

**MANAGEMENT OF STRATEGIC CHANGE AT KENYA
FOREST SERVICE**

ANTHONY KIUMBUKU

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DECLARATION

This research project is my original work and has never been submitted for examination to any other University.

Signature..... Date.....

Anthony Kiumbuku

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

Signature..... Date.....

Mr. Eliud Mududa

Lecturer,

School of Business,

University of Nairobi

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DEDICATION

This research project is dedicated to my family, my wife Elizabeth Mumbi, my lovely kids Stacy Wairimu and Austin Kiumbuku and my parents Mr. & Mrs. Kiumbuku for their moral support, encouragement, sacrifice and understanding when I was away writing this project.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABBREVIATIONS AND ACRONYMS	vii
ABSTRACT	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Concept of Strategic Change	2
1.1.2 Strategic Change Management	3
1.1.3 Forest Sector in Kenya.....	4
1.1.4 Kenya Forest Service	4
1.2 Research Problem	5
1.3 Research Objectives.....	7
1.4 Value of the Study	8
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Foundation	9
2.2.1 Resource Dependency Theory	9
2.2.2 Institutional Theory.....	11
2.3 Change Management Practices	12
2.3.1 Organizational Structure	13
2.3.3 New Technology adoption.....	15
2.3.4 Participative Leadership.....	15
2.4 Role of Parastatal Organizations in Kenya	16
2.5 Challenges of Strategic Change Management	17
2.5.1 Planning for Change	17
2.5.2 Lack of Consensus	18
2.5.3 Communication with all Staff.....	19
2.5.4 Employee Resistance	19

CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Data Collection	21
3.4 Data Analysis	22
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	24
4.1 Introduction.....	24
4.2. Demographics of the Interviewees.....	24
4.3 Strategic Change Management Practices used by Kenya Forest Service	26
4.3.1 Planning for Change	26
4.3.2 Participative Leadership.....	27
4.3.3 Adoption of New Technology	27
4.4 Feedback Analysis	28
4.5 Challenges of Implementing Strategic Change Management Practices at Kenya Forest Service.....	32
4.6 Discussion.....	33
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	35
5.1 Introduction.....	35
5.2 Summary	35
5.3 Conclusion	39
5.4 Recommendations of the Study	40
5.5 Limitations of the Study.....	41
5.6 Suggestions for Further Research	42
REFERENCES.....	43
APPENDIX: Interview Guide.....	i

ABBREVIATIONS AND ACRONYMS

GoK	Government of Kenya
WARMA	Water Resources Management Authority
WASRB	Water Services Regulatory Board
WSTF	Water Services Trust Fund

ABSTRACT

The public service is gradually making efforts to implement strategic change management. This is intended to achieve quality services in a convenient and cost effective manner. Kenya Forest Service is a parastatal body in government that is charged with the responsibility of forestry development to cover all forests on state, local authority and private lands, which is major departure from the previous law which was only on matters of state forests. To effectively realize its strategic goals the organization should consider implementing change management. The study sought to determine the strategic change management practices adopted by Kenya Forest Service and to establish the challenges of implementing strategic change management At Kenya Forest Service. The used a caser study research design whereby primary data was collected using interview guides this was achieved by conducting interviews with four departmental heads who are senior director head of planning, head of monitoring and evaluation, deputy director finance, and deputy director human resource and all of the responded. Data was analyzed using content analysis. The study found that the change management practices implemented by Kenya Forest Service were adoption of new technology which has improved the operational efficiency of the organization and enhanced transparency. The organization underwent a fundamental change of its system from manual system of recording to the new system which is Integrated Financial Management Information Management System (IFIMIS). Also, change of leadership which has not necessarily had a significant impact on strategic change management. The study further concludes that with the current regime (Jubilee Administration) there were many attempts to change the ways of doing things from the previous government and restore public confidence and image through providing quality services to the public. The study concludes that some of the challenges facing Kenya Forest Service in implementation of change management were as follows: lack of adequate finances, organizational structure, resistance to change and political interference. It was concluded that lack of adequate financial resources created a major hindrance towards implementation of strategic change management making it difficult to realize set goals and objectives. This demotivates employees since they lack adequate facilities to support them in implementing strategic change management practices which eventually brings about poor performance and failure to achieve set targets. The organizational structure is very bureaucratic and thus does not accommodate changes in the external environment. The top management fails to involve its employees in key decision making this brings about resistance to change since employees fail to understand the importance of change and what to expect with the new change. The government should allocate adequate resources to invest in modern technologies like information communication technology (ICT). This is intended to achieve integration between the organization and its customers and Kenyan citizens. This will lead to improved sharing of information, reduced costs of operation and improved efficiency. The study was limited to scope which involved a case study of Kenya Forest Service. The findings and conclusion drawn in this study cannot however be used in making generalization in all the parastatal bodies in Kenya. The findings cannot however be used to make direct application in another sector since they are unique and specifically apply to Kenya Forest Service. A comparative study should be conducted to investigate the same topic in another parastatal body that is similar in size and areas of intervention. The findings can then be compared to assess whether there areas of commonalities and unique features.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The business landscape of the 21st century is characterized by rapid change brought about due to technological, economic, political and social changes. Beckhard and Harris (2002) argue that the pace of change is so rapid and the degree of obsolescence if organizations resist change is so brutal that the only way out for many firms is to change or perish. In this context, it becomes critical that organizations develop the capabilities to adapt and steer change in their advantage. Johnson and Scholes (2003) explain that change is necessary for organizations to continue to thrive and meet and exceed the competition of industry competitors.

Pfeffer and Salancik (2003) argue that resource dependence theory is concerned with how organizational behavior is affected by external resources the organization utilizes, such as raw materials. The theory is important because an organization's ability to gather, alter and exploit raw materials faster than competitors can be fundamental to success. Resource dependence theory is underpinned by the idea that resources are essential to organizational success and that access and control over resources is a basis of power. According to Meyer and Rowan (1991) institutional theory proposes that organizations can and do adapt to changing conditions by imitating successful organization. Organizations not only adapt to a changing environment, they also have the opportunity and power to reshape their environment. This means that decisions made by the firm's management have a significant impact on the firm's performance as overall industry factors.

To serve the growing needs of its citizens, implementation of change management is an important step in the public service. Kenya forest service is a parastatal in the

public sector that faces various challenges during implementation of change management. Chapman (2005) explains that the process of implementing strategic change management is coupled with a number of challenges for instance resistance to change, lack of cooperation between the top management and the employees, lack of adequate finances to invest in modern technology among others. These kinds of challenges necessitate the need to accommodate changes to effectively counter challenges of strategy implementation in order to realize strategic goals.

1.1.1 Concept of Strategic Change

According to Paton and McCalman (2000) strategic change is defined as changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy. In simple form strategic change is a way of changing the objectives and vision of the company in order to obtain greater success. Many companies fail to implement the plan correctly and completely, whereas the others fail to convey this change among employees and organization. It doesn't matter how great your theory is or how useful your change may be for the organization, as long as you cannot make it understood by people it's worthless.

There are some issues that managers who are responsible for strategic change should keep in mind. It is important to consider the culture and behaviors of employees. It is obvious that changing something that people used to do for a long time is not easy to change. Another point is that when talking about strategic change there must be good consideration about context compatibility between the change and organization. The usual mistake in this case is to pull successful solutions from other situations to try in the current one, which will not work. The last issue is to consider that change is about changing people (Buschanan and Badham, 1999).

Strategies are focused on the future and bring about sustained change, and typically require detailed planning and analysis. Dawson (2004) explains that in business, strategy planning is often seen as key to future success or even survival. With the world changing at a rapid pace, companies need to be dynamic and flexible to stay in business. They need to foresee the future and be ready to adapt to the potential changes that will come their way (Buschanan and Badham, 1999).

1.1.2 Strategic Change Management

Burnes (2000) define strategic change management as a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. It involves tools and techniques to manage the people in order to realize business change within the social infrastructure of the work place. Change management can be defined as a strategic program that is intended to provide a new direction to the organization into the future (Dawson, 2004).

Strategic change management is the use of systematic methods for ensuring that a planned organizational change is guided in the planned direction. This is achieved through ensuring that the process is executed in a cost effective manner and is completed within a specific time frame. This enables the firm to achieve the desired results. According to Burnes (2000), change management is a systematic approach used to achieve sustainable change in human behavior within an organization. Buschanan and Badham (1999) contend that it is moving the people into new ways of doing things which are believed to be vital in achieving the desired outcome. Change management is the transition from current undesirable state to desired future state through a sequence of actions and activities.

1.1.3 Forest Sector in Kenya

The forestry sector plays a key role in the Kenyan economy, since wood fuel and charcoal represents more than 75% of domestic energy. Over 90% of rural households use firewood for cooking and heating while 80% of urban households depend on charcoal as a primary fuel source (ESDA, 2005). However, in assessing the importance of an industry, it is essential to investigate its relationship to other sectors as well (Matiru, 1999).

The Kenya forest sector makes significant contribution to the country's economic as well as socio-cultural development. This contribution stems from the multiplicity of functions that forests and allied resources play in an economy. These are conservation of biological diversity, serve as critical water catchments, conserve soil and prevent soil erosion in addition to mitigating climatic change and supporting major habitats for wildlife (Geller, McConnell, Wanyiri, 2007):

According to Kammen and Lew (2005) to realize strong legislation for example the forest Act 2005, and subsidiary regulations, for example Charcoal rules, political goodwill and support are important ingredients. Communication and awareness creation among communities enables in poverty alleviation and job creation among forest adjacent communities. Kenya's forest sector has been recognized as one of the key socio-economic pillars for achieving Kenya's development blue print–Vision 2030. Kenya's constitution envisages the establishment of at least 10% forest cover.

1.1.4 Kenya Forest Service

Kenya forest service is corporate body that was created under the forest Act no. 7 2005. Its operations are informed by this law which commenced in February 2007, the draft forest policy, the Kenya Forestry Master Plan (KFMP) and the Environmental

Management and Co-ordination Act (1999). The service is also bound by other statutes related to natural resource management in Kenya and International conventions to which the country is party (Matiru, 1999).

The Forest Act (2005) and the draft forest policy have their origins from the KFMP which proposed far reaching measure to support forestry development in Kenya. The Act, whose key thrust is the creation of strong forest governance institutions, also expands the mandate for forestry development to cover all forests on state, local authority and private lands, which is major departure from the previous law which was only on matters of state forests. To support and guide forestry development, the forest policy sets out core programmes on natural forest conservation and management, farm forestry, dry land forestry and industrial forest plantations development. In addition the participation of key stakeholders, the private sector and communities in forest management is recognized as vital to supporting government efforts (Langat and Cheboiwo, 2010).

Kenya Forest Service (KFS) has developed a strategic plan to enhance management of forest resources in the country. The plan outlines the organization's direction and priorities as well as guiding the management to make decisions regarding the allocation of resources by implementing the plan. Kenya Forest Service anticipates renewed commitments to stakeholders so as to achieve its mandate.

1.2 Research Problem

Dawson (2004) explain that change management plays an integral role to the organization and the employees since they form part of the change process. Beckhard and Harris (2002) indicate that to successfully implement change, top management and the employees should work together. However, this is not always the case in some

situations. In spite of the attention that change management has received, organizations face challenges in managing organizational change this negatively impact on the quality of services offered and hence poor performance.

Kaoo (2013) argue that in a bid to meet the growing needs of its citizens, the public service is gradually making efforts to implement strategic change management. This is intended to achieve quality services in a convenient and cost effective manner. The Kenya Forest Service is under the public service. To execute its mandate, the ministry should consider strategic change management practices in order to reap the benefits.

Studies have been done in relation to strategic change management both locally and globally: Paton and McCalman (2000) studied change management in Australian firms; the findings showed that one-half to two-thirds of most major corporate change efforts fail due to resistance. The other challenge that hinders strategic change management is lack of cooperation between the management and the workers. Buchanan and Boddy (2002) investigated the impact of strategic change management on organizational performance of the public sector. The findings showed that strategic change management led to improved efficiency and quality of services offered to the public. The study further established that there exists a positive correlation between strategic change management and organizational performance. Chapman (2005) carried out a study on the impact of change management in Germany services firms. The study revealed that change management led to improved efficiency and reduction of costs leading to improved performance.

A study by Munjua (2012) examined strategic change management practices at the agency for cooperation and research in development in Kenya. It was found that the main challenges of implementing change management were: scarcity of finances,

resistance to change from the stakeholders and cultural diversity and leadership. Marete (2010) and Musyoka (2010) concluded that to succeed in implementing strategic change management, the firm should create awareness by developing an informal network of relation to get information, commitment, solidifying progress and integrating processes and interests. This helps in ensuring that significant changes are implemented. Njuguna (2014) studied change management practices at Kenya commercial bank. The findings revealed that the main challenges facing change management practices was technology, lack of training and organizational culture.

The above studies have focused on strategic change management practices in specific institutions with a bias on challenges of implementing strategic change management and its benefits. However, none of these studies have focused on the strategic change management in the government of Kenya or different Parastatals in a ministry. It is this knowledge gap that the current study investigates strategic change management practices within the parastatal organizations of the Ministry of environment water and natural resources in Kenya. The study sought to answer the following questions: what are the strategic change management practices within the parastatal organizations of the Ministry of environment water and natural resources in Kenya?

1.3 Research Objectives

The objectives of the study were:

- i. To determine the strategic change management practices adopted by Kenya Forest Service.
- ii. To establish the challenges of implementing strategic change management At Kenya Forest Service.

1.4 Value of the Study

The study will be of benefit to the policy makers. It will serve a pivotal role in policy setting. The findings of this study will provide an insight on change management factors that shape the operations of the parastatals for improved performance. The study will also add more knowledge on the strategies to adopt to gain competitive ability.

The management of parastatals will learn the various change management practices and their contribution to improved efficiency, image and performance in the public sector. The study will educate the public sector on the best way of implementing change management in a manner that it accommodates the vision and the mission of the organizations.

The private sector will benefit from the findings of this study. They will know the change management practices used by the public sector and the benefits that are derived from these practices. They will also understand the viability of strategic change management practices.

Students and researchers will also benefit from this study. Students pursuing strategic management will learn the best change management practices and the challenges of implementing these practices. The study will also serve as a reference point for further study in this area or related disciplines.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section covers the theoretical foundation, change management practices, role of parastatal organs in Kenya and the challenges of change management practices:

2.2 Theoretical Foundation

This section covers the theories that support this study which are: resource dependency theory and institutional theory.

2.2.1 Resource Dependency Theory

Resource Dependency Theory supports this study: Resource Dependency Theory was propounded by Pfeffer and Salancik (1978), the scholars observed that the theory was based on the notion that environments are the source of scarce resources and organizations are dependent on these finite resources for survival. A lack of control over these resources thus acts to create uncertainty for firms operating in that environment. Organizations must develop ways to exploit these resources, which are also being sought by other firms, in order to ensure their own survival. Resource dependence theory (RDT) is concerned with how organizational behavior is affected by external resources the organization utilizes, such as raw materials. The theory is important because an organization's ability to gather, alter and exploit raw materials faster than competitors can be fundamental to success (Pfeffer and Salancik, 2004).

Resource Dependency Theory is underpinned by the idea that resources are key to organizational success and that access and control over resources is a basis of power. Resources are often controlled by organizations not in the control of the organization

needing them, meaning that strategies must be carefully considered in order to maintain open access to resources. Organizations typically build redundancy into resource acquisition in order to reduce their reliance on single sources for example by liaising with multiple suppliers (Prahalad and Hamel, 1990).

The relevance of this study is that organizations should make maximum use of their available resources to create strategies that capitalize on opportunities and ward off threats. By utilizing its core competence an organization can be able to adopt strategies that cannot be duplicated. This makes it easier for the firm to gain a competitive edge over its rivals (Barney, 1991).

Reiss and Jeffrey (2003) posit that change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. However, the organizational leaders who anticipate and invent the future are even more successful because those who initiate change are the leaders in their industry. Other organizations are followers that adapt to change. Still others are the organizations that do not survive. There are many models that can be used for successful strategic change management. To successfully manage change, the organization should respond to the pace and complexity of change. It is important for organizational leaders to identify and use a model for transformation that will help their organizations survive the dynamics in the external environment (Schein, 2010).

Romanelli and Tushman (2004) maintain that when managing the change process, the top management should convince its employees to accept the change process. The process of managing organizational change involves four-step processes which include; recognizing the changes in the broader business environment, developing the necessary adjustments for their company's needs, Training their employees on the

appropriate changes and winning the support of the employees with the persuasiveness of the appropriate adjustments.

Reiss and Jeffrey (2003) indicate that effective change management process is a multi-disciplinary practice that has evolved as a result of scholarly research. 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. Adner and Helfat (2003) contend that organizational change management aligns the employees, their expectations and that of the organization towards achieving a common goal. Change management makes of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or resolve it (Romanelli and Tushman, 2004).

2.2.2 Institutional Theory

Institutional theory focuses its attention on the role of social influence for social conformity in shaping organizations actions. Because organizations are assumed to be approval-seeking they are susceptible to social influence. One of the main theses of institutional theory is that organizations act to enhance or protect their legitimacy (Scott, 2004). By adopting strategies in adherence to institutional prescriptions, firms reflect an alignment of corporate and societal values. When organizations conform to societal pressures, they gain legitimacy that secures organizational success and survival.

Thus, concern over legitimacy influences firms by forcing them to adopt certain managerial practices that are expected to be socially valuable. Institutional theory does not directly address efficiency issues or the impact of strategies on performance,

since it explains the implementation of practices without obvious economic value. Yet it recognizes the value that these practices provide in terms of legitimacy and its importance for a company's endurance. A gain in legitimacy can benefit an organization since it aids in securing access to valuable resources, provides a license to operate and innovate, lowers risk, enhances reputation, and strengthens stakeholder relations (DiMaggio and Powell, 1991).

Scott (2004) notes that a conventional argument of institutional theory is that pressure for institutional conformity leads to a company's adoption of the same strategies and structure as those adopted by other actors within the organization field. This duplication of practices often leads organizations to resemble each other and beget the classical explanation of homogeneity across companies. Institutional theory has successfully explained how conforming to societal expectations increases legitimacy, reduces uncertainty, and increases standardization. Due to their impact on the natural environment and society, companies tend to be scrutinized more intensely by different stakeholders like government, media, consumers, and activists. Given the increased social awareness of organizational wrongdoing and the explicit environmental demands, institutional theory predicts that companies can gain legitimacy by reducing their impact on the environment and exhibiting good environmental performance (Scott, 2008).

2.3 Change Management Practices

Change management practices play a pivotal role in steering change management in an organization. Some of the change management practices include: organizational structure, the culture of the organization, technology and leadership. They have been discussed below:

2.3.1 Organizational Structure

Organizational structure is the formal design of managerial ladders, setting forth both reporting relationships and the flow of information. The structure of the organization forms the basis upon which operational policies are made. The structure plays an integral role in shaping the culture of the organization. This is necessary because it assists the organization to adapt to changes in the external environment. Organizational structure is one of the tools used by organizations to manage change in the organization (Birkinshaw et al., 2012).

Gebauer (2011) points out that firms that exhibit a flexible organizational structure are more likely to accommodate change. This is because such an organization is open and receptive to the change process. This enhances the process of change and minimizes resistance to change by the employees since the structure of the organization supports the proposed change. To effectively implement change management, the organizations need a flat structure that is simple, less bureaucratic and efficient in line with its vision and the mission. For instance a flat organizational structure is easy to nurture a culture of performance among its employees. This provides them with an opportunity to engage freely with the top management and thus improving the relationship between the employees and the top management in an organization. Bureaucratic forms of organizational structure rely heavily on the rules and procedures. Organizations that use this kind of structure become unwieldy and rigid making them slow to respond to changing environments. This might make the system of the organization redundant since it is not receptive to key changes in the environment (Battisti and Stoneman, 2010).

The culture of the organization highly contributes to change management. Organizational culture is norms, values and beliefs that exist within the organization. Hamel (2011) found that in most cases restructuring an organization in order to accommodate change might not necessarily work because the personality does not change. Each and every organization needs to adapt a strategy to be able to change its organizational culture. An organization might consider developing tailor-made approaches that are necessary to meet the needs of the consumers.

To succeed in change management, the top management should cultivate a culture of change. This might be achieved by keeping in mind that support will be created by involving people and giving them an opportunity to search themselves. This includes; examining the problem and suggesting the best solution. To effectively achieve dynamism in cultural setting, the top management should acts as change agents in working towards achieving strategic objectives. The culture of the organization should give room for the organization to respond to the ever-changing relations and circumstances (Gebauer, 2011).

Eisenhardt and Martin (2000) explain that the organization should also take interest and the needs of the people who for one reason or the other have to be motivated to achieve the objectives of change. The organization should also pay attention and try to explore the meaning behind the view of an individual. This can be achieved by treating all employees as equals through respecting their opinions. This involves incorporating someone's stand in terms of interest, needs, values, ideas, thoughts and emotions.

2.3.3 New Technology adoption

According to Hamel (2011) technology means a new way of doing things. Technology is one of the management practices widely used by most organizations today to achieve competitive advantage. Technology helps an organization in managing changes into the operations. Companies have successfully reduced costs by examining business processes and eliminating actions that customers do not perceive as valuable. A key challenge for both company leaders and technology staff, however, is shifting focus from projects centered on cost reductions to projects that develop innovative products and drive revenue.

The change challenge that faces information technology and other departments when new technology initiatives are introduced is to engage the staff most impacted, exactly those who often feel quite threatened by these kinds of initiatives. They have these emotional reactions because they often have insufficient information about the scope of the change, the training implications, and the potential impact on role changes. The information vacuum is often filled with rumors instead of integrating and engaging all employees with the technology and business process improvement activities (Amit and Zott, 2001).

2.3.4 Participative Leadership

According to Hamel (2006) participative leadership refers to a set of organizational values and leadership behaviors that can contribute to employees becoming more committed to their organization and its goals, and cultivating better labor-management relationships. It also helps bridge the typical chasm that often exists between leaders or managers and their staff, and contributes to a more adaptive, resourceful and resilient behavior during periods of change.

Participative leadership is an essential component of empowered, high-involvement organizations. Leadership is a key component in driving change management in the organization. The leader directs the activities that take in the organization. The top management is charged with the responsibility of encouraging employees to gradually accept and adopt to change. Leaders achieve this by being role models, and also explaining to the employees the significance of the new change (Hamel, 2007).

To effectively implement change in the organization, the leaders should be the agents of change by providing facilities and resources to enhance change adoption. Managing change is not an easy task; the top management should involve its employees in all decisions. Eisenhardt and Martin (2000) argues that top management should develop the organizational conditions that support high staff involvement in change initiatives; sharing appropriate decision making responsibilities among management, supervisors and staff, and sharing power as appropriate for the circumstances.

2.4 Role of Parastatal Organizations in Kenya

Republic of Kenya report (2007) indicates that parastatals are responsible for delivery of quality socio-economic services to the public. These include services in trade, investment, tourism, human resource development, utilization and employment, culture, sports and wildlife conservation and management. The core functions of parastatal organs in Kenya involve fulfilling its mandate by focusing on the core functions which are as follows; promoting fair trade practices and protecting consumers; promoting innovation and enforcing intellectual property rights and promoting industrial development, research and appropriate technologies (Cabinet Office, 2007).

According to Njiiru (2008) other roles of parastatals in Kenya are to create an enabling environment for sustainable trade, tourism, investment and employment creation. Parastatal organs are also involved in formulating, reviewing, coordinating and implementing policies and programmes that are geared towards effective human resource development and utilization (Njiiru, 2008).

Njiiru (2008) notes that parastatal bodies have a responsibility to protect our national heritage, they promote a culture of conservation, wildlife conservation and management. They are charged with the responsibility of empowering marginalized groups to participate fully in national development (Republic of Kenya, 2007).

2.5 Challenges of Strategic Change Management

Change affects every business at some point. They may range from minor staff restructuring to merging or acquiring another company. While the changes may be necessary for the future of the organization its management is very challenging. Anticipating challenges is important since one is more likely to avoid them before they hinder the change process.

2.5.1 Planning for Change

According to Birkinshaw and Mol (2006) without step-by-step planning, change in an organization is likely to fall apart or cause more problems than benefits. Firms need to understand exactly what changes will take place and how the changes will occur. For example, if you're transitioning to a new content management system, one will need to know if the new system is compatible with the old system, how one will transition the old information to the new system and if there will be limited access during the transition. The top management needs to assign roles to individuals who are responsible for the change so that all duties are covered. The time line for the change

is also a key component to ensure successful change implementation. The firm should plan for downtime or difficulties in completing regular work tasks whenever change occurs.

Lack of skills by the top level of the organization could be a hindrance towards successful change implementation. This happens when the top management lacks the skills and abilities to plan and organize for the change process. The management should have a clear plan and involve all its employees in plan so ensure that it is a success. Resources should also be set aside to ensure that the process of planning is effectively deliberately. Birkinshaw, Rollins and Turconi (2012) put forth that the management should allocate sufficient resources and facilities to facilitate the change process. This should be done within a specific period of time to minimize time and costs. The plan should be in harmony with the vision and the mission of the organization to achieve strategic objectives of the organization.

2.5.2 Lack of Consensus

For the organization to succeed in the change process, the top management and the employees have to agree on key issues. Camison and Villar-Lopez (2014) maintain that consensus is a challenge to most organization. This happens when some employees or a section of employees in the organizations feel that their needs are not represented. This might ignite a conflict that may prevent a successful change process in the organization.

If the organizations do not include everyone in corporate changes, this might create barriers during the change process. The decision to change should come from the top level of the organization. All management level staff needs to be on board and able to deal with the changes or you may face dissension within the staff. Showing managers

how the changes will affect the company and the steps for change helps get them on board if they initially have reservations (Battisti and Stoneman, 2010).

2.5.3 Communication with all Staff

Amit and Zott (2001) suggest that communication could negatively impact of change management in the organization. The top management should communicate the change process and involve all its decisions about the new change. This will assist employees to know what is expected of them. Communication creates transparency and eliminates fear among the employees. The employees should know why the change process is important to them and the organization. This motivates them to gradually accept the new change.

Basile (2012) maintain that the top management communicates change in advance to ensure that the employees are prepared for the change. This makes implementation easier and enjoyable since there is no resistance to change. Failing to communicate with all employees invites rumors and fear into the workplace, particularly if you're facing major changes, such as downsizing or a merger. Employees want to know what's going on, whether it is positive or negative news. The feeling of uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision. Therefore, it is important to keep employees updated regularly about the plans and progress toward the change implementation. Involve all employees as much as possible through meetings or brainstorming sessions to help during the planning phase.

2.5.4 Employee Resistance

In some cases, employees resist change. They become comfortable with the way the business is run. They know the expectations and their role within the company. When

a major change disrupts their familiarity, some employees become upset. They don't want to relearn their jobs or change the way they do things. Supporting your employees and providing training for any new responsibilities can help ease the transition (Adner and Helfat, 2003).

Forcing the change has its place. This approach alone is ineffective however. Managers who overuse this approach will harm their effectiveness over the long term. Without a thoughtful change strategy to address this area, leaders will trigger strong resistance and organizational turnover. Employees resist these changes because they are worried that they cannot adapt to new work requirements. It is important to note that the organization needs to be prepared for the change. In the absence of continuing two-way communication between the employees and the top management, this might sabotage the change effort. Afuah and Tucci (2001) pin points that sometimes it is not what a leader does, but it is how he or she does it that creates resistance to change. Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time. For any significant organizational change effort to be effective, organizational leadership must prepare a comprehensive change strategy to address these barriers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research methodology that the study was used to achieve the objective of the study. It covers the research design, the study population, sample size, data collection and data analysis.

3.2 Research Design

The research design chosen for this study was a case study. According to Maxwell (2005) a case study is a thorough investigation of an institution. The fundamental objective was to determine the factors and the relationships among the factors that have resulted in the behavior under investigation. A case study was considered important for analyzing information in a systematic way to arrive at useful conclusions and recommendations.

The significance of a case study is that it brought an understanding of a complex issue and extended experience to what was already known through previous research. This research design emphasized detailed contextual analysis of a limited number of events or conditions and their relationships.

3.3 Data Collection

The study used primary data since the nature of the data to be collected was qualitative. The benefit of primary data is that it focused on specific issues and the information collected was unbiased. An interview guide is a tool for data collection that answers open ended questions prepared by the researcher to interview the respondents. Primary data was collected by interviewing four departmental heads who

head of planning, head of monitoring and evaluation, deputy director finance, and deputy director human resource.

The interview guide contained three sections: section A contained questions on the general information about the interviewee. Section B contained questions on the first objective of the study which is to determine the strategic change management practices adopted by Kenya Forest Service. Section C constituted questions on the second objective of the study which was to establish the challenges of implementing strategic change management by Kenya Forest Service.

A face to face interview was conducted with the senior management team since they are responsible for implementing management of strategic change at Kenya Forest Service. The researcher sought appointments from the senior management and the departmental heads to ensure that the interview sessions were conducted at their convenient time that accommodated adequate and ample time to respond to the various questions that the researcher sought to know.

3.4 Data Analysis

Data was analyzed using content analysis which was a systematic qualitative description of the composition of the objects or materials of the study. Miller and Salkind (2002) explain that content analysis involves observations and detailed description of objects, items, or things that comprise the sample used in developing a report or inference about an observation. It involved observation and detailed description of objects, items or things that comprised the object of study.

The use of this analysis method was important since it saved time and resources. Content analysis is a method of examination of data material to encourage the

integration of qualitative content analysis into the data analysis in a case study research.

Content analysis is a research technique used to make replicable and valid inferences by interpreting and coding textual material. By systematically evaluating texts for example documents, oral communication, and graphics, qualitative data can be converted into quantitative data.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter consists of data that was interviewed from the interviewees and analyzed in line with the objectives of this study which were to determine the strategic change management practices adopted by Kenya Forest Service and to establish the challenges of implementing strategic change management At Kenya Forest Service. Primary data was collected by interviewing four departmental heads who are senior director head of planning, head of monitoring and evaluation, deputy director finance, and deputy director human resource and all of the responded.

4.2. Demographics of the Interviewees

The study sought to interview four departmental heads they include: the head of planning, head of monitoring and evaluation, deputy director finance, and deputy director human resource. All the interviewees successfully turned-up for the interviews and actively responded to the various questions that the interviewer sought answers to.

The interviewees were asked to indicate the department which the belonged to find out whether their work was in line with the information that the interviewer sought to collect. The findings indicated that one of the interviewee worked in finance and administration department, the other interviewee was a senior director head of planning and the other two worked in monitoring and evaluation and human resource departments.

With regard to the positions that the interviewees were in, the findings observed that one of the interviewee was senior deputy director finance and administration, director

head of planning, head of monitoring and evaluation, and deputy director human resource. All these interviewees answered the interview questions in line with the objectives of the study.

The study found that two of the interviewees were masters' graduate while the other two were holders of first degree. This was an indication that most of the interviewees that worked for Kenya forest service understood the concept of strategic change management and were in a position to give accurate and reliable responses in line with the objectives of this study.

The findings also revealed that two of the interviewees had worked for Kenya Forest Service for seven years while the other two had worked for over ten years. This was an indication that the interviewees had worked in the organization for a long period of time and thus understood the operations of the organization and how strategic decisions were made.

The interviewees were asked to indicate the duration that they had served in their current positions; it was revealed that two of the interviewees had served for a period of seven years while the other two interviewees served for a period of over ten years. This was an indication that majority of the interviewees had a relevant experience in the positions that they served.

4.3 Strategic Change Management Practices used by Kenya Forest Service

The study sought to determine change management practices used by Kenya Forest Services. Below are the results of the findings:

4.3.1 Planning for Change

The interviewees pointed out that the institution had developed a strategic plan to enhance management of forest resources in the country. This was intended to give directions and priorities as well as guide the management in decision making especially regarding the allocation of resources by implementing the plan. Kenya Forest Service anticipates renewed commitments to stakeholders so as to achieve its mandate. Further, it was revealed that strategic change management was a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. These findings are consistent with Burnes (2000) who argued that change management practices are tools and techniques used to manage people in order to realize business change within the social infrastructure of the work place. He argued that strategic change management is the use of systematic methods for ensuring that a planned organizational change is guided in the planned direction. This is achieved through ensuring that the process is executed in a cost effective manner and is completed within a specific time frame. This enables the firm to achieve the desired results. One of the interviewees maintained that to accommodate the changing needs of their customers and continue providing quality services to the public, change was inevitable and change management was one of the essential tools used by institutions to realize strategic goals and objectives. The interviewees agreed that the Jubilee administration was working very hard to transform the county and deliver on its mandate. This was not achievable without a clear strategic plan.

Most of the interviewees agreed that strategic change served as an essential tool for planning and setting strategic goals and objectives. Strategic change provided a new direction to the organization into the future. These findings are consistent with Dawson (2004) who argued that strategic change management was the use of systematic methods for ensuring that a planned organizational change is guided in the planned direction. This was achieved through ensuring that the process is executed in a cost effective manner and is completed within a specific time frame.

4.3.2 Participative Leadership

The other circumstance under which strategic change was essential in the organization was during implementation of strategy. Strategic change management is an approach that ensured the set strategies were compatible with the goals and objectives of the organization. Change of top leadership necessitated the need for strategic change in order to ensure that their set goals and objectives were compatible with the goals of the organization. In most cases, when the management is changed, it is most likely to introduce a strategic work that they aspire to achieve in their term. However, it is important to ensure that none of the existing plans are left underway; the management should pick-up from the existing plans as they plan to implement the new plans. This is essential because it will ensure a smooth transition from the old to the new leadership and ensure maximum utilization of resources. This will create a platform to ensure that the organization is headed in the right direction.

4.3.3 Adoption of New Technology

The other circumstance that would lead to strategic change is adoption and implementation of modern technologies for example information communication technology (ICT). This might prompt strategic change because the introduction of

new systems is more likely to affect the functions and activities of the organization which might lead to change of responsibilities by the employees and senior staff. This kind of change might require the organization to develop a clear strategic plan that will act as a guide towards achieving strategic goals and objectives of the organization. The strategic plan must be integrated with the employees since they are part of the implementation team in the organization.

4.4 Feedback Analysis

The interviewees concurred that policies act as guiding principles that drive and direct the way an institution is run or operated. Therefore, change of policies might prompt the organization to adopt strategic change in a bid to suite its functions and activities to accommodate the new polices. The organization might need to conduct trainings to their employees in order to educate on how to manage their tasks and duties in accordance with the set polices.

The interviewees were requested to indicate how they identified the need for change as a fundamental first step in successful change adoption. The interviewees indicated reduction in output as the first step in successful change adoption. It was revealed that when an organization performs poorly it might be motivated to change its ways of doing things in an attempt to improve on the weak areas with the hope of turning around in order to realize improved output. The firm has to accommodate the changing needs of its customers in order to keep up the pace of their customers and to effectively provide goods and services that meet their needs and satisfaction. This can only be achieved through responding to changes in the external environment for example up-grading their systems regularly in order to accommodate the changing needs of their customers.

The interviewees were asked to comment about what to consider concerning people whom change impact on before introducing it. The interviewees indicated that they would consider educating them on the importance of change and how change would benefit them. The interviewees pointed out that many times employees were reluctant to accept change due to a number of reasons for example failure by top management to communicate to the employees before introducing change. Failure by the top management to communicate to their employees on the importance of change and how it would affect them and the organization.

The interviewees indicated that the strategic management practices adopted by Kenya Forest service were as follows: Adoption of new technologies, the organization transitioned from the manual system of recording to the new system which is Integrated Financial Management Information Management System (IFIMIS). The interviewees also agreed that Kenya Forest Service had undergone change of leadership which influenced the change of management practices. The interviewees indicated that with the new management the organization developed a strategic plan that the top management was expected to achieve in a period of ten years. The top management came with a new look which was intended to bring in new change and especially changing the old ways of doing things and building on a culture that is more supportive and accommodative of the external environmental changes. The interviewees agreed that the top management had transformed Kenya Forest service by adopting new ways of doing things for example signing of performance contracts and conducting regular audits to monitor progress and performance of employees. This is one of the most notable change management practices that the top management was working hard to achieve.

The findings revealed that the deputy director human resource department was responsible for reviewing strategic change management and its implementation. He was charged with the responsibility of ensuring that change was implemented and followed as guidelines. He guided the employees on change management policies, the procedures involved and its implementation. The findings also revealed that the director of human resource was responsible for conducting training and development programs to educate the employees on how to manage and cope with the new change.

The new government has implemented various changes that have led to cultural changes in parastatals and the entire public sector in a bid to restore confidence and trust to its citizens due to poor administration by the old regimes.

All the interviewees concurred that leadership was one of the change management practices that had recorded the least impact in Kenya Forest Service. The interviews pointed out that the leadership in their institution was limited to many things due to the bureaucratic structure of the organization that creates an impediment in decision making and authorization making it difficult for the top management to implement change and realize the strategic goals of the organization. Most of the functions in the Kenya Forest Service are centralized this makes the process of decision making very complicated this slows down implementation of change management practices.

The interviewees agreed that technology was an essential tool for enhancing strategic change management. Modern technology and especially information communication technologies (ICT) create a platform for adopting and implementing most change management practices that an organization would want to change. This is because most change management practice revolves around technology as organizations seek to improve their ways of doing things. The interviewees pointed out that information

technology enabled Kenya Forest Service (KFS) to increase revenue collection, sharing of information and dissemination.

The interviewees acknowledged that KFS communicated change to all its stakeholders and all its employees through emails, websites and magazines to ensure that they were aware about the developments of the organization and any form of change that would affect them or the functions of the organization. This improved cooperation and team spirit and thus improved the relationship between the employees and the top management. This resulted to successful implementation of change management practices.

The interviewees indicated that through behavior of employees and their performance it was possible to identify potential problem areas and make employees contribute substantively to process improvement during strategic change management.

Most of the interviewees indicated that time factor was a key consideration in implementation of strategic change. The interviewees indicated that there was time frame that limited implementation of change management practices; this is because these changes were meant to achieve strategic goals of the organization which had to be realized within a specific time frame.

The interviewees argued that organizational structure influenced strategic change management practices. This is because to achieve success in implementation of strategic change, top management ensured that the intended change was compatible with the organization structure and the set goals and objectives.

4.5 Challenges of Implementing Strategic Change Management Practices at Kenya Forest Service

Lack of adequate financial resources to implement strategic change at KFS this creates a major hindrance towards implementation of change, this makes it difficult for the organization to realize set goals and objectives. This demotivates employees since they lack adequate facilities to support them in implementing strategic change management practices which eventually brings about poor performance and failure to achieve set targets. It also makes it difficult to adopt and implement modern technologies to effectively enhance efficiency and the quality of service delivery.

The interviewees agreed that the kind of leadership in place affect implementation of strategic change this might positively or negatively affect the realization of strategic goals and objectives. Most leaders embrace change and thus support their employees to implement change which contributes to the realization of set goals and objectives by the organization.

The interviewees agreed that the cultural setting of an organization can severally impede implementation and acceptance of change. The interviewees argued that to counter this challenge, the top management made prior communication before change was implemented. The organization had a ready team of implementers who were charged with the responsibility of implementation of strategic change management.

The findings revealed that to address resistance to change by employees, the top management involved the employees at the lower level. They made them part of the change management process through appointing representatives to various committees. The top management also gave rewards to employees who performed exemplary in the implementation of change.

The interviewees indicated that other important change management practices that they faced in implementation of change were as follows: government policies, and stakeholder aspirations. The challenges were as follows: limited resources and continuous training. The interviewees unanimously agreed that organizational politics affected change management practices. The magnitude was however unpredictable and could impact on the organization either positively or negatively.

4.6 Discussion

The interviewees pointed out that the institution had developed a strategic plan to enhance management of forest resources in the country. This was intended to give directions and priorities as well as guide the management in decision making especially regarding the allocation of resources by implementing the plan. Strategic change served as an essential tool for planning and setting strategic goals and objectives. Change of top leadership necessitated the need for strategic change in order to ensure that their set goals and objectives were compatible with the goals of the organization. The other circumstance that would lead to strategic change is adoption and implementation of modern technologies for example information communication technology (ICT). This prompts strategic change because the introduction of new systems is more likely to affect the functions and activities of the organization which might lead to change of responsibilities by the employees and senior staff. With the new management the organization developed a strategic plan that the top management was expected to achieve in a period of ten years. The top management came with a new look which was intended to bring in new change and especially changing the old ways of doing things and building on a culture that is more supportive and accommodative of the external environmental changes. The interviewees agreed that the top management had transformed Kenya Forest service

by adopting new ways of doing things for example signing of performance contracts and conducting regular audits to monitor progress and performance of employees.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of a comprehensive summary of the findings in chapter four for this study. This was guided by the following objectives: to determine the strategic change management practices adopted by Kenya Forest Service and to establish the challenges facing implementation strategic change management At Kenya Forest Service. This chapter is structured as follows are follows: introduction, summary of findings, conclusion, recommendations, limitations and suggestions for further studies.

5.2 Summary

The findings indicated that the interviewees were highly qualified and experienced to give accurate and reliable information in line with the objectives of the study. Most of the interviewees had served for a period of more than seven years in organization and more than five years in their current position. They had a relevant experience in the work especially on matters of implementation of change management and the challenges involved.

The interviewees pointed out that the institution had developed a strategic plan to enhance management of forest resources in the country. This was intended to give directions and priorities as well as guide the management in decision making especially regarding the allocation of resources by implementing the plan. The interviewees agreed that strategic change served as an essential tool for planning and setting strategic goals and objectives. The other circumstance under which strategic was essential in the organization was during implementation of strategy. Strategic

change management is an approach that ensured the set strategies were compatible with the goals and objectives of the organization. Change of top leadership necessitated the need for strategic change in order to ensure that their set goals and objectives were compatible with the goals of the organization. The other circumstance that would lead to strategic change is adoption and implementation of modern technologies for example information communication technology (ICT). This might prompt strategic change because the introduction of new systems is more likely to affect the functions and activities of the organization which might lead to change of responsibilities by the employees and senior staff. This kind of change might require the organization to develop a clear strategic plan that will act as a guide towards achieving strategic goals and objectives of the organization. The strategic plan must be integrated with the employees since are part of the implementation team in the organization.

The interviewees concurred that policies act as guiding principles that drive and direct the way an institution is run or operated. Therefore, change of policies might prompt the organization to adopt strategic change in a bid to suite its functions and activities to accommodate the new polices. The organization might need to conduct trainings to their employees in order to educate on how to manage their tasks and duties in accordance with the set polices.

It was revealed that when an organization performs poorly it might motivated to change its ways of doing things in an attempt to improve on the weak areas with the hope of turning around in order to realize improved output. External factors for example technology which keeps on changing, the firm has to accommodate the changing needs of its customers in order to keep up the pace of their customers and to effectively provide goods and services that meet their needs and satisfaction. This can

only be achieved through responding to changes in the external environment for example up-grading their systems regularly in order to accommodate the changing needs of their customers.

The interviewees indicated that the strategic management practices adopted by Kenya Forest service were as follows: Adoption of new technologies, the organization transitioned from manual system of recording which was an old system of recording to the new system was: Integrated Financial Management Information Management System (IFIMIS). The interviewees also agreed that Kenya Forest Service had undergone change of leadership which influenced the change of management practices. The interviewees indicated that with the new management the organization developed a strategic plan that the top management was expected to achieve in a period of ten years. The top management came with a new look which was intended to bring in new change and especially changing the old ways of doing things and building on a culture that is more supportive and accommodative of the external environmental changes. The interviewees agreed that the top management had transformed Kenya Forest service by adopting new ways of doing things for example signing of performance contracts and conducting regular audits to monitor progress and performance of employees. This is one of the most notable change management practices that the top management was working hard to achieve. Most of the interviewees indicated that time factor was a key consideration in implementation of strategic change. The interviewees argued that organizational structure influenced strategic change management practices. This is because to achieve success in implementation of strategic change, top management ensured that the intended change was compatible with the organization structure and the set goals and objectives.

Lack of adequate financial resources to implement strategic change at KFS creates a hindrance towards implementation of change; this makes it difficult for the organization to realize set goals and objectives. This demotivates employees since they lack adequate facilities to support them in implementing strategic change management practices which eventually brings about poor performance and failure to achieve set targets. It also makes it difficult to adopt and implement modern technologies to effectively enhance efficiency and the quality of service delivery. The kind of leadership in place affects implementation of strategic change this might positively or negatively affect the realization of strategic goals and objectives. Most leaders embrace change and thus support their employees to implement change which contributes to the realization of set goals and objectives by the organization. Cultural setting of an organization can severally impede implementation and acceptance of change. The interviewees argued that to counter this challenge, the top management made prior communication before change was implemented. The organization had a ready team of implementers who were charged with the responsibility of implementation of strategic change management. The findings revealed that to address resistance to change by employees, the top management involved the employees at the lower level. They made them part of the change management process through appointing representatives to various committees. The top management also gave rewards to employees who performed exemplary in the implementation of change. Other important change management practices faced by Kenya Forest Service in change implementation were as follows: government policies, and stakeholder aspirations. The challenges were as follows: limited resources and continuous training. The interviewees unanimously agreed that organizational politics affected change management practices. The magnitude was

however unpredictable and could impact on the organization either positively or negatively.

5.3 Conclusion

The study concludes that one of the change management practices implemented by Kenya Forest Service was adoption of new technology which has improved the operational efficiency of the organization and enhanced transparency. The organization underwent a fundamental change of its system from manual system of recording which was an old system to the new system; Integrated Financial Management Information Management System (IFIMIS). Also, change of leadership which has not necessarily had a significant impact on strategic change management. The study further concludes that with the current regime (Jubilee Administration) there were many attempts to change the ways of doing things from the previous government and restore public confidence and image through providing quality services to the public.

The study concludes that some of the challenges facing Kenya Forest Service in implementation of change management were as follows: lack of adequate finances, organizational structure, resistance to change and political interference. It was concluded that lack of adequate financial resources created a major hindrance towards implementation of strategic change management making it difficult to realize set goals and objectives. This demotivates employees since they lack adequate facilities to support them in implementing strategic change management practices which eventually brings about poor performance and failure to achieve set targets. The organizational structure is very bureaucratic and thus does not accommodate changes in the external environment. The top management fails to involve its employees in

key decision making this brings about resistance to change since employees fail to appreciate the importance of change and what to expect with the new change.

5.4 Recommendations of the Study

The government should allocate adequate resources to invest in modern technologies like information communication technology (ICT). This is intended to achieve integration between the organization and its customers and Kenyan citizens. This will lead to improved sharing of information, reduced costs of operation and improved efficiency.

The government should institute capacity building and development programs that are aimed at enhancing the employees' skills and knowledge on change management. This will enhance their level of competence in managing and implementation of change, this will however minimize resistance to change and thus effectively contribute towards realization of organizational goals and objectives.

Extant literature has proved that change management practices are essential tools for enhancing change. The study therefore recommends that policy makers should set policies that promote adoption and implementation of change management practices in order to accommodate the changing needs of their customers. This will lead to improved efficiency and delivery of goods and services that meet customer satisfaction.

The study also recommends that the top management should be responsible and accountable for their actions and behavior. They should set examples to their employees and to encourage, inspire and lead towards achieving strategic change this will cultivate a working culture and motivate employees to work towards realizing set goals and objectives.

The study also recommends that Kenya Forest Service (KFS) and the government should consider an organic organizational structure that is flexible and accommodative of the changing needs of the public. This will lead to improve efficiency and effectiveness in service delivery.

5.5 Limitations of the Study

The study was limited to scope which involved a case study of Kenya Forest Service. The findings and conclusion drawn in this study cannot however be used in making generalization in all the parastatal bodies in Kenya. The findings cannot however be used to make direct application in another sector since they are unique and specifically apply to Kenya Forest Service.

Some of the interviewees were too busy and thus delegated the interview to their deputies who might not have been experienced compared to their seniors who were more experienced and largely involved in of implementation of strategic change management. This might have affected the findings and the conclusion drawn in this study.

The other challenge faced by the interviewer during the interview process was time factor. Arranging and organizing for interviews consumed a lot of time. This interviewer had to get an approval from KFS, organize for the interviews and make preparations in order to handle the different demands of the processes and at the same time, manage time effectively.

The public service works under strict confidentiality to prevent unauthorized access to information. Most of the interviewees thought the process was tedious and non-paying. It took a lot of time for the interviewees to accept the request by the interviewer to be interviewed. This was not easy and it took a long period of time.

5.6 Suggestions for Further Research

The study was limited to a case study of Kenya Forest Service. The study suggests that it would be interesting to investigate the same topic in another parastatal body that is similar in terms of size and areas of intervention. The findings can then be compared to assess whether there areas of commonalities and unique features.

The study further recommends that a comparative study can be conducted in all the parastatal bodies in Kenya. This scope will give more comprehensive and detailed findings which will lead to more conclusive results.

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APPENDIX: INTERVIEW GUIDE

Instructions: Please read the instructions given and answer the questions as appropriately as possible. Answer and fill in each section as provided. Make an attempt to answer all questions fully and honestly.

Section A: Respondent Background interview

- i. Which department do you belong to?
- ii. Which position are you in?
- iii. What is the highest level of education you have achieved?
- iv. How long have you worked for the organization?
- v. How long have you worked in your current position?

SECTION B: Strategic Change Management Practices Adopted By Kenya Forest Service.

- i. Does Kenya Forest Service practice strategic change management?
- ii. If Yes, Kindly explain the circumstances under which strategic change is essential in your organizations
- iii. How do you identify need for change as an absolutely fundamental first step in successful change adoption?
- iv. What do you consider concerning the people whom change will impact upon before introducing it?
- v. What are the strategic management practices adopted by your organization in the last three years?
- vi. Who is given the responsibility of reviewing the strategic change management practice adopted?

- vii. Which strategic change management practices have been most successful in your organization?
- viii. Which strategic change management practices have had the least impact to the organization?
- ix. How do you evaluate technology in influencing strategic change in your organization?
- x. Communication of change is important since it keeps various stakeholders informed on the progress, how is change communicated to your employees?
- xi. How do you identify potential problem areas and make employees contribute substantively to process improvement during strategic change management?
- xii. How does time factor impact on your strategic change management practices?
- xiii. How does organizational structure influence implementation of strategic change management practices?

SECTION C: Challenges of Implementing Strategic Change Management At Kenya Forest Service.

- i. Financial resources may play a role in strategic change management, what are the implications of inadequate finances on strategic change management practices that have been adopted?

- ii. How does the type of leadership in your organization affect the outcome during strategic change implementation process?

- iii. Cultural or organizational conditions can severely impede implementation and acceptance of a change, how do you address these issues during strategic change management?

- iv. Employees may initially resist any attempts to implement any strategic change management practice, how is this issue addressed in the organization?

- v. What other important change management practices and challenges can you identify in your organization?

- vi. Does organizational politics affect change management practices in your organization?

Thank you for your Time and Participation