

**FACTORS INFLUENCING CHOICE OF CHANGE
MANAGEMENT STRATEGIES BY EAST AFRICAN
PORTLAND CEMENT COMPANY**

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FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
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DECLARATION

I declare that this research Project is my original work and has not been submitted in any university for any academic purpose.

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The research project has been submitted for examination with my approval as the University Supervisor:

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DEDICATION

My research project is dedicated to my wife Regina Tante and my children Teyian, Seyian and Kishoyian and for their immense support and sacrifices towards the whole process of this MBA project. May God bless you all.

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ABBREVIATIONS

- ACG** Ad-esse Consulting Group
- CM** Change Management
- CMS** Change Management Strategies
- CB** Commercial Bank
- OC** Organizational Culture
- SPSS** Statistical Package for Social Sciences

ABSTRACT

The key goal of the investigation was to verify the factors impinging on the choice of CMS at EAPCC. The investigation ascertained the bearing of communication on the choice of change management strategies; evaluate the bearing of organizational culture on the choice of CMS; and verify the bearing of stakeholder involvement the choice of change management strategies at EAPCC. The investigation utilized descriptive research design and the target population comprised of different individuals from various management level. The investigation obtained primary data through semi-structured questionnaires. Secondary material was sourced from pertinent documents and reports of the company. Analysis of quantitative data was by standard deviation, mean, percentages, frequencies and SPSS. The investigation determined that top leadership impinged on the choice of change management strategies at EAPCC moderately and that communication substantially influences the choice of CMS at EAPCC. The findings similarly pointed out that stakeholder involvement impinged on the choice of CMS at EAPCC to a great extent. The investigation ascertained that communication had the greatest bearing on the choice of CMS, followed by top leadership support, then stakeholder involvement whereas organization culture had the least influence on the choice of change management strategies at EAPCC. The investigation proposed that establishments ought to begin organizational diagnosis aimed at institutionalizing change practices in the manufacturing industry. The organization similarly ought to employ constant staff training and sensitize; develop a sustainable change execution plan; hire competent leaders; create staff empowerment and rewarding system; enhance job rotation and establish as well as evaluate company goals.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic management is the organized practice of coordinating, analyzing and implementing actions and decisions to achieve a long-lasting competitive edge in the market. Changes in a company's strategic management can be influenced by either internal or external factors; which might include management functions, competition, structural transformation, laws and regulations, technology, as well as social and economic factors (Gandomani et al., 2013).

This research is anchored on three theories: first is the ADKAR Change Management Theory illustrates five stages that people undergo during change process such as the need identification, acceptance to engage in change process, advocating for change, measures to take during change process, capacity to undertake change and reinforcement to uphold the change (Hiatt & Creasey, 2003). This paradigm lays focus on deliberations regarding change. Second is the Stakeholder theory which puts forward that for effectiveness as well as sustainability of establishments over time, administrators ought to align and put in the same course the stakeholders' interests (Friedman, 2004). This concept is pertinent to this investigation as it supports stakeholder participation in CM strategies in an establishment as participation of major stakeholders guarantees effective CM. lastly is the Kotter's Eight Steps Change Theory which tackles particular power issues about enabling change, outlines the significance of a 'desire' to change in the establishment, and stresses the importance of communicating the vision period of time to safeguard management development as well as succession (Kinicki & Williams, 2008; Kotter, 1996). This concept is relevant to this investigation as it supports communication in directing change execution in an establishment.

The importance of the cement industry in Kenya is well captured by the construction and the economy in the country. Currently, the country is working on its vision in 2030. Through the vision, the government hopes to develop infrastructures that will promote both local and international investors as well as promote local economic activities throughout the country. Construction of major roads, commercial building, and social institutions are basic to the achievement of the vision. Currently, both the national

government and local governments are working on major and minor roads, construction of social facilities and business centers. Conversely, the East African Portland Cement (EAPCC) is amongst the main producers in the country sells more cement to facilitate these constructions; therefore, functioning as the foundations for the economic development in the country. Similarly, an increase in sales implies employment opportunity to the Kenyan youths, as well as more revenue to the Kenyan government. However, in the recent past, the company has experienced numerous boardroom wars over the ownership and control of the company, as well as numerous changes of staff and management. The study aims at establishing factors influencing the choice of change management strategies by East African Portland Cement Company.

1.1.1 Concept of Strategy

A strategy is a high-level plot set by a business establishment to attain its specific objectives (Veit et al., 2014). Matzler et al. (2013) define a strategy as a working plan of a business organization for attaining its vision, prioritizing its activities, maximizing its financial performance to compete successfully in the market. Moreover, Thompson, Strickland, and Gamble (2015) regard it as the total sum of all the decisions and actions implemented by a business organization to achieve its mission as well as attain a competitive edge in the market. An organization's business strategy is determined by its choice of goals as well as its concrete plan on meeting the goals.

According to Matzler et al. (2013), strategies not only reflect the strengths and opportunities a firm might have in the market, but also the available resources, its vulnerabilities, as well as its possible competitors in the market. There is no limit to the type of strategy a company can settle on because there can be many different types of strategies depending on the needs and goals of an organization. Thompson, Strickland, and Gamble (2015) identify three basic kinds of corporate strategies as; Cost Differentiation, Product Differentiation as well as the Growth Strategy. Whereas the Cost Differentiation Strategy concerns pricing products appropriately to attract consumers' attention in the market, the Product Differentiation Strategy entails developing products of unique features and quality to establish a brand in the market. Moreover, the Growth Strategy involves setting plans and implanting measures to expand business operation.

1.1.2 Change Management Strategy

Cook (2015) defines the change management strategy as the plan of making something a little or completely different. In business terms, Gandomani et al. (2013) view it as the specific ways of a business organization to deal with changes in the chain of supply, projects, and schedules as well as in the inventory requirements. Moreover, Rothaermel (2013) simply defines it as the process by which a company manages its internal changes. A change management strategy is important as it provides purpose and directions for procedures of change management of an organization. The change strategy outlines specific features of a change, as well as the potential risks and resistance; to ensure success in the change process.

Gandomani et al. (2013) identify seven types of strategies that can be used in implementing change management as; the Lewin's Change Management Approach, McKinsey 7S strategy, Kotter's Change Management Model, Nudge Theory, ADKAR model, Bridges' Transition Model as well as the Kubler-Ross Five Stage Approach. For instance, Drucker's model presences four sources of discontinuity as cultural inclusion, knowledge capital, recent technologies, as well as globalization. The major reason behind Drucker's theory was to encourage business institutions to establish change drivers to strategize effectively depending on the aspect that is more likely to affect the business organization in the future. In the real-life situation, the concept of the need for change in strategic management can be demonstrated by the case of Nokia. The company that was once at the top of the world's mobile phone market now trails behind the other companies. This situation reminds the need for instant and timely change in strategic management before things go out of hands. This case can be likened to that of the collapse of the Chrysler Company, which was once famous and highly reputable. The two cases outline the need for changes that are sudden and radical. According to Rothaermel (2013), although every model has its strength and weaknesses, the application of a change management strategy is important as it increases the probability that a business will stay within its budget.

1.1.3 East Africa Portland Cement

The EAPCC is a construction company dealing with the manufacturing of cement and cement products located in Kenya (Wanguu and Kipkirui, 2015). The company has headquarters in Arthi River and operates in both Kenya and Tanzania (White, 2015).

The company initially began as a local branch of the Blue Circle Industries located in England, during the colonial era by importing cement from the United Kingdom and other parts of the world to facilitate the constructions in the early British East Africa that is now well known as Kenya. According to Wanguu and Kipkirui (2015), the name Portland was given to the company due to the resemblance of the cement found in Kenya to the Portland stone that was found in Dorset.

The company got incorporated in Kenya as the first manufacturing company at the Nairobi Industrial Area in 1933 (Rono & Moronge, 2015). Then, the company only had one manufacturing mill and imported the Indian clinker for manufacturing. During this period the company could only produce 60,000 tonnes of cement per year (Wanguu and Kipkirui, 2015). The company opened its Athi River branch in 1958 which had a large cement mill increased its production to 120,000 tonnes annually (White, 2015). The establishment has grown over the years, and currently produces more about 1.4 million tonnes per year, at a reduced cost following the construction of megawatt power plant that used waste gases produced by the company to generate energy (Rono & Moronge, 2015). According to Wanguu and Kipkirui (2015), the power plant reduced the company's annual cost by 500 million Kenya Shillings.

Currently, the company owns The East African Portland Cement limited located in Athi River, Kenya; which is also the headquarters of the company, as well as the Ugandan East African Portland Cement limited; whose major activity is to sell the cement from the Kenyan parent company (White, 2015). According to Wanguu and Kipkirui (2015), the Tanzanian company contributes about 1.2 percent of the organization's revenue each year. Over the recent past, the company has been reported of making losses of 8 million Kenya Shillings each day. The EAPCC hit the headlines in August 2019 for its decisions to sack all its workers to restructure the organization and saving it from more losses that might eventually lead to its closure (Capital News, August 2019).

1.2 Research Problem

It is difficult to avoid changes within an organization's life span. Most businesses are struggling with the dynamism and the rapidly transforming business environment. In such an environment business must either change or die. In such a case, organizations must learn to cope with the change to thrive. Gandomani et al. (2013) identify forces making change the only option as technological, political, social, economic as well as the international market conditions. Factors such as the functions of the management, structural transformation, social and economic conditions, laws and regulation as well as competition might influence changes in an organization's functions.

The EAPCC has been experiencing numerous boardroom wars in the recent past. For instance, the Lafarge SA has Cementia Holdings, Bamburi Cement as well as the Associated International Cement as its direct subsidiaries. This gives Lafarge about 41.7 percent of EAPCC since these companies are part of the EAPCC (Rono & Moronge, 2015). The situation creates a conflict as the government also claims a 52.3 percent control and ownership of the firm (Wanguu & Kipkirui, 2015). This along with numerous changes observed in the company within the recent past necessitates this study. For instance, the company has recently been reported of making losses of 8 million Kenya Shillings each day; and hit the headlines in August, 2019 for its decisions to sack all its workers in order to restructure the organization and saving it from more losses that might eventually lead to its closure (Capital News, August, 2019).

Belias and Koustelios (2014) study on governance and CM strategy on the values of organizations done in Greece observed that most business organizations operating in the post-modern era to be dealing with much chaos, and are experiencing constant processes of change. Similarly, Hornstein (2015) investigation on the necessity of integrating project administration and OC management done in Canada discovered a wide range of factors affecting organizational changes during not only during mergers but also under regular conditions. Holten and Brenner (2015) on styles of leadership and the organizational change processes done in Denmark agreed that although changes were necessary, the major challenge during these change processes was to select list of actions that would be attainable given the capacity of a business organization to absorb both resource and change constraints.

Another study, Kuipers et al. (2014) on public organization's change management done in the United Kingdom found that different situations determined the effectiveness of a leader; as such, effective leaders are those who would behave differently as the situation demands. There no local studies are done to assess the factors affecting change management among the Kenyan industries. This along with numerous changes observed in the company over the recent past, including change of managers, and laying off of large numbers of employees in the recent past creates the basis for this study. The study aims to fill the gap by answering the following question; what are the factors influencing the choice of change management strategies by EAPCC?

1.3 Research Objective

The aim of the investigation is to establish factors influencing the choice of change management strategies by East African Portland Cement Company.

1.4 Value of Study

The study provided empirical data on the factors that lead to the present deteriorating state of the EAPCC Company. The study discusses relevant strategic change models and how they can successfully implement to save the ailing company. This information enlightened the general public on the status of major parastatals and the factors hindering the effective functioning. By doing so it would have created awareness on the state of issues consequently motivating them to push for necessary changes within their capacity.

Similarly, the information informed relevant government agencies and policymakers in their development and implementation of relevant measures, policies and regulation to govern, control and manage large parastatals that are contributing significantly to the economy of the country.

The study hopes to provide empirical support to the theories and practices surrounding changes in strategic management structures. As such, it will not only highlight gaps in the theoretical approaches but also arouse curiosity future scholars and researchers and provide them with reference material.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part presents a theoretical framework related to the concept of this investigation and also offers a review of works on CM previously undertaken by various scholars. It embroils a theoretical review, determining factors of the choice of CMS, empirical review, conceptual framework and summary of literature review as well as research gap.

2.2 Theoretical Foundation

This part presents a review of concepts pertinent to this study which provides an understanding of the determining factors of the choice of CMS. The three theories that guide this investigation comprise; ADKAR Change Management Theory, Stakeholder Theory and Kotter's Eight Steps Change Theory.

2.2.1 ADKAR Change Management Theory

This paradigm was advanced by Jeffrey Hiatt. It illustrates five stages that people undergo when making a change i.e. cognizance of the necessity to change, willingness to take part and aid the change, understanding of the manner in which to change, capability to execute and uphold it. Managers are drawn to convey extensive communications regarding change as well as staff's responsiveness could similarly be far-reaching. The subsequent deliberations are non-targeted and habitually ineffective. The normal response to transformation, even in the ideal conditions is resistance, hence, cognizance of the establishment's necessity to transformation is a key component of any transformation and ought to be paramount. This paradigm lays focus on deliberations regarding change.

It delves into the matter swiftly and allows the management to shun conveying the inappropriate communications or taking their time on the inappropriate subjects (Hiatt & Creasey, 2003). This paradigm is pertinent to this investigation as it supports communication variable as managers may spell out communications to concentrate on the most key subjects and shun ineffective deliberations. It similarly provides the ability to identify as well as assess the contributing factors to the ineffectiveness of the changes made as well as not obtaining the anticipated outcomes. The model similarly allows an

individual to breakdown the changes into various components and then identify where change could not be as effective as anticipated.

2.2.2 Stakeholder Theory

This concept puts forward that for the effectiveness and sustainability of establishments, administrators ought to align and put in the same course the stakeholders interests (Friedman, 2004). Bloom (2000) puts forward that broad-based stakeholder participation as well as obligation are key for effective policy and action strategy execution, hence suitable for sustainable company growth. Freeman (2004) contended that the paradigm was to create an outline handle the distresses of executives who are encountering extraordinary extents of environmental instability as well as change.

As per this paradigm, all establishments should be cautious and to effectively react to various people's demands. Participants comprise staff, investors, service providers, clients as well as local people (Preston, Sachs & Post, 2002). Establishments, hence, ought to focus concentration on the predominant association with their internal and external participants. Executives ought to recognize the distresses of shareholders, staff, service providers, clients, creditors and the public, to formulate goals that that would be supported by the stakeholders (Stanford Research Institute, 1963) as pointed out by (Freeman & Veal, 2001). This concept is pertinent to this investigation as it supports stakeholder participation in CMS in an establishment as participation of major stakeholders guarantees effective CM.

2.2.3 Kotter's Eight Steps Change Theory

This paradigm originates from study of Kotter's consultation exercise with 100 unlike establishments undergoing change. As noted by Kinicki and Williams (2008); Kotter, (1996) the paradigm tackles particular power issues about enabling change, outlines the significance of a felt necessity for transformation in the establishment, and stresses the importance of communicating the vision period of time to safeguard management development as well as succession.

Kotter's works give executives as well as change agents a more comprehensive benchmark for effectively executing large scale change for instance new skills, restructurings, mergers and acquisitions, new strategies, globalization, cultural change, as well as e-business in a tumultuous environment. He gives particular recommendations regarding conducts that executives ought to portray to successfully spearhead organizational change (Kotter, 2007).

This concept is relevant to this investigation as it supports communication in directing change execution in an establishment. CM embroils various individuals in an establishment and the efficiency with which they undertake their tasks is subject to the communication clarity. Hence, the theory is pertinent for the research because it emphasizes the significance of a 'felt need' for organizational change and stresses the need to convey the view and maintain communication extents relatively high in the entire course of CMS with the core idea behind it being the embracing of the change and get ready for it instead of transforming itself.

2.3 Factors Influencing Change Management Strategies

2.3.1 Top Leadership Support

Top leadership is key in mobilizing, leading as well as co-ordinating their endeavors to realize bearable change by training, motivate and empowering subordinates. In big establishments, change determinations need sustainable efforts and leadership provides impetus for the change endeavors. Top administrators similarly are intersections via which majority of an establishment's information passes, through monitoring the proper communication processes that could convey important information to staff (Kirimi, 2013; Robbin et al., 2011).

As noted by Johnson et al. (2008) in strategic change deliberations, usually there is overemphasis the top personnel of an establishment or change representatives. They aid in top management change execution in an establishment for example by designing a strategy, and CM is usually directly connected strategic leader's role. Holbeche (2009) contends that control from certain senior management individuals apparently is a major component of key cultural change. Management approaches pertaining to organizational change ought to be clear, dependable as well as on the basis of what the

transformation entails for the people to enhance their opinion and their rational evaluation of the transformation (O'Neill, 2012).

Sound leadership is key for effective execution of transformation by underpinning of an atmosphere of assurance, conviction as well as emotional help key for executing transformation by way of relevant approach of influencing follower's behavior (Rudani, 2011). If leaders consider CMS needless, then no policies will be formulated to implement change which will eventually bring about inefficiency of the establishment and in several instances key members (Walmsley, 2009).

2.3.2 Communication

Effective communication enables creation of the right atmosphere prior to change is presented by giving staff the needed information to allow them see the whole situation positively, felt safe and maintain assistance for community. Good communication trains employees at all levels and encourages motivation that promote the approach, and calls for a "behavioral re-orientation" stage (Vuuren & Elving, 2008). It implies understanding and change considerably is subject to managers' communication and information proficiencies at every stage (Elving & Hansma, 2008).

In order to manage the different emotions that employees may have (Nelissen & Selmer, 2008), communication is essential to changing positions and to be ready to acknowledge them passionately, communications is generally important (Rudani, 2011). Communication is regarded to be primarily a strong force for employee engagement and help in the shift system and includes explanations of why and how behavioral shift has been introduced (Kotter & Schlesinger, 2008; Salem, 2008). Additionally, communication might be the only major element in countering change evasion. The essential to alter is particularly accessible, confidential interaction (Johnson et al., 2008). Management need to modify their position from the ancient strategy of the communication which only covers management, dictating, one-way, data only, towards a fresh strategy which is relies on fact, motivating, two-way, data, frank and total (Kirimi, 2013).

Media awareness are available for the approach and the components of the change program to be articulated. They include person-to-person communication through newsletters, magazines, daily newsletters and circularies which have been sent all over the organization but the objective should be to communicate on two paths in order for managers to receive feedback on plans. The level of effectiveness of these distinct press types relies on how regular or complicated the essence of the shift is (Johnson et al. 2008).

In cases of strategic transformation, non-strategic staff may consider the impacts of the change as unusual even if senior managers perceive them as regimen. Therefore, communicating and involving staff in change management is vital (Armstrong, 2014). The importance of efficient communication in managing change is addressed by Myers et al. (2012).

2.3.3 Organizational Culture

As stated by Hucznski and Buchanan (2010) OC is the pool of quite unchanging and lasting principles, behaviors, traditions as well as practices that are mutual to establishment's members, absorbed by new employees and conveyed from one generation of personnel to the other. OC is replicated in form of staff everyday conduct and establishment's transactions with others (Rudani, 2011). Principles could be easily identified in an establishment and are usually outlined as statements pertaining to establishment's policies. Johnson et al. (2008) state that despite the outlining of policies strategy as well as establishment's principles, the fundamental assumptions that constitute the concept are essentially apparent on how people conduct themselves on a daily basis. Though, it signifies a taken-for grantedness regarding the manner in which things ought to take place which is relatively hard to alter.

Current tendencies for spread out management makes culture more significant. Culture is an obligation when the mutual principles do not conform to those that advance the establishment's success most probably when an establishment's setting is experiencing swift change, and its embedded culture could not be appropriate anymore. Behavior consistency is a benefit in an unchanging situation can then trouble the establishment and making it harder to respond to transformations (Robbins, 2011). If recommended

transformations do not conform to cultural preferences and behaviors, it is expected that they will be hard to entrench in the establishment (Burnes, 2009).

As stated by Armstrong (2014) OC may act contrary to an establishment by creating obstacles which inhibit the achievement of business strategies comprising change opposition as well as absence of assurance Kelly (2009) proposes that culture defines the mutual means of discerning and acting (consistency) in a set(s) of individuals. Strong cultures are ideal, effective and more pertinent for unchanging or foreseeable situations where the establishment's objectives are definite as they enable good placement, staff inspiration, the suitable structure and leadership required to enhance establishment's performance. Though, such values could be deprived in an unsettled environment where constant transformation is necessary; in which people ought to challenge the existing state of affairs so the establishment can underline the significance of ingenuity which is a more expected result from ineffective, more varied principles (Cole & Kelly, 2011).

2.3.4 Stakeholder Involvement

As per Ad-esse Consulting (2008) stakeholder involvement in CMS is vital as the stakeholders' contribution is key particularly when formulating and executing strategy. Participation by the appropriate participants in its designing is key for the effectiveness of the transformation course. The participants of the establishment seek to understand the method of transition by considering their needs. Such involvement encourages a more positive approach towards transition; the organizational limitations are considered less significant for people, and increased possession and the duty to make choices or changes. Hence, it could be a means of developing willingness and ability for transformation. As stated by Lewis (2011) communication hence determines whether participants are willing to back, repel or modify the transformation course and as an individual or group.

There are probable reasons for engaging individuals in the entire establishment during change instead of considering them merely as change beneficiaries (Kinicki & Williams, 2008). Lewin argued that taking part of people is key and expedite effective CM (Schein, 2009). In achieving efficient CM, for instance, it is equally essential to gain a shared perception among those who affect their views on the questions and

consequences of the shift. If the proprietor of the issue can achieve a condition where all stakeholders alter, see shared objectives and advantages in such a way that a large improvement is possible. If the issue proprietor is able to achieve a condition in which all stakeholders alter, consider it in such a way that they can see shared objectives and advantage, there will be considerable enhancement (Paton & McCalman 2008).

Armenikas et al. (2007) the desire to change an organization suggests that employees are prepared to modify to the point that they feel they need to modify, that shift may occur, that it would be helpful separately or organizationally, and that the executives are dedicated to the transformation. ACG (2008) suggests seven stages of stakeholder management comprising identification; categorizing by their influences and welfares; bearing in mind whether they are optimistic or pessimistic; outlining involvement level with every participant; develop a strategy for every stakeholders to manage; including achievement policies; schedule delivery; evaluation of achievement and schedule processing. Stakeholders are regarded as a source of planning the manner in which to manage them by change (Ad-esse Consulting, 2008)

2.4 Empirical Review

Alex (2018) analyzed the bearing of CM in Banking Business in Nigeria, An investigation of United Bank for Africa (UBA). The investigation adopted a descriptive research. Primary sources and secondary materials were utilized in the investigation. The primary material was sourced by questionnaire as well as oral interview whereas secondary material was obtained investigation comprised 77 employees. Descriptive data analysis was undertaken by way of Statistical Package for Social Sciences (SPSS). The outcomes pointed out that CM bring about quality services. The investigation hence proposes that management ought to guarantee effective communication relation between administration and personnel prior to embarking on any change process to invite co-operation from personnel.

Serene (2018) in his investigation sought to scrutinize the role of CM in Banking Establishments: A Case Study of a UK Commercial Bank. The investigation adopted a case study design to scrutinize a CB doing its operations in the London, UK. This investigation utilized secondary material sourced from the memorandum as well as the annual reports given by the organization. The outcomes of the investigation established

a strong link between the hypothesis and practice and that the Action Research change paradigm is pertinent for practical use and could be effectively employed in banking establishments.

Nwinyokpugi (2018) in his research explored Organizational CM and staff efficiency in the Nigerian Banking Business. The investigation adopted correlational research as well as the quantitative approach in analyzing the distribution and link between the hypotheses. The population comprised 152 banks and a sample of 104 banks were picked with regard to proximity and the period specified for the conclusion of the study using Taro Yamen sampling approach. Material gathering was through the structured research questionnaire. The outcomes ascertained that each of the aspects of organizational CM (namely: Communication, Identification, Staff Involvement, Execution and Motivations) are substantially linked with the indicators of workers efficiency. The investigation proposes that change communication ought to be organized, change execution ought to be introduced from the senior administration and down to the staff clearly and constantly, and motivations ought to be on the basis of organizational contractual guidelines.

Ugoani (2017) in his investigation sought to examine the beating of emotional intelligence on effective CM in the Nigerian banking industry. The investigation adopted a survey research design. Data was gathered through questionnaire and descriptive data analysis was undertaken by way of SPSS to determine the association between emotional intelligence and effective CM. The outcomes of the investigation pointed out that emotional intelligence bore strong positive correlation with effective CM in the Nigerian banking sector.

Odera and Muendo (2017) explored the Factors Influencing CMS in the Public Sector: context of Energy and Petroleum Ministry. The investigation utilized descriptive research design with the population comprising personnel from various divisions in the ministry. The investigation utilized primary data sourced through semi-structured questionnaires. Secondary material was similarly sourced from Ministry's pertinent records and accounts. Analysis of quantitative data was by way of standard deviation, mean, percentages, frequencies and SPSS. The outcomes pointed out that senior leadership moderately impinges on the Ministry's CMS and that communication

substantially impinges on the Ministry's CMS. It was similarly ascertained that the manner in which government undertakes its tasks impinges on CMS. The investigation similarly determined that shareholder participation to a great extent impinged on the Ministry's CMS. The investigation proposes that the Ministry ought to employ constant personnel training as well as awareness creation; improve a sustainable change execution strategy; hire proficient administrators; create personnel empowerment as well as rewarding scheme; improve job rotation and establish and evaluate organizational objectives.

Mayende and Wanyoike (2016) undertook a research to assess the Factors Affecting Effective CM in the Kenyan Public Hospitals: A Case of Nakuru Level Five Hospital. The investigation employed a cross-sectional survey design. The population of the investigation encompassed 736 personnel at the Nakuru Level Five Hospital. 64 respondents constituted the sample size determined through stratified random sampling. Data was amassed through structured questionnaire. The raw information was edited and coded then analyzed with inferential as well as descriptive statistics by SPSS. The link between OC and effective CM was established to be positive, moderately strong as well as statistically substantial. The investigation ascertained that organizational culture relatively key for effective CM in government hospitals. The research proposes that Nakuru Level Five Hospital, via its administrators ought to instill a culture as well as an open environment to change to effectively execute and manage change.

Kimathi (2016) in his research sought to analyze the bearing of CMS. Context of Coca Cola Company in Kenya. Primary material was sourced by an interview guide disseminated to strategic executive of the establishment. Material gathered was analyzed using content analysis approach. From the outcomes it was ascertained that globalization has surged the establishment's markets, growth prospects as well as returns. It was similarly established that the establishment undertakes process reengineering to make it more flexible, efficient and responsive for its consumers, personnel and other participants. The investigation as well pointed out that establishment encounters challenges for instance poor communication, resistance to change, inadequate resources, ineffective organization backing and unsuitability of the new transformation with current institutional structure, IT advancements, consumer behavior, social aspects as well as political intrusion. The investigation proposes that

executives ought to possess the ability to forestall, identify and manage transformation within as well as peripheral environment. Similarly the corporation ought to employ CMS to address the surging environmental changes. It similarly recommends that the establishment's executives ought to own the change process. The establishment must as well be proactive in its processes by establishing the needed transformation for competitive edge.

Obonyo and Kerongo (2015) in their investigation examined the Factors Influencing CMS and the Performance of Kenyan CBs: Context of Kenya Commercial Bank in Nairobi. The target population of the investigation encompassed 500 personnel with the sample size of 200 personnel comprising senior administration personnel, middle administration and lower administration personnel of KCB Bank Limited. The investigation similarly adopted a descriptive design. Primary sources were utilized in the investigation and sourced with questionnaire Analysis of quantitative data was through percentages, standard deviation, mean, frequencies as well as SPSS. The outcomes ascertained that an establishment's culture is strongly associated with the administration approach and that establishment's structure is tactical as well as operational edge in CM, flexibility is key in addressing environmental uncertainties. Leadership particularly senior administration is perhaps the most essential aspect in key organizational change undertakings. The investigation proposes that establishments constantly do strategic renewal, as well as substantial implementation of changes in an orderly and precise manner.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This part outlines the investigation approach. It entails the research design suitable for this investigation; the population comprised the establishment's senior and middle level administrations as well as lower staff. Data collection procedures, data analysis procedures to ascertain the factors impinging on the choice of CMS by EAPCC are similarly discussed in this part.

3.2 Research Design

This investigation adopted a descriptive research design involving a collection of approaches that illustrate the variables by amassing information that illustrate happenings as well as arranging, presenting and depicting the information (Maboe, 2009). Descriptive investigation was utilized as it aided to gather data pertaining to the current situation, describe what existed in respect to the study variables or conditions in particular occasions.

3.3 Population of the Study

It constitutes the whole set of people or items from which the investigation seeks to take a broad view its outcomes (Fox & Bayat, 2007). The study targeted a population of 50 respondents drawn from various divisions of the establishment. It will comprise personnel from top, middle and lower management levels of the EAPCC.

3.4 Data Collection

The major material gathering approach for the investigation was by a way of semi-structured questionnaire to source primary information from research participants and Likert scales pertaining to the topic of investigation. The semi-structured questionnaire was embroiled into two sections. Section a involving respondents' demographic data while section B was seeking to explore the factor influencing on the choice of CMS. Section C encompassed the CMS.

3.5 Data Analysis

Material gathered was presented through descriptive as well as inferential statistics. Quantitative material sourced was analyzed using descriptive statistics for instance

mean, frequencies and SPSS. The results were given using tables to ascertain the bearing of the respective study variables. A multivariate regression model was adopted to ascertain the impact of each of the four variables so as to establish to what extent the independent variable impinges on the dependent variable. The model applied in data analysis is given below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby:

Y is CMS

X1 is Top Leadership Support

X2 is Communication

X3 is Organizational Culture

X4 is Stakeholder involvement

ε is Error term/Erroneous variables

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This part focuses on the presentation, analysis and interpretation of material gathered in the investigation with inferential as well as descriptive statistics. Frequencies, percentages, mean and standard deviation (SD) were utilized to describe the responses to the questionnaires. Conclusions and recommendations were made on the basis the analyzed data.

4.2 Response Rate

From the information gathered, among the 50 questionnaires given out, 40 were completed and given back, 8 of them were from senior management, 18 from middle management and 14 from lower management, which represents 80% response rate which is deemed good to make inferences for the investigation. Mugenda and Mugenda (2003) noted that a 50% response rate is adequate, 60% good, while 70% and above rated very well. The 80% rate may be as a result of the data sourcing processes, whereby the investigator notified the key informants of the planned survey in time, similarly the investigator employed a self-administered questionnaire where the research participants completed the forms which were picked later.

4.3 Demographic Information

The investigation sought to ascertain data on a number factors of research participants' background like gender, age, education level, position in the organization and the duration of work in the company. This information is intended for testing the research participants' suitability in responding to the questions pertaining to the factors impinging on the choice of change management strategies at EAPCC.

4.3.1 Gender

The research participants were requested to state their gender such that the outcomes obtained had the views of both gender. Table 4.1 indicates the data gathered on the gender of the research participants. The investigation established that out that the most of the research participants were male with 80% while 20% were female, the outcomes point out that there were not much difference in data gathering, both gender opinion were all represented fairly. It similarly indicated that the establishment was male dominated.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage
Male	32	80
Female	8	20
Total	40	100.0

Source: Research Data (2019)

4.3.2 Age of the Respondents

The research participants were requested to state their ages in order to determine how the different ages in employees work together and that the results obtained captured all the ages. The outcomes pointed out that 15.0% of the respondents were below 30 years, 35.0% were between 30-40 years, and 30.0% were between 40-50 years whereas 20.0% were over 55 years. This points out that that most of the research participants are in their productive ages and would find the outcomes of the investigation valuable. The data on the age of the respondents were gathered and illustrated in Table 4.2.

Table 4.2: Age of the Respondents

	Frequency	Percentage
Below 30 years	6	15.0
30 - 40 years	14	35.0
40 - 50 years	12	30.0
Above 50 years	8	20.0
Total	40	100.0

Source: Research Data (2019)

According to the collected data which was analyzed later shows that, individuals from age group below 30 years are 15.0% of the total, age group 30 to 40 recorded the highest influence of 35.0%, age group above 50 recorded 20.0%.

4.3.3 Level of Education

The investigation sought to determine the education level achieved by the research participants. This would help is to stratify people on the basis of their skill attained during their lifetime. The outcomes are illustrated in table 4.3 below

Table 4.3: Education level

	Frequency	Percentage
College	8	20.0
University- Undergraduate	20	50.0
University-Post graduate and above	12	30.0

Source: Research Data (2019)

The table indicates that, 20.0% of the total research participants are at the college level, implying that they possess diplomas and certificates, 50.0% have attained University-undergraduate level, implying that at least they possess a degree and 30.0% of the total as per the outcome. The outcomes point out that the majority of individuals who have reached the undergraduate level, implying that, they are the most needed for execution of change.

4.3.4 Level of Management of the Respondents

The investigation sought to determine the education level attained by the research participants. The outcomes are illustrated in table 4.4 below

Table 4.4: Level of management of the respondents

	Frequency	Percentage
Lower Level	6	15.0
Middle level	20	50.0
Top Level	12	30.0
Others (Specify)	2	5.0

Source: Research Data (2019)

The analyzed material points out that the information of respondents on different levels of management. On the lower level, we have 15.0% of the total, middle level 50.0%, top level 30.0% and on the other levels which are not specified there is 5% of the total. As per the outcomes, the middle level of management had the highest number of respondents, followed by the top, the lower level than others.

4.3.5 Work Experience

The investigation sought to ascertain the work experience of the respondents in the establishment. The outcomes showed that 5.0% of the research participants had been in

the establishment for over 12 years; 50.0% had been in the establishment for 8-11 years; 30.0% had been in the establishment for 4-7 years and lastly 15.0% had been in the establishment for 3 years and below. These outcomes point out that Most of the research participants had been in the establishment for over 8 years. Most of the research participants therefore had enough experience hence provided most dependable information. The outcomes are illustrated in table 4.5 below

Table 4.5: Work Experience

Duration	Frequency	Percentage
0-3 years	6	15.0
4-7 years	12	30.0
8-11 years	20	50.0
12 years and above	2	5.0

Source: Research Data (2019)

4.4 Change Management Strategies

The investigation sought to ascertain the factors influencing the choice of change management strategies at EAPCC. Respondents were asked on how each factor namely: Top Leadership Support, Communication, stakeholder involvement and organizational culture.

4.4.1 Top Leadership Support

The investigation sought to ascertain the bearing of senior management support on the choice of CMS at EAPCC. Statement pertaining to the bearing of senior management. The investigator requested the research participants to utilize Likert scale of 1 to 5 and point out their agreement level with various statements pertaining to the bearing of top leadership had on the choice of CMS in establishments. The outcomes were as pointed out in table 4.6.

Table 4.6: Statements Pertaining to the Effect of Top Leadership

	Mean	Std. Deviation
The topmost leadership endorsed sufficient resources for CMS	4.097	0.740
The senior management individually took part in the choice of CMS at EAPCC	3.936	0.744
The senior management personnel exhibited full obligation to CM at the Company	3.919	1.164
The top leadership influenced personnel to embrace change at the Company	2.452	1.141
The top leadership designated certain change agents undertakings on change execution	2.194	0.807
The top leadership adequately scheduled the tasks in the change execution	4.177	0.690
The top leadership designated roles well to guarantee effective CM	3.871	0.713
The top leadership developed sufficient capacity amongst personnel for execution of the change	2.548	0.592
Senior management gave direction to personnel on change execution	3.968	0.542

Source: Research Data (2019)

From the outcomes, the research participants agreed that the senior management utilized proper reporting plan for proper strategic change execution as pointed out by a mean of 4.258, that the senior management structured well the undertakings in the change execution as pointed out by a mean of 4.177 and that the senior management ratified sufficient financial resources for CM process as pointed out by a mean of 4.097. These outcomes are correspond to Holbeche (2009) who contend that leadership from a small number of individuals at the top of establishments tends to be a key component of crucial cultural transformation.

The research participants similarly were in agreement that senior management gave staff course on change execution at EAPCC as pointed out by a mean of 3.968, that the senior management were individually undertaking the choice of CMS at EAPCC pointed out by a mean of 3.936, that the senior management personnel exhibited full

obligation to CMS at EAPCC as pointed out by a mean of 3.919, that the top leadership designated roles well to guarantee effective CM as pointed out by a mean of 3.871 and that the top leadership instituted suitable controls to guide the change management process at EAPCC as pointed out by a mean score of 3.871. These outcomes are consistent with those of Rudani (2011) who pointed out that sound leadership is inevitable for effective change execution by strengthening an atmosphere of confidence and emotional support key for executing transformation using appropriate approach of influencing followers' behavior.

Though the research participants were neutral that the top leadership created sufficient capability amongst personnel for change execution as indicated by a mean score of 2.548. The research participants similarly were in disagreement that the senior management swayed personnel to embrace change at EAPCC as pointed out by a mean of 2.452 and that the senior management designated certain change agents undertakings on change execution by a mean of 2.194. These outcomes compare with O'Neill (2012) who elucidated that management approaches associated with organizational transformation ought to be certain, reliable and on the basis of what is in the transformation for the people to enhance their view as well as their rational assessment regarding the transformation.

The research participants were also requested to state to which extent top leadership impinges on the choice of CMS at EAPCC. As per the outcomes the research participants pointed out that top leadership moderately impinged on the choice of CMS at EAPCC by 37.1%, by 32.3% to a great extent, by 19.4% to a very great extent and by 11.3% to little extent. This indicated that top leadership influenced the choice of change management strategies at EAPCC. These outcomes compare with O'Neill (2012) who elucidated that management approaches associated with organizational transformation ought to be certain, reliable and on the basis of what is in the transformation for the people to enhance their view as well as their rational assessment regarding the transformation.

4.4.2 Communication

The investigation sought to verify the influence of communication on the choice of CMS at EAPCC.

Statements Pertaining to the Bearing of Communication

The research participants were requested to show to which extent every statement regarding the bearing of communication on the choice of change management strategies at EAPCC. Their outcome were as indicated in table 4.7.

Table 4.7: Statements pertaining communication.

	Mean	Std. Deviation
Information on the choice of change management strategies was conveyed to staff in good time	3.871	0.877
Information on the choice of change management strategies was communicated using suitable means such as emails, meetings, memos among others	2.839	0.371
The communications on the choice of CMS were clearly drafted	3.984	0.859
The communications on the choice of change management strategies were free from errors	4.307	0.667
The communications on CMS were sent appropriately	4.210	0.792
The flow of information was appropriately managed across various divisions as well as staff levels	2.387	0.491
The communication adopted allowed all staff participation	3.694	0.692

Source: Research Data (2019)

As per to the outcomes, the research participants were in agreement agreed that the communications on CMS were free from errors as pointed out by a mean of 4.307, that the communications on the choice of CMS were sent appropriately as pointed out by a mean of 4.210 and that the messages on the choice of CMS were openly outlined as pointed out by a mean of 3.984. These corresponds to Vuuren and Elving (2008) who ascertained that effective communication informs and educates employees at all levels and motivates them to support the strategy and demands a level of ‘cognitive organizational reorientation’.

The research participants similarly agreed that information on CMS was conveyed to staff appropriately as pointed out by a mean of 3.871 and that the message used allowed every employee involvement as pointed out by a mean of 3.694. These outcomes were consistent with Kirimi (2013) who contends that establishments need a change from the conventional communications means that is concentrated merely on administrators, ordering, one-way, information just, to a new means that concentrates on every participant, is fact based, motivating, two-way, instructive and inspirational, honest as well as far-reaching.

Though the research participants were neutral that information on CMS was conveyed using appropriate means i.e. emails, meetings, memos amongst others as pointed out by a mean of 2.839 and disagreed that the flow of information was appropriately administered across various divisions and staff levels as pointed out by a mean of 2.387. These outcomes corresponded to Rudani (2011) who pointed out that communication is key in the transformation process, as it usually aids to put a sense of balance between the mixed approaches employees might have by encouraging individuals to shift their attitude and be ready to embrace it passionately.

The research participants were similarly requested to state to which extent communication impinged on the choice of CMS at EAPCC. The respondents pointed out that communication affected the choice of change management strategies at EAPCC by 58.1% to a great extent, 17.7% to a very great extent and 24.2% to a moderate extent. This indicated that communication significantly impinged on the choice of CMS at EAPCC. This corresponded to Johnson et al. (2008) who contended that the level to which these various kinds of media were expected to work effectively was subject to the level to which the kind of the transformation was repetitive or multifaceted.

4.4.3 Organizational Culture

The investigation sought to measure the bearing of OC on the choice of CMS at EAPCC. Statements pertaining to the bearing of Organization Culture, the investigator requested the research participants to state to which extent every statement pertaining to the bearing of organization culture applies to the choice of CMS at EAPCC. The outcomes are as indicated in table 4.8.

Table 4.8: Statements Pertaining to the Effect of Organization Culture

	Mean	Std. Deviation
The manner in which the company performs tasks affected the choice of change management strategies	4.145	0.649
Staff approaches improved change execution at the company	2.613	0.636
Fundamental assumption on how EAPCC practices are undertaken facilitated CMS	3.871	0.778
The values held in the company influenced the choice of change management strategies	2.242	0.862

Source: Research Data (2019)

As per the outcomes, the research participants were in agreement that government way of performing tasks affected the choice of CMS as pointed by a mean of 4.145 and that basic assumption on how EAPCC operations are undertaken promoted the choice of change management strategies as pointed out by a mean of 3.871. These outcomes are consistent with Kelly (2009) who proposes that culture defines the shared approach and conduct (consistency) within groups of individuals.

Though the research participants were neutral that staff perception improved change execution at the company as pointed out by a mean of 2.613 and disagreed that the values held in the company impinged on the choice of CMS as pointed out by a mean of 2.242. These outcomes were consistent with Kinicki and Williams (2008) who contended that the shortcoming of a solid culture, as per critics, is that success can so strengthen cultural values that administrators and staff become conceited, secretly dedicated and not ready to accept change, with senior administrators not seeing the importance for new strategies.

The investigator similarly requested the research participants to point out to which extent OC impinged the choice of CMS at EAPCC. As per the outcomes, the research participants pointed out that that OC substantially impinged on the choice of CMS at EAPCC by 43.5%, moderately by 30.6%, by 19.4 to a very greatly and by 6.5% to a

little extent. This pointed out that OC substantially impinged on the choice of CMS at EAPCC.

This was in line with Cole and Kelly (2011) who pointed out that administrators ought to understand the bearing of OC on work and their individual norms, because they might be able to result in cultural transformations.

4.4.4 Stakeholder Involvement

The investigation sought to ascertain the bearing of stakeholder involvement on the choice of CMS at EAPCC.

Statements on the Bearing of Stakeholder Involvement

The research participants were requested to utilize a Likert scale of 1-5 and point out to which extent statements regarding the bearing of stakeholder involvement apply to the choice of CMS at EAPCC. The outcomes are as indicated in table 4.9

Table 4.9: Statements on the Bearing of Stakeholder Involvement

	Mean	Std. Deviation
The company involved staff in CMS to make sure that supplies were appropriately made available	3.807	0.902
The company involved other participants in the CMS to make sure there is effective CM	4.129	0.713
The company engaged its suppliers in strategy devising and execution	2.129	1.063

Source: Research Data (2019)

As per the outcomes, the research participants were in agreement that the company involved other participants in the CMS to make sure there is effective CM as indicated by a mean of 4.129. This is as per Paton and McCalman (2008) who put forward that if the problem owner can reach a point at which every interested party in transformation, look at it in such a way as to see mutual goals as well as benefits then a big deal of

improvement will have been achieved. The research participants were similarly in agreement that the engaged EAPCC staff in the choice of CMS made sure that supplies were appropriately made available as indicated by a mean of 3.807.

This is consistent with Kinicki and Williams (2008) who contend that there are likely benefits in engaging individuals in the entire the establishment during transformation instead of considering them merely as change recipients. Though the research participants were in disagreement that the company engaged its suppliers in the strategy devising and execution as pointed out by a mean of 2.129. This corresponds to Armenikas et al. (2007) who contend that in willingness for organizational transformation it is proposed that the level to which staff are ready for transformation is impinged on by the level to which they are persuaded on the necessity of transformation, the transformation may be executed, there would be benefit of transformation to the company, the leaders in the establishment were dedicated to the transformation and the transformation would be individually valuable.

The research participants were required to state to which extent stakeholder participation impinges on the choice of CMS at EAPCC. The research participants indicated that stakeholder involvement influenced the choice of change management strategies at EAPCC greatly by 48.4%, to a moderately by 27.4%, to a little extent by 16.1% and to a very greatly by 8.1%. This showed that stakeholder participation impinged on affected the choice of CMS at EAPCC to a great extent. This was consistent with Kinicki and Williams (2008) who contend that there were likely benefits in involving individuals in the entire establishment during transformation instead of considering them merely as transformation recipients.

Change Management Strategies

The research participants were required to state to what extent they agreed to various statements on considering process in establishments. Their outcomes were as indicated in table 4.10.

Table 4.10: Statement on Change Management Strategies

	Mean	Std. Deviation
There is readiness for change in the company	4.355	0.603
Staff perception improved change execution at the company	2.613	0.636
There is delivery on the obligation of the company	3.774	0.798
The values held in the company influenced the choice of change management strategies	2.242	0.862
There is decreased resistance to change from staff in the company	4.258	0.723
The quality of goods delivered to customers has improved	3.936	0.939
There has been improvement in staff's attitude towards change	2.274	0.682

Source: Research Data (2019)

As per the outcomes research participants were in agreement that there was willingness for transformation in the company as indicated by a mean of 4.355 and that there is decreased resistance to change from staff in the company as indicated by a mean of 4.258. This corresponds to Cole and Kelly (2011) who pointed out that managing of novelty and transformation is a challenge to each individual in an establishment, hence, it is mainly significant to have positive perception about transformation and to encourage these using proper knowledge and action. The research participants similarly were in agreement that the quality of service provided to clients has improved as indicated by a mean of 3.936 and that there is delivery on the obligation in the company as indicated by a mean of 3.774. These correspond with Queensland (2009) who contend that the change management strategies entails working with an establishment's stakeholder groups to help them understand what the change means for them, make and sustain the transition and working to overcome any challenges encountered. The research participants though were in disagreement that there has been improvement in staff's attitude regarding transformation 2.274. These correspond to Burnes (2009) who

contended that emergent approach is an endless, open-ended, accumulative and impulsive process of structuring an establishment to its dynamic setting.

4.4.5 Factors Influencing Choice of Change Management Strategies

The effect of the identified factors on the choice of change management strategies was established using multiple regression analysis. The outcomes are presented in table 4.11.

Table 4.11: Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.684	0.674	2.132

Source: Research Data (2019)

The outcomes point out an adjusted R Square of 0.674, which reveals that the independent variables (communication, organization culture, top leadership support and stakeholder participation) explained 67.4% of the variation in the dependent variable (CMS at EAPCC). The value was more dependable and precise in ascertaining the model's adeptness since it entailed the number of independent variables in its formula unlike the R squared. These correspond to Burnes (2009) who contended that emergent approach is an endless, open-ended, accumulative and impulsive process of structuring an establishment to its dynamic setting.

Table 4.12: Analysis of VarianceANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1268.88	4	317.220	68.169	1.34E-30
Residual	586.33	126	4.653		
Total	1855.21	139			

Source: Research Data (2019)

The analysis of variance outcomes were indicated in Table 7. The model had a predictive value and therefore significant, at 5% level of significance given a p-value of 0.000 and F calculated (68.169) was significantly larger than the critical F value (2.3719). This was as per Cole and Kelly (2011) who put forward that the management of innovation and change was a challenge to every person in an organization; hence it was specifically key to develop positive attitudes towards change and to support these using suitable learning and action. Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the investigation variables. The outcomes are displayed in Table 4.13.

Table 4.13: Regression Coefficients

Model	Unstandardized		Standardized		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.629	0.217			7.664	0.000
Top Leadership Support	0.766	0.149	0.613		5.248	0.000
Communication	0.785	0.249	0.249		2.102	0.040
Organization culture	0.587	0.196	0.234		3.056	0.003
Stakeholder involvement	0.748	0.291	0.138		2.622	0.010

Source: Research Data (2019)

Going by the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 1.629 + 0.766X_1 + 0.785X_2 + 0.587X_3 + 0.748X_4$. The outcomes indicated that if all aspects (communication, top leadership support, organizational culture and stakeholder involvement) were held constant at zero the choice of CMS at EAPCC would be 1.629. The outcomes presented similarly point out that taking all other independent variables at zero, a unit surge in the top leadership support would bring about a 0.766 surge in the scores of the choice of CMS at EAPCC. This variable was substantial as $0.000 < 0.05$. This as per Holbeche (2009) who contends that leadership from a small number of individuals at the top of establishments seem to be a key aspect of key cultural change. The outcomes similarly point out that a unit surge in the scores of communication would bring about a 0.785 surge in the scores of the choice of CMS at EAPCC. This variable was substantial since $0.040 < 0.05$. This corresponds with Kirimi (2013) who contends that establishments need a move from the conventional communications means that is dealing only with managers, dictating, one-way, information only, to a new approach that focuses attention on every stakeholders, is fact-based, motivating, two way, informative and inspiring, honest and complete.

Similarly, the outcomes point out that a unit surge in the scores of OC would bring about a 0.587 surge in the scores of the choice of CMS at EAPCC. This variable was substantial since $0.003 < 0.05$. This as per Kinicki and Williams (2008) who contended that the downside of a strong culture, critics believe, is that success can so reinforce cultural norms that managers and employees become arrogant, inwardly focused and resistant to change, with top managers becoming blinded to the necessity for new strategic plans. The investigation similarly ascertained that a unit surge in the scores of stakeholder involvement would bring about a 0.748 surge in the scores of the choice of CMS at EAPCC. This variable was substantial since $0.010 < 0.05$. This is as per Armenikas et al. (2007) who contend that in preparedness for organizational change it is suggested that the degree to which employees are ready for change is swayed by the degree to which they are convinced that a change is necessary, the change could be implemented, the change would be of benefit to the company, the organizational leaders were dedicated to the change and the change would be personally beneficial.

As per the outcomes, at 95% confidence level, all the variables were substantial as the p-value was less than 0.05. The investigation concludes that communication had the greatest bearing on the choice of CMS at EAPCC, followed by top leadership support, then stakeholder involvement while OC had the least bearing on the choice of CMS at EAPCC.

Going by the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 1.629 + 0.766X_1 + 0.785X_2 + 0.587X_3 + 0.748X_4$ The outcomes indicated that if all aspects (communication, top leadership support, organizational culture and stakeholder involvement) were held constant at zero the choice of CMS at EAPCC would be 1.629. The outcomes presented similarly point out that taking all other independent variables at zero, a unit surge in the top leadership support would bring about a 0.766 surge in the scores of the choice of CMS at EAPCC. This variable was substantial as $0.000 < 0.05$. This as per Holbeche (2009) who contends that leadership from a small number of individuals at the top of establishments seem to be a key aspect of key cultural change. The outcomes similarly point out that a unit surge in the scores of communication would bring about a 0.785 surge in the scores of the choice of CMS at EAPCC This variable was substantial since $0.040 < 0.05$. This correspond to Kirimi (2013) who contends that establishments need a change from the conventional communications means that is concentrated merely on administrators, ordering, one-way, information just, to a new means that concentrates on every participant, is fact based, motivating, two-way, instructive and inspirational, honest as well as far-reaching.

Similarly, the outcomes point out that a unit surge in the scores of OC would bring about a 0.587 surge in the scores of the choice of CMS at EAPCC. This variable was substantial since $0.003 < 0.05$. This as per Kinicki and Williams (2008) who contended that the downside of a strong culture, critics believe, is that success can so reinforce cultural norms that managers and employees become arrogant, inwardly focused and resistant to change, with top leaders not seeing the importance of new strategic plans. The investigation similarly ascertained that a unit surge in the scores of stakeholder involvement would bring about a 0.748 surge in the scores of the choice of CMS at EAPCC. This variable was substantial since $0.010 < 0.05$. This is as per Armenikas et al. (2007) who contend that in willingness for organizational change it is suggested that

the degree to which employees are ready for change is swayed by the degree to which they are convinced that a transformation is key, the change could be implemented, the change would be of benefit to the company, the organizational leaders were committed to the change and the change would be personally beneficial.

As per the outcomes, at 95% confidence level, all the variables were substantial as the p-value was less than 0.05. The investigation concludes that communication had the greatest bearing on the choice of CMS at EAPCC, followed by top leadership support, then stakeholder involvement while OC had the least bearing on the choice of CMS at EAPCC.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part illustrates the summary of data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations have been made. This investigation sought to verify the factors impinging on the choice of CMS at EAPCC.

5.2 Summary

The investigation sought to verify the bearing of top leadership support on the choice of CMS at EAPCC. The investigation ascertained that top leadership impinge on the choice of CMS at EAPCC moderately. The investigation pointed out that the top leadership adopted proper reporting structure for effective change execution, that the top leadership properly scheduled the tasks for effective administration of change and that the top leadership ratified sufficient financial resources for CM process.

The investigation similarly revealed that top leadership provided direction to staff on change execution in the establishment, they were individually engaged in the CM process in the establishment, that the top leadership staff indicated full commitment to CM, that the top leadership assigned tasks properly to ensure effective CM and that the top leadership established proper controls to guide the CM process at the establishment. The investigation similarly ascertained that the top leadership developed sufficient capacity amongst staffs for execution of the change, that the top leadership did not have a bearing on staff to adopt change at the establishment and that the top leadership did not designate particular change agents' tasks on change execution.

The investigation sought to analyze the bearing of communication on the choice of CMS at EAPCC. The investigation ascertained that communication substantially impinges on the choice of CMS at EAPCC. The investigation found that the messages on strategic CM were free from errors, that the messages on strategic CM were sent appropriately and that the messages on strategic CM were openly drafted. The investigation similarly verified that information on CMS was conveyed to staff in good time and that the communication adopted allowed all staff participation. The investigation pointed out that information on strategic CM was conveyed using suitable

means i.e. emails meetings, memos amongst others and that the flow of information was not appropriately managed across various divisions and staff levels.

The investigation sought to assess the effect of organizational culture and found that it substantially impinge on the choice of CMS at EAPCC. The investigation verified that establishment's way of execution of tasks impinge on the choice of CMS and that fundamental assumption on how government operations are undertaken promoted the CMS. However the investigation ascertained that staff attitudes did not improve change execution at the EAPCC and that the values held in the establishment did not impinge on strategic CM. The investigation sought to evaluate the effect of stakeholder participation on strategic CM in the Establishment of Energy and Petroleum. The investigation revealed that stakeholder participation impinged on the choice of CMS at EAPCC to a great extent. The investigation found that the establishment engaged parastatals in strategic change process to ensure easy acceptability and support and that the establishment engaged other partners in the change strategy to ensure successful CM. The investigation revealed that the establishment engaged staffs in CM to ensure that supplies were appropriately made available. The investigation found that the establishment did not involve its suppliers in the formulation and execution of strategy.

5.3 Conclusion

The investigation ascertained that top leadership support impinge on the choice of CMS at EAPCC. The investigation ascertained that the top leadership correctly planned the tasks in the change execution and approved sufficient financial resources for CM process. The top leadership guided staff on change execution in the establishment and that the staff pointed out full commitment to the CMS in the establishment. The investigation ascertained that the top leadership did not build sufficient capacity amongst staff for execution of the change, that it did not have a bearing on staff to adopt change at the establishment and that they did not assign certain change agents tasks on change execution. The investigation ascertained that communication substantially impinged on the choice of CMS at EAPCC. That the messages on the choice of CMS were free from errors, were sent within proper time and that they were openly designed. The investigation pointed out that information on strategic CM was not conveyed with proper channels for instance emails, meetings, memos amongst others. The investigation ascertained that organizational culture substantially impinged on the

choice of CMS at EAPCC that the establishment's way of carrying out tasks impinge on strategic CM and that fundamental assumption on how government operations are carried out promoted strategic CM. The investigation similarly ascertained that staff attitudes did not improve change execution strategies at the establishment. The investigation ascertained that stakeholder participation impinges on the choice of similarly engaged staff in CMS to ensure that supplies were appropriately made available.

5.4 Recommendations

As per the outcomes, it was suggested that the EAPCC engage in organizational diagnosis aiming at institutionalizing change practices in the industry. CMS ought to be rooted in the structure of the manufacturing industry. As a stop gap measure the manufacturing industry ought to address all the factors impinging on the choice of CMS. There is need to polish strategic change planning strategies, address the work force motivation, and handle resistance to change and manufacturing industry culture which curtail realization of change objectives. The industry similarly ought to consider introduction of serious annual audits about CMS with the purpose of tightening their capabilities in CM. These establishments ought to consider involving experts to interrogate their structures on the feasibility of sustaining change practices. From the outcomes, it is as a result of organizational culture in the course of CM strategy. The establishment ought to undertake endless staff training and sensitize, improve a sustainable change execution plan, hire proficient leaders; create staff empowerment and rewarding system and improve job rotation as well as set and review organizational objectives. The investigation similarly suggests that the establishment advocate for training on corporate governance, and administration development and give sufficient resources for strategy management practice. Furthermore, the administration ought to be informed on their organizational functions and avoid radical bearing and be entirely partaking in setting the objectives for CMS. Similarly, the establishment ought to create an effective feedback mechanism, interactive forums; increase departmental objectives; monitor and assess strategic change communication media; embrace technology; emphasize on time plans and staff links; and undertake regular meetings to sensitize on change strategies and encourage free flow of information to improve communication. Strategic feedback in the establishment can be improved through effective

communication; involving all the stakeholders; supportive of the process by providing resources; setting timely feedback period and by assessing the process.

The investigation suggests the use of other mechanisms to lessen staff resistance for example involving every staff in decision-making process to allow identification with the need for and awareness of the strategy's objectives. This would similarly improve negotiation if certain key resistors are identified. Similarly, information given in the course of the execution can be utilized to build support for a strategy that is succeeding or to re-direct efforts in executing a strategy that is not meeting objectives. The investigation similarly proposed that change process ought to engage the participation by every staff, be conveyed openly, constantly and through several channels while administrators ought to promote a change culture in their establishments. The administration ought to set a culture that promotes change with the change initiatives being incorporated in the organizational culture. This would foster effective administration and execution of change. The investigation proposes that establishments ought to focus on employing the appropriate measure in CMS.

5.5 Recommendations for Further Studies

Because this investigation focused on verifying factors impinging on CMS at EAPCC only, another investigation is proposed to be undertaken in other establishments. The investigation similarly proposes that other investigations be undertaken to verify the challenges of CMS on strategy execution amongst manufacturing establishments in Kenya.

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APPENDIX: QUESTIONNAIRE

This questionnaire is aimed at facilitating the research on “factors influencing the choice of CMS by EAPCC”. Your response will highly be appreciated.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?

- a) Male b) Female

2. What is your age bracket?

- a) 18- 30 years b) 31 - 45 years
c) 46 - 60 years d) above 60 years

3. At what level of management are you?

- a) Lower Level b) Middle level
c) Executive Level d) Others (Specify).....

4. For how long have you been using digital government services?

- a) 0-3 years b) 4-7 years
c) 8-11 years d) 12 years and above

5. Highest level of Education?

- College
University- Undergraduate
University-Post graduate and above

SECTION B: FACTORS INFLUENCING THE CHOICE OF CHANGE MANAGEMENT STRATEGIES AT EAPCC

8. To what extent have the following factors influenced the choice of change used in the scale given below

5 - Very great extent 4 - Great extent 3 - Moderate extent 2 - Little extent 1 - No extent

	Top leadership Support	1	2	3	4	5
1	The top leadership approves sufficient financial resources for CMS process					
2	The top leaders individually take part in the CMS process within the establishment					
3	The top leadership exhibits full obligation to change management within the establishment					
4	The top leadership influences workers to embrace change within the establishment					
5	The top leadership has engaged change agents to execute change					
6	The top leadership appropriately design the undertakings in the change execution					
7	The top leadership has put in place proper reporting system of the progress of the change process					
8	The top leadership established has proper controls to monitor the CMS process					
	Organizational Culture					
1	The manner in which the establishment undertakes has had positive effect on change management strategy					
2	Personnel attitudes enhances change execution within the establishment					
3	The primary assumption on manner in which the establishment undertakes its tasks supports CMS					
4	The values held by the establishment have affected change management strategy positively					
5	Short time required to settle a request					

	Communication					
1	Information regarding CMS is communicated to workers in a timely manner					
2	Information regarding CMS is conveyed via appropriate channels such as emails, meetings, memos etc.					
3	Information regarding CMS is error free					
4	The flow of information across various divisions and staff levels is appropriately managed					
	Stakeholder Involvement					
1	The establishment engages staff in CMS for timely provision of supplies					
2	The establishment involves development partners in the formulation of change management strategy					
3	The establishment engages its suppliers in the design of change strategy design and its execution					
4	The establishment engages state corporations in strategic change process for ease of its acceptability as well as support					

THANK YOU SO MUCH FOR YOUR TIME