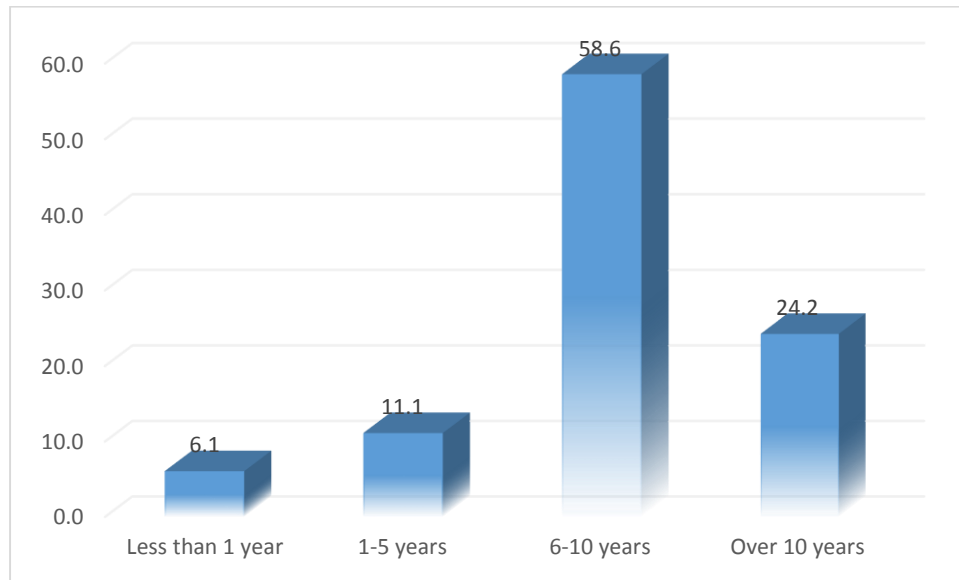


**Figure 4.3 Respondents Designation**

From the analysis of the findings, majority of the respondents (49.2 percent) were officers at the customs and border control department of KRA. Closely after were respondents (21.2 percent) who stated that they were supervisors, 17.8 percent of the respondents were support staff while 11.9 percent were management staff. Majority of the respondents was seen to be either officers or supervisors and therefore inferred to

have the experience to provide relevant information on strategic change management practices at KRA.

The study further sought to establish the amount of time respondents worked at CBCD of KRA. The results are as Figure 4.4 below depicts.

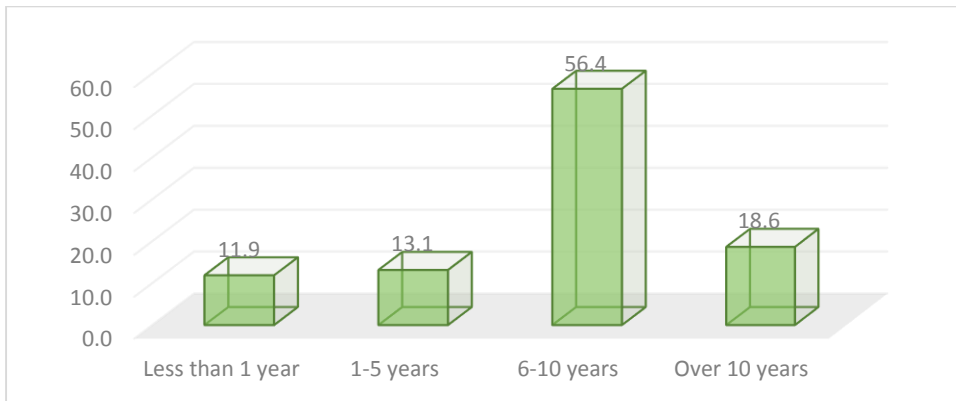


**Figure 4.4** Number of Years Worked at Customs Border Control Department

The results indicate that 58.6 percent of them had a working experience of 6 to 10 years at KRA, 24.2 percent of them had experience of over ten years, 11.1 percent had working experience of between 1 and 5 years whereas only 6.1 percent of them had working experiences of less than a year.

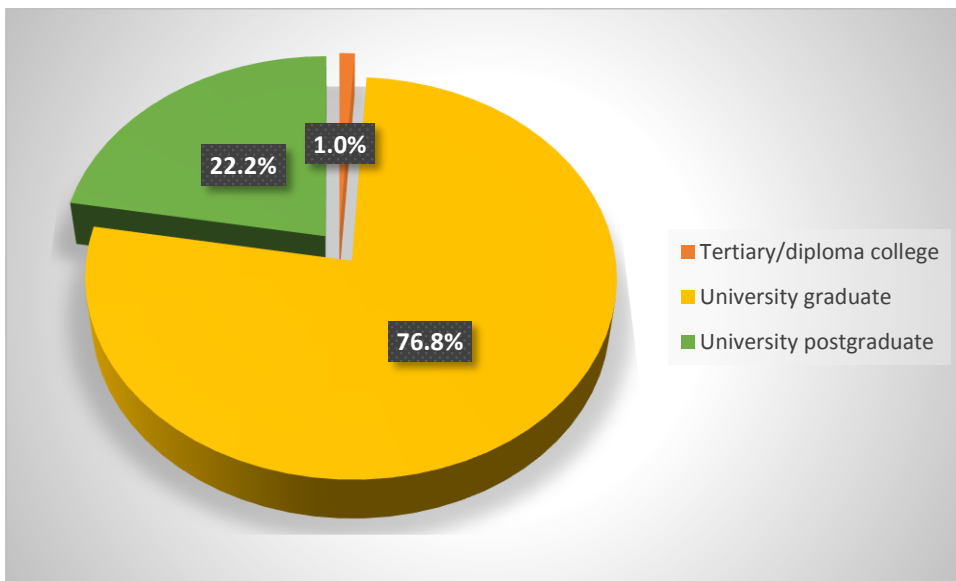
Besides, it sought to establish the number of years the respondents had worked at KRA. The results are provided in Figure 4.5 below. They indicate that 56.4% of the respondents had work experience of 6 to 10 years at CBCD. Closely after were respondents (18.6) who had experience of over 10 years, 13.1 of the respondents indicated that they had experience of 1 to 5 years while 11.9 respondents indicated that they had experience of less than 1 year. The study thus deduced that most of the

respondents had worked long enough in CBCD to provide relevant information on strategic change management practices.



**Figure 4.5** Number of Years Worked in the Organization

The study also sought to establish the education level of the respondents and the results are shown in Figure 4.6 below.

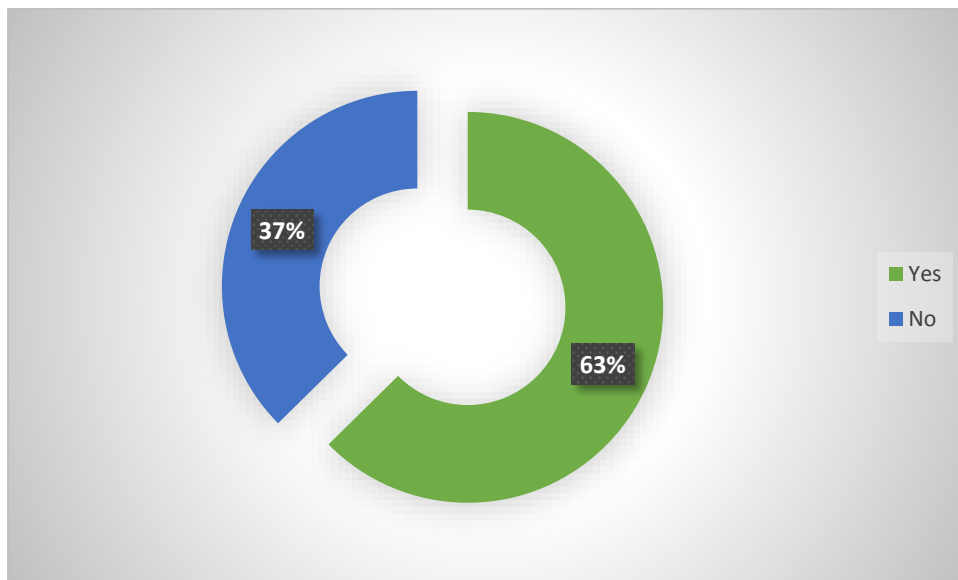


**Figure 4.6** Education Level of Managers

The results indicated that 76.8 percent of the respondent had bachelor's degrees, 22.2 percent had postgraduate degrees whereas only 1% of them had tertiary/diploma training. In relation to this finding, it was concluded that majority of them had the relevant education to provide information on the strategic change management practices at KRA.

#### 4.5 Change Management

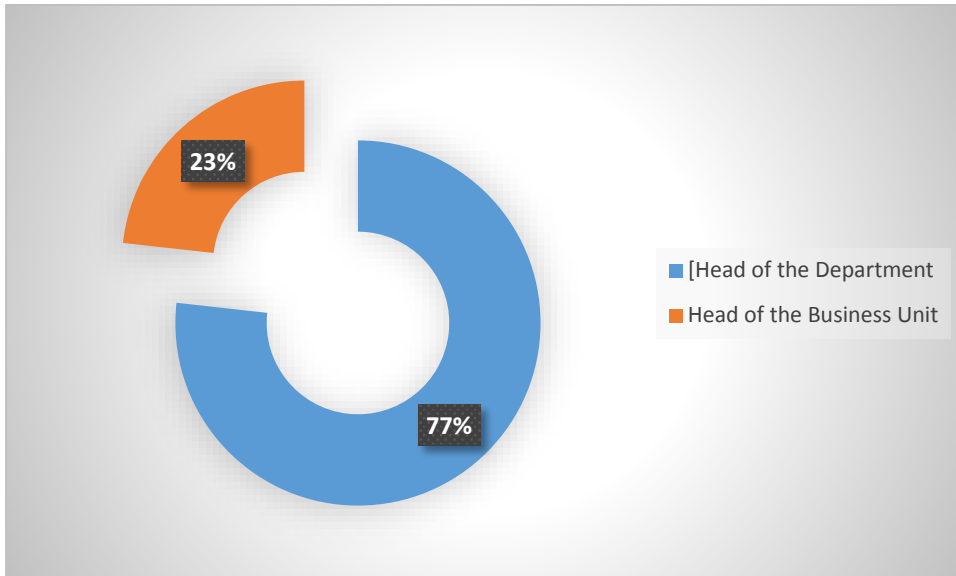
The study further sought to evaluate whether department/division implemented any change initiatives and the results are shown in Figure 4.7 below.



**Figure 4.7 Change Initiatives Implemented**

From the analysis, majority of the research participants (63 percent) indicated that they had implemented change initiatives in their departments. Only 37 percent of them did not implement any change initiatives. Those who indicated to have implemented the change initiatives pointed out that the change initiatives in the division were only one or two.

The study also sought to establish the personnel involved in the implementation of change initiatives and leadership programs at CBCD of KRA, and the results are provided in Figure 4.8 below.

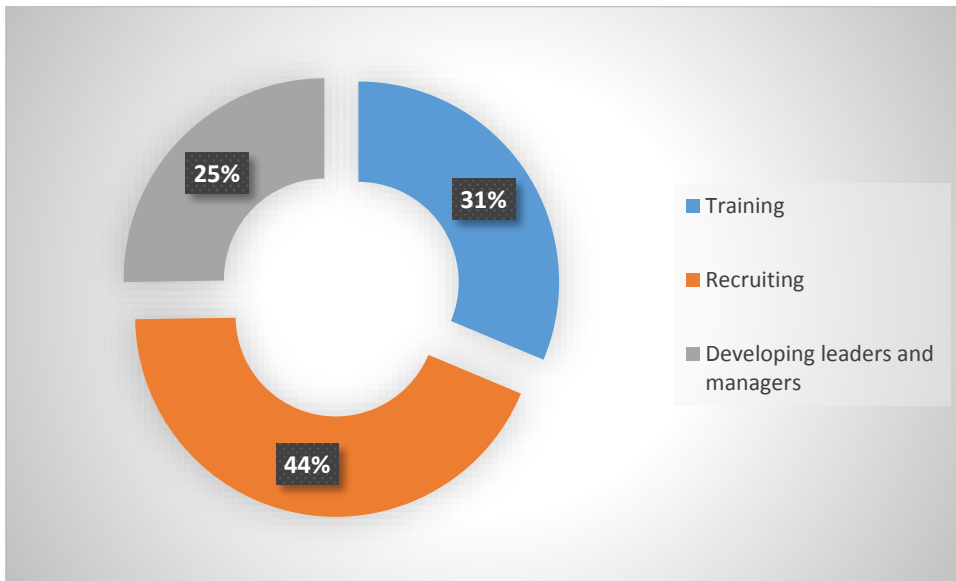


**Figure 4.8 Personnel Involved**

The results indicate that 77 percent of the respondents said that the head of department were involved in the implementation of change initiative and leadership programs within the department/division, 23 percent of them indicated that the responsibility of implementing the change initiatives and leadership programs was done by the head of the business unit.

The study also sought to establish the management areas the department had adopted leadership and change management. The results are provided in Figure 4.9 below and they indicate that 44 percent of the respondents indicated that the department areas the respondents had adopted change management were mostly in recruiting, 31 percent indicated that the management areas the respondents had adopted leadership programs

and change initiatives were in training while 25 percent indicated developing leaders and managers.



**Figure 4.9 Management Areas**

#### 4.6 Forces of Change

The study sought to establish the extent to which the forces of change influence the adoption of change management practices at CBCD. Table 4.2 below shows the findings.

**Table 4.2 Extent Forces of Change Influence Adoption of Change Management Practices**

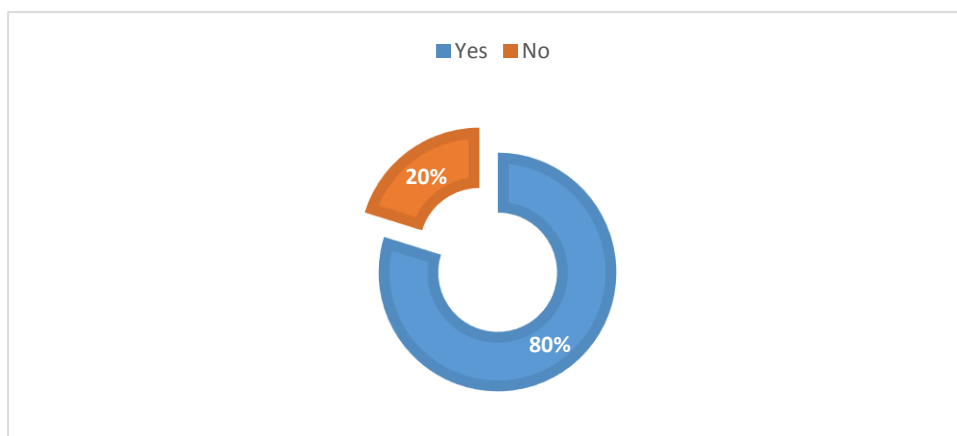
Statement	Mean	Standard Deviation
Bureaucratic organization structure	4.32	0.845
Lack of management support	3.98	0.716
Lack of management commitment	4.52	0.458
Fear of change amongst employees	4.15	0.325
Fear of change amongst managers	4.65	0.984
Perceived threat of status	4.06	0.221
Perceived threat of power	3.95	0.216
Unpredictable change in technology	4.01	0.112



From the findings, fear of change amongst managers had a mean of 4.65 suggesting that majority of the participants noted fear of change amongst managers as the biggest influence of change initiatives to a very great extent. The standard deviation was 0.221 suggesting uniformity of responses. The participants also identified bureaucratic organization structure as another major influence of change. Its mean was 4.32 and standard deviation 0.845 equally suggesting uniformity of responses. A significant number of the respondents noted that fear of change amongst employees influenced adoption of change management and this was inferred from the mean value of 4.15 and a standard deviation of 0.325 indicating that respondents had similar opinions. Generally, it was clear that adoption of change management at CBCD was influenced various internal forces.

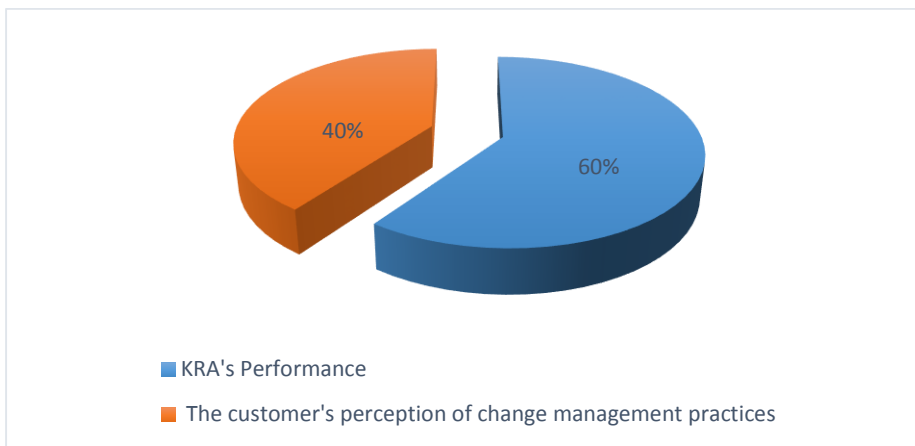
#### **4.7 Need for Replacing Kenya Revenue Authority Management Practices**

The study sought to establish whether there was need to replace the authority's management practices due to the change in the market. The results are provided in Figure 4.10 below.



**Figure 4.10 Need for Replacement of Management Practices**

From the analysis, majority of the respondents (80 percent) indicated that there has been need for replacing some management practices due to the change in market conditions. Of those who conquered, 60 percent indicated that their application affected KRA’s performance while 40 percent indicated that the change of the management practices affected the customers’ perspective of the change management practices as shown in Figure 4.11 below.



**Figure 4.11 Effect of Application**

#### **4.8 Influence of Adoption of Strategic Change Management Practices**

The study sought to establish influence of adoption of strategic change management practices by asking respondents to rate the way they felt about adoption of the strategic change management practices. The score of 1 represented “strongly disagree” 2 represented “disagree”, 3 represented “undecided”, 4 represented “agree” and 5 represented “strongly agree”. Table 4.3 below shows the results.

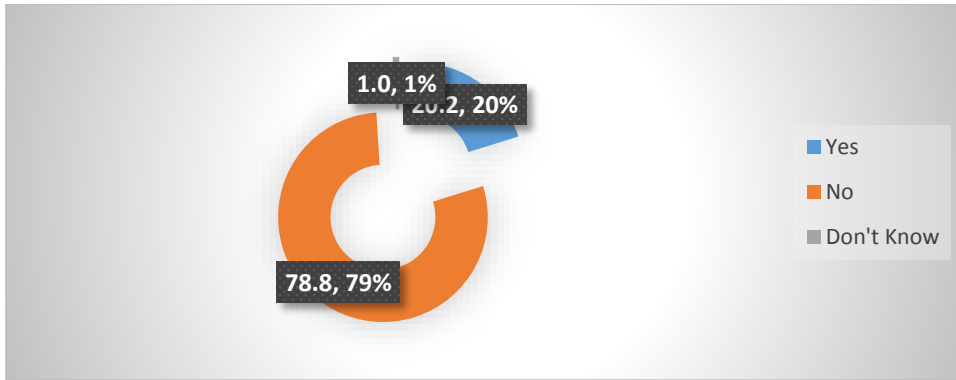
**Table 4.3 Influence of Adoption of Strategic Change Management Practices**

Statement	Mean	Standard Deviation
Bureaucratic organization structure	4.26	0.213
Lack of management support	4.33	0.485
Lack of management commitment	3.98	0.792
Fear of change amongst employees	4.79	0.109
Fear of change amongst managers	4.04	0.548
Perceived threat of status	3.61	0.454
Perceived threat of power	4.11	0.334
Unpredictable change in technology	3.61	0.321

From the results, it was clear that most respondents strongly agreed that fear of change amongst employees had an influence on the adoption of strategic change management practices - high mean value of 4.79. The standard deviation (0.109) indicated little variation from the mean mark. Also, it was established that most respondents strongly agreed that lack of management support also had a great influence on the adoption of strategic change management practices - mean value of 4.33. The small standard deviation supported the uniformity of responses. It was also established that majority of the respondents strongly agreed that bureaucratic organization structure had a significant influence on the adoption of strategic change management practices - high mean value of 4.26. The standard deviation of 0.213 indicated little variance from the mean. It was evident from the findings that the strategic change management practices at CBCD were influenced by factors within the organization.

#### **4.9 Internal Sensitization**

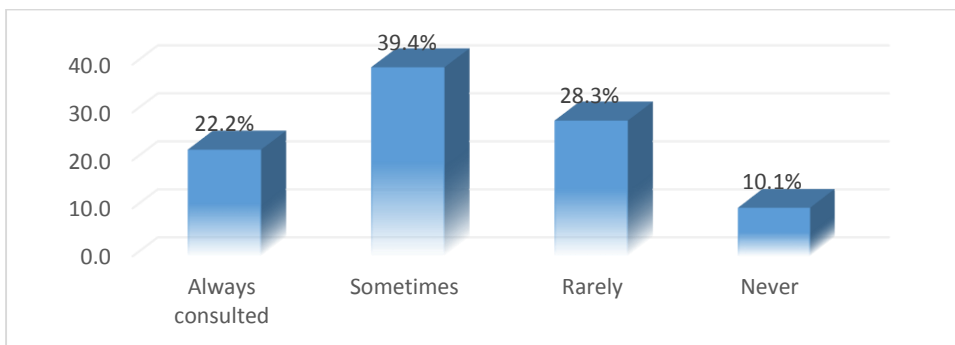
The study further evaluated whether the respondents were prepared through internal sensitization and the results are illustrated in Figure 4.12 below. The results indicated that most of the respondents (78.8 percent) indicated that they were not prepared through internal sensitization while 20.2 percent of the respondents agreed that they were prepared through internal sensitization. The study thus concluded that there is need for preparation through internal sensitization on strategic change management practices.



**Figure 4.12 Preparation through Internal Sensitization**

#### 4.10 Consultation When Introducing Changes

The study also sought to establish whether the respondents were consulted when introducing changes in the work place and results shown in Figure 4.13 below. From the analysis, majority of the respondents (39.8 percent) indicated that they are sometimes consulted when introducing changes, 28.3 percent indicated they are rarely consulted when introducing changes, 22.2 percent indicated they are always consulted and 10.1 percent indicated they are never consulted.



**Figure 4.13 Respondent's Consultation**

#### 4.11 Discussion of Findings

The study revealed that the forces that necessitated the changes were aimed at enhancing KRA's performance and ensuring that the organization achieved its goals of

increasing revenue collection and trade facilitation. The interviews also indicated that rapid development in information technology, pressure for more revenue from treasury, demand for efficient services from the government, changing operational environment, customer demand for more transparency, demand for good corporate governance and equal employment opportunities for all have all necessitated changes in KRA.

The employees are also empowered with the necessary skills to effectively manage and cope with changes in the organization. This ensures that they are up to date with relevant technology and skills needed to enhance performance within the organization. The findings revealed that change agents were selected from employees who went through training to equip them with the necessary skills they require to implement changes. They were identified from the various operational areas on the basis of their competence, willingness to change, and potential to influence other staff in respective operational areas. The findings confirmed Odundo (2013) findings that change agents have been identified in many organizations undergoing change and plans are made to train them to undertake the tasks. Reform-minded staffs are identified to spearhead the reforms in various departments as project managers or project members.

The interviewees indicated that the challenges faced in change management in KRA were mainly resistance to change. Resistance to change is a multidimensional element, which gives room to delays, unbudgeted costs and instabilities into the change procedure. Resistance may be behavioural or systematic - behavioural resistance includes managers and employees that form power centres and coalitions. Mugo (2014) indicated that resistance to change, several competing initiatives, political turbulence, low or underestimated budget allocation, are some of the challenges faced by

organisations. The results indicated that there had been some resistance from some staffs. It was also found that majority of staff did not want to leave their 'comfort zones' as major reorganization of departments, functions, programmes, took place. Employees fear and resist organizational change because they feel threatened. Some think that the changes will impact on them negatively (Kline, 2007).

Employees at times fail to foresee the positive impact that change will have on the organization and are more concerned with their well being and retaining capacity than that of the organization. It was revealed that when staff refuse to comply to change at KRA, they may grow pessimistic about their tenure with the organisation. Among other effects of resistance to change is lowered morale that can be infectious to the entire staff. Employees not interested in different manners of operation may unsettle the entity with disturbances in regards to the advancement or a confrontational mindset with administration staff. Odundo (2007) showed that there might be a power battle between those losing power and the ones gaining power. Large associations with a divisional structure may waver as divisions neglect to perceive the advantage of progress to the whole association.

On the ways of overcoming resistance to change, it was established that the organisation identifies certain employees who were advocates for the new ways of working who were used to influence other people to accept change. The KRA encourages those not happy with change to come forth for discussions. George and Jones (2008) notes that managers should be able to recognize where the resistance is coming from and they should come up with strategies to curb the same so that it cannot hamper the growth of the organization.

The respondents demonstrated that KRA set out a vision, set deliverables in place, and professionalism that motivated and instilled trust in the workers with a specific end goal to accomplish the set objectives. Senior administration workshops and meetings were additionally held. The KRA also adjusted the cultural norms to the organization's way of life, circumstances, visions and objectives. The KRA considered where it had originated from and where it needed to be in future in accordance with its vision. Mullins (2009) showed that building a group sharing a vision, culture and coordinating the frameworks, techniques and procedures was the prompt need of administration. The respondents indicated that change targets set by the administration had been accomplished at KRA.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Summary**

There were three study objectives in this study; to determine the extent to which change management practices have been adopted at KRA, to identify factors that influence adoption of change management practices at CBCD, and to determine strategies for adopting change management in CBCD. This chapter will give a summary, conclusion, limitations and recommendations.

It was established that major changes were implemented in KRA. Also, it was established that the forces behind the changes aimed to enhance KRA's performance with a view to ensuring that it achieved the goal of increasing revenue collection. Also, KRA needed the changes to minimize costs through the help of highly motivated professional teams.

Despite the need to transform the organization, the change management team experienced several challenges both internally and externally. In spite of this, the agents were selected from among the employees. They were then trained to equip them with the necessary skills, and besides they were compensated through financial awards and certificates they received at the end of the change process. The most important thing is that the changes were developed by the top management team that decided the direction the organization should take to enhance its performance. Questionnaires and surveys were utilized to monitor the progress of the changes and their effects on employees and organization as a whole. Critical performance indicators were utilized to evaluate the effectiveness of the change. They helped the change agents to monitor whether they



were moving in the right direction or not and meeting tax targets set by the management team.

There were necessary preparations for change - this was done through training, mobilization of resources, consultations and change agents. The reform programme in KRA has led to serious restructuring of the various departments including the support departments at KRA head office. Business processes were automated to increase efficiency of the operations. The authority has adopted a more efficient corporate structure and system by setting up a projects office under the Commissioner General's office. In-order to develop staff, KRA has come up with training programmes and a training school that has been able to make employees to be more confident in their work.

## **5.2 Conclusion**

Various factors have led to change management success in KRA, for instance effective communication channels; a conducive environment that supports change management; employee involvement; clear aims and planning; employee training; an appropriate structure, implementing flexibility and leadership; positive attitude towards change management success; support from the top management; teamwork; and capacity building. The management should make sure that the members of staff are working towards the targets they are given. Strategic change management practices objectives have been attained at KRA because business practices have been automated to seal tax evasion loop holes at the institution. This has improved service delivery and efficient at the organization. Besides, monitoring and evaluation exercises are conducted by the management team on regular basis to sustain the changes that were implemented. Such

exercises are paramount because they allow the organization to measure and assess its performance, and guarantee effective management.

### **5.3 Limitations**

Even though the study was able to achieve most of its objectives, the researcher did not have adequate resources to conduct an in-depth analysis on certain areas. Accordingly, it was not able to control some measures to enhance the results validity. Besides, it was possible that some respondents provided biased responses due to fear of being victimized even though the researcher guaranteed them that their responses would not be shared with anyone. This obviously affected the study's findings.

Due to the intensified fight against corruption in the country, it was rather obvious that majority of the respondents were not comfortable responding to certain research questions because they feared that they were being spied. However, the researcher tried to calm them by explaining the study's purpose and assuring them that the data would be treated with a lot of care. In spite of doing this, the researcher was not able to make sure that the responses were accurate thereby they were presumed to be truthful.

### **5.4 Recommendations**

Further research could be conducted in other organizations since they have different cultures, structures, management styles, values and resource capabilities. The study was conducted on a state corporation and it would be necessary to study management of change in other government agencies to find out if there are any differences. Traditionally, in most organizations, change has been viewed in a negative context and the issue of change resistance has always been included as part of notorious

impediments throughout the change process. It is recommended that further research be done to find out how organizations can positively leverage on this phenomenon to create competitive advantage in the business environment.

The research recommends that all employees and stakeholders should be part and parcel of the strategic change process. Strategic change management should be an organization wide process and not the exclusive preserve of the change specialists and upper management. The change leaders should have also created an environment that actually facilitates change. The research study also contributes to theory by adding knowledge on how change management practices are used by KRA to manage change.

# APPENDIXES

## Appendix I: Introduction Letter



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**

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

P.O. Box 30197  
Nairobi, Kenya

DATE... 3/11/2018

**TO WHOM IT MAY CONCERN**

The bearer of this letter ... MUTULA EVANS ODHAMBO ...


Registration No. ... DG/177181/2015 ...

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.

  
PROF. JAMES M. NJIHIA  
DEAN, SCHOOL OF BUSINESS



## Appendix II: Questionnaire

Kindly respond to the following questions by ticking in the appropriate boxes.

### Section A: Respondents General Information

1. Your division:

Operations  [ ]

Enforcement  [ ]

Exemptions  [ ]

Revenue  [ ]

2. What is your designation?

Management Staff  [ ]

Supervisor  [ ]

Officer  [ ]

Support Staff  [ ]

3. How long have you worked at KRA?.....Years

4. How long have worked in CBCD? .....Years

5. Indicate the highest level of education attainment

1. Tertiary/diploma college ( )

2. University graduate ( )

3. University postgraduate ( )

### Section B: Change Management

6. Has your department/division implemented any change initiative? (State yes or no)

[ ] Yes  [ ] No How Many\_\_\_\_\_

7. Who is involved in the implementation of the change initiative and leadership programs within your department?

[ ] Head of the Department

[ ] Head of the Business Unit

[ ] Others please specify .....

8. In which management areas has your department adopted leadership and change

management practices?

[ ] Training

[ ] Recruiting

[ ] Developing leaders and managers

9. If yes, what are the reasons for the need of change management in your department?

a).....

b).....

c).....

10. The following are some of the forces of change to which organizations have to adapt. Indicate to what extent it influences the adoption of change management practices in your organization. (1- Not applicable, 2- to a less extent, 3- to a moderate extent, 4- to a great extent, 5- to a very great extent)

Influence of Change	5	4	3	2	1
Arrivals of potential entrants in the market					
Need for new culture in the organization					
Staff training and development					
Introduction of new products as a results of innovation					
Need to improve quality of products and services					
Demand for revenue growth					

11. Has there been need for replacing some firm management practices due to change in market conditions? Yes ( ) No ( )

If yes, how has their application affected the

a) KRA's performance

.....  
 .....

b) The customer's perception of change management practices

.....

12. To what extent do you agree with the following statements on the influence of adoption of strategic change management practices?

**5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, 1= Strongly Disagree**

Statement	5	4	3	2	1
Bureaucratic organization structure					
Lack of management support					
Lack of management commitment					
Fear of change amongst employees					
Fear of change amongst managers					
Perceived threat of status					
Perceived threat of power					
Unpredictable change in technology					

13. Does your department prepare you through internal sensitization when introducing any changes? Yes ( ) No ( ) Don't Know ( )

If your answer is yes how often do they prepare you?

- Regularly ( )
- Occasionally ( )
- When the need to change arises ( )

14. To what extent does your department consult you when introducing changes in your work place?

- Always consulted ( )
- Sometimes ( )
- Rarely ( )
- Never ( )

15. Is there a legal condition requiring change management at KRA

Yes ( )

No ( )

If your answer is yes, briefly state areas affected by this requirement.

.....

.....  
16. Apart from change management, what are the other changes implemented at KRA

a).....

b).....

c).....

17. What are the benefits of change management practices in your department?

a).....

b).....

c).....

18. What are some of the drawbacks to change management practices at KRA

a).....

b).....

c).....

**Thank you for your valued time and God bless**



### Appendix III Krejcie & Morgan (1970) Sampling Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970