STRATEGIC CHANGE MANAGEMENT AT THE KENYA CITIZENS

AND FOREIGN NATIONALS MANAGEMENT SERVICE

BY

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DECLARATION

This research project is my original work and has not been presented for award in this on any other university.

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

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DEDICATION

To my family especially my parents for their encouragement, support and for teaching me the value of education. To all those who supported me in the completion of this project, thank you and God bless you abundantly.

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ABSTRACT

Present day organizations are immersed in a virtual cyclone of change as they strive to adapt to the ever increasing demands of their domestic and global markets (Siegal et al., 1996). The change process in any organization normally happens due to the awareness of the need for change. This study was guided by transformation process model by Kotter and Lewin's three-step change model. The purpose of this study was to establish how strategic change was managed at KC & FNMS. The study adopted a case study design so as to give in depth information on change management at KC& FNMS. Both primary and secondary data were used as data sources in the study. Primary data was collected through in depth interviews and was administered to 5 senior and 10 middle level managers of KC& FNMS. The key data collection instrument was the interview guide that consisted of both open and closed ended questions. Specifically content analysis, a qualitative analysis technique was used in this study. Secondary data from KC& FNMS documents such as strategic plan, mission, vision statement and website was also used. The study revealed that the organization had adopted change management practices in its change process. It was noted that as much as the organization did not have a formal change management team, the interdepartmental steering committee was inclusive and regularly monitored the change process leading to a better performance for the organization. Notably, lack of effective channels of communication led to resistance of change from lower cadre employees. The study found out that KC &FNMS faced numerous challenges in the change management process that were either organizational related or people related but had managed the change process well albeit the limited financial resources and high levels of resistance. The study recommended that the management should consider establishing a permanent change management team. Regular training on the best approaches in management of change, proper organization planning and management, employees reward and motivation among employees of the organization should be of utmost importance. The management should also invest in effective channels of communication.

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ABBREVIATIONS AND ACCRONYMS

MIRP	Ministry of Immigration and Registration of Persons
KC & FNMS	Kenya Citizens and Foreign Nationals Management Service
NRB	National Registration Bureau
CRD	Civil Registration Department
DRA	Department of Refugee Affairs
IPRS	Integrated Population Registration Services
UNHCR	United Nations High Commission for Refugees
NSSF	National Social Security Fund
NHIF	National Hospital Insurance Fund
KRA	Kenya Revenue Authority
CEO	Chief Executive Officer
IBM	International Business Management
ISO	International Standards Organisation
KIPs	Key Performance Indices

CHAPTER ONE: INTRODUCTION

1.1Background of the study

If it were not for change, a manager's job would be relatively easy. Planning would be simple because tomorrow would be no different from today (Robbins and Coultler, 2009).Decision making would be dramatically streamlined because the outcome of each alternative could be predicted with almost certain accuracy. Today, any organization that treats change as an occasional disturbance in an otherwise calm and stable world runs a great risk. Too much is changing too fast for the organization thus its managers must be ready to efficiently and effectively manage the changes facing their organization or their work place (Robbins and Coultler, 2009).

Change is a pervasive part of human life and by extension within the organization. When an organization faces an opportunity or threat either internal or external, it has to make adjustments in order to successfully deal with the opportunity or threat. These adjustments often involve organizational wide changes. The term organizational change typically connotes a fundamental and radical reorientation in the way the organization operates or in other words a departure from the norm (Nelson, 2003).

The intent of an organization change is to move the organization from its current state to a more desirable state (Beugelsdijk, Slanjen and Harpen 2002).Change management is viewed as a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. According to Nelson (2003), organizational

change is typically conceptualized as moving from the status quo to a new, desired, configuration to better match the environment.

Present day organizations are immersed in a virtual cyclone of change as they strive to adapt to the ever increasing demands of their domestic and global markets (Siegal et al., 1996).Where there are major changes in competitive, technological, social, economic, political, legal conditions of the environment that makes the current strategic orientation ineffective, the organization has to adjust if it hopes to remain competitive.

1.1.1 Kenya Citizens and Foreign Nationals Management Service

Kenya Citizens and Foreign Nationals Management Service is a new semi-autonomous agency created through the Kenya Citizens and Foreign Nationals Management Service Act 2011 of parliament that was among the crucial Bills passed within the first year of the 2010 Constitution. The Agency takes over the core functions of the defunct Ministry of State for Immigration and Registration of Persons. KC & FNMS is under the State department of Interior in the Ministry of Interior and Coordination of National Government.

The Kenya Citizens and Foreign Nationals Management Service brings under its ambit all services undertaken by the Departments of Immigration, National Registration Bureau (NRB), Civil Registration Department (CRD), Department of Refugee Affairs (DRA) and the Integrated Population Registration Services (IPRS).The Service is headed by a

Director-General and a Board of Directors, under supervision of the cabinet Secretary in the Ministry of Interior and Coordination of National Government.

The functions and mandate of the service include developing policies, laws and matters relating to citizenship and immigration, birth and deaths, identification and registration of persons, issuance of identification cards and travel documents, foreign national management and the creation and maintenance of a comprehensive national population register.

The KC & FNMS's vision is to be a global leader in population registration and migration management while its mission is to enhance national security and socio-economic development by maintaining a comprehensive population database, proper migration management and timely registration and issuance of secure identification documents.

The KC & FNMS's service delivery points have been cascadedupto to the grassroots and diaspora levels. The National Registration Bureau and Civil Registration Departments have offices in all counties, districts and to some extent the divisions, while the Immigration department has decentralized passport issuance to Kisumu, Mombasa, Garissa, Eldoret, Nakuru, Embu, Nyeri, Washington, London and soon Bungoma, Kisii and Machakos.

According to Usajili Bulletin, 2012, the defunct MIRP instituted reforms which have registered tremendous improvement in service delivery. It had undertaken several waves of Rapid Results Initiative and currently, the KC & FNMS's is now in the service transformation stage. The MIRP embraced information Communication technology in delivery of its services. The key automated areas include passport issuance, identity card processing and the Integrated Population Registration Service. In its first phase, IPRS has completed interconnectivity and data migration from the primary registration agencies and now facilitating interconnectivity with the external organizations such as banks, telecommunications players, NSSF, NHIF and KRA

1.1.2 Strategic Change Management

Strategic change management aligns structures, systems, processes and behavior to the new strategy, Ansoff and McDonnell(1990).Lamb (1984) views strategic change management as a process that assess the business and the industries in which the company is involved: assess its competitors and self-goals and strategies to meet all existing and potential competitors.

Ansoff and McDonald (1990) views strategic change management as being a structured and a systematic approach towards achieving a sustainable change in human behavior within an organization. There is no one –way of managing change and as note by Johnson *et al* (2008) approach taken towards managing strategic change need to be context driven.

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Managing strategic change is very important and the without competent management, the transformation process can get out of control. For most organizations, the much bigger challenge is leading change. Only leadership can blast through many sources of corporate inertia while motivating the actions needed to alter behavior in any significant way to get change to stick by anchoring it in the very culture of an organization (Kotter, 1996).

1.2 Problem statement

Mintzberg and Quinn (1991) notes that the causes of strategic change may vary from an ignored steady decline in performance which ultimately demands a "turnaround" to sudden radical shift in a base technology that requires reconceptualization of everything the organization does. Organizations exist as open systems and that is why they are always in continuous interaction with the environment in which they operate.

Following enactment of a new constitution in 2010 and development of Kenya Vision 2030 in 2005, public sector organizations in Kenya have had to adapt strategic change so as to align their operations to the new constitutional dispensation and the Kenya Vision 2030.The reviewed MIRP's Strategic Plan (2008-2012) cites key achievements by the Ministry from 2005 to 2012.The afore mentioned has necessitated the Ministry of Immigration and Registration of Persons (MIRP) to revise its operational laws to align with the constitution while also reengineering its processes towards the achievement of the Kenya Vision 2030.Since its establishment the Ministry in the year 2005 it has gone through various changes in its processes that have improved the level of service delivery.

Studies have shown that approximately 70 percent of the planned organizational change initiatives fail (Judge and Douglas, 2009; Okumus and Hemmington, 1998).Failures such as these can be traced in hindsight to a number of factors, including inappropriately conceived future states, resistance by organizational members faulty implementation strategies during transition periods, or simply a lack of knowledge regarding important aspects of the change management on the part of the managers and executives. Several studies have been done on strategic change management in both the public and private sectors such as Change management practices in the Kenya department of Immigration(Tamimmy, 2008),Strategic Change management at the University of Nairobi (Kiptoo, 2008), Strategic Change Management at Frigoken Kenya Limited (Gwengi, 2010), Managing Organizational change at the Kenya Petroleum Refineries Limited (Gichuki, 2010), Strategic Change Management at the Interim Independent Electoral Commission (Otele,2011).See appendix 3

These studies have shown that management of Strategic Change is always context dependent and there is no best way of managing change. It's very useful to consider the type of change required the specific challenges that exist to facilitate the change process. No such study has been done at the KC and FNMS and the study therefore fills the gap by examining how Strategic Change has been Managed, the challenges faced and the strategies adopted in dealing with the challenges. This research problem leads to the following question: How hasthe Kenya Citizens and Foreign Nationals Management Service managed the change process?

1.3 Research objectives

The objectives of the study are:

i. To determine how strategic change is managed at the Kenya Citizens and Foreign Nationals Management Service.

ii. To establish the challenges faced in the change process.

iii. To identify the strategies adopted in managing the change management challenges.

1.4 Value of the study

The Kenya Citizens and Foreign National Management Service will benefit from the study since the management will be able to know how to tackle the changes and at the same time how to deal with challenges during the change process.The study will be significant to the general public and the stakeholders because it will increase general knowledge to enable them understand the dynamics of managing change. The other arms of government and the other constitutional offices would benefit from the study findings in managing strategic change which are already taking place as the government continue to reform its various sectors.

Furthermore, the study will highlight other important research gaps that may require further research especially management. The students and academics would use this study as a basis for discussions on the various aspects of strategic change. The study would be a source of reference material for future researchers on other related topics; it would also help other academicians who undertake the same topic in their studies.

CHAPTER TWO: LITERATURE REVIEW

2.1Introduction

This chapter presents a review of literature related to the study. The chapter begins by looking at the concepts in change management, before looking at theoretical foundations, role of top management, organizational change, and challenges in managing change and concludes with strategies used to minimize resistance to change.

2.2 Theoretical Foundations of Change Management

A number of models have been proposed in attempts to describe the process through which organizations can undergo change. Each of these models attempts to describe the process through which organizations successfully alter their business practices, their organizational structure or their organizational climate.

2.2.1 Lewin's change management model

This change management model was created in the 1940s by psychologist Kurt Lewin. Lewin noted that the majority of people tend to prefer and operate within certain zones of safety. He recognized three stages of change, the first is Unfreezing where most people make an active effort to resist change. In order to overcome this tendency, a period of thawing or unfreezing must be initiated through motivation. The second is Transitioning where once change is initiated, the company moves into a transition period, which may last for some time. Adequate leadership and reassurance is necessary for the process to be

successful. The last stage is to refreeze whereby after change has been accepted and successfully implemented, the company becomes stable again, and staff refreezes as they operate under the new guidelines. While this change management model remains widely used today, it is takes time to implement. Of course, since it is easy to use, most companies tend to prefer this model to enact major changes.

2.2.2 Kotter's 8 step change model

This model was created by Harvard University Professor John Kotter and causes change to become a campaign. Employees buy into the change after leaders convince them of the urgent need for change to occur. Kotter proposed an eight step model and argues successful change goes through Increased the urgency for change, Building a team dedicated to change, Creating the vision for change, Communicating the need for change, Empowering staff with the ability to change, Creating short term goals, Staying persistent and Making the change permanent

2.3 Concept of change management

Change management involves continually renewing the organization direction, structure and capabilities to serve the ever changing needs of the market place, the organization and employees (Moran and Avergun, 1997).The intent of an organization change is to move the organization from its current state to a more desirable state (Beugelsdijk, Slanjen and Harpen 2002).Change management is viewed as a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. According to Nelson (2003), organizational change is typically conceptualized as

moving from the status quo to a new, desired, configuration to better match the environment.

Present day organizations are immersed in a virtual cyclone of change as they strive to adapt to the ever increasing demands of their domestic and global markets (Siegal et al., 1996).Where there are major changes in competitive, technological, social, economic, political, legal conditions of the environment that makes the current strategic orientation ineffective, the organization has to adjust if it hopes to remain competitive.

The idea that organization can plan and manage change has been a management theory and practice for many years. It is assumed that organizations, and their managers, can have more influence and control over the changes that are taking place in their midst. Organizational change, as a management strategy, assumes a proactive stance toward events rather than mere reaction to events (Essers, BohnandContu, 2009).

Managing change refers to ability to influence people's mindsets, culture, attitudes and practices to adapt them to a new environment and arrangement. It begins by convincing people of the existing of a problem and of its more viable solution: and therefore of the necessity of a reform. Change management involves taking a systematic approach to moving individuals, teams, projects, programs and the organization as a whole from a current less-than-ideal state to the ideal state. Those responsible for change management intentionally undertake activities within the organization usually as a result of a diagnosis

to determine what is currently preventing it from performing better (Ramachandran, 2008).

The ultimate goal for most organization can be defined by how its employees view the organization's fundamental reason for being, specifically, the company's overall mission and goals and how important the employees' sense of well-being is to those goals. The corporate climate that breeds an organizational culture consists of what employees see as management beliefs and value system. These two things, climate and culture consist of what employees see as management beliefs and value systems. The climate and culture, then determine how each manager and employees shapes his or her own performance, usually in order to most successfully meet company goals and hopefully ensuring his or her own success as well the company's. These factors affect every aspect of each person's job including decision making processes, communication patterns within the organization and individual accountability and responsibility (Moran and Avergun, 1997)

''Though change management would not be considered particularly important if markets were stable and organizational change rare, it would be considered even less of an issue if it were easily managed and success could be guaranteed''(Burnes, 2004).Organizations are therefore undertaking strategic changes in order to align their operational strategies to the environment.

According to Burnes (2009), organizations are bombarded by change and many are struggling to keep up. Burnes refers to a survey of 1000 CEOs by IBM Global survey in

2008 that revealed that eight out of ten CEOs see significant changes ahead and yet the gap between expected change and the ability to manage it has almost tripled since the last global CEOs study in 2006.According to Weick and Quinn (1999) change is a pattern of endless modifications in work processes and social practice. It is driven by organizational instability and alert reactions to daily contingencies.

According to Carnally (2007), it is important to recognize that significant change programs are not discrete events. The objective is not simply profitability or increased effectiveness, crucial as these are; rather, it is about increased adaptability and effectiveness. He also notes that change management is not about increasing openness, but a greater willingness to face and deal with problems and handling conflicts more openly.

2.4 Management's role in strategic change management

Regardless of the difficulty in identifying what managers do or how they should do it, there has been a long-held belief that the major factor which distinguishes successful organizations from their less successful counterparts is the presence of dynamic and effective leadership (Jones et al. 2000).This brings into focus the differences between managers and leaders.

According to Nahavandi (2002), managers focus on the present by maintaining the status quo and stability while implementing policies and procedures. They remain aloof to maintain objectivity through use of power of their position. In contrast, leaders focus on

the future to create change and a culture based on shared values. They establish an emotional link with their followers through use of personal power.

Kotter, (1996) concludes that management produces a degree of predictability and order and has the potential to consistently produce the short term results expected by various stakeholders e.g. always being on time for customers and being on budget for the stakeholders, whereas, leadership produces change often to a dramatic degree and has the potential to produce extremely useful change e.g. new products that customers want or new approaches to labour relations that help make a firm more competitive.

With a strong emphasis on management but not leadership, bureaucracy and an inward focus take over. Employees in such an organization often have difficulty getting a transformation process started because of lack of leadership coupled with arrogance. A change program is likely to be over managed and under led since there is a lot more pushing than pulling (Kotter, 1996).

In essence organizations must clarify in a straight and in systematic way that change would be right for their company even before they approach the subject of implementation. When change programs or projects are in their initial steps, queries emerge. This is usually happens as nobody wants to be associated with failure and consequential outcome (Gwengi, 2010).For managers to be effective they need to understand the key to success, the decisive factor in creating a focused agenda for

organizational change is, according to many observers, manager's own behavior.(Graetz et al, 2002: Kanter,1984; Kotter , 1999 ; Pfeffer , 1996).

If managers are to gain the commitment of others to change, they must first be prepared to challenge their own assumptions, attitudes and mindsets so that they develop an understanding of the emotional and intellectual processes involved (Buchanan and Boddy, 1992; Burnes, 1998; Harrison, 2002; Sosik and Megerian, 1999).

2.5 Organizational change

Organizational change is any alteration of people, structure or technology and often need someone to act as a catalyst and assume the responsibility for managing the change process   (Robbins and Coultler, 2009). According to Diefenbach, 2007; Self &Schraeder, 2009 observes that change can be categorized into four categories which are structural change, cost change, process change and cultural change.

Structural changes occur when there is an alteration to the company's structural variables such as reporting relationships, coordination mechanisms, employee empowerment or job design. Structural change may result in responsibilities being combined, organizational levels being eliminated, or spans of control widened to make the organization more flat and less bureaucratic (Robbins and Coultler, 2009).

Cost changes are those that occur when an organization attempts to reduce costs in order to improve efficiency or performance. Major adjustments may be made to departments to

cut costs by reducing budgets, laying off employees in redundant positions and eliminating nonessential activities.

Process changes are implemented to improve efficiency or effectiveness of organizational procedures. Competitive factors or new innovations in an industry often requires managers to employ technology by introducing new equipment ,tools or operating methods This may occur in production settings, there may be changes to how a product is created, assembled, packed or shipped (Diefenbach, 2007).

Culture changes are least tangible of all types of changes, but they can be the most difficult. An organization culture is its shared set of assumptions, values and beliefs. When an organization tries to adopt a more participative, involved style, this requires a shift in many organization activities. Primarily, manager-employee relations are altered with a change in culture (Self and Schraeder, 2009).

2.5.1 Organizational structure

This is seen as playing a crucial role in defining how people relate to each other and in influencing the momentum for change (Clark, 1994; Dawson, 1994).Therefore an appropriate organizational structure can be an important level for achieving change, but its effectiveness is regarded as dependent upon the recognition of its informal as well as its formal aspects. Those favoring an emergent approach to change point out that the 1990s witnessed a move to create flatter organizational structures in order to increase responsiveness by devolving authority and responsibility (Gwengi, 2010).

An aspect of these is the move to create customer centered organization with structures that reflects, and is responsive to, different markets rather than different functions. Customer responsiveness places greater emphasis on effective horizontal processes and embodies the concept that everyone is someone else's customer (Kaplan, 2002).

One result of attempts to respond rapidly to changing conditions by breaking down in internal barriers, disseminating knowledge and developing synergy across functions is the creation of network organizations. Snow et al (1993) suggested that the semi-autonomous nature of each part of a network reduces the need for and erodes the power of centrally managed bureaucracies, which in turn lead to change and adaptation being driven from bottom up rather than from the top down. They further argue that specialization and flexibility required coping with globalization, intense competition and rapid technological change can only be achieved by loosening the central ties and controls that have characterized organizations in the past.

2.5.2 Organizational culture

Burnes (2003) suggested that the strategic management of change is essentially a culture and cognitive phenomenon rather than an analytical, rational exercise. Clarke (1994) stated that the essence of sustainable change is to understand the culture of the organization that is to be changed. If proposed changes contradict cultural biases and traditions, it is inevitable that they will be difficult to be embed in the organization.

In a similar vein, Dawson (1994) suggested that attempts to realign internal behavior with eternal conditions require change strategies that are culturally sensitive.Organisations, he points out, must be aware that the process is lengthy, potentially dangerous and demands considerable reinforcement if culture changes is to be sustained against the inevitable tendency to regress to old patterns of behavior. Clark (1994) also stressed that change can be slow, especially where mechanisms and promotion structures continue unchallenged. In addition, if these reinforcement mechanisms are completed by managerial behaviors that promote risk aversion and fear of failure, it is unlikely to create a climate where people are willing to propose or undertake change.

Accordingly, Clark (1994) suggested, 'Creating a culture for change means that change has to be part of the way we do things around here, it cannot be bolted on as an extra. 'Therefore, for many proponents of the emergent approach to change, the presence of development of an appropriate organizational culture is essential. However, not all its proponents take this view: Beer et al (1993) suggested that the most effective way to promote change is not by directly attempting to influence organizational behaviors or culture. Instead, they advocate restructuring organizations in order to place people in a new organizational context that imposes new roles, relationships and responsibilities upon them. Therefore, for many proponents of change, one essential factor in successful change is for organization to possess or to be able to develop an appropriate organizational culture.

2.6 Challenges faced in managing change

Managing change comes with many challenges. One of the barrier or challenge is the resistance to change. There is a consensus among many managers and consultants that people typically dislike change and instead most people prefer security and stability (Self and Schraeder, 2009).Change that leaves an organization member feeling vulnerable in terms of his or her ability to successfully take part in the change process can trigger resistance towards the change.

Strategy may fail to achieve expected results especially when strategy execution is flawed (Lippitti, 2007).The failure to execute is a major concern of executives because it limits organizations growth, adaptability and competitiveness. Lippitti further argues that executives are not judged by the brilliance of their strategy but their ability to implement it. The challenge is how to close the gap between strategy and actual results. Lepsinger (2006) similar argues that true leaders have a clear vision and are 100% committed to pursuing it. He further states that something often goes wrong as the leaders try to bring their vision to life, he calls this the *strategy-execution gap.* Pryor et al (2007) stated that without coherent aligned implementation, even the most superior strategy is useless.

Unfortunately, most organizations planning efforts fail during this crucial phase wasting significant resources already invested. Strategic change process has been characterized as being highly complex, politically laden, affecting large parts of an organization and driven by the upper level managers (Hamel and Prahalad, 1994). Lippitti (2007) observes

that in the rush to act on strategy, too little attention is paid to finding the best implementation initiatives.

Pearce and Robinson (2003) argue that while organizational structure provide overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational structure, individual, groups and units are the mechanisms of organizational action. The effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action: Leadership and Culture.

Johnson and Scholes (2002) argue that culture is a strength that can also be a weakness. Its strength because it eases and economizes communication, facilitates organizational decision making and may generate high levels of cooperation and commitment in the organization resulting in efficiency. However, culture becomes a weakness when important shared beliefs and values interfere with the needs of the business, its strategy and the people working on the company's behalf.

Most strategic development and implementation require funding and management of resources is a key determinant of strategic success. This will affect the competitive advantage of an organization and also its strategic capabilities. Ways in which technology is developed, exploited, organized and funded will influence the success or failure of strategy (Johnson and Scholes, 2002).

2.6.1Why people resist change

People resist change because it replaces the known with uncertainty. This is brought about by the fear that they will be unable to cope with the changes and so may develop negative attitudes toward the change or behave poorly if required to adopt the change. Another cause of the resistance to change is because people do things out of habit. They rely on habits or programmed responses but when confronted with change;their tendency to respond in their accustomed ways becomes a source of resistance.

Resistance to change can also result from fear of losing something or someone that already exist. Change threatens the status quo and introduces a new way of doing things. The more the investment in the current system the more the resistance to change will be. People fear loss of status, money, authority, friendships that they value which may be occasioned by change.

Change may be resisted by people's perception that change will be incompatible with the goals and interests of the organization. For example an employee who believes that a proposed new procedure will reduce product or service quality can be expected to resist change. This type of resistance can actually be beneficial to the organization if it's expressed in a positive way (Robbins and Coulter, 2009).

2.6.2 Strategies used to reduce resistance to change

The management when faced with resistance to change may employ given strategies depending on the type and source of resistance to change. Education and

Communication: This can be done by educating employees through one on one discussion, memos, group meetings or reports on expected changes and how it will be of beneficial to the organization. Through continuous communication with the employees, it will help them see the logic of change and therefore accept the changes thereof. Participation: The management should identify those who oppose the change and allow them to participate in the decision making. Their involvement could reduce resistance, obtain their commitment to seeing the change succeed and therefore increase effectiveness of the change.

Facilitation and Support: Although expensive and time consuming, the management should provide supportive efforts such as employee counseling new skills training or paid leave of absence. Manipulation and Co-optation: The management can use the above strategies which are inexpensive and easy to gain support of resisters. Manipulation is covert attempt to influence peoples by twisting or distorting facts, withholding damaging information or creating false rumors. Co-optation is a form of manipulation and participation. However the above strategies can fail miserably if the targets feel that they have been tricked. Selecting people who accept change: The management should identify and select people who are open minded and who are take a positive attitude towards change, are risk takers and flexible in their behavior. Coercion: This can be done through use of direct threats or force. Although it's inexpensive and easy to get support, it may be illegal.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the methodology of the study is presented and discussed. Attention is given to the research design, population, sample design, data collection and data analysis.

3.2 Research Design

Research design as described by Babbie (1998) refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure. The research was on the management of strategic change in the Kenya Citizens and Foreign National Management. A case study approach was chosen for the purposes of gaining a deeper understanding of how strategic change is managed. Kothari (1990) describes a case study as a form of qualitative analysis that involves careful and complete observation of a social unit. He describes a social unit as a person, family or institution. A case study involves an intensive analysis of an individual unit, stressing developmental factors in relation to the context.

Kenya Citizens and Foreign National Management Service being a unit, a case study was the most appropriate research design to be adopted as it allowed probing of information to find out what was unknown, and confirm what wasknown. The design provided a rich understanding of the organization by providing in-depth information.

3.3 Population and Sample

Target population in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. The target population of this study were six heads of department and four section heads. The study focused more on the managers responsible for developing and implementing change management programs.

3.4 Data Collection

The data sought was related to the management of strategic change in the service. This study intended to use both primary data and secondary data. Data collection methods are various including interviews, group discussions, observations and many others. An interview guide was used to collect primary data from the respondents. The interview was conducted in a way that allowed participants develop issues and expand upon initial responses. Interviews with the heads of departments and sections were conducted since they had the relevant information on how they managed strategic change.

3.5 Data Analysis

The collected data wasanalyzed using qualitative techniques. The researcher employed content analysis so as to make inferences from the interviews conducted. According to Kothari (1990), content analysis consist of analyzing the contents of documentary materials such as books, magazines, newspapers and the contents of all other verbal materials which can be either spoken or printed. It is a technique for making inferences

by systematically and objectively identifying specified characteristics of messages and using the same to relate to trends. Content analysis examines the intensity with which certain words have been used. Content analysis systematically describes the form or content and spoken material.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, research findings and interpretation of the study data. Raw data was collected in the field through face to face interviews with the respondents. The researcher took notes during the interviews. The study targeted heads of departments and sections from various departments who were interviewed. Content analysis was used was used to analyze the study results as guided by the themes. The following are analyzed outcomes of the study.

4.2 Respondents Background Information

Respondent's length of service in an organization is an important factor as it reflects on the amount of experience such respondents have within the organization. In this case, the respondents had different levels of experience with the organization. The study established that managers interviewed in this study had experience of between two years and twenty five years within the organization.

It was observed that most of them have been in charge of change management process in the organization and therefore were in the position to provide quality information for the study. In addition respondents were drawn from different departments in the organization. These departments include Departments of Immigration, National

Registration Bureau (NRB), Civil Registration Department (CRD), Department of Refugee Affairs (DRA), the Integrated Population Registration Services (IPRS) and the Administrative board.

4.3 Strategic Change Management at the KC & FNMS

This section of the study aimed at establishing the strategic change management practice undertaken by the study organization. Results are presented in the following subsections.

4.3.1 Existence and Constitution of Change Management Process Team

Respondents were asked whether there was change management team to oversee the implementation of change Management process and if such a team existed who constituted the team. From the interview all the interviewees acknowledged the existence of change management team in the organization although it was not exclusive to change management only but undertook other responsibilities, they further noted that the team is constituted by managers across the management levels and incorporated all the functional departments known as the interdepartmental steering committee. This shows that the change management was highly inclusive and the every manager was equally engaged in the process. The organization also has a monitoring and evaluation team that is involved in continuous improvements activities withi8n the organization.

4.3.2 Effects of Change in Management Operations

Change has a wide range of effects on management and ultimately organization performance. In this case the researcher aimed at establishing the effects of changing the

management operations. Results indicated that changes in the organization had positively contributed to organization operations in a number of ways. These include better communication due to smaller department units, increased departmental efficiencies and closer interdepartmental relations. Management relations had also improved as managers between departments work closely in the achievement of overall goals in the organization. Respondents further noted that changes in the organization had resulted in better performance for the organization.

The introduction of performance contracts has improved efficiency in the organization in terms reduced wastage of resources, improved service timelines thereby improving customer satisfaction levels and overall image of the organization. TheIntroduction of quality management systems such as ISO has also led to streamlining of service delivery ensuring the services offered across the departments are standardized.

4.3.3 Drive for the Organization Change

From the interviews, respondents were asked to identify what drove the organization to seek changes in its operations and many noted the new constitutional dispensation which sought to change various aspects such as citizenship and issuance of security documents which are the core functions of the Kenya Citizens and Foreign Nationals Management Service. The respondents also noted a shift in government service delivery where quality and timeliness has become part and parcel of the day to day activities. Ranking of government departments through various performance indices has also prompted various changes geared towards efficiency in the organization.

4.4Challenges Faced by the KC & FNMS in the Change Process

According to Lewin's second step (change behavior) in change management notes that this stage is enhanced by persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support change.

People factor in change management cannot be ignored. However, exception happens in change management process and this translates to potential challenges to the organization change management process. Most of the respondents in the interviews acknowledged the existence of resistance to change process in the organization. The respondents further attributed a number of factors to this resistance. These include fear of losing job among the employees, strict time frames for change process performance, changes to their working status as a result of stressful work conditions induced by change.

Other challenges raised during respective interview discussions were; culture change, limitation of financial resources, regional and international terrorism, high influx of refugees from neighboring countries, change in technology rendering equipment and machines obsolete, porous borders, illegal immigrants seeking to acquire vital security documents and integrity issues related to corruption among others. In addition respondents observed that manager characteristics contributed to resistance to change in the organization. However respondents observed that manager's characteristics were

varied within the organization and therefore such diversity was an input to the organization change management process.

4.5 Managing challenges of change management process

This section brings out the measures taken by the management to improve the adoption of change management while identifying strategies to mitigate the challenges.

4.5.1 Measures for Improved Adoption of Change Management

Organizations employ necessary measures so as to enhance adoption of change. This part of the study sought to establish some of the strategic measures adopted by the Kenya Citizens and Foreign Nationals Management Service so as to enhance adoption of change management. Results from the interview discussion indicated that their organization had put in place structures for overseeing various aspects of change process.

Respondents also noted that feedback on the process of change was highly considered by the management through regular meetings held by the steering committee. Also noted was the fact that the organization benchmarked its performance through key performance indices (KIPs) and as such, the performance was regularly tracked and suggestions for addressing various performance gaps was ensured so as to fix the negative deviations for the realization of organization capacity in change process.

According to interviewees, the challenges experienced were minimized through awareness campaigns, intense training of staff, massive investment in Information Technology and provision of necessary tools and equipment for work. Other formal tools included leadership, persuasion, ISO Implementation and Performance Contracting/ Appraisals.

4.5.2 Suggestions to Mitigate the Challenges

According to Moran and Avergun (1997), change management involves continually renewing the organization's direction, structure and capabilities to serve the ever changing needs of the market place, the organization and employees .This study suggests that the management should consider establishing a permanent team whose sole responsibility will be to oversee the change management process in the organization and ensure continuous improvements. This will go along way to mitigate challenges faced in the change management process.

Lippitti (2007) says that strategy may fail to achieve expected results especially when strategy execution is flawed. According to the study findings, regular training on the best approaches in management of change, proper organization planning and management, employees reward and motivation among employees of the organization should be considered. Training of key stakeholders is also important because good change management needs key people within an organization to develop the skill and insight that will make a difference to the way things happen around them. Training equips people

with the knowledge, skills and competencies to manage the change process and helps in reducing resistance to the change process.

According to Carnally (2007), it is important to recognize that significant change programs are not discrete events thus this study suggests that continuous communication is of utmost importance. It is the key to a successful change management process since everyone involved in the change process will get to understand what is being changed, why it's being changed, when its being changed, how the change will be implemented and who will be responsible in implementing the change. With such a clear line of communication, resistance will be minimized and the change process might go on smoothly.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the study and conclusions emerging from various themes in the study. The chapter also presents the recommendations of the study. The following are some of the sections in this chapter.

5.2 Summary of Findings

The study targeted senior managers at the KC & FNMS, six heads of department and four sections heads from various departments were interviewed. The study established that managers interviewed in this study had experience of between two and twenty five years within the organization.These managers were drawn from various departments within the organization. These departments include Departments of Immigration, National Registration Bureau (NRB), Civil Registration Department (CRD), Department of Refugee Affairs (DRA), the Integrated Population Registration Services (IPRS) and the Administrative board.

The purpose of the study was to determine how strategic change is managed, establish the challenges faced in the change process and identify the strategies adopted in managing the challenges at the KC & FNMS. The study sought to answer the research question by

identifying how the Kenya Citizens and Foreign Nationals Management Service had managed the strategic change process.

The major findings of the study;

5.2.1 Strategic Change Management at the Kenya Citizens and Foreign Nationals Management Service

The study revealed that change process within an organization took different forms. According to the respondents, it was found out that the nature of change in their organization was both evolutionary and revolutionary. The respondents termed the change as incremental (evolutionary) since some of the change step were gradual within the department. On the other hand, it was revolutionary as its change process saw review of laws and regulations to align with the new constitutional dispensation leading to major changes in the organizational structure.

The study established that the organization had embraced a number of change management practice as were pointed out by the respondents, such practices include; constitution of teams within the departments and an overall organizational team that were tasked with overseeing change management although its noted that the teams were not exclusively dealing with change management only but tasked with other responsibilities too.

The study further established that communication of change process was carried out in the study organization and that emails, employees meetings, supervisor face to face

meeting and memorandums were the most preferred channels of communication adopted in communicating the change process in the organisation. On effectiveness of communication in supporting change programs, the respondents revealed that communication through face to face with the immediate staff had been effective in dispelling fear of losing a job. Communication had also helped clearly explain the purpose of the change thereby helping in identifying emerging opportunity for employees. It was however noted that communication channels should be enhanced to ensure that employees at the lowest levels are reached since they tended to resist more when change was introduced.

Findings also revealed that the organization employed other strategies such as financial resource support by increasing revenues as a result of minimized wastage and efficiency thereof, involvement of employees in decision making and proper coordination between different departments within KC & FNMS.

5.2.2 Challenges Faced by Organization in Change Management

Most of failures in change management are mainly from resistance to change thus resistance to change is a common phenomenon in change management process. Major challenges identified in the study were resistance to change and financial constraints leading to delayed implementation of various change programs. Respondents attributed resistance to change to a number of factors such as anxiety, employee's perceptions on change, poor communication on change process, fear of job losses, low motivation, strict

timelines for change process and complaints of stressful work induced by the change process.

Other challenges raised by the respondents that directly affected the change process included culture change, limitation of financial resources, regional and international terrorism, high influx of refugees from neighboring countries, change in technology rendering equipment and machines obsolete, porous borders, illegal immigrants seeking to acquire vital security documents and integrity issues related to corruption.

5.2.3 Managing challenges of change management process

Various measures had been put in place to improved adoption of change management in the organization. Also noted was the fact that the organization benchmarked its performance through key performance indices (KIPs) and as such, the performance was regularly tracked and suggestions for addressing various performance gaps was ensured so as to fix the negative deviations for the realization of organization capacity in change process.

The management had managed high levels of employees' resistance through improved organizational communication, introduction of motivation for employees through reward systems such as promotions and job designation, direct communication and involvement of employees in change process.

The challenges experienced were minimized through awareness campaigns, intense training of staff, massive investment in Information Technology and provision of necessary tools and equipment for work. Other formal tools included leadership, persuasion, ISO Implementation and Performance Contracting/ Appraisals.

5.3 Conclusion

The study sought to determine the how the Kenya Citizens and Foreign Nationals Management Service managed its change process. The study findings shed adequate light to draw major conclusions as indicated based on the summary of findings. The study observed that the organization had adopted change management practices in it change process. It was noted that as much as the organization did not have a formal change management team, the interdepartmental steering committee was inclusive and regularly monitored the change process leading to a better performance for the organization. Lack of effective channels of communication led to resistance of change from lower cadre employees.

The study further concluded that like many organizations, KC &FNMS faced numerous challenges the change management process. Such challenges were either organizational related or people related. It was however noted that strategic change management is very new in the government and KC &FNMS being a public institution had managed the process well albeit the limited financial resources and high levels of resistance.

5.4 Recommendations

The management should consider establishing a permanent team whose sole responsibility will be to oversee the change management process in the organization and ensure continuous improvements through monitoring and evaluation. Quality assurance team should also be incorporate to the change team to ensure quality management systems that are in place are followed to the letter, this will increase efficiency in the organization.

Regular training on the best approaches in management of change, proper organization planning and management, employees reward and motivation among employees of the organization should be of utmost importance. Training of key stakeholders is also important because good change management needs key people within the organization to develop the skill and insight that will make a difference to the way things happen around them. Training equips people with the knowledge, skills and competencies to manage the change process.

The management should invest in effective channels of communication. It is the key to a successful change management process since everyone involved in the change process will get to understand what is being changed, why it's being changed, when its being changed, how the change will be implemented and who will be responsible in implementing the change. With such a clear line of communication, resistance will be minimized and the change process might go on smoothly. The organization should also

consider realistic timeframes in the change process to avoid unnecessary tensions among the employees. Likewise the management should adequately motivate the employees.

5.5 Limitations of the Study

The study was faced by various limitations. Some respondents were not available for the interview appointment due to busy schedules at work and this ultimately affected the response rate. The study was also limited to respondents understanding and experienced on change management in the organization. Time allocation for the study was not adequate for the study as interviews took more than initially estimated due to the nature of respondents.

5.6 Suggestions for Further Studies

The environment in which organizations operate from are unpredictable and dynamic hence they present opportunities and challenges as well. This study has been conducted in the beginning of restructuring program at the KC &FNMS. Similar study should be carried out to assess the impact of the restructuring process. The study further recommends similar studies in the public sector institutions to increase the rate of adoption of strategic change management.

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APPENDICES

Appendix 1: Letter of Introduction

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
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P.O. Box 30197
Nairobi, Kenya

DATE 23/08/2013

TO WHOM IT MAY CONCERN

The bearer of this letter _RACHEL WANGARI GITHUMBI_

Registration No _D61/68106/2011_

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

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

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

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

Appendix 2: Interview Guide

SECTION A: Personal Information

1.   Name (Optional) ---

2.   How long have you served in this organization?

3.   Which is your department in the organization?

SECTION B: Strategic Change Management

4.   Does your organization have change management process team/ change advisory board?

5.   What were the effects of the changes in management of operations?

6.   Were there measures in place to improve adoption of change during the change process?

7.   What drove the organization to introduce change?

8.   Were the employees involved in the change process?

        If yes, at what level?

9.   From your point of view how successful has the change process been? Has it improved the level of service delivery?

10.   What were the notable challenges experienced during the change process?

11.   What in your opinion can be done so as to increase successful strategic change management process?

SECTION C: Managing Change Resistance

12.   Did you encounter any form of resistance to change during the process?

If yes, did you establish the reasons behind the resistance?

13.   Which change management tools did you apply to overcome the resistance during

the strategic change management process?

APPENDIX 3: WORKPLAN

May-October 2013

Activity/ Month	May	June	July	Aug	Sept	Oct
Problem identification	■					
Topic selection	■					
Topic approval by SOB & assignment of supervisor	■					
Proposal writing & discussion		■				
Literature review		■				
Interview guide design and refining		■	■			
Oral presentation to SOB			■			
Fieldwork/ Data collection			■	■		
Data organization & analysis					■	
Discussion & report writing					■	
Presentation of final report						■

Source: Author (2013)

APPENDIX 4: RESEARCH GAPS

Past Research	Area of Focus	My Area of focus
Change management practices in the Kenya department of Immigration by Tamimmy, Ali Omar Khamis, October 2008	How Immigration department has managed changes relating to its reform and modernization program and whether the changes adopted are in line with strategic goals.	To determine how strategic change is managed, the challenges faced and the strategies adopted in managing the change management challenges at the Kenya Citizens and Foreign Nationals Management Service.
Strategic Change management at the University of Nairobi by Kiptoo Isaac Kirop, October 2008	To establish how strategic change was managed at the University of Nairobi and the challenges management faced in the implementation of the change programs.	To determine how strategic change is managed, the challenges faced and the strategies adopted in managing the change management challenges at the Kenya Citizens and Foreign Nationals Management Service.
Strategic Change Management at Frigoken Kenya Limited by Erick Gwengi, November 2010.	Establish the strategic change management practices and challenges faced by Frigoken Kenya Limited.	To determine how strategic change is managed, the challenges faced and the strategies adopted in managing the change management challenges at the Kenya Citizens and Foreign Nationals Management Service.

Managing Organizational change at the Kenya Petroleum Refineries Limited by LoiseGichuki, November 2010.	To determine change management practices, establish the challenges and strategies adopted to manage them	To determine how strategic change is managed, the challenges faced and the strategies adopted in managing the change management challenges at the Kenya Citizens and Foreign Nationals Management Service.
Implementing Strategic change at Nairobi City Water and Sewerage Company Limited by NjeriMburu-Gatabaki, November 2010	To establish factors that affected implementation of strategic change at the Nairobi City Water and Sewerage Company Limited	To determine how strategic change is managed, the challenges faced and the strategies adopted in managing the change management challenges at the KC & FNMS

Source: Author 2013