

**STRATEGIC RESPONSE BY PUBLIC SERVICE COMMISSION OF KENYA TO
CHANGES IN ITS ENVIRONMENT**

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DECLARATION

This research project is my own original work and has not been submitted for the award of a degree in any other University.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

To my dad Ishmael Migwi for his great effort and dedication to ensuring my good educational background and to my entire family for their continuous support and inspiration.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE	vii
FIGURE	viii
ACCRONYMS and ABBREVIATIONS	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 The Concept of Strategy.....	2
1.1.2 Environmental Change.....	2
1.1.3 Strategic Responses.....	3
1.1.4 Public Service Sector.....	4
1.1.5 Public Service Commission.....	5
1.2 Research Problem.....	6
1.3 Research Objective.....	8
1.4 Value of the Study.....	8
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Foundation of the Study.....	10
2.3 The Strategy and Strategic Change.....	13
2.4 Organizational Change and the Environment.....	15
2.5 Strategic Response to Environmental Changes.....	16
CHAPTER THREE: RESEARCH METHODOLOGY	18
3.1 Introduction.....	18
3.2 Research Design.....	18
3.3 Data Collection.....	18
3.4 Data Analysis.....	19
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS	20
4.1 Introduction.....	20
4.2 Profiles of the Key Respondents.....	20
4.3 Mandate of the Commission.....	21
4.3.1 New responsibilities under the Constitution, 2010.....	21
4.3.2 Leanness of the Commission’s Membership.....	21
4.4 Changes in the External Environment.....	22
4.4.1 Political Changes.....	22

4.4.2	Economic Changes	22
4.4.3	Socio-cultural Changes.....	23
4.4.4	Technological Changes	23
4.4.5	Legal Changes	23
4.5	Factors affecting the realization of the Commission’s New Mandate.....	24
4.5.1	Factors promoting the realization of the Commission’s expanded mandate.....	24
4.5.2	Factors hindering optimal realization of the Commission’s expanded mandate	25
4.6	Strategic Response to Changes in Environment by the PSC.....	25
4.6.1	Policies in place to guide PSC respond to the constitutional responsibilities and demands.....	26
4.6.2	Strategic response to changes in mandate and lean membership	26
4.6.3	Strategic response to enhancing promotion and institutionalization of the national values and principles of good governance.....	27
4.6.4	Strategic response to promote public service transformation	27
4.6.5	Strategic response to promote effective communication country wide	28
4.6.6	Strategic response to Political changes	28
4.6.7	Strategic response to Economic changes.....	28
4.6.8	Strategic response to Socio-cultural changes	29
4.6.9	Strategic response to Technological changes	29
4.6.10	Strategic response to Legal changes.....	30
4.7	Discussion of Findings	30
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS		32
5.1	Introduction	32
5.2	Summary	32
5.3	Conclusion of the Study	33
5.4	Recommendations of the Study.....	33
5.5	Limitations of the Study	33
5.6	Suggestions for Further Research.....	34
REFERENCES.....		35
APPENDICES.....		41
Appendix I: Interview Guide.....		41
Appendix II: Letter of Introduction.....		44

TABLE

Table 4.1: Respondents' profiles

FIGURE

Figure 1: Force Field Analysis Model

ACCRONYMS and ABBREVIATIONS

FFA	Force Field Analysis
GoK	Government of Kenya
ICT	Information Communication Technology
KPA	Kenya Ports Authority
PESTEL	Political, Economic, Social, Technical, Environmental & Legislative
PSC	Public Service Commission
SWOT	Strengths, Weaknesses, Opportunities and Threats
VOIP	Voice over Internet Protocol

ABSTRACT

Globally, the public sector remains a central vehicle for delivering development for both developed and developing countries. To cope with the increased complexity, hostility and turbulence within today's organizational environment, public sector organizations across the globe have been forced to embark upon far-reaching programmes of strategic change. Efforts to realize economic and allocative efficiency, equity, justice, fairness, security, competitiveness and contestability remain a priority of governments of today. This therefore means that as one of the institutions in the public sector, the Public Service Commission (PSC) has an obligation to increase efficiency and effectiveness in its service delivery to the citizens of Kenya. This study was therefore conducted to investigate the strategic responses by Public Service Commission (PSC), Kenya to changes in its environment. The study sought to find out how changes in the Commission's mandate; political, economic, socio-cultural, technological, environmental and legal (PESTEL) factors have determined the strategic direction that PSC have taken. To achieve this objective a case study was undertaken whereby four departmental heads were interviewed. Content analysis was used to analyze the data collected. Out of the targeted respondents eighty percent were available for the interview. From the study it emerged that PSC has responded proactively to the environmental changes through timely development of relevant policies and operational mechanisms with the aim of ensuring that it delivers its mandate as per the Constitutional requirements. This explains the Commission's ranking among the top ten best performing government entities during the financial year 2011/2012. From the findings the researcher recommends a need for increased financial resources as well as an enabling environment in the ICT sector from the national government to enhance the Commission's strategic endeavours. Additionally, besides the fact that the Commission has a communication strategy in place, there is still a need for PSC to develop an all inclusive communication strategy in order to address language communication barrier. Translation of important information affecting the nation into the different Kenyan languages will promote the principle of inclusiveness and hence increase awareness of PSC's existence as a government department and its constitutional role as a government recruitment agency.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations exist as open systems and hence they are in continuous interaction with the environment in which they operate. Every organization is prone to this environment which is dynamic, turbulent, radical and unpredictable. Globalization, constitutional and legislative changes, rapid pace of technological innovation, a growing knowledge workforce, new people in key positions, shifting social and demographic trends have become the norm. Consequently, the ever changing environment continually presents opportunities and threats. Organizations' ability to manage threats and exploit emerging opportunities promptly determines their survival. Heller (1998) pointed out that change is the single most important element of successful business management today.

Pearce and Robinson (2003) states that the impetus of change mostly comes from the external environment which in most cases can neither be dictated nor predicted and requiring organizations to keep aligning and realining themselves to it. Naylor (2004) observes that, in any organisation, change management is about responding to the changing environment. Change cannot just be allowed to happen but it needs to be managed (Amstrong, 2009). Burnes (1998) also argues that the organization is the creator of its environment and the environment is the creator of the organization and that this reciprocal relationship between organizations and the environment determines how organizations conceptualize, interpret and manage change.

Consequently, organisational change cannot be separated from organisational strategy, or vice versa (Burnes, 2004; Rieley and Clarkson, 2001). Due to the importance of organisational change, its management is becoming a highly required managerial skill (Senior, 2002). Graetz (2002) notes that with the dynamism faced in the business environment the primary task for management today has shifted to leadership of organisational change. Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organisational crisis (Burnes, 2004). Yet, it is the crucial responsibility of managers to adapting their organizations to the changing environment

(Johnson and Scholes, 2008; Pearce and Robinson, 2000). This study will be based on Systems and Force Field theories.

1.1.1 The Concept of Strategy

A strategy is the pattern or plan that integrates an organization's major goals, policies and action sequences to a comprehensive whole (Mintzberg, Quinn and Ghosal, 1999). Pearce & Robinson (2001) views strategy as the large scale, future-oriented plans for interacting with the competitive environment to achieve an organization's objectives. It links an organization's capability to its environment by matching its resources and skills with the prevailing environmental opportunities and threats while taking into consideration its mission (Ansoff, 1990). Schendel and Hofer (1979) also note that the purpose of strategy is to provide directional cues to the organization that enable it to achieve its objectives while responding to the opportunities and threats in the environment.

The business environment is constantly changing and it is imperative that organizations have to realign their activities in order to match the new environmental requirements by having strategies that ensure that day to day decisions are in line with the long-term pursuits of the organization. This configuration of resources and competences enable organizations to fulfill stakeholders' expectations by creating a more proactive management posture than reactive and defensive postures (Johnson and Scholes, 2008). Aggressive pursuit of strategy can propel an organisation into a leadership position (Thompson, 1998). Hayes and Upton (1998) argue that sound strategy formulation and implementation will not only help an organization to meet challenges of competition, but also enable an organisation to defend or attack competitors successfully.

1.1.2 Environmental Change

Andrews (1971) views the environment of the organization as "the pattern of all the external conditions and influences that affect its life and development" (p. 48). Johnson, Scholes & Whittington (2008:54) states that "the environment is what gives organizations their means of survival". Organizations are therefore environment dependent and environment serving. This

is because they are in constant two-way interaction with the environment. They receive inputs from the environment, transform or add value to them, and return the outputs back to the environment. Organizations therefore affect and are affected by what happens in the external environment, which is beyond their control. Environmental change creates pressure for change in organizations and this means that, they have to respond to relevant external change to ensure their survival (Ansoff and McDonnell, 1990).

Organizational environment has become turbulent and dynamic (Burnes, 2009). New legislations, technological advancements, work force diversity and competition are among forces that impact on organizations in both private and public sector. These forces are more rampant than before and it is in this context that change has become a desirable and an inevitable aspect of every organization whether in the public or private sector. The changing environment presents a number of opportunities as well as threats that work to either promote or inhibit growth of organizations both in the public and private sector.

1.1.3 Strategic Responses

The relationship between organizations and the environment is dynamic. Organisations keep on transforming with the environment becoming increasingly complex, competitive, unpredictable and difficult to manage. Organizational change efforts therefore need to be re-evaluated in order to fit into this dynamic environment (Kanter, 1999). Environmental change can be detrimental for organizations if proper strategic measures are not put in place. Today managers have to constantly monitor developments in the environment and take action to maintain an appropriate relationship between their organizations and the external environment. This relationship determines the strategic direction of the organization.

Strategic response therefore is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organizations objectives (Pearce and Robinson 1997). Mpungu (2005) views strategic response as a reaction to what is happening to the organizational environment. Aosa (1992) asserts that modern approach to strategic planning has developed as a response to increasing challenges caused by high levels of

environmental turbulence. Organizations have to keep on reviewing their strategies in order to create a strategic fit in this turbulent environment.

The changing business environment presents a number of opportunities as well as threats that work to either promote or inhibit growth of organizations both in the public and private sector. These driving and restraining forces must therefore be taken into account as organizations continually and synergistically adapt their internal practices and behavior in real time to the changing external conditions for the sake of their survival (Biedenbacha & Soumllderholma, 2008).

1.1.4 Public Service Sector

In an attempt to cope with the increased complexity, hostility and turbulence within their operating environments, public sector organizations across the globe have been forced to embark upon far-reaching programmes of strategic change. Globally, the public sector remains a central vehicle for delivering development for both developed and developing countries. Efforts to realize economic and allocative efficiency, equity, justice, fairness, security, competitiveness and contestability remain a priority of governments of today. Worldwide, organizations in the public sector are under pressure to increase efficiency while delivering improved and integrated services. These strategic adaptations are achieved through initiatives of organizational transformations involving large-scale planned strategic and administrative change (Abramson and Lawrence 2001; Kotter 1995).

After independence the Kenyan government put in place public sector reforms that were aimed at addressing three challenges that were facing the government at the moment namely; disease, poverty and illiteracy. In 2004 the concept of strategic planning was introduced in the public service. Today, the Vision 2030 is the long-term national planning strategy that was launched in July 2008 and upon which government strategies are anchored. The vision also takes into consideration the government budgeting process. Strategic planning has become a requirement for organizations in the public sector. With the introduction of performance contracting guidelines (2010-2011) implementation of strategies have been used

as yard sticks to measure and to rate the performance of organizations in the public sector (GoK, 2008).

Today governance and diffusion of political power in particular remain the critical pillars for effecting change in developing countries' public sectors. With the promulgation of the new Constitution (2010) in Kenya, strategies aimed at transforming the public sector became clearly articulated. What now remains is the institutionalization of these strategies to make them a reality in the public sector (Tolbert and Zucker, 1983). Engaging citizens in the development of bills, public vetting of state officers and oversight of public affairs is aimed at increasing transparency in the running of public sector affairs. Scott (2001) identifies the Constitution as a representation of a regulative pillar that pro-actively shapes recruitment in the public sector.

1.1.5 Public Service Commission (PSC)

The Public Service Commission is charged with a mandate aimed towards provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service. Since independence, the Public Service Commission has immensely changed in its operations as a result of technological changes in the environment. In 2006 PSC made a leap in technological advancement by employing Information Communication Technology (ICT) in the recruitment process. PSC has also experienced expansion of its mandate as a result of constitutional and legislative changes that have taken place in the country. The PSC plays a critical role in the realization of national development goals by ensuring that the public service offers professional, efficient and effective services to the citizens of Kenya.

With the promulgation of the Constitution of Kenya 2010, on 27th August, 2010, the Commission was bestowed with a re-defined mandate under Articles 155,158,171(2), 230(2) and 234(2). The functions conferred upon the Commission included those that the Commission handled under the old dispensation, those previously undertaken by other government departments and completely new functions. Article 233 limits the membership of the Commission to nine whose composition is made of a chairperson, a vice chairperson and

seven other members competitively recruited and appointed by the President with the approval of the National Assembly. This reduction from the previous membership of sixteen may have significant implications on the operations of the Commission in the light of the enhanced mandate. The Commission is supported by a secretariat headed by the Commission Secretary (GoK, 2010).

Additionally, the Commission has been charged with a new responsibility for the promotion and institutionalization of the national values and principles of governance of the Public Service. This includes the requirements to monitor, evaluate and report to the President and Parliament the extent to which the values and principles are upheld in the discharge of public services. Other new mandates vested on the Commission include oversight powers over the state corporations and statutory boards particularly in the areas of setting of norms and standards and ensuring efficiency and effectiveness of their services, powers of establishing and abolition of public offices, hearing and determining appeals from County Governments' public service, recommending persons to be appointed as Principal Secretaries and receiving petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints.

1.2 Research Problem

Pearce and Robinson (2003) view strategy as the managers' large scale, future-oriented plans for interacting with the competitive environment in order to optimize achievement of organizational objectives. Strategy is therefore concerned with the purpose for organization existence and the means by which the purpose is to be achieved. Globally organizational environment is becoming increasingly complex, competitive, unpredictable and difficult to manage. This therefore requires organizations to constantly realign their activities to match the changing environmental requirements in order to achieve their goals and objectives (Thompson, 1998). Proper response to this dynamic environment is viewed as a core competence of successful organizations (Burnes, 2004). This is because proper strategic responses help to set out the organization's direction and priorities.

Following the promulgation of the Constitution of Kenya 2010, PSC was reconstituted with an expanded mandate and a lean membership as well as a wider scope of responsibility. These include the recruitment of senior government officials formerly done through presidential appointments as well as public vetting. Other new mandates include oversight powers over the state corporations and statutory boards. Organizations in the public sector are also expected to have periodic strategic plans as their road maps (GoK, 2008). PSC is not an exception of this requirement, with its stakeholders' expecting improved processes, systems and procedures as well as an organization culture that enhance efficient and effective delivery of services.

It is therefore important that PSC responds diligently to the changes in the environment in order to enhance promotion of constitutionalism and good governance, transformation in service delivery and equitable distribution of opportunities in the public service both at the national and county levels. In the year 2006 the PSC embraced Information Communication Technology (ICT) in the management of the recruitment processes. This calls for greater efficiency and effectiveness in service delivery to the citizens of Kenya. PSC is also required to work towards gaining a strategic fit that will enhance service delivery both at the national and county levels.

Various studies have been done locally regarding strategic responses to environmental challenges. Kamau (2007) on a study on response to environmental changes by the Kenya Reinsurance Company Limited found out that the organization has come up with a strategic plan that has clear objectives and tactics to enhance a strategic fit between the organization and its changing environment. The study also found out that the company has also embarked on staff development to keep staff abreast with technological changes in the environment. Another study on strategic response on environmental changes by Muraya (2010) at Davis & Shirtliff revealed that the organization has to a great extent adopted reactive responses to changes in the environment rather than being proactive in the development of response strategies. The study found out that the organization has also rolled out a strategic plan where most of the counter strategies have been entrenched.

Kipchirchir (2011) on a study of response strategies employed at Kenya Post Office Savings Bank revealed that it is crucial for the Bank to have a lending capability so as to be able to compete with other banks in the competitive banking industry. The researcher however recommended the need for the bank to aggressively market its products and also enhance its inovativeness. Muchelule (2010) in a strategic response study of the Kenya Ports Authority (KPA) found out that KPA has embraced both reactive and proactive strategies to counter the dynamic environment. The study also recommended that KPA needs to recruit employees with relevant skills to reduce on the induction and training costs. From these different studies it is evident that each organization has its unique features and therefore the need to feature each organization on the basis of the contextual platform (Pettigrew, 2000). None of these studies has so far focused on strategic response to changes in the environment of the Public Service Commission which this study seeks to fill. This research problem therefore leads to the following question: What is the strategic response by the Public Service Commission to changes in its environment?

1.3 Research Objective

The objective of the study was to establish the strategic response by Public Service Commission to changes in its environment.

1.4 Value of the Study

The research envisages response of strategic change in organizations as crucial to the success or failure of organizations in a dynamic business environment. However, response of strategic change faces differing expectations as with regard to roles and mandates in diverse organizations as well as their environments. This research and its findings are considered to be important in providing insight into how managers can match strategic responses for changes in the organizational environment. This will enable them to strengthen their strategic response choices to accommodate the envisaged changes in the dynamic environment.

The study will also be useful to strategic management practitioners who are seeking a strategic fit for their organizations in this turbulent environment. It will provide insights on

the factors to consider when drawing organizational strategic plans. It will address an area in strategic management which had previously been overlooked in the public sector and therefore contribute to the existing knowledge on strategic management.

Additionally, the study intends to generate a new framework for further research pertaining strategic response in a dynamic environment. It is hoped that it will open up for more studies in the arena of strategic management and excavate more fertile ground to cultivate what would in future help organizations to make a balanced scorecard between strategic responses and the dynamic organizational environment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is devoted to review of literature related to organizational theories and strategic response activities. The chapter has been organized into theoretical foundation, strategy and strategic change, organizational change and the environment and strategic response to environmental changes.

2.2 Theoretical Foundation of the Study

Theories of organizations' response to the environment demonstrate that proper and timely strategic responses are vital for organizational survival today. Sauvé (2002) noted that the environment is a critical factor for any organization's survival and success. Knowledge and understanding of theories of organizations can assist managers to respond effectively to challenges posed to organizations by environmental uncertainties today.

2.2.1 Systems Theory

Open systems approach views the organizations' interaction with the external environment as vital for organizational survival and success. This theory is a comprehensive model that describes the elements of an organization and their dynamic interrelationships (Hanna, 1988). The proponents of the systems theory claim that the environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment also provides key resources that sustain the organization and lead to change and survival in open systems. On the contrary lack of coordination between the organization and its external environment in closed systems inhibit the organization's capacity to import sufficient energy from its environment for sustenance. Open systems theory was developed after World War II in reaction to earlier theories of organizations, such as the human relations perspective of Mayo (1945) and the administrative theories of Fayol (1916), which treated the organization largely as a self-contained entity.

According to Skyttner (1996) “A system is a set of two or more elements where: the behavior of each element has an effect on the behavior of the whole; the behavior of the elements and their effects on the whole are interdependent; and while subgroups of the elements have an effect on the behavior of the whole, none has an independent effect on it” (p. 7). Shafritz & Russell (2005) continues and states that any change in any of the system’s elements causes changes in other elements. Systems thinking therefore provide guidance and direction for exploration of an organization and its goals for change. The open systems theory describe the complex relationships between people, tasks and technologies and how these relationships can be used to enhance organizational performance (Pasmore & Sherwood, 1978).

Katz, Kahn & Hanna (1999) states that all open systems are input-throughput-output mechanisms. This is because systems take inputs from the environment, transforms the inputs and then exports products to the environment in form of outputs. The three system processes must work well if the system is to be effective and survive. Every system is also delineated by a boundary. What is inside the boundary is the system, and what is outside the boundary is the environment. Boundaries of open systems are permeable. Whereas open systems have purposes and goals, their missions and visions must align with the purposes or needs in the environment.

Yoon and Kuchinke (2005) however critiques the systems theory in that the systems model does not specify when and how collaboration with the organization needs to take place, nor what to do when the analysis suggests that there are existing or potential conflicts between the organizational environment, work environment, work and the structure of the organization. This is for reason that these are issues that relate to uncertainty and thus challenge the organization to identify appropriate responses. Stewart and Ayres (2001) also argues that systems theory does not appear to provide a way forward when constituents of a system are in conflict with each other and/or are very ill matched in terms of power and resources.

2.2.2 Force field analysis

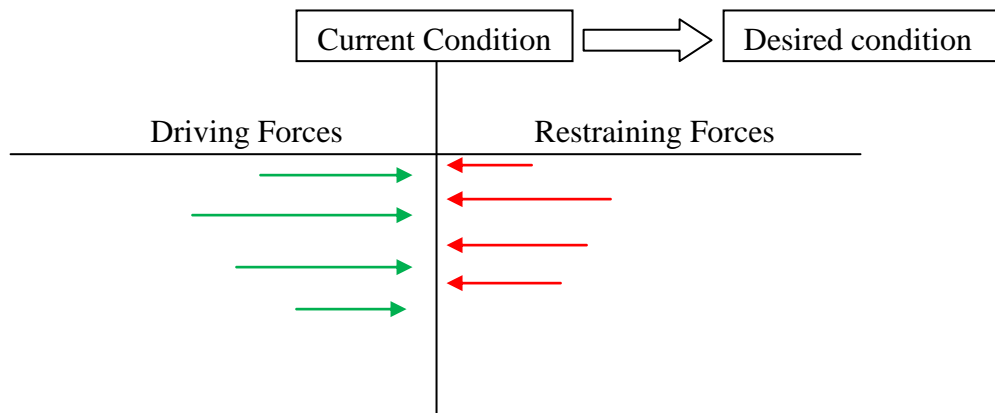
Lewin's Force Field Analysis (FFA) points out that in any environment where change is required; there are both driving and restraining forces that influence the implementation of a

change programme. Lewin's (1951) theory put forward the idea that change occurs in three stages. The first stage of change is unfreezing; the second stage is moving and lastly, the third stage is refreezing. Lewin's theory is used for analysing and diagnosing decision situations where changes in either direction or magnitude are required, whether these are as a consequence of an internal or external requirement placed on the organisation. Internal change can occur as result of change in leadership while the external requirement can be as a result of a shift in the organisation's environment.

The Force Field Analysis is useful when looking at the variables involved in planning and implementing change programmes as well as in team building projects or when attempting to overcome resistance to change (Baulcomb, 2003). According to Hustedde and Score (1994), "the potential benefits of the Force Field Analysis is that it assists in better designed goals that reflect diverse and critical thinking and gives better understanding of goal opposition and support and also help in minimizing needless confrontation and friction within and outside the organization" (p.4).

According to the FFA driving forces are those forces that initiate the change and push for the achievement of the change; they tend to keep the change in momentum (Bozak, 2003). Restraining forces are those forces acting to restrain or decrease the ability to achieve the change objectives (Fullan, 1993). Lewin (1951) state that equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces (Kritsonis, 2004). The equilibrium can be raised or lowered by changes in the relationship between the driving and the restraining forces (Bozak, 2003). Mochine (2012), states the FFA also assists in recognizing situations which can and cannot be changed and provide means to establish actions that can be taken to circumvent barriers to goal attainment in organizations.

Figure 1: Force Field Analysis Model



Source: French, Wendell and Cecil; *Organization Development (1999) Prentice Hall*, pg. 176

2.3 The Strategy and Strategic Change

Organizational adaptation to environmental change is becoming more complex. Conner (1998) states that as the environment becomes more complex the resultant is more change. Consequently, the ability to understand and use information to plan and predict has also become a daunting task for managers (Black and Farias, 1997). It is for this reason that organizations have to reconcile their strategies with the turbulent, unpredictable organization environment in order to come up with strategies that are flexible and creative (Hamel, 1996). Strategy is concerned with the purpose for organization existence and the means by which the purpose is to be achieved. Managers are therefore required to have a wide knowledge of the core business of the organization, an intention for the future and an orientation towards action.

A well formulated strategy helps to marshal and allocate an organization's resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment and contingent moves by intelligence components. Though it does not precisely detail all future deployment of resources, a good strategy does provide a framework for managerial decisions. Mintzberg (2003) came up with five views on strategy namely strategy as a plan, ploy, pattern, position and perspective. Strategy as a plan specifies a purposeful action that is designed in advance of the actions it governs. Strategy as a ploy is a specific maneuver intended to outwit competitors. As a pattern, strategy emerges

from a stream of actions, visualized only after the events it governs. Mintzberg called it emergent strategy. As a position, strategy is a means of locating an organization in the business environment and indicates how the organizations develop sustainable competitive advantage.

As a perspective, strategy gives an organization an identity and reveals the way an organization perceives the outside world. In this respect strategy is to the organization what personality is to an individual. Mintzberg et al., (2003) however, argued that no one definition should be preferred to others. The different views can be considered as alternatives or complementary approaches to strategy. Strategic change involves not only deciding what to change but how and when to change specific elements of an organization's strategic orientation (Worley & Ross, 1996).

Effective strategic leaders have to understand that change in the environment is a continuous process. Scott (2001) points out that organizations vary in the rate at which they respond to organizational problems, even when they are in similar task environments or are facing similar stress conditions. Some organizations change reactively while others change proactively (Cole, 1997). Strategy therefore helps in creating a more proactive management posture than reactive and defensive postures. Proactive organizations perform better than reactive organizations (Smiar, 1982). Successful strategic change is built in an overall strategic management system. The main critical phase of strategic process therefore is translating the strategic plan into actions. Strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures (Wheelen and Hunger, 2008). Implementation of strategy is a key part of the strategic management process (Thomas et al., 1991). Without implementation, even the most superior strategies are of no use.

Once corporate and business strategies have been agreed upon and long term objectives set, the strategic management process moves to a phase of translating the strategic thought into organizational action. Transforming strategies into action is a far more complex and difficult task and therefore requires a concerted effort from the management. The process involves allocating sufficient resources, establishing chains of command and reporting structure,

assigning responsibility of specific tasks and processes to specific individuals or groups and managing the process (Pearce and Robinson, 2005). This carries the strategic plan into the day to day operations of the workplace.

Strategy evaluation is the final stage in the strategic management process. Evaluation is vital to an organization's well-being for it ensures that the already stated goals and objectives are being achieved. Timely evaluations can alert management of problems or potential problems before situations become critical. Evaluation involves monitoring results, comparing benchmarks, analyzing the efficiency and efficacy of the process and making adjustments in the light of expected results (Wheelen and Hunger, 2008).

2.4 Organizational Change and the Environment

The environment of an organization is viewed as the pattern of all the external conditions and forces that affect its well being and development (Andrews, 1971). Today the business environment is turbulent and dynamic (Burnes, 2004). New legislations, technological advancements, work force diversity and competition are among forces that impact on organizations in both private and public sector. These forces are more rampant than before and it is in this context that organizational change has become a desirable and an inevitable aspect of every organization whether in the public or private sector. Organizational change efforts therefore need to be re-evaluated in order to fit into this dynamic environment (Kanter, 1999). Today managers have to constantly monitor developments in the environment and take action to maintain an appropriate relationship between their organizations and the external environment. This relationship is the strategy of an organization.

Organisational change is the movement of an organization from its status quo towards a desired future state in order to increase organisational efficiency and effectiveness (Cummings and Worley, 2005). The changing organisational environment presents a number of opportunities as well as threats that work to either promote or inhibit growth of organizations both in the public and private sector. These driving and restraining forces must therefore be taken into account as organizations continually and synergistically adapt their internal

practices and behavior in real time to the changing external conditions for the sake of their survival (Biedenbacha and Soumlerholma, 2008).

Analyzing relationships between triggers of change in the environment is important. For organisational change to occur the driving forces must exceed the restraining forces. In any given organization the driving forces can range from changing technology, knowledge explosion, workforce diversity and competition amongst many others. Restraining forces on the other hand can be in form of rigid systems, policies and regulations, ineffective organization communication, unpleasant organizational culture, limited resources and employee fear of loss of control among others. A thorough analysis and understanding of these factors is necessary for a successful change process (Lewin, 1947).

When organizations respond appropriately to organizational change they gain a competitive edge over other organizations in a given sector. A well formulated and implemented strategy can have significant effect on the attainment of competitive advantage level (Powell, 2003). However, in the long-run the ultimate achievement of sustainable competitive advantage relies on the capacity of the organization to identify and understand the competitive forces in play and how they change over time and adapt to them appropriately.

2.5 Strategic Response to Environmental Changes

Pearce and Robinson (1991) states that strategic responses are the set of decisions and actions that result in the formation and implementation of plans designed to achieve an organization's objectives. Strategic responses are part of competitive strategies that organizations develop in defining the organizational goals and policies. They are viewed as reactions to what is happening in the environment of the organization. This is because when organizations are faced with unfamiliar changes they should revise their strategies to match them with the environmental turbulence level. In essence therefore, strategic responses involve changes to strategic behavior of organizations (Ansoff & McDonnell, 1999).

The key drivers for change are environmental factors that have a likelihood of affecting the success or failure of the organization strategy. The macro environment consists of broad

environmental factors that impact to a greater or lesser extent on almost all organizations' strategies. The Political, Economic, Social, Technical, Environmental and Legislative (PESTEL) framework influences on possible success or failure of particular organizational strategies. The PESTEL strategic planning techniques provide a useful framework for analyzing the environmental pressures on organizations. PESTEL therefore ensures that an organization's performance is aligned positively with the powerful forces of change affecting its environment (Porter, 2004).

Strategic managers have to determine what responses to take towards different environmental changes affecting their organization. These responses can either be operational or strategic in nature or both. Strategic decisions are likely to affect operational decisions. According to (Porter, 1985), an organization strategy cannot succeed if the operational aspects of the organization are not in line with the strategy. It is therefore important to link strategic change with operational change and every other aspect of the organization in relation to the dynamic external environment.

According to Ansoff (1999) the general management has a crucial role into organization strategic response. Ansoff gives three components that are essential in the implementation of strategic responses. These components include the right climate which according to Ansoff represents the organizational will to respond, competence which represents the organization's ability to respond to changes in the environment and finally capacity which is viewed as the volume of responses. The management in this case is required to direct the organization towards behavior and norms which optimizes the achievement of long term goals. Climate setting determines the organization culture and involves mentality and power positions of the managers. Competence determines the organization structures, systems, and shared knowledge and involves the talents, skills, and knowledge of management. The organization's capacity to accommodate various management challenges that may crop up over time have to be put in place.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the proposed research design, data collection and the technique for data analysis to be used.

3.2 Research Design

Research design is considered as a blue print for research. According to Yin (1998), research design refers to the way the study is planned and conducted, the procedures and techniques employed to answer the research problem or question. This study was conducted through a case study. This was appropriate in that it gave a detailed investigation of a single subject and therefore provided very focused and valuable insights on response to changes in environment by the Public Service Commission. The study had four key respondents who were all managers of middle management level from the key departments.

3.3 Data Collection

The purpose of data collection was to obtain information to keep on record, to make decisions about important issues and to pass information on to other. This study relied on primary data which was qualitative in nature. Primary data is data gathered for the first time by the researcher.

The data was collected from four departments through interviews conducted using an interview guide which was structured in four sections. The first section sought background information of the respondents. The second part was tailored to seek information on the commission's expanded mandate. The third was aimed at assessing how different external factors are affecting the activities of the commission in the new dispensation while the fourth part sought the Commission's response to the environmental changes.

Appointments were booked and the participants were issued with the interview guide beforehand for preparation. On the appointed day the interview was conducted by the researcher who took notes as the interview progressed. Through direct contact with the interviewees the researcher was able to seek clarifications on various issues.

3.4 Data Analysis

Data analysis is the process of inspecting, cleaning, transforming and modeling data with the aim of highlighting useful information, suggesting conclusions and supporting decision making. The collected data was analyzed using the content analysis technique.

Content analysis involves a set of procedures for collecting and organizing non structured information into a standardized format (Kothari, 1990). The technique enabled inferences to be made through systematic and objective identification of specific messages and then relating the trends. Content analysis may be used to analyze written, audio or video studies (Cooper and Schindler 2003). This type of analysis has been used in similar studies in the past by Ndirangu (2012), Mwimbi (2008) and Musyoka (2008) among others. The analysis brought out the salient themes and patterns on strategic responses put in place by PSC.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

The research objective was to establish the strategic response to changes in the environment by the Public Service Commission. This chapter presents the data analysis and interpretation. The data is presented as per the study's objective. Four interviews were conducted with key respondents from four departments. The findings presented are based on the feedback obtained from the interviews.

4.2 Profiles of the Key Respondents

The research instrument was designed in a way to collect background information of the respondents in terms of their position in the Commission, Department and work experience. The information was sought in order to provide background of the respondents and their suitability as the sources of data for the study. Table 4.1 shows the profiles of the key respondents.

Table 4.1: Respondents' Profiles

Key Respondent's Designation	Department	Work Experience
Director ICT	ICT	7 years
Director Administration	Administration	8 years
Director Human Resource Recruitment and Selection	Human Resource	9years
Director Agenda	Agenda	8 years

The results show that the respondents were all drawn from middle management levels and have also been working at PSC for at least eight years. In total, the researcher interviewed four respondents out of the intended five respondents. This represented 80% response rate.

All the respondents interviewed had university degrees and two of them had postgraduate degrees in Business Administration. This indicates that the respondents were well placed and capable of articulating issues surrounding the strategic response adopted by the PSC towards the changes in its environment.

4.3 Mandate of the Commission

All the respondents indicated that following the promulgation of the Constitution of Kenya 2010, the Commission was reconstituted with an expanded mandate and a lean membership. The reconstituted Commission is established under Article 233 of the Constitution. The mandate given to the Commission is set out in Articles 234, 155 (2)(a), 158 (2)(3) and (4), 171 (2) and 230(2)(b). The Commission's mandate entails provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service.

4.3.1 New responsibilities under the Constitution, 2010

The respondents noted that the Constitution bestowed the Commission new responsibilities. One of these responsibilities is promotion of National Values and Principles of Governance under Article 10 and Values and Principles of Public Service under Article 232. The respondents further indicated that it is also the responsibility of the Commission to monitor, evaluate and report to the President and Parliament the extent to which the said values and principles are complied with in the public service. Other new functions that the respondents noted include hearing and determining appeals from County Governments' public service, recommending persons to be appointed as Principal Secretaries and receiving petitions for the removal of the Director of Public Prosecutions and recommending appointment of a tribunal to investigate the complaints.

4.3.2 Leanness of the Commission's Membership

The respondents noted that prior to the promulgation of the Constitution, 2010 the Commission then consisted of a Chairperson, a deputy Chairperson and fifteen members all

appointed by the President. It was supported by a secretariat headed by the Commission Secretary. The respondents further stated that following the promulgation of the Constitution of Kenya 2010, the Commission was reconstituted with an expanded mandate and a lean membership. The reconstituted Commission consists of a Chairperson, a vice Chairperson and seven other members competitively recruited and appointed by the President with the approval of the National Assembly. The Commission is supported by a secretariat headed by the Commission Secretary. However, all the respondents noted that the leanness of the Commission has not affected the delivery of services by the Commission in any significant way.

4.4 Changes in the External Environment

In this section the study sought to find out the nature of changes being experienced by PSC and which have a bearing on the strategic direction of the Commission. The changes are grouped into five categories namely; political, economic, socio-cultural, technological and legal factors.

4.4.1 Political Changes

The study found out that the Commission needs a favourable political environment to deliver on its mandate. There were several political factors affecting the discharge of the Commission's mandate which according to the respondent were of paramount importance for the well being of the Commission. In this case the respondents indicated that there has been a need of putting necessary measures in an effort to managing the transition to the new Constitutional dispensation.

4.4.2 Economic Changes

According to the respondents sound macro-economic policies coupled with effective implementation of national plans leads to a high and sustainable economic growth and also generation of adequate government revenue. However, the respondents noted that high and persistent rising inflation has resulted to frequent budgetary cuts and expenditure freezes.

This has in turn affected timely implementation of the commission's strategic plan resulting to delays in meeting targets. The respondents also noted that there is need for allocation of additional resources from the National Treasury to cater for the rising operational costs. The respondents also stated that reduced employment opportunities have led to high competition for the few jobs that are available. This in turn has led to an overwhelming workload of coping with massive job applications.

4.4.3 Socio-cultural Changes

The respondents stated that mainstreaming of gender, persons with disabilities, members of marginalized communities, minority groups and youth issues in employment is a requirement in the Constitution and is therefore an important gesture in effective leadership.

4.4.4 Technological Changes

According to the respondents use of ICT has been recognized globally as a major vehicle to accelerate economic development and facilitate effective service delivery. The respondents noted that in 2006 the Commission embraced ICT in an effort to enhance the recruitment process. This endeavour according to the respondent has been made possible through financial allocations by the Government to enhance automation of the Commission's processes, systems and other related ICT activities. However, the respondents expressed their desire to see every county provided with the necessary ICT infrastructure for ease of connectivity. The respondents also expressed concern over global increase in cyber crimes which can lead to organizational insecurity of data and information.

4.4.5 Legal Changes

As a result of the constitutional changes, each additional function bestowed on the Commission has to be specified in an Act of Parliament. To meet this demand the respondents noted that the Commission has been tasked to develop and review relevant legislations and publish regulations in view of the changed powers and functions so as to effectively carry out the Commission's mandate.

4.5 Factors affecting the realization of the Commission's New Mandate

The respondents reiterated that the achievement of the Commission's objectives will largely depend on enhancing the internal strengths, exploiting existing opportunities and managing the weaknesses and threats in the operations that may affect the achievement of the planned activities. In view of the respondents there are several opportunities that the Commission can exploit to enhance its operations as well as threats that should be managed to ensure that the Commission realizes its expanded mandate. PSC has a task to ensure that constitutional demands of the already inquisitive and knowledgeable public under the Commission's domain are fulfilled in order to sustain public approval.

4.5.1 Factors promoting the realization of the Commission's expanded mandate

The respondents noted that there are several operational potential and external factors that the Commission has been and is intending to continue exploiting to enhance its ability to fully achieve the Commission's intended goals and objectives. The respondents noted that the Constitution, 2010 under Article 249(2) has guaranteed the Commission's independence and therefore limited interference from other government institutions thereby enabling the Commission to make timely decisions. The respondents further noted that the Public Service Commission Act, 2012 prescribes the manner in which the Commission should fulfill its mandate as well as according the Commission powers to make regulations in order to carry out its functions effectively and efficiently.

The respondents stated that the Commission has been making efforts to benchmark with other public service commissions regionally and globally. The respondents also cited the on-going public sector reforms as a fertile ground for the Commission's effort to fulfill its mandate. The respondents noted that Kenya's public service has been undergoing multidimensional, interdependent and interlocking reforms through Performance Improvement Strategy. Through the reforms the Commission has been making tremendous steps towards ensuring optimal human resource utilization and management in the Public Service.

The respondents noted that growth and advancement in ICT in the country has also enabled the Commission to make a big leap in its endeavour of being efficient and effective. According to the respondent this has greatly reduced paper work and time limits to accomplish the recruitment processes and therefore reducing operational costs significantly. The respondents also pointed to the Commission's Strategic Plan 2013/14-2017/18 as specifically made for the expanded mandate. According to the respondent the strategic plan was developed after gathering information from different sources which was used to undertake Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis and a stakeholder analysis.

4.5.2 Factors hindering optimal realization of the Commission's expanded mandate

The respondents however noted that despite the fact that there is considerable growth and advancement in ICT in the country, there are still counties that have not advanced in ICT due to poor infrastructure meaning that they are not able to get first-hand information from the Commission. This has resulted to some of the citizens missing opportunities and important information that is meant for every Kenyan citizen. The respondents also noted another hindering factor as the high population growth rate in the country, which is not equally matched with fast creation of economic opportunities, leading to high unemployment amongst the youth. The respondents noted that despite the Commission being mandated to ensure equity in employment, they still feel that they have milestones to cover in terms of youth employment.

4.6 Strategic Response to Changes in Environment by the PSC

According to the respondents the promulgation of the Constitution ushered in a new dispensation for the Public Service Commission of Kenya. The respondent noted that the Constitution bestowed on the Commission a re-defined mandate with functions conferred upon the Commission including those that the Commission handled under the old dispensation, those previously undertaken by other government departments and completely new functions. These functions are executive and oversight in nature.

4.6.1 Policies in place to guide PSC respond to the constitutional responsibilities and demands

The respondent stated that various policies are already in place and have proved to be of great importance in the day to day functioning of the Commission. Amongst them is the Public Service Commission Act, 2012 which guides the Commission on its legal operations. The PSC Guidelines on Management of Public Officers Seconded to County Governments, 2013 has been an important tool on guiding the county governments on how to effectively manage the various categories of public officers seconded in the counties in order to ensure a seamless transition. The respondents also pointed out the County Public Service Human Resource Manual, 2013 has also gone a long way in providing procedures that are guiding the management of human resources in the county government. The development of PSC Code of Practice on Mainstreaming Disability has also served in a great way as a practical guideline towards mainstreaming disability in the public service.

4.6.2 Strategic response to changes in mandate and lean membership

The respondents indicated that the Commission developed a report on modalities on the implementation of the Commission's mandate under the Constitution. Further, the Public Service Commission Act, 2012 also prescribes the manner in which the Commission should fulfill the mandate. The Commission has also developed, issued and implemented the provisions of the code of practice on mainstreaming issues and concerns of persons with disability in the workplace. This is in the effort of promoting equity in employment as required by the Constitution. The respondents also noted that the lean membership of the Commission has not impacted negatively on the delivery of services by the Commission. This is because various committees have been put in place to enable the Commission capture a wider scope of issues within a short span.

4.6.3 Strategic response to enhancing promotion and institutionalization of the national values and principles of good governance

The respondents indicated that in order for the Commission to carry out this function effectively, a baseline survey was carried out through which data on the status of the public service in terms of compliance with the values was gathered. Through these data PSC has been able to put in place programmes that are enhancing the promotion and evaluation of the values. Systems, structures and procedures have been put in place in order to collaborate with the stakeholders. Compliance levels on the values and principles have also been laid out and the Commission is also promoting public participation in policy making and implementation.

4.6.4 Strategic response to promote public service transformation

According to the respondents the Commission desires a public service with highly qualified personnel who are passionate and motivated, men and women of integrity who are citizen focused and results oriented in service delivery. The Commission as a Government employment agency is undertaking reforms in order to facilitate development and optimum utilization of human resource for improved service delivery. The respondents noted that the PSC has aligned recruitment and selection in the Public Service to the implementation needs of Vision 2030. This has been made possible through development of new Human Resource policies and guidelines that are in line with the Constitution and Vision 2030.

Another response strategy is through improved terms and conditions of service. The respondents pointed out that the Commission has provided the necessary human resource to assist county governments to undertake the devolved functions. The respondents stated that this has been made possible through consultation, co-operation, collaboration and partnering with county governments, the Transition Authority and other relevant agencies. The respondents also pointed out that benchmarking the best practices in governance, human resource management and development with comparable organizations is being undertaken in an effort of enhancing the Commission's capacity. To ensure efficiency and effectiveness the Commission has also embraced the principles of strategic management in the planning, monitoring, evaluation and implementation of the Commission's mandate.

4.6.5 Strategic response to promote effective communication country wide

The respondents noted that the PSC have implemented a customer focused communication strategy. This is done through placing the advertisement for job vacancies in the two newspapers of wide circulation, that is, the Nation and the Standard newspapers. The vacancies are also posted on the PSC website which is accessible to all.

4.6.6 Strategic response to Political changes

According to the respondents the Commission has in place a guideline on modalities on the implementation of the Commission's mandate under the Kenya Constitution, 2010 which serves as a road map in the implementation of the expanded mandate. Further, the respondents noted that the Public Service Commission Act, 2012 is also in place and is there to govern the operations of the Commission. The respondents also indicated that there are other legislations amongst them the Public Service Commission Code of Practice on Mainstreaming Disability which is crucial in ensuring equity in employment. This the respondents pointed out is in line with the constitutional requirement of affording adequate and equal opportunities for appointments, training and advancement, at all levels of the public service, of men and women and the members of all ethnic groups and persons with disabilities.

4.6.7 Strategic response to Economic changes

The respondents indicated that PSC is responding to economic changes through prudent financial management and adherence to the Government financial regulations. Prioritizing during the procurement processes has ensured that the Commission has all that is needed for effective and efficient service delivery. Additionally, the respondents noted that it is the motto at PSC to utilize resources effectively and efficiently while avoiding wastage and misuse. This has been achieved through formulation of sound internal control systems. The budget implementation and audit committees have also been strengthened through backing by top management to ensure that procurement goods and service complies with the existing Government financial regulation. Additionally, the respondent noted that Commission's lean

membership has on the other hand resulted to cost saving in terms of remuneration and administrative costs.

4.6.8 Strategic response to Socio-cultural changes

According to the respondents the PSC has put in place measures to protect people with disabilities from discrimination by coming up with the Public Service Commission Code of Practice on Mainstreaming Disability. In this Code of Practice among others is a clause that requires every public service entity undertaking recruitment to uphold the principle of non-discrimination throughout the recruitment process to ensure equitable opportunities for candidates with and without disabilities.

The respondents also stated that there is another clause that requires every public service entity to include a statement or a logo to signal its commitment to equal opportunity in its recruitment procedures and specifically state that candidates will be considered solely on the basis of their abilities. The respondents also noted that during the year 2011/2012 the Commission recruited one thousand three hundred and twenty four officers at entry level out of whom twenty were persons with disability.

4.6.9 Strategic response to Technological changes

The respondents noted that so far there is free internet calls through use of Voice Over Internet Protocol technology (VOIP) and extension of the Commission's Local Area Network. PSC has also been in the forefront among other organizations in efforts to enhance network security. In the endeavor of enhancing ICT the respondents also noted that the Commission has restructured the website to make it easily accessible, navigable and more informative. Additional computer servers have also been installed, internet link bandwidth have also been upgraded and acquisition of more laptops and desk computers which have played a major role in the automation process.

4.6.10 Strategic response to Legal changes

The respondents noted that to cope with the magnitude and complexity of the work involved and the limited time span required for the Commission to realign its legal instruments with the Constitution, the capacity of the Legal Unit was enhanced. As a result of this effort the respondents confirmed that the Commission has already come up with the Public Service Commission Act, 2012 which accords the Commission powers to make regulations to operationalize its mandate. Additionally, the respondents pointed out that the Commission is actively engaged in sensitizing the key stakeholders on the redefined mandate of the Commission and laws and regulations for purposes of ensuring compliance. This is being done through workshops organized by the PSC at the Kenya School of Government where stakeholders are invited for sensitization. The respondents also pointed out that the Commission is open to its stakeholders for further guidance on any relevant matter.

4.7 Discussion of Findings

The results obtained by the study show that PSC as a public institution has succeeded in responding proactively to the changes in the external environment. This is evident from the milestones that the Commission has covered during the last three years since the promulgation of the Constitution. During the financial year 2010/2011 the Commission was ranked among the top ten best performing Government institutions in performance contract.

This strategic response has in return enabled the Commission fulfill its mandate to a large extent. According to the respondents, PSC has been able to come up with the various policies required to guide the institution in carrying out its given mandate. In the financial year 2010/2011 twenty persons with disabilities were appointed to various positions, the Commission also successfully facilitated recruitment of members of Constitutional Commissions and Independent offices and also adopted best human resource practices regarding implementation of the Commission expanded mandate through benchmarking with international and regional Public Service Commissions among other achievements.

However, with the dynamic environment PSC has a task ahead to continue adjusting its policies and fill in gaps that had been unforeseen so as to keep the institution relevant in the Kenya public sector in this constitutional dispensation. As evidenced today, the Commission has to take up the task and find ways and means of ensuring equitable distribution of the few job opportunities among counties and regions.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings as well as the conclusions gathered from analysis of data. Findings have been summarized alongside the objective of the study; conclusions have been drawn from the study and the recommendations for actions given.

5.2 Summary

The objective of the study was to establish the strategic response by PSC to changes in its environment. The study established that PSC has faced several dimensions of changes from the external environment. These include expansion of the Commission's mandate with a lean membership, political changes as the Commission transitions to the new Constitutional dispensation, economic changes, socio-cultural changes that requires the Commission to give preferential treatment to different groups that had been marginalized, technological changes in the global world as well as legal changes as a result of changes in the Commission's functions and responsibilities.

The study found out that PSC has employed various strategic responses to the changes in the external environment. These include development of guidelines on modalities on the implementation of the Commission's mandate, putting in place the relevant policies to guide PSC carry out its constitutional mandate, constitution of relevant committees to handle specific tasks, development of programmes geared towards enhancing promotion and evaluation of national values and principles of good governance as well as putting in place new Human Resource policies and guidelines to guide both the national and county governments.

The study also established that PSC has also developed a customer focused communication strategy by publishing information in newspapers of wide circulation as well as using the Commission's website. To enhance technology the Commission have also put in place free internet calls through use of VOIP technology and have extended Local Area Network.

Overall, the study established that PSC has to a great extent succeeded in responding proactively to the changes in its environment.

5.3 Conclusion of the Study

The study found that the Commission has responded well to changes in its environment resulting from the expanded mandate and its lean membership, political influences, changing economic conditions, socio-cultural dynamics, global technological advancement and Legal amendments brought about by the current constitutional. PSC has responded to these changes by developing new policies and legislations that are in line with the Constitution 2010, strengthening the ICT department as well as creating stakeholder awareness on the Commission's new mandate.

5.4 Recommendations of the Study

To accelerate the rate of achievement in the fulfillment of PSC mandate, there is a call for the national government in collaboration with the National Assembly to increase funds so as to enhance PSC's capacity in delivering its mandate to the citizens of Kenya. Additionally, the government is also tasked in ensuring that necessary infrastructure is put in place as well as creation of an enabling environment in order to facilitate ICT in all parts of the country. PSC is also charged with the responsibility to expand its communication domain by using the available vernacular radio stations to pass on information that is of national interest especially when announcing stakeholders' workshops and employment opportunities. This is because not all stakeholders especially in the remote county areas can access internet due to lack of necessary infrastructure and others cannot afford or gain access to these newspapers.

5.5 Limitations of the Study

The study was not without limitations. The research was based on a case study of PSC and some of the findings in respect of PSC's changes in the environment may not have been exhaustive especially those that are not so pronounced. In interviewing the respondents, the researcher may have left out certain variables that could have highlighted the changes being

experienced by PSC in the external environment and the strategic responses being employed by PSC in a more exhaustive manner. The researcher also faced time constraints in collecting data from PSC senior managers due to their other numerous work engagements. This hindered exhaustive interviews with some of the senior managers. It is also not possible to generalize the outcome of this study owing to the fact the findings relate to just a small sample.

5.6 Suggestions for Further Research

The researcher felt there is need to carry out research on response to change in the environment in regard to other government ministries, departments and agencies bearing in mind the fact that all these entities are being affected by the constitutional and legal changes that are taking place. Since this study focused specifically on PSC, it would be worthwhile to expand it into a survey that will look on how other government entities are responding to the changes in the external environment. This would help to bring out the dominant strategic responses being adopted and the implications of each choice of response. Further research also needs to be done on the extent to which the government entities are developing their strategic plans to match the changes in the constitutional and technological demands.

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APPENDICES

Appendix I: Interview Guide

Section A: Respondents Profile

1. Employee's position in the Commission
2. Department
3. The number of years worked as an employee of the Commission
4. Highest level of education

Section B: Mandate of the Commission

1. What are some of the major changes experienced by the Commission during the last three years following the promulgation of the Constitution of Kenya, 2010?
2. In your view has the Commission's mandate expanded? Yes []; No []. Please elaborate.
3. If Yes, What are the new responsibilities that have been bestowed upon the Commission?
4. Formerly, the Commission had sixteen members. The membership of the Commission as at now is seven. Has the leanness in membership impacted on the delivery of services by the Commission? Yes []; No []. Please elaborate.
5. What strategy has the Commission employed to respond to the challenge posed by reduction in the number of Commissioners?

Section C: Environmental Factors

6. How has each of the following external factors affected the activities of the Commission especially in the new dispensation?
 - a) Political
 - b) Economic
 - c) Social
 - d) Technological
 - e) Environmental
 - f) Legal
 - g) Others

7. Please state the specific factors that have been promoting and those that have been hindering realization of the Commission's new mandate.

Section D: Response to changes in the environment

8. What new policies has the Commission put in place to guide it in responding to the new responsibilities and demands?

9. What measures has the Commission put in place to enhance promotion and institutionalization of the national values and principles of good governance?

10. What are strategies that have been put in place by the Commission to promote public service transformation?

11. How are the various commission committees responding to the increased workload arising from expanded mandate and demands from the public on transparency and accountability?

12. What measures has the Commission put in place to ensure that the use of ICT in the management of the recruitment process is enhancing transparency and equity for the citizens of Kenya? Please give details.
13. What strategies has the Commission put in place to ensure that important information within its mandate affecting the nation is within the reach of every Kenyan both at the national and county levels?
14. Has the Commission been in a position to obtain resources required to meet the demands of the expanded mandate?
15. What measures has the Commission put in place to ensure that every department is well catered for in the resource distribution so as to deliver their duties on a timely basis?
16. What measures has the Commission put in place to ensure that the strategies in the Commission's Strategic Plan 2012 – 2018 are helping the commission to exercise its expanded mandate and the new responsibilities?

Appendix II: Letter of Introduction



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TO WHOM IT MAY CONCERN

The bearer of this letter GRACE WANJAU MIGWI

Registration No. 261/66913/2010

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**



