

**CHANGE MANAGEMENT PRACTICES INFLUENCING
PERFORMANCE AT KENYA BUREAU OF STANDARDS**

BY

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DECLARATION

This research project is my original work and has not been presented to any university or institution of learning for the award of any diploma or degree.

SIGN DATE.....

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The research project has been submitted for examination with my approval as university supervisor

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DEDICATION

This project is dedicated to my parents who encouraged me to begin the Master program and supported me both morally and financially throughout my period of study to attain a Master in Business Administration.

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ACRONYMS AND ABBREVIATIONS

KEBS: Kenya Bureau of Standards

ROA: Return on Assets

NSC: National Standards Council

MSME: Micro Small Medium Enterprises

IO: Industrial organization

SCA: Sustained competitive advantage

RBV: Resource Based Value

VRIN: Valuable, rare, inimitable, and non-substitutable

ADKAR: Awareness, Desire, Knowledge, Ability and Reinforcement

ABSTRACT

The world around us is constantly moving forward and getting new dimensions. Introducing change is necessary, although not solely enough, for ensuring success in the future. Change is necessary for an organization to focus on repositioning, renewal, reorganizing and a systematic development. The objective of the study was to establish the effects of change management practices on performance of Kenya bureau of standards. The specific objectives were to establish the practices deployed in management of change by KEBS and to establish the relationship between change management practices and performance in KEBS. The study utilized a case study design which allowed the researcher to collect in-depth information, more depth than in cross-sectional studies with the intention of understanding situations or phenomenon. It also helped to reveal the multiplicity of factors, which have interacted to produce the unique character of the entity that is subject of study. The study utilized primary data, which will be collected using an interview guide. The data collected was qualitative and was analyzed using content analysis technique. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study. The study found that reasons why the organization needed to change strategically included competition from other firms, desire for growth, need for improvement in its production process and also due to government regulations. The study further established that intensified research on best practices in managing strategic change at Kenya Bureau of Standards was conducted. The research was usually conducted by the staff, employee themselves, website review, consultants among others. The study concluded that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process. It also concluded that strategic change has influenced the organization performance in positive ways such that it has made the firm to be more competitive than before, it has increased the productivity of the firm which has improved the market share thus increasing the profits. The study recommended that senior management to clearly communicate the vision, mission and objectives of the change management effort to help the employees understand how those changes will affect them personally. Delegation of certain aspects of the change program should clearly explain limits of the responsibilities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Change is a transition from one state to another with focus on being different. Thus to remain relevant, organizations must always respond to the continuously changing environment that is dynamic and competitive by developing and embracing the best change management practices. These practices entail proper planning, implementation, monitoring and controlling of the change efforts to fit a particular environmental context. Companies have been forced by dynamic and intense competitive pressures to re-evaluate almost every aspect of their approach to conducting business (Stanley *et al.*, 2006). According to Kotler (2003), change is inevitable and yesterday's determinants of success can be today and tomorrow's determinants of failure. Therefore, organizations must respond appropriately to the changes in their environment in order to survive and to achieve their strategic objectives.

The study is based on resource-based theory and stakeholder theory. The resource-based theory stipulates that in strategic management the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities, which are valuable and costly to imitate (Mullins, 1999). According to Barney (2002), resource based view argues that firms possess enough resources, part of which enable them to achieve competitive advantage, while the other part lead to superior long term performance. Barney (1992) examines the link between firm resources and sustained competitive advantage. Stakeholder theory seeks to systematically address the question of which stakeholders do and do not deserve or require management

attention through evaluation of relationships between organizations and stakeholders based on exchange transactions, power dependencies, legitimacy claims, or other claims (Mitchell et al., 1997).

Many organizations continuously undergo change and Kenya Bureau of Standards is not an exception. Its environment has become too turbulent and the changes experienced are happening at faster rates than never before. Customers are increasing and their demands are increasing. To survive and grow, organizations must adapt to changes in their environment, if otherwise they lose their ability to compete. When the environment changes and the niche originally filled by the organization either becomes unimportant or is superseded, the organization must change or die. Since change is inevitable and the only constant thing, organizations must be ready to change or become irrelevant because their long-term survival is pegged on adopting changes as they occur in the environment. Thus, Kenya Bureau of Standards has applied several strategies and practices to help in dealing with the changes.

1.1.1 Change Management

Change management is the process, tools and techniques to manage the people side of business change to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace (Nadler 2001). Change in attitudes and behaviors can build a culture based on open communication, interpersonal trust, constructive handling of conflict, teamwork and collaborative problem solving. Organizations that have successfully managed change have been able to link strategic change with operational change and every aspect of the organization in relation to dynamic external environment.

For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.

In order to manage change processes successfully, managers need to know what changes to expect, the types and situations as well as possible problems likely to be experienced including causes of resistance and possible solutions. Successful change management strategies and practices must, therefore, include the people's component of change (Hofer and Schendel, 2008). Change management requires tools, processes, skills and principles to be effective. The responsibility for managing change is with the management and executives of the organization; they must manage the change in a way that employees can cope with. The manager has a responsibility to facilitate and enable change by understanding the situation from an objective standpoint (to 'step back', and be non-judgmental), and then to help people understand reasons, aims, and ways of responding positively according to employees' own situations and capabilities (Yazici, 2009).

Kenya Bureau of Standards operating environment has greatly changed over the years. These challenges facing the KEBS are dependent on the people, the status of the market and laws governing the standards body. Considering the important objectives of the organization it is incumbent upon it to achieve its objectives through effective implementation of the set objectives. This therefore calls for the development of good strategies and appropriately realignment of the organizational structure, systems, leadership behavior and human resource policies.

1.1.2 Public Sector organizations in Kenya

Public sector organizations; also referred to as state corporations; are established by the governments to meet both commercial and social goals. They exist for the following reasons: to correct market failure, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. In Kenya, state corporations are established within the provisions of state corporation Act, Chapter 446 of the Laws of Kenya.

The Act makes provision for the establishment of state corporations as well as control and regulation of the same. In the Act, a state Corporation is defined as a corporate body established by or under an Act of Parliament or other written law. Although the Act provides for a Board of Directors to oversee the operations, the corporations operate within the general supervision of respective ministries under which they are created.

Kenya's goals are to make its government institutions and its Public Sector more effective in achieving results and delivering services to its citizens, to take maximum advantage of new technologies and models of Public Service organization, and to make Government and Public Service more open and accountable to an increasingly informed and engaged citizenry. Various efforts at reform that stretched back more than a decade did provide a foundation for the reform agenda the Government launched in 2005 dubbed "Results for Kenyans" and conceived to embed Results Based Management in the culture of the Public Sector. The Key component of Result Based Management system is the Performance contracting which commits each public sector organization to specific performance targets every financial year. This has necessitated the need for strategic planning in all public sector organizations.

1.1.3 Organizational Performance

Brealey et al., (2009) define organization's performance as a measure of how well a firm uses its assets from its core operations and generates revenues over a given period of time. Richard (2009) also define organizational performance as a portion of organizational effectiveness that encompasses three areas of performance which include financial, market performance and shareholder value. They further define organizational effectiveness as a broader concept that captures organizational performance plus the excess of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation such as reputation.

The common measures of the organizational performance are effectiveness, efficiency, quality, timelines and productivity (Robbins, 2000). Effectiveness and efficiency might look synonymous but according to Mouzas (2006), each of these terms have their own distinct meaning. Most organizations assess their performance in terms of effectiveness. Their focus is to achieve their mission, goals and vision. At the same time, there is plethora of organizations, which value their performance in terms of their efficiency, which relates to the optimal use of resources to achieve the desired output (Chavan, 2009). The question is, whether there is a difference if the organization is effective yet inefficient and visas versa. Effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010).

Meyer and Herscovitch (2001) analyzed organizational effectiveness through organizational commitment. Efficiency on the other hand measures the relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000).

Kirkendall (2013) also asserts that there are many other measures for organizational performance measurement. One of these measures includes the use of financial measures such as profitability of the organization. Under this measure the outcome to input ratio is determined using ratios such as the Return on Assets (ROA). An organization can also use quality in measuring performance. In this case the actual quality and its timeliness are measured against the expected. The level of productivity and innovation of an organization can also be used to measure performance. Innovation measures the ability of the organization to create change whereas productivity focuses on the ratio of output to input (Kirkendall, 2013).

1.1.4 Kenya Bureau of Standards

The Kenya Bureau of Standards (KEBS) is a government agency established through an Act of Parliament in July 1974. The Standards Act, Chapter 496 of laws of Kenya defines the functions of KEBS and provides for its management and control. The Bureau commenced operations on 12th July 1974, with the mandate of promoting the objectives of the Standards Act comprising development of Kenya Standards, dissemination of Standards-related information, quality assurance, maintenance and dissemination of measurement standards, calibration of measurements and testing equipment, laboratory testing, product and quality systems certification, training and quality inspection of all imports.

The Standards Act mandated the Minister of industrialization, enterprise and development to appoint a governing board known as the National Standards Council (NSC). The NSC is composed of a Chairman appointed by the President of the Republic of Kenya and members appointed by the Minister for industrialization. The Managing Director, appointed by the NSC, is responsible for the day-to-day administration of KEBS within the broad policy guidelines formulated by the NSC.

KEBS functions are: to promote standardization in industry and commerce; to make arrangements or provide facilities for the testing and calibration of precision instruments; gauges and scientific apparatus, for the determination of their degree of accuracy by comparison with standards approved by the Minister on the recommendation of the council, and for the use of certificates in regard thereto and to make arrangements to provide facilities for the examination and testing of commodities and any material or substance from or with which and the manner in which they may be manufactured, produced, processed or treated. In addition it control the use of standardization marks and distinctive marks; prepares, frame, modify or amend specifications and codes of practice; encourages or undertakes educational work in connection with standardization; assists the government or any local authority or other public body or any other person in the preparation and framing of any specifications or codes of practice.

KEBS functions are divided into four divisions namely; Standards Development Division, Quality Assurance and Inspection Division, Metrology and Testing Division, and Support Services Division.

In addition to these Divisions, KEBS also has a National Quality Institute and Certification unit as subdivisions responsible for training in quality related aspects and certification of systems based on international standards respectively. The national coverage of KEBS activities is zoned into six geographical regions namely; Headquarter (Nairobi), Coast region (Mombasa), Rift Valley Region (Nakuru), North Eastern Region (Garissa), Lake Region (Kisumu) and Mount Kenya Region (Nyeri)- (KEBS, 2007).

Kenya Bureau of Standards is facing several challenges and how to manage their effects, including inadequate resources and rapid technological changes. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Clearly if organizations are ever to experience a greater level of success in their development efforts, managers and program officers need to have a better framework for thinking about change and an understanding of the key issues, which accompany change management.

1.2 Research Problem

Strategic management emphasizes formal techniques for setting an organization's long-term course, developing plans in the light of internal and external circumstances, and undertaking appropriate action to reach those goals (Goldsmith, 1997). Johnson & Scholes (2003) argues that there is no one right formula for managing strategic change. The success of any attempt at managing strategic change will also be dependent on a wider context in which that change is taking place. Burnes (2009) argues that the biggest single challenge facing managers today is globalization: the creation of a unified world market place.

Allied to globalization, however, are three other challenges: how to achieve sustainability in a world of dwindling natural resources and increasing environmental pollution; how to manage increasingly diverse workforce; and, at a time when business leaders are considered less trust worthy than ever before, how to manage ethically. The challenge for organizations is to change managerial behavior so that business ethics become business practices. These issues are not new but globalization has accentuated and brought them to the fore as never before.

Public sector organizations in Kenya have gone through rapid and profound changes, since the introduction of Result Based Management system by the government of Kenya in 2005, of which strategic management practices are important. Kenya Bureau of Standards (KEBS), like any other public sector organizations, is required to operate under the Results Based Management System of which Performance Contracts are a key component. The KEBS operating environment has greatly changed since 1974 when it was established. Some of these changes such as growing globalization, trade liberalization, technological advancement, expanding role of Micro Small Medium Enterprises (MSME) in the Kenya economy and the need for standardization of MSME products have brought into focus KEBS strategic management practices. KEBS has also faced stiff competition from private enterprises in the area of quality system certification.

There is convincing empirical evidence that change management practices is on the agenda not only in industrialized Western nations such as USA and Canada, UK and continental Europe, Australia and New Zealand (Torres, 2004; Pina and Torres, 2003; Pollitt, 1990; Aronowitz and Giroux, 1985, 1991), but also in many industrialized and even developing countries in Asia and Africa (Haque, 1999). It is a “global phenomenon” (Kirkpatrick et al., 2005).

There is evidence to suggest that the universal model of change management is inadequate to describe the diversity of approaches actually used by banks (Chapman, 2005). However, none of these international studies have focused on change management in the context of banking industry.

A number of studies on change management practices in various organizations in Kenya have been carried out in the past. Bett (1995) found out that due to economic reforms in the country, firms in the dairy industry made substantial changes in their change management in order to survive in the turbulent environment. Njau (2000) who noted that there is needed change when environmental conditions change, supported these findings. A study by Kandie (2001) concludes that whereas Telkom Kenya Limited realized the need to change their strategy due to change in the competitive environment, they lacked finances and managerial empowerment. Kasima (2004) studied change management practices and resistance to change in multinational oil companies in Kenya. His findings were that the practices adopted were both planned and emergent changes and the resistance to change was mainly behavioural.

Although further studies by Njanja (2002), Mbogo (2003), Ogowora (2003) and Kathuku (2004) noted that more Kenyan organizations have responded to the changing environmental conditions; they did not focus much on how changes in management have been managed and the impact on the introduction of reforms and modernization in public corporations in order to ensure sustained success.

In order to address the gap, this study focuses on change management practices at Kenya Bureau of Standards; by seeking, to answer the following research question; what are the effects of change management practices on performance of Kenya bureau of standards; and what is the relationship between change management practices and performance in KEBS?

1.3 Research Objectives

- i. To establish the practices deployed in management of change by KEBS.
- ii. To establish the relationship between change management practices and performance in KEBS

1.4 Value of the Study

The findings of the study will be of value to the theory as it depicts change management practices in the organization and the challenges encountered. The findings of the study will seek to confirm that organizations try to fit in with the norm by adopting practices that validates them as part of the organizational field.

The findings of the study will address the knowledge gap as it will highlight the change management practices in the organization and the challenges encountered thus enabling the management of the organization to know the best change management practices to deploy and the challenges that hinder the organization in the achievement of its goals.

This study is of benefit to the practitioners and academicians both in the private and in public sector by having contributed to the existing body of knowledge in the area of change management practices. Academicians may use findings for further research, while practitioners may apply lessons in change management practices.

To the top management of Kenya Bureau of Standards, the research will provide them with an understanding of the change management practices and the challenges that are encountered, hence devise systems and mechanisms that would ensure that change is deployed successfully. To the regulatory sector, the study would provide an invaluable source of material and information on the change management practices and the challenges encountered in the industry and thus come up with ways of ensuring that strategies are fully implemented so that they undertake their duties effectively.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter reviews literature related to change management practices. It covers theories and concepts of change management practices as highlighted by different studies and scholars.

2.2 Theoretical Foundation

This research is based on Stake Holder Theory and Resource Based Theory, as discussed below.

2.2.1 Stakeholder Theory

Freeman (1984) founded this theory. Stakeholder theory is an instrument to identify critical stakeholders in the environment of the Management Practices in order to define developments for strategy. Moreover, in the contexts of business ethic and corporate social responsibility, stakeholder analysis has been used to identify important areas of concern. Using a range of influencing mechanisms, organizations in public sector may be able to take advantage of their position as high-saliency stakeholders to influence corporate managers and investment funds. They can develop power, urgency, and legitimacy.

Stakeholder theory considers economics and ethics issues that make companies take social responsibilities and present fairness to everyone involved in business, with the result that directors will run corporations for benefiting all stakeholders. Thus, the theory can be considered as a good combination between economy and ethics that enables the corporations to grow and promote service.

Stakeholder theory has been criticized on both theoretical and empirical grounds. Williamson (1993), the father of transaction cost economics, has argued that the direct principal-agent relationship between owners and managers is distorted with the addition of other stakeholders to the equation. Sternberg (1997) suggests that stakeholder theory is intrinsically incompatible with all legitimate business objectives and undermines basic property rights and corporate responsiveness. Nonetheless, stakeholder theory provides important insights into the ways in which firms and their managers interact with, governments, and other actors.

2.2.2 Resource Based Theory

The resource-based theory was developed as a complement to the industrial organization (IO) view with Bain (1968) and Porter (1985) as some of its main proponents. With its focus on the structure conduct-performance paradigm, the IO view puts the determinants of an organization's performance outside the organization, in its industry's structure. Being positioned against this view, the resource based theory explicitly looks for the internal sources of sustained competitive advantage (SCA) and aims to explain why firms in the same industry might differ in performance. As such, the RBV does not replace the IO view, rather it complements it (Barney, 2002; Peteraf 2003).

The resource based theory stipulates that in strategic management the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly to imitate (Mullins, 1999).

Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime, Barney (1992) examines the link between firm resources and sustained competitive advantage. If the theory is used it is expected to enhance competitive advantage through maximum utilization of unique resources and capabilities.

The theory has strength of promoting resources uniqueness in ensuring platform for sustained competition. The critique of the theory is that the RBV lacks substantial managerial implications or 'operational validity' (Priem & Butler, 2001). It seems to tell managers to develop and obtain valuable, rare, inimitable, and non-substitutable (VRIN) resources and develop an appropriate organization, but it is silent on how this should be done (Connor, 2002; Miller, 2003). Gibbert (2006) argues the notion of resource uniqueness –the melding of heterogeneity and immobility –denies the RBV any potential for generalization, where one cannot generalize about uniqueness.

2.3 Change Management

According to Nadler, (2001), change management means different things to different people. To some it is simply communication and training while others see it from an IT perspective as the process for managing hardware and software version controls. In the project management world, the phrase has sometimes been used to describe the steps for addressing a change in schedule or scope. In addition, in the change management community, some people view change management as managing the people side of change. Prosci tutorial (2010) define change management as the set of tools, processes, skills and principles for managing the people side of change to achieve the required outcomes of the project or initiative. Once the people's component of change management is properly addressed, it becomes very easy to manage the technical side of change.

ADKAR Model presents a simple but powerful framework for describing successful change at the individual level. ADKAR states that for an individual to make a change, he or she needs awareness of the need for change, desire to participate and support the change, knowledge on how to change, an ability to implement required skills, behaviors and reinforcement to sustain the change. Changes are successful when each employee who must do things differently has Awareness, Desire, Knowledge, Ability and Reinforcement. Change management is a holistic and structured approach for enabling and supporting individual change. It requires tools, processes, skills and principles to be effective. In the end, the degree to which the people side of change is effectively managed determines the value a project or initiative delivers to the organization (Sminia and Nistelrooij 2006).

2.4 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes such as financial performance profits, return on assets, return on investment, product market performance, sales, market share and shareholder return (total shareholder return, economic value added (Davenport and Harris, 2007). An analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed (Rhyne, 2005).

External environmental conditions and industry structure are largely assumed to shape the firm's performance. In recent years, however, other streams of research emphasizing a "resource-based" bundle of capabilities perspective on organizational performance have evolved to characterize the firm's evolution and strategic growth alternatives (Mahoney and Pandian, 1992). The resource-based view of the firm suggests that the firm's internal characteristics, especially the cultural patterns of learning and human capital asset accumulation, have significant impact on the firm's capability to introduce new products and compete within disparate markets (Donaldson, 2004). Moreover, these same characteristics define firm heterogeneity through strategic intent and their knowledge base. Consequently, how a firm strategically deploys asset allocation in support of its unique comparative advantage is significant in determining its future strategies. Thus, a firm's competitive advantage is derived from its unique knowledge (Spender, 1993).

Organizational performance stimulation has always been a priority in private as well as in public sectors, since it is directly associated with the value creation of the entity. Organizations are constantly striving for better results, influence and competitive advantage. However, most organizations are struggling to enhance their performance. The main reason why this struggle exists is because management is not always aware of the adequate assessment of their organizational performance. Several models, frameworks or methods for conducting entities valuation create unnecessary stress for management to select the path that is congruent with organizations believes and cultural philosophy (Richard, 2009)

Robbins (2000) indicates that efficiency and effectiveness are the most common measures of organizational performance. If a company is inefficient but effective it might survive, but the cost of operational management, processes and inputs will be too high. Cost inefficient organizations do not have proper resource allocation management. From the accounting perspective they might break even or have very little profit. Although, such organizations have excellent long term perceptions of the degree of the overall success, market share, profitability, growth rate, and innovativeness of the organization in comparison with key competitors (Zokaei, 2006). Inefficient-effective organizations should consider the assessment of their resource allocation. Usually, the morale in such entities is high. Delicate changes brought in the operations and introduced in a subtle manner should result the increase in the efficiency, which would lead organization to desired competitive advantage.

2.5 Approaches to Strategic Change Management

Johnson et al. (2008) pointed out that organizational Change Management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change should all be specified as part of a Change Management plan.

There are numerous models and theories about change management (Bita, 2012). Popular approaches include the linear, step by step methods exemplified by Kurt Lewin's classic three-phase model of change; unfreeze, move or change, and refreeze, and John Kotter's popular eight step change model: Increase urgency, Build the guiding team, Get the vision right, Communicate for buy-in, Empower action, Create short-term wins, Don't let up, Make change stick. However, no one framework is "best" in all situations. Approach that is taken should be relevant to the circumstances.

In fact, the best change approaches appear to use and adapt aspects of various models to suit the culture of the organization and the context of the change. Approaches to managing change therefore need to differ according to context (Newton et al., 2003).

There are several tools of analyzing; planning, controlling and implementation of strategic change (Bita, 2011). Change analysis with the aid of these tools should be guided by the organizational objectives. Major tools include stake holder analysis, action research and the various steps of planned change steps advanced by Kurt Lewin and others. Additionally, the cultural web and force field analysis (coined by Lewin in 1943), are also useful means of identifying blockages to change and potential levers of change (Balogun and Hailey, 2007).

2.6 Change Management Practices and Performance of Organizations

The ability of an organization to anticipate and respond to opportunities or pressures for change both internal and external is one of the most important ways in which its productivity are ensured. The nature and effectiveness of organizational responses vary in part with how top management triggers and interprets strategic issues (Dutton & Duncan, 1987; Kiesler & Sproull, 1982). Management role in defining the developments and events, which have the potential to influence the organization's current or future strategy (Dutton & Duncan, 1987), provides a major link between a firm and its external environment. Porter, (1985) stated that performance management can only be effective where the organization has a clear corporate strategy and has identified elements of its overall performance which it believes are necessary to achieve competitive advantage. Competitive advantage can be achieved if an organization is able to change and align itself to the environment and also manage the changes effectively.

Planning, implementing and managing change implementation in a fast changing environment is increasingly the situation in which most organizations work. Dynamic environments such as these require dynamic processes, people, systems and culture especially for managing strategic change successfully. Transforming an organization or department into a more creative and innovative one involves strategic change. Organizational strategic change efforts should be geared to improve the performance of organizations and the people in those organizations.

Strategic change is fundamental to modern business organizations as a means of keeping up with evolving market demands and to stay competitive (Day 1994). However, implementing strategic change is a double edged sword because it simultaneously generates expected performance gain and unexpected performance loss (Goolsby, and Arnould 2003). To realize the performance benefits of strategic change, an organization must detect and diagnose performance in strategic change implementation. The impact of strategic decision-making activities by management has been found to influence firm performance. Mintzberg, (1994) in analyzing two organizations for over two and a half years, found that there was an increase in revenue turnover and profits especially when top management increased their involvement in successful strategic change management.

In a study involving 139 companies from Fortune 500 firms, Pearce II and Zahra (1991) found that there is a positive relationship between participative top management and earnings per share of firms, increase in firm customer base, asset quality, quality of service, increase in production and increase in market share. They argued that in taking appropriate measure at the rightful time where strategies seem to be failing achieving set goal, energies channeled and abilities to explicitly enhance strategies that propel firm's performance positively.

High levels of performance in firms may result in strategic change, as strategic change in organization strategies allows for change of taking a different course of action to ensure achievement of organization goal (Welch, (2000). Mintzberg (2004) puts it “only rich organizations can afford planning, or at least planners. While Rhyne (2005) in his study found that firms which adopted strategic change were found to exhibit superior long-term performance, both relative to their industry and in absolute terms, he concluded that “whether strategic change resulted in superior performance, increase profit, increasing market share, customer base and increase asset based (Rhyne, 2005)

2.7 Challenges of Managing Strategic Change

In implementing change the main problem is likely to be carrying the body of the organization with the change (Burnes, 2009).It’s one thing to change the commitment of a few senior executives at the top of the organization, and another to convert the body of the organization to an acceptance of significant change. Consequently the following is imminent:

Uncertainty; Strategic changes mostly occur over significant periods of time and give rise to considerable differences in the way an organization operates. Consequently, the process of implementing strategic change generates a great deal of uncertainty in the organization which, in turn triggers off political and social activity as groups and individuals seek to cope with the organization and results in triggering off greater uncertainty (Johnson and Scholes, 2002).

Cultural Issues; the culture of an organization is a set of “unwritten rules”. Management may have a set of protocols for employees to adhere to perform business processes. Beliefs and practices that become embedded in an organization’s culture can originate anywhere: from one influential individual, work group, department, or division from the bottom of the organizational hierarchy or the top (Kotter and Heskett, 1992). Thompson and Strickland (2003) argue that an organizations culture is either an important contributor or an obstacle to successful strategy execution. A strong culture is a valuable asset when it matches strategy and a dreaded liability when it does not.

Strategic drift; The ever increasing environmental turbulence appears to be currently showing signs of discontinuity. Strategies develop incrementally based on historical and cultural influences but fail to keep pace with the changing environment. This is strategic drift (Johnson, 1988). In these circumstances, the strategy of the organization will become less and less in line with the environment in which the organization operates. This may be a process that takes a long time and may not be discerned by management until the drift becomes so marked that performance deteriorates. Consequently change will not lead to careful, logical and adaptive strategy making which keeps in line with environmental changes.

Lack of or Bad Leadership; Kotter (2001) states that management of strategic change is often linked to the role of a strategic leader. Leadership is the process of influencing an organization in its effort towards archiving an aim or goal (Stodgill, 1950). Good managers may also be bad leaders. This may breed imbalance in priority between strategic and operating work. Strong leadership required to direct the change management process in any organization is not automatic.

Bad leaders who merely provide are not doing enough to inspire the employees to march ahead. People want to be shown the way all through (Peters and Waterman, 1982).

Resistance to change; Ansoff & McDonnell (1990) defined resistance as a multifaceted phenomenon, which introduces unanticipated delays, costs, and instabilities into the process of strategic change Paton and McCalman (2008) stated that resistance manifests itself throughout the history of a change. Additionally, Hill and Jones (2001) noted that resistance is the manifestation of the irrationality of an organization, a refusal to recognize new dimensions of reality, to reason logically and to carry out the consequences of logical deductions.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that used to carry out the study. The chapter describes the proposed research design, data collection instruments and how data was analyzed.

3.2 Research Design

The research design was a case study, as it focused on change management practices at Kenya Bureau of Standards. A case study is an in-depth investigation of an individual, institution or phenomenon. Case studies allowed the researcher to collect in-depth information, more depth than in cross-sectional studies with the intention of understanding situations or phenomenon. It also helped to reveal the multiplicity of factors, which have interacted to produce the unique character of the entity that is subject of study. Case studies place more emphasis on a full contextual analysis of fewer events or condition, and their inter relations (Cooper & Schindler 2006). According to Mugenda and Mugenda (1999), human behavior is best explained by using qualitative research. Case studies provided focused and valuable insights to phenomena that may otherwise be vaguely known or understood.

3.3 Data Collection

The study used primary data, which was collected using an interview guide. Primary data was collected via personal interview with an interview guide (appendix 1). The interviewees in this study included the Managing Director who is the chief strategist charged with the responsibility of facilitating the implementation of various policies approved by the Board.

Other interviewees were; Head of Quality Process department which is charged with the responsibility of monitoring and evaluating KEBS process, performance and

reporting on the same to the top management; Heads of finance and human resource to try and establish how the budgeting process and human resource aspects are anchored in the strategic management processes.

3.4 Data Analysis

The nature of data collected was qualitative and was analyzed using content analysis technique. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study. Content analysis is a tool for measuring the content of communication. Its objective is to obtain a qualitative description that manifests content of communication. In content analysis, the responses from different interviewees were compared and summarized according to the objectives of the study. Content analysis is the best method of analyzing the open-ended questions. It is suitable because of its flexibility and allows for objective, systematic and quantitative description of the content of communication (Cooper et al, 2006).

CHAPTER FOUR: DATA ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter reports the data analysis and interpretation of the results. The focus was on analyzing the data collected from all the interviewees in the organization and giving a clear interpretation of the results. The focus of the study was to establish the relationship between change management practices and performance in KEBS. Data was collected by use of an interview guide which contained open ended questions that aided in gathering of as much data.

The interviewees hold senior management positions in KEBS with the role of enhancing the organizations operations and marshalling efforts to deliver the organization promise to the customers of ensuring customers get the best good which were genuine. They were therefore of essence to the study since the strategic change and management practices within the organization are influenced by their decisions.

In addition, most of the interviewees indicated they have worked in the organization for more than four years. Some gained their promotions to their current ranks in recent years having worked in different positions in the organization. This makes them essential to the study since they have vast knowledge of the changes KEBS has faced, the change management practices that have been used and their effect on the organization's performance

4.2. Strategic Change Management Practices at KEBS

The study asked the interviewees various questions relating to strategic change management practices adopted by KEBS and obtained various responses. This was meant to indicate how implementation of strategic change management practices,

amid major varied challenges has enabled KEBS to survive and lead in the turbulent business environment KEBS is experiencing.

4.2.1. Reasons for strategic changes in KEBS

The interviewees were asked to indicate what necessitated the changes in the organisation and how the change process began. The interviewees indicated that there were various reasons why the organization needed to change strategically which included competition from other firms, desire for growth, need for improvement in its production process and also due to government regulations. The interviewees also indicated that the strategic change process started by the top leadership of the organization identifying the problem that requires change, assessing the problem and finding strategic solutions to the change.

4.2.2. Change effort initiator

Interviewees were asked to identify the person who initiated the change effort in KEBS and whether all employees were informed and involved in the change. The interviewees indicated that the persons who were responsible for the initiation of strategic change at KEBS were the top management and seconded by the employees. Results also indicated that majority of the interviewees received strategic change effort communication from top management; others indicated that they received from board members. The interviewees also indicated that they were also involved in the change through offering of ideas and information concerning what the change really meant to them.

4.2.3. External consultants of strategic change

The interviewees were requested to indicate whether the organization involves external consultants in the change program and explain their involvement in the change process. The interviewees indicated that there are various consultants involved in the change process who included Director, CEO, and chief operating officer from other organizations in Kenya. The interviewees also indicated that the role of these consultants was to give ideas on how the strategic change process is conducted. They also provided expertise in areas that deemed technical in the strategic change process.

4.2.4. Change Management practices used KEBS

The interviewees were asked whether there were any change management practices used in KEBS. They indicated that indeed there was change management practices used and stated enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice. Additionally, the interviewees also pointed at organizing of frequent offsite strategy meetings for all concerned departmental heads and senior middle level managers. Team building between different sections, departments or divisions sometimes conducted by external trainers was also indicated as a common practice used especially before or during change.

4.2.5. Intensified research on best practices

The interviewees were requested to indicate whether there was intensified research on best practices in managing strategic change at Kenya Bureau of Standards. Majority of the interviewees agreed there is intensified research on best practices in managing strategic change at Kenya Bureau of Standards. The research was usually conducted by the staff, employee themselves, website review, consultants among others. Interviewees further stated that the research has been conducted for a period of time so that the organization can come up with the best practices to manage the change process.

4.2.6. Nature of strategic change communication in KEBS

The interviewees were requested to explain the nature of strategic change communication in Kenya Bureau of Standards. Majority indicated that meetings were the main channel of communication as well as email; others said they used informal meetings while others said they used posters for communication. Similarly the interviewees affirmed that t-shirts, shirts and caps are mostly printed and distributed to communicate change as well as promotions and advertisements and team building. The findings indicate that meetings and emails form the main channel of communication. The interviewees also stated that strategic change communication is done by senior management team especially organization Director, CEO, and chief operating officer.

4.2.7. Communication and Strategic change Management Process at KEBS

The study sought to establish how communication influences strategic change management process at KEBS. The study established that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process. The study also established that poor communication will mean a poor strategic change and thus the organization will not have a good performance.

4.2.8. Role of leadership in relation to strategic change management in KEBS

The interviewees were requested to indicate the role and how effective is the leadership in relation to strategic change management in Kenya Bureau of Standards. They indicated that effective leadership is one of the most important contributors to the overall strategic change management. The interviewees further stated that intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective changes in various strategies in the organization. Further the interviewees stated that initiating and coordinating strategic change always requires well developed leadership skills. This is also true that any change process mostly face the certain level of resistances, the effective leader is one who can manage the resistance and implement successful strategic changes.

4.3. Organization Performance

Organizational performance has always been a priority in private as well as in public sectors, since it is directly associated with the value creation of the entity. Organizations are constantly striving for better results, influence and competitive advantage. However, most organizations are struggling to enhance their performance. Interviewees were asked various questions regarding organization performance and obtained various responses.

4.3.1. Rewarding of staff for achieving strategic change target

The interviewees were asked to indicate how members of staff were rewarded when they met the targets set by the change practices. The interviewees indicated that members of staff were rewarded when they met the targets set by the change practices through good recommendations, cash rewards in form of spot awards and bonuses, parties, promotions, secondments to advance same experience with international organizations. However some departments were of the opinion that only senior managers take the credit and therefore the rewards. The interviewees further stated that individual and group recognition is a necessary component of change management in order to cement and reinforce the change in the organization.

4.3.2. Role of management towards target and change

The study sought to establish how management ensure that the members of staff are working towards the targets and the changes made. The study established that management subjects staff to internal trainings such as e-learning, workshops, resource centre, external trainings through certifications for various disciplines to enhance the achievement of their targets.

The management also conducts consistent local and overseas trainings for specialized fields to enable proficiency at entry level and also before or during introduction of new technology. Additionally the study established that management training and development programs were common in KEBS, both internal and external.

4.3.3. Resources used to implement change process

The interviewees were requested to state the resources used to implement the changes process and performance in KEBS. They indicated that financial resources were key especially to many strategic changes that KEBS intends to undertake. The interviewees further indicated that human resources i.e. the employees of the organization will impact on the change process in that their actions would initiate the change and improve the overall performance of the organization.

4.4. Change Management and Organizational Performance in KEBS

Strategic change has always influence the performance of various organizations in positive manner especially if well implemented. Performance management can only be effective where the organization has a clear corporate strategy and has identified elements of its overall performance which it believes are necessary to achieve competitive advantage. Competitive advantage can be achieved if an organization is able to change and align itself to the environment and also manage the changes effectively. The interviewees were asked various questions relating to Relationship between Change Management and Organizational Performance of KEBS and obtained various responses

4.4.1. Change management and organizational performance in KEBS

The interviewees were asked to state whether change management has influenced organizational performance in Kenya Bureau of Standards and how. The interviewees stated the strategic change has influenced the organization performance in positive ways such that it has made the firm to be more competitive than before, it has increased the productivity of the firm which has improved the market share thus increasing the profits. The interviewees further indicated that the organization has expanded in terms of growth that is more branches have been established, employee base has also increased leading to overall increase in performance of KEBS.

4.4.2. Link between change management and organizational performance

The study sought to establish the link between change management and organizational performance. The study established that a link exists between change management and organization performance in that a change is always initiated to improve the performance of an organization. The study further established that a change happens when the organization performance has deteriorated to an extent of incurring losses in its operations. Organizational strategic change efforts are always geared to improve the performance of organizations and the people in those organizations. Strategic change is fundamental to modern business organizations performance as a means of keeping up with evolving market demands and to stay competitive.

4.4.3. Impact of change management on employee's welfare

The interviewees were requested to indicate whether change management has impacted positively on employees' welfare and stakeholder's satisfaction and how. The interviewees indicated that the change management practices in KEBS led to the introduction of performance contracts to employees and also the development of a service charter. According to the interviewees the change management process has mostly affected the company's products and employee behavior. The employees felt that the impact of the change process could be noted positively on profitability and stakeholder's interest. They also noted that employee welfare and customer satisfaction were not taken keenly in the change process. The interviewees also indicated that the employees felt that the senior managers and C.E.O actively participated in the change effort hence they only catered for their own welfare

4.4.4. Benefits of strategic change to KEBS

The study sought to establish the benefits Kenya Bureau of Standards has derived from the changes. The study established that KEBS had moved from being a good Organization with average performance to a great organization with excellent performance which has been the aim of the strategic change program. The study also established that that the KEBS has recorded a great increase in performance since the implementation of the strategic change.

4.5. Change Management Challenges Encountered

In implementing change the main problem is likely to be carrying the body of the organization with the change. The study asked the interviewees various questions relating to strategic management challenges faced by KEBS and obtained various responses. This was meant to indicate the challenges encountered during its strategic change which will help the organization's future change managers.

4.5.1. Management training and development programs

Interviewees were requested to indicate whether Kenya Bureau of Standards carry out management training and development programs before implementing strategic change management program. They indicated that training is offered in various aspects to familiarize the employee with what change needs to be implemented. The interviewees further indicated that effective education training is essential for employees to understand and adapt to a change in the workforce. Training will help the employees to gain skills which they initially did not have. This will enable them to conduct the strategic change in the organizations in a better way hence improving the general performance of the organization.

4.5.2. How integration is enhanced during change in various departments

The interviewees were requested to indicate how integration is enhanced by the concerned departments/division during change in your department. The interviewees indicated that integration is enhanced through creating harmonious relationship between the various levels of management in the organization. One of the interviewees explained that integration is the practice refers to the end result of a process that aims to stitch together different, often disparate, subsystems so that the data contained in each becomes part of a larger, more comprehensive system that, ideally, quickly and easily shares data when needed. The interviewees also stated that enhancement of integration support the beliefs and culture of KEBS and therefore bring out a positive impression of the organization especially in regards to employee relations in all ranks.

4.5.3. Cultural issues that affect change management

The study required the interviewees to state any cultural issues that affect change management in their department. It was revealed by the interviewees that the nature of the business necessitated participation of diverse work force whose management and optimization called for global experience. This negatively affected change for example need for frequent travels back home for expatriates, observance of certain holidays not practiced in Kenya. However other cultural issues came out as positively impacting change for example there was firm belief in technical and marketing, regulatory and risk which advocated for “ getting it right the first time”, customer is king, and general fast deliveries on most change endeavours. Generally culture of perfection was upheld in all divisions although this was cited to cause pressure to other stakeholders’ for example suppliers and contractors.

4.5.4. How change meets the targeted need in KEBS

The study also sought to determine how often the changes met the targeted need in KEBS. The interviewees stated that generally most change efforts met targeted objectives mostly of outdoing competition by superior quality, early delivery. Some departments felt that some changes were hurriedly introduced without considering need for proper planning and failed to meet desired goals.

4.5.5. Challenges faced during strategic change

The interviewees were also asked to point out the challenges faced during strategic change. Lack of employee involvement, ineffective coordination especially poor communication of change, dependence on donor funding, Low or lack of budgetary allocations, time allocated for the change, lack of a structured way of managing change, lack of needed resources for example specialized labour which is either non-

existent or expensive were amongst the challenges mentioned. In addition the interviewees said that some changes heavily rely on external contractors who fail to understand the intended change, others get it right but deliver late, others leave change midway. Mostly changes are anchored on corporate strategy and which when not communicated properly sometimes becomes a major challenge, others are lack of support and needed capabilities to carry change through, lack of commitment due to existence of commitment gap, change agents lacking a compelling figure of what change is desired. In some cases there was a degree of fear and anxiety during change due to mistrust and this delayed buy in of the proposed change.

4.6. Discussions of Findings

The study found that reasons why the organization needed to change strategically included competition from other firms, desire for growth, need for improvement in its production process and also due to government regulations. Strategic change process started by the top leadership of the organization identifying the problem that requires change, assessing the problem and finding strategic solutions to the change. This is in agreement with a study by Johnson et al. (2008) who pointed out that organizational Change Management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change should all be specified as part of a Change Management plan. Persons who were responsible for the initiation of strategic change at KEBS were the top management and seconded by the employees.

The study established that consultants involved in the change process included Director, CEO, and chief operating officer from other organizations in Kenya. The role of these consultants was to give ideas on how the strategic change process is conducted. They also provided expertise in areas that deemed technical in the

strategic change process. The study also established that change management practices used in KEBS were enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice. This is in line with Newton et al (2003) who stated that approaches to managing change need to differ according to context. Additionally, the interviewees also pointed at organizing of frequent offsite strategy meetings for all concerned departmental heads and senior middle level managers. Team building between different sections, departments or divisions sometimes conducted by external trainers was also indicated as a common practice used especially before or during change.

The study also established that intensified research on best practices in managing strategic change at Kenya Bureau of Standards was conducted. The research was usually conducted by the staff, employee themselves, website review, consultants among others. Interviewees further stated that the research has been conducted for a period of time so that the organization can come up with the best practices to manage the change process. On the nature of strategic change communication the study established that meetings were the main channel of communication as well as email; others said they used informal meetings while others said they used posters for communication. It was affirmed that t-shirts, shirts and caps are mostly printed and distributed to communicate change as well as promotions and advertisements and team building. Additionally the study found that meetings and emails form the main channel of communication. It was established that strategic change communication is done by senior management team especially organization Director, CEO, and chief operating officer.

The study findings are in conformity with a study by Cole (2002), who have linked communication to strategy including, and recommended that communication of strategic objectives need to come from very authoritative sources in leadership positions.

The study also established that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process. The study also established that poor communication will mean a poor strategic change and thus the organization will not have a good performance. Goodman and Truss (2004) stress the importance of considering both the content and process of corporate communication in times of change and indeed at all times. Further, the study established that effective leadership is one of the most important contributors to the overall strategic change management. Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective changes in various strategies in the organization. Further the study established that initiating and coordinating strategic change always requires well developed leadership skills. This is also true that any change process mostly face the certain level of resistances, the effective leader is one who can manage the resistance and implement successful strategic changes.

The study established that that members of staff were rewarded when they met the targets set by the change practices through good recommendations, cash rewards in form of spot awards and bonuses, parties, promotions, secondments to advance same experience with international organizations.

This agrees with a study by Thompson and Strickland (2003) who points out those managers typically try to enlist organization wide commitment to carrying out strategic change by motivating people and rewarding them for good performance. However some departments were of the opinion that only senior managers take the credit and therefore the rewards. The study also established that individual and group recognition is a necessary component of change management in order to cement and reinforce the change in the organization. The study established that management subjects staff to internal trainings such as e-learning, workshops, resource centre, external trainings through certifications for various disciplines to enhance the achievement of their targets. The management also conducts consistent local and overseas trainings for specialized fields to enable proficiency at entry level and also before or during introduction of new technology. Additionally the study established that management training and development programs were common in KEBS, both internal and external. Also financial resources were key especially to many strategic changes that KEBS intends to undertake. The study further established that human resources i.e. the employees of the organization will impact on the change process in that their actions would initiate the change and improve the overall performance of the organization.

The study found that strategic change has influenced the organization performance in positive ways such that it has made the firm to be more competitive that before, it has increased the productivity of the firm which has improved the market share thus increasing the profits. The organization has expanded in terms of growth that is more branches have been established, employee base has also increasing leading to overall increase in performance of KEBS.

Further it was established that a link exists between change management and organization performance in that a change is always initiated to improve the performance of an organization. The study further established that a change happens when the organization performance has deteriorated to an extent of incurring losses in its operations. Organizational strategic change efforts are always geared to improve the performance of organizations and the people in those organizations. This agrees with a study by Goolsby, and Arnould (2003) who argues that implementing strategic change is a double edged sword because it simultaneously generates expected performance gain and unexpected performance loss.

To realize the performance benefits of strategic change, an organization must detect and diagnose performance in strategic change implementation. Strategic change is fundamental to modern business organizations performance as a means of keeping up with evolving market demands and to stay competitive. In addition the study established that the change management practices in KEBS led to the introduction of performance contracts to employees and also the development of a service charter. According to the interviewees the change management process has mostly affected the company's products and employee behavior. The employees felt that the impact of the change process could be noted positively on profitability and stakeholder's interest. The benefits of strategic change is that KEBS had moved from being a good Organization with average performance to a great organization with excellent performance which has been the aim of the strategic change program. The study also established that that the KEBS has recorded a great increase in performance since the implementation of the strategic change.

The study established that training is offered in various aspects to familiarize the employee with what change needs to be implemented. The study also found that effective education training is essential for employees to understand and adapt to a change in the workforce. Training will help the employees to gain skills which they initially did not have. This will enable them to conduct the strategic change in the organizations in a better way hence improving the general performance of the organization. Enhancement of integration supports the beliefs and culture of KEBS and therefore brings out a positive impression of the organization especially in regards to employee relations in all ranks. The study also found that the nature of the business necessitated participation of diverse work force whose management and optimization called for global experience. This negatively affected change for example need for frequent travels back home for expatriates, observance of certain holidays not practiced in Kenya.

However other cultural issues came out as positively impacting change for example there was firm belief in technical and marketing, regulatory and risk which advocated for “ getting it right the first time”, customer is king, and general fast deliveries on most change endeavours. Generally culture of perfection was upheld in all divisions although this was cited to cause pressure to other stakeholders’ for example suppliers and contractors. This agrees with a study done by Thompson and Strickland (2003) argues that an organizations culture is either an important contributor or an obstacle to successful strategy execution. A strong culture is a valuable asset when it matches strategy and a dreaded liability when it does not.

The study finally established that that generally most change efforts met targeted objectives mostly of outdoing competition by superior quality, early delivery. Some departments felt that some changes were hurriedly introduced without considering need for proper planning and failed to meet desired goals. Challenges faced during strategic change included Lack of employee involvement, ineffective coordination especially poor communication of change, dependence on donor funding, Low or lack of budgetary allocations, time allocated for the change, lack of a structured way of managing change, lack of needed resources for example specialized labour which is either non-existent or expensive were amongst the challenges mentioned. In addition, the interviewees said that some changes heavily rely on external contractors who fail to understand the intended change, others get it right but deliver late, others leave change midway.

Mostly changes are anchored on corporate strategy and which when not communicated properly sometimes becomes a major challenge, others are lack of support and needed capabilities to carry change through, lack of commitment due to existence of commitment gap, change agents lacking a compelling figure of what change is desired. This conforms with a study by Kotter (2001) who states that management of strategic change is often linked to the role of a strategic leader. Leadership is the process of influencing an organization in its effort towards archiving an aim or goal. In some cases there was a degree of fear and anxiety during change due to mistrust and this delayed buy in of the proposed change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusions and recommendations of the study. This study was focused on change management practices influencing performance at Kenya bureau of standards.

5.2 Summary of findings

The study found that reasons why the organization needed to change strategically included competition from other firms, desire for growth, need for improvement in its production process and due to government regulations.

The study established that consultants involved in the change process included Director, CEO, and chief operating officer from other organizations in Kenya. The role of these consultants was to give ideas on how the strategic change process is conducted. They also provided expertise in areas that deemed technical in the strategic change process. The study also established that change management practices used in KEBS were enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice.

The study also established that intensified research on best practices in managing strategic change at Kenya Bureau of Standards was conducted. The research was usually conducted by the staff, employee themselves, website review, consultants among others. Interviewees further stated that the research has been conducted for a period of time so that the organization can come up with the best practices to manage the change process.

The study also established that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process. The study established that that members of staff were rewarded when they met the targets set by the change practices through good recommendations, cash rewards in form of spot awards and bonuses, parties, promotions, secondments to advance same experience with international organizations. However some departments were of the opinion that only senior managers take the credit and therefore the rewards.

Additionally the study established that management training and development programs were common in KEBS, both internal and external. Also financial resources were key especially to many strategic changes that KEBS intends to undertake. The study further established that human resources i.e. the employees of the organization will impact on the change process in that their actions would initiate the change and improve the overall performance of the organization.

In addition the study established that the change management practices in KEBS led to the introduction of performance contracts to employees and also the development of a service charter. According to the interviewees the change management process has mostly affected the company's products and employee behavior. The employees felt that the impact of the change process could be noted positively on profitability and stakeholder's interest. The benefits of strategic change is that KEBS had moved from being a good Organization with average performance to a great organization with excellent performance which has been the aim of the strategic change program. The study also established that that the KEBS has recorded a great increase in performance since the implementation of the strategic change.

The study finally established that that generally most change efforts met targeted objectives mostly of outdoing competition by superior quality, early delivery. Some departments felt that some changes were hurriedly introduced without considering need for proper planning and failed to meet desired goals. Challenges faced during strategic change included Lack of employee involvement, ineffective coordination especially poor communication of change, dependence on donor funding, Low or lack of budgetary allocations, time allocated for the change, lack of a structured way of managing change, lack of needed resources for example specialized labour which is either non-existent or expensive were amongst the challenges mentioned.

5.3 Conclusion

The study concluded that that consultants involved in the change process included Director, CEO, and chief operating officer from other organizations in Kenya. The role of these consultants was to give ideas on how the strategic change process is conducted. They also provided expertise in areas that deemed technical in the strategic change process. The study also concluded that change management practices used in KEBS were enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice. Additionally, the interviewees also pointed at organizing of frequent offsite strategy meetings for all concerned departmental heads and senior middle level managers. Team building between different sections, departments or divisions sometimes conducted by external trainers was also indicated as a common practice used especially before or during change.

The study further concluded that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process. Also the study concluded that poor communication will mean a poor strategic change and thus the organization will not have a good performance. Further, the study established that effective leadership is one of the most important contributors to the overall strategic change management. Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective changes in various strategies in the organization. Further the study concluded that initiating and coordinating strategic change always requires well developed leadership skills. This is also true that any change process mostly face the certain level of resistances, the effective leader is one who can manage the resistance and implement successful strategic changes.

The study concluded that strategic change has influenced the organization performance in positive ways such that it has made the firm to be more competitive than before, it has increased the productivity of the firm which has improved the market share thus increasing the profits. The organization has expanded in terms of growth that is more branches have been established, employee base has also increased leading to overall increase in performance of KEBS. Further it was concluded that a link exists between change management and organization performance in that a change is always initiated to improve the performance of an organization. The study also concluded that a change happens when the organization performance has deteriorated to an extent of incurring losses in its operations.

Organizational strategic change efforts are always geared to improve the performance of organizations and the people in those organizations. Strategic change is fundamental to modern business organizations performance as a means of keeping up with evolving market demands and to stay competitive.

Finally the study concluded that the change management practices in KEBS led to the introduction of performance contracts to employees and also the development of a service charter. According to the interviewees the change management process has mostly affected the company's products and employee behavior. The employees felt that the impact of the change process could be noted positively on profitability and stakeholder's interest. The benefits of strategic change is that KEBS had moved from being a good Organization with average performance to a great organization with excellent performance which has been the aim of the strategic change program. The study also established that that the KEBS has recorded a great increase in performance since the implementation of the strategic change.

5.4 Recommendations

From the findings of the study, the following recommendations are made:

This study recommends senior management to clearly communicate the vision, mission and objectives of the change management effort to help the employees understand how those changes will affect them personally. The managers should communicate the reasons for the change in such a way that all employees understand the context, purpose and need for change. Communication should be consistent, frequent and through multiple channels.

The study further recommends that delegation of certain aspects of the change program should clearly explain limits of the responsibilities. Poor delegation might cause frustration and confusion to all parties involved since delegation means transfer of certain responsibilities and not surrender of authority. Further, this study recommends that successful assumption of authority due to effective delegation should be rewarded.

It is also recommended that leaders should check that people affected by the change agree with, or at least understands, the need for change, and have a chance to decide how the change will be managed, and to be involved in the planning and implementation of the change. Coercion does not allow employees to share in decision making and this may make them resentful. Thus, when employees are involved in the change effort, they are more likely to buy into the change than resist it. Quick change prevents proper consultation and involvement, which leads to difficulties that take time to resolve.

It is also recommended that the managers should not let up. They are expected to foster and encourage determination and persistence on-going changes encourage on-going progress reporting - highlight achieved and future milestones. Finally the leaders are expected to make change stick. This is achievable by reinforcing the value of successful change via recruitment, promotion, and new change leaders. This simply means fostering a change culture.

5.5 Limitations of the Study

The study's limitations included limited time set aside for the research and the limited scope of study. It would have been interesting to research on strategic change management practices adopted by other organizations apart from KEBS and their impact on performance. Securing face to face interviews was a challenge due to the respondent's busy schedules and the limited stipulated time to carry out the research. To counter this, appointments had to be sought and scheduled, sometimes outside the official working hours

5.6 Suggestions for further Research

The study found out that the strategic change management practices have impacted positively to the performance of KEBS and the employees perceive them to be successful, however, the study suggests further research on the strategic change management practices and performance of other organizations in Kenya. The study will supplement the findings of this study by providing information on the strength and weaknesses experienced in the implementation of strategic change. This research therefore should be replicated in other organizations in order to establish whether there is consistency among them on the best change management practices.

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APPENDIX I

INTERVIEW GUIDE

PART A: BACKGROUND INFORMATION

1. In which department do you work?
2. What is your position in the department?
3. For how long have you worked with Kenya Bureau of Standards?

PART B: STRATEGIC CHANGE MANAGEMENT PRACTICES AT KEBS

1. Please explain what necessitated the changes in your organisation and how the change process began ?
2. Who initiated the change effort in your organisation? (Board members, top management, employees or any other).Were all employees informed and involved in the change?
3. Did you involve external consultants in the change program? If yes, please explain their involvement in the change process
4. What are some of the practices change management practices used in Kenya Bureau of Standards?
5. Is there intensified research on best practices in managing strategic change at Kenya Bureau of Standards? Explain
6. Explain the nature of strategic change communication in Kenya Bureau of Standards
7. How does communication influence strategic change management process at KEBS?

8. What is the role and how effective is the leadership in relation to strategic change management in Kenya Bureau of Standards?

SECTION C: ORGANIZATION PERFORMANCE

9. How are members of staff rewarded when they meet the targets set by the change practices?
10. How does management ensure that the members of staff are working towards the targets and the changes made?
11. What resources are being used to implement the changes process and performance in KEBS?

SECTION D: RELATIONSHIP BETWEEN CHANGE MANAGEMENT & ORGANIZATIONAL PERFORMANCE IN KEBS

12. Has change management influenced organizational performance in Kenya Bureau of Standards? How?
13. In your opinion, what is the link between change management and organizational performance? Briefly explain.
14. Has change management impacted positively on employees' welfare and stakeholder's satisfaction? How?
15. Kindly summarise the benefits Kenya Bureau of Standards has derived from the changes discussed during this interview and what are your future change management plans if there are any?

PART B: Change Management Challenges Encountered

16. Does Kenya Bureau of Standards carry out management training and development programs before implementing strategic change management program?
17. How is integration enhanced by the concerned departments/division during change in your department?
18. Are there cultural issues that affect change management in your department?
If so, which are they?
19. Explain how change meets the targeted need in Kenya Bureau of Standards?
20. What are some of the challenges faced during strategic change?