

**STRATEGIC CHANGE MANAGEMENT PRACTICES WITHIN
STATE CORPORATIONS IN KENYA**

By

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Declaration

I hereby declare that this is my original work and has not been submitted to any other academic body. No part of the report may be reproduced without the prior permission of the author and/or the University of Nairobi.

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Dedication

This research study is dedicated to my wife Racheal and daughter Maryanne for the tireless sacrifices of their precious family time throughout the entire MBA program and especially during this research project.

Abstract

State Corporations have become strong entities in Kenya and very useful engines to promote development. State Corporations have adopted Strategic Change Management to improve on performance. Strategic Change Management has evolved as an interdisciplinary corpus of knowledge. The study sought to investigate Strategic Change Management practices adopted by State Corporations in Kenya. The objective of the study was to determine the strategic change management practices adopted within State Corporations in Kenya.

The descriptive survey method was preferred because it ensured complete description of the situation, making sure that there is minimum bias in the collection of data. This research study targeted all the 178 State Corporations in Kenya which are categorised in 8 categories including, Financial, Commercial, Regulatory, Public Universities, Training and Research, Service, Regional Development Authorities and Tertiary Education and Training. For the purpose of this study, 40 State Corporations were selected for this study where simple random sampling technique was adopted to select 5 State Corporations from each of the 8 categories.

The study concluded that State Corporations structures affected the Strategic Change Management indicating that the State Corporations Act assigns roles and responsibilities to institutions namely the President, responsible Minister, the Treasury, Boards of Directors, State Corporations Advisory Committee (SCAC), Inspectorate of State Corporations, State Corporations Appeals Tribunal (SCAT), Performance Contracting Secretariat, and Parliament who need to be consulted during Strategy Management.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations deal with change on a day-to-day basis as do people. Change is inherent in contemporary organizations and its management is not only critical to organizational success and survival but is also at the crux of the field of Organization Development (OD). Along with important changes taking place in the social fabric within which organizations operate are vital forces impacting organizations within the context of their business operations. These include forces outside the organization and emanate from the external environment as well as forces within the organization itself that we classify as the internal environment (Stacey, 2003).

Strategic change is defined as a difference in the form, quality or state over time in organization's alignment with its external environment. In this paper, according to Watson (2003), strategic change is defined as changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantage and synergy.

Considering the definition of strategic change, strategic change could be affected by the state of firms and their external environments. Because the performance of firms dependent on the fit between firms and their external environment (the appearance of novel opportunities and threats in the external environment), then change in external environment require firms to adapt to the external environment. As a result, firms would

change their strategy in response to the environmental changes. The state of firms will also affect the occurrence of strategic change. For example, State Corporations need to be innovative to ensure their existence. Kanter (2006) states that established companies can afford falling into the classic traps that stifle innovation by widening the search for new ideas, loosening overly tight controls and rigid structures, forging better connections between innovators and mainstream operations, and cultivating communication and collaboration skills. Firms tend to adopt new strategies in the face of financial distress for the purpose of breaking the critical situations. Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy (Dent and Barry, 2004).

For an organization to sustain the momentum on normal day-to-day pressures to meet customer demands and in order to avoid situations where people will return to the methods and behaviors that they are familiar and comfortable with, it is necessary to provide resources for change (Kotter, 1996). Buchanan and Boddy (1992) noted that an enormous responsibility falls upon the change management team hence the organization should give support to the change agents in order for them to motivate others to deal with change difficulties. Change frequently demands new knowledge, skills and competencies and as such companies engaging in change should train and re-train, have on-the-job counseling and coaching in order to encourage rather than threaten staff. For successful change process, reinforcement of the desired behavior through rewards like increase of pay, recognition and avoiding criticisms could be important (Parker and Bradley, 2000).

1.1.1 Strategic Change Management Practices

Strategic Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level (Wilson, 1992).

Strategic management is defined as that set of managerial decisions and actions that determines the long-run performance of a Corporation, and includes aspects such as environmental scanning, strategy formulation, strategy implementation, and evaluation and control. Strategic change management has evolved as an interdisciplinary corpus of knowledge. Strategic thinking is still an emerging field of study and as such embodies several different schools of thought and methods (Dent and Barry, 2004).

The evolution of strategic thinking and the move from strategic planning to more of an emphasis on strategic management has contributed to the heterogeneous nature of strategic thought. For example, the strategy process has been criticized by researchers such as Stacey (2003), in that rational analysis and thinking tends to dominate the process at the expense of creativity and innovation. The rational approach to strategy is based on implicit assumptions concerning predictability, measurability and control in business. Although the relevant literature shows a continuing rift between rational and generative or more expansive strategic management, it is recognized that elements of each approach are present in many organization's strategic processes and that each such element has an important role to play. Thus, although strategic change management is sometimes seen as narrow and inward looking, it has a place in the design and implementation of strategy (Quinn, 2000).

1.1.2 State Corporations in Kenya

The establishment of State Corporations in Kenya dates back to the colonial Government's desire to develop capacity for exploitation of resources and raw materials for industrial and economic development. Upon the construction of the Kenya-Uganda Railway, the Colonial Government established East African Railways and Harbours, as a corporate entity to manage the railway line. In 1977, East African Community collapsed leading to the formation of Kenya Railways Corporation. Besides the railway, other vital corporations were established in key sectors such as sea port at Mombasa, telecommunication links, agro-based processing industries and other ventures targeting commodity and raw material extraction.

On attainment of independence in 1963, the Kenya Government adopted a mixed economy policy under the Sessional Paper No. 10 of 1965. The thrust of the policy was to allow the Government to participate in economic undertakings that are normally reserved for the private sector. The policy sought to decolonize the economy, promote development and regional balance, increase citizen participation in the economy and finally ensure greater public control of the economy.

As a result of the adoption of this policy, several State Corporations were created. Notably among these were the Industrial and Commercial Development Corporation (ICDC) to help spur industrial and commercial growth and the Kenya Industrial Estates (KIE) with the objective of creating an incubation scheme for Micro Enterprises and SMEs. In order to speed up the growth of tourism, the Kenya Tourist Development

Corporation (KTDC) was established. For the financial sector, Development Finance Company of Kenya (DFCK) was established. The operations of these Corporations led to much transformation in the economy and contributed significantly to success in the objectives outlined in the Sessional paper No. 10 of 1965.

While remarkable economic success has been achieved through State Corporations, their full potential has not been realised due to a combination of factors notably mismanagement, undercapitalization and lack of clarity in objectives. By the mid-1980s, it was clearly evident that the sector was not delivering the desired results of promoting economic growth and development. As a result, the Government undertook a number of reform measures to ensure that the sector remained relevant.

Over the recent years the Public Service Reforms in Kenya has greatly improved with an aim of addressing three challenges facing the Government which include disease, poverty and illiteracy. The reform agenda focuses at enhancing service delivery and promotion of innovativeness the Government when the Result Based Management (RBM) approach was introduced. This is geared to ensure that efficient management of the Public service is achieved and acquire the driving force for the broader Public Service, reforms are being undertaken to improve performance and service delivery. The reform strategies the Government has adopted since 2003 in order to improve service delivery in the public service include Rapid Results Approach, Performance Contracting, Citizen Service Delivery Charters, Transformative Leadership, Values & Ethics and Institutional Capacity Building (Njiru, 2008).

1.2 Research Problem

According to Nyambok (2005), organizational change management is a careful planning, organization and execution of an alteration from the norm to the unknown which will require thinking and doing things differently. The entire process has to involve people from the beginning to the end by making the stakeholders buy into the change process and own the process itself. Change must be managed because it is disruptive and alters the equilibrium of operations. It results in a paradigm shift and causes variations in the status quo. The key benefits of change management include; helping one to recognize the power of human dynamics in a change process, acting as a map for guiding action and helping stay on course rather than getting caught up in the complexity and tumult of change and thirdly, it can help you develop a relationship you need to maximize effectiveness of a change effort (Thompson and Martin, 2005).

The Kenya Government State Corporations have focus on achieving commercial and social goals. Efficient in correcting market failure, exploiting social and political objectives, providing education, health, redistribute income or develop marginal areas has been observed. More so promotion of fair trade practices and protecting consumers as well as promoting innovation and enforcing intellectual property rights and promoting industrial development, research and appropriate technologies has been achieved to some extent.

Locally, a few studies have been done on change management practices. These include Bwibo. A (2000) who carried a study on a survey of Strategic Change Management practices within Non-Governmental Organizations in Kenya, Ongaro K. (2004) Strategic

Change Management Practices in Kenyatta National Hospital, Onguso (2008) Effectiveness of Strategic Change Management Practices at National Water Conservation and Pipeline Corporation and Gekonge (1999) carried out a study on Strategic Change Management Practices by Kenyan companies focusing on a case study of companies listed by the NSE. There has been improvement in service delivery in the State Corporations over the last few years and this motivated a study to be undertaken to establish strategic change management practices adopted by the management of the State Corporations. This study therefore seeks to fill this knowledge gap by investigating strategic management practices adopted within State Corporations by answering the following questions:

- i. What are the Strategic Change Management practices adopted in State Corporations?
- ii. What are the challenges facing implementation of Strategic Change Management practices at in State Corporations?

1.3 Objectives of the Study

- i. To determine the Strategic Change Management practices adopted in State Corporations in Kenya.
- ii. To determine the challenges facing implementation of Strategic Change Management practices in State Corporations in Kenya.

1.4 Significance of the Study

The findings of this study will be important to the management of Government State Corporations as they will help them understand the importance of management of strategic change. The study will also provide an insight to the State Corporations in understanding the challenges they are likely to face when implementing reforms and what strategies should be adopted in overcoming the challenges.

Findings of the study will also be important to scholars and other researchers who may be interested in understanding the Strategic Change Management within State Corporations.

To other organizations, this study will bring up the best Strategic Change Management practices which can be borrowed and applied to other sectors of the economy by those facing similar challenges and opportunities arising from changes in strategy.

The study will be significant to the Government as it will offer an insight to the various challenges faced by State Corporations when adopting strategic change and also set policies that should be followed when implementing reforms both in public sector and private sector.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlined the past studies on Strategic Change Management practices. Issues on Strategic Change Management has been critically reviewed focusing on concept of Strategy, Change management, Strategic change management, Strategic change management practices and finally resistance to Strategic changes management practices.

2.2 The Concept of Strategy

A strategy to an organization is, amongst other things, a plan of how the organization can achieve its goals and objectives; it is a ‘commitment of present resources to future expectations’ (Thompson and Martin, 2005). The aim of strategic management is to decide on organizational goals, the means of achieving those goals, and ensuring that the organization is sustainable positioned in order to pursue these goals. Furthermore, the strategies developed provide a base for managerial decision making (Robbins *et al*, 2000). Strategy is elementarily defined as a long term plan of action designed to achieve a particular goal (Dent and Barry, 2004). The concept, however, is not originally made for business. Rather, the business industry borrowed it from the military to help organizations in bridging the gap between policy and tactics (Robbins, 2000).

The early work of Quinn (2000) gave an important contribution, being one of the first attempts to analyze systematically the apparent chaotic process enacted by strategists. He observed the experiences of several companies in achieving strategic change and going

beyond the apparent chaos of events, he identified a series of incremental steps undertaken by managers in the attempt of reaching a goal. Other researchers supporting the process perspective recognized and have searched for the logic behind the path for strategic change. Its clarification is indeed complex and it needs the exploration of both the macro-organizational level and the micro-subsystems involved in the transformation (Kottler, 2005).

Parker and Bradley (2000), entailed the logical incrementally observing strategy evolution overtime, which starts from the perception of a problem or an opportunity; managers initially react cautiously with an idea, which is further refined for identifying the goal. However the intervention is not clearly identified by time line, managers may know where to arrive but they do not know how to achieve the goal (Hamel and Prahalad, 2003). Furthermore, while leading the change, new opportunities and problems could occur and move them away from the initial idea. Revealing similarities in the case studies, he defines a dominant model based on three major stages: creating awareness and commitment; solidifying progress; integrating processes and interests (Ansoff and McDonell, 2000).

At the first stage, managers develop an informal network of relation to get information, usually by-passing formal systems and giving more prompt and focused information. The enlargement of the debate on possible solutions improves again the basis of decisions and it influences managers' behavior. Influencing behavior and searching for consensus remain basic issues also at the second stage incremental solidifying progress (Thompson

and Martin, 2005). This phase narrows the set of options previously considered in terms of organizational structure and human resource empowerment (Andrew 1989). The last stage instead entails the use of formal analytical techniques for establishing, measuring and rewarding key initiatives. This framework presented is an interesting rationale for interpreting change in complex organizations and environments, in which two key issues clearly emerge; the stages of strategy process development and the importance of human resources. (Watson, 2003).

2.3 Change Management

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level (Wilson, 1992). A somewhat ambiguous term, change management has at least three different aspects, including; adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all the three aspects. For an organization, change management means defining and implementing procedures and technologies to deal with changes in the business environment and to benefit from the unfolding opportunities (Deem and Brehony, 2005).

Successful adaptation to change is as crucial within an organization as it is in the natural world. Just like plants and animals, organizations and the individuals within them inevitably encounter changing conditions that they are powerless to control (Dent and Barry, 2004). The more effectively you deal with change, the more likely you are to thrive. Adaptation might involve establishing a structured methodology for responding to

changes in the business environment (such as fluctuations in the economy, or a threat from a competitor) or establishing coping mechanisms for responding to changes in the workplace such as new policies, or technologies (Mintzberg *et al*, 2003).

The key benefits of change management include; helping one to recognize the power of human dynamics in a change process, acting as a map for guiding action and helping stay on course rather than getting caught up in the complexity and tumult of change and thirdly, it can help you develop a relationship necessary to maximize effectiveness of a change effort (Kotter, 2005).

Organizational Change Management is a careful planning, organization and execution of an alteration from the norm to the unknown which will require thinking and doing things differently. The entire process has to involve people from the beginning to the end by making the stakeholders buy into the change process and own the process (Drucker, 1954). Change must be managed because it is disruptive and alters the equilibrium of operations. It results in a paradigm shift and causes variations in the status quo. It is vital to carefully manage change for the good of the people affected and the organization. Good change management yields good results (Miles, 1997).

There are two related aspects of organizational change that are often confused. Organizational change management is concerned with the hearts and minds of participants and target population to bring about changed behavior and culture (Thompson, Arthur and Strickland, 1999). The key skills required are founded in

business psychology and require “people” people. The other aspect of organizational change is the organizational design where roles, skills, job descriptions and structure of workforce may be designed. Typically, this is more analytical and directive activity, suited to tough skinned Human Resources professionals. Organizational change management issues are often under-estimated or ignored altogether. People issues collectively account for majority of change effort failures.

Change management is perhaps one of the biggest challenges that managers face in today’s organizations. In order to stay competitive in the current market, an organization has to remain open, adaptable and ready for change. Creating new processes, keeping up with market demand and keeping employees motivated and open to change can be a struggle. With the right change management tools, organizational structure and leadership style, organizational change is possible and can be successful (Ansoff, 1999).

Both internal and external forces can drive changes. External factors that might lead to needed change are market shifts and new and emerging technology. Internal factors that may lead to needed change may include employee level productivity, employee morale and executive level decisions. Change within any organization creates greater uncertainty and fear. The more significant the change, the greater the fear, uncertainty and resistance will be. It is critical then that the leadership in the organization take the time to explain the upcoming changes and put employees at ease as much as possible. According to Mckeown and Max (2008), “People resist change because they are worried that they cannot adopt the new behaviors (Chandler, 1962).

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According to Social psychologist Lewin,(2005) there are 2 forces that are prevalent in the environment: Driving forces that push organizations towards a new state of affairs

and they include globalization, virtual work and a changing workforce and restraining forces that maintain status quo which is more or less resistance to change.

Lewin (2005) proposes that effective change will occur by unfreezing the current situation, moving to a desired condition and then re-freezing the system. Due to the presence of the two forces, there is equilibrium since one force repulses the other to a stable condition. To effect change however, disequilibrium has to take place whereby the driving forces must be stronger than the restraining forces. This will then weaken the resistance to change and will force change to occur.

2.4.1 Approaches to Strategic Change Management

The notion of implementing planned reforms to reorder the human and technological dimensions of the organization has been in existence since the conception of the earliest armies and bureaucracies pre-dating Christian times (Postman, 1992).

In recent times the idea of planned interventions to bring about changes in individual behaviours, team and organizational performance was popularized by Kurt Lewin, Rensis Likert and other US-based figures in the organizational development movement of the 1950s to the 1970s. During the same era Europe and Scandinavia witnessed the emergence and growth of socio-technical movement, which made a significant contribution to current systems thinking and the nature of interactions between people and technology (Waddell, 2000).

In the 1980s and 1990s the dominant approaches to planned change were premised on the assumption that structures, processes, technology and human skills, capabilities and knowledge can be reconfigured to support or optimize the achievement of identified strategic goals. These included Total Quality Management (TQM), Business Process Re-engineering (BPR) and various forms of strategic IT interventions and e-commerce systems (Burnes, 1996).

The structural (Re-engineering) approach is one commonly used approach in implementing the TQM. It deals initially and directly with the systems barriers. Using this approach, senior management forms a steering committee, which then designate a design team made of a diagonal slice of the company. This design team then assesses the company's culture, systems and environment and develops recommendations for the steering committee. Such recommendations can include self-directed work teams, profit-based pay, pay for knowledge and reorganizing the company away from the "functional stovepipes" of manufacturing, engineering, sales and service towards a more product, customer or geographically based orientation. This approach is also referred to as organizational design and the "socio-technical" approach.

Companies which use this approach to launch strategic change usually enjoy the capability of dealing with major issues up-front rather than avoiding them. They are also able to change aspects of the company that have a substantial effect on productivity as well as demonstrating the seriousness of the top management in strategic change. These

require a lot of courage to launch and tackle issues head on which lacks in a lot of managers.

2.5 Strategic Change Management practices in an Organization

Considering the definition of strategic change, strategic change could be affected by the state of organization and its external environment. Because the performance of organization might depend on the fit between organization and its external environment, the appearances of novel opportunities and threats in the external environment, in other words, the change of external environment, require organization to adapt to the external environments again. As a result, organizations would change their strategy in response to the environmental changes. The states of the organization will also affect the occurrence of strategic change. They tend to adopt new strategies in the face of financial distress for the purpose of breaking the critical situations. Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy (Hannan and Freeman, 1984).

Ansoff and McDonnell (1990) defined strategic change as a shift in the product of services mix produced by the organization and/or the markets to which it is offered. This definition of strategy is further enriched by Porter when he came out with ideas on competitive advantage. Selection of an attractive product market position is strategy in which presently there is no competition and for the future an entry barrier can be created is a sought after strategic position. Therefore, strategic change occurs in different contexts and is based on the environment. The key objective of strategic change therefore

is to enhance the competitiveness of the organization and continuous adoption of the organization to various environmental turbulence levels.

The process of change is simply moving from the current way of doing things to a new way of doing things. Bridges (1991) believes that it isn't the actual change that individuals resist, but rather the transition that must be made to accommodate the change. He states "change is not the same as transition. Change is situational, the new site, the new boss, the new team roles, and new policy. Transition is the psychological process people go through to come to terms with the new situation (Parker and Bradley, 2000).

Companies need to be innovative to ensure their existence. Kanter (2006) states that established companies can afford falling into the classic traps that stifle innovation by widening the search for new ideas, loosening overly tight controls and rigid structures, forging better connections between innovators and mainstream operations, and cultivating communication and collaboration skills. Innovations involve ideas that create the future. But the quest for innovations is doomed unless the managers who seek it take time to learn from the past. Getting the balance right between the highest returns from current activities and exploring requires organizational flexibility and a great deal of attention to relationships.

The importance of leadership in the initiation and management of change has also been stressed (Kotter, 1990, Caldwell, 2003), with an emphasis on establishing direction, aligning, motivating and inspiring people (Kotter, 1990). While leadership has often been seen as primarily the province of executive managers, the reality in most organizations is

that all managers need to develop leadership capacity and skills. While Caldwell (2003) claims that change leaders tend to be executives or senior managers and change managers tend to be middle managers, he also suggests that: “In practice, of course, the two roles may often be indistinguishable, because the attributes required to lead and manage change are simply inseparable aspects of managerial work in organizations facing the ever-increasing challenges of coping with constant change” (Butcher and Mainellin 2003).

Strategic Change management in organization is usually required when changes occur to the environment in which an organization operates. Strategic change has been classified in many different ways. Most theorists classify strategic change according to the type or the rate of change required and this is often referred to as the substance of change. Bateman (1999) proposes a broad definition for the amount of strategic change management which he argues may be either incremental or transformational. Bate maintains that incremental change occurs when an organization makes a relatively minor change to its technology, processes or structure whereas transformational change occurs when radical changes programmes are implemented. Bate also argues that modern organizations are subject to continual environmental change and consequently they must constantly change to realign themselves.

Change programs and projects have to make sense from the beginning, when the actual idea of change came in to place. The feeling that a change is right for a company and the necessary sense of urgency to secure its realization will only occur if it is clear that the

change has been tailored to the company and its particular business situation (Boonstra, 2003). Change is only possible when it is contextualized against the backdrop of a company's particular past and presents (Pettigrew1987).

2.6 Resistance to Change

It is well known that people are, for the most part, resistant to change of any sort. This is especially true in the case of transformational change. In organizations, many factors come into play, such as fear of the unknown, habit, the possibility of economic insecurity, threats to social relationships, and failure to recognize the need for change (Nadler, 1988). Such reasons will result in change that is ultimately stamped out and equilibrium returned, unless organization leaders as change agents step in to facilitate acceptance of the change.

Another issue of importance in change theory is the difference between how the organization looks at present and how it is expected to look after the change. The importance of identifying organizational parameters prior to change has been noted in only a few cases. Cameron et al. (1993) discusses "organizational readiness" for change. Depending on the existing culture and the degree to which a change (such as TQM) differs from that culture, an organization may be more or less ready for such a change. Dent and Barry, (2004), discuss "creating a need for change"; in effect, opening up the organizational culture to be receptive to the change. They note that this is especially difficult when there is no apparent crisis, but rather the long-range vision of a leader who anticipates the time it takes to implement organizational change.

Resistance to change is especially relevant if the vision of a change agent differs from the values and beliefs of the existing organizational culture. If that is the case, then cultural issues must be addressed (Dent, and Barry, 2004). This is the part of the process that is easy to overlook in major change efforts in organizations. If the organizational culture fails to assimilate the vision and its implications, desired change will never become accepted and will ultimately fail.

Insufficient acceptance is often considered to be the major source of resistance within organizations and the key reasons why strategic change management initiatives fail and persist to haunt even in future. Well thought-out acceptance within employers and employees is based on an approach that integrates everyone involved in a way that promotes commitment and desire to change. As organizations continue to experience changes even the slightest, management must ensure that employees see that the change process has priority, is beneficial, and is permanently present and that key information is not lost within the chain. So key levers of attention management include effective branding, in-depth, personal, top management communication and demonstrative, regular monitoring (Moore, 2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodology of the study. In this stage, most decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. The chapter therefore entailed the way the study was designed, the data collection techniques and the data analysis procedure.

3.2 Research Design

The design of this research was descriptive survey research. A descriptive survey research sought to obtain information that described existing phenomena by asking individuals about their perceptions, attitude, behavior or values (Mugenda and Mugenda 2003). Descriptive survey research portrays an accurate profile of persons, events, or account of the characteristics, for example behaviour, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group (Cooper and Schindler, 2008). The descriptive survey method was preferred because it ensured complete description of the situation, making sure that there is minimum bias in the collection of data (Kothari, 2008). A descriptive study was concerned with finding out the what, where and how of a phenomenon.

This design described the characteristic of the population or phenomenon. It generated detailed information regarding the key aspects in order to develop a profile of the phenomenon. Facts were generated from experiences and observations. The design was deemed to portray clear pictures of strategic change management practices had been adopted in the state corporations in Kenya.

3.3 Target Population

According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. By population the researcher means about a complete census of the sampling frames.

This research study targeted all the 178 State Corporations in Kenya which were categorised in 8 categories including, Financial, Commercial, Regulatory, Public Universities, Training and Research, Service, Regional Development Authorities and Tertiary Education and Training.

3.4 Sampling Design and Procedure

Cooper and Schinder (2003) defines sampling as a selection of a few items (a sample) from a bigger group (population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. A sample is a subgroup of the population that the researcher is interested in (Kumar, 2005).

For the purpose of this study, 40 State Corporations were selected for this study where simple random sampling technique was adopted to select 5 state corporations from each of the 8 categories. Mugenda and Mugenda (2003), indicated that a sample of 10% to 20% of the population is sufficient for a study and 40 state corporations were sufficient for the study in determining the strategic management practices adopted in State Corporations in Kenya.

3.5 Data collection

The study collected primary data using questionnaire which was self administered. The questionnaire contained unstructured (open-ended) questions which enabled the researcher collect the respondents' views who are the directors involved in strategic management in the corporations, background, opinions, hidden motivation, decisions, interests and feelings about the strategic change management practices at State Corporations in Kenya.

The questionnaire which mainly contained closed and open ended questions was self administered to the sample respondents. This allowed for intensity and richness of individual perceptions in respondent responses. Each respondent received the same set of questions in exactly the same way. A letter requesting for information accompanied the questionnaire explaining the purpose of study to the respondents. This enabled the researcher to obtain information about the Strategic Change Management practices adopted in State Corporations in Kenya.

3.6 Data Analysis

The researcher collected qualitative data from the closed and open ended questionnaire which was analyzed using quantitative and qualitative techniques. Descriptive statistics which include mean and standard deviation was carried out in analyzing the primary and secondary data. The primary data collected through the questionnaire was analysed using descriptive statistics such as measures of central tendency which include mean, median and mode.

Data analysis was done using a standard social science software namely Statistical Package for Social Sciences (SPSS version 17.5) and Microsoft excel. Pie charts, tables and graphs was used to present the data collected for ease of understanding and analysis. Content analysis was then used to generate qualitative report which was presented in a continuous prose.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction to data analysis

This chapter presents the findings of the study on the strategic change management practices within State Corporations in Kenya. The data collected through the questionnaire was analysed using descriptive statistics such as measures of variation and central tendency. Data was analysed using Statistical Package for Social Sciences (SPSS) presented using tables, charts for easy understanding and interpretations.

4.2 Results of respondents' characteristics

The respondents consisted of staffs from the State Corporations in Kenya. Out of 40 questionnaires distributed, a total of 36 questionnaires were returned. This represented a response rate of 90%. The respondent rate was acceptable as indicated by Mugenda and Mugenda (2003) who indicated that respondent's rate of 60% and 70% was sufficient for a study.

4.2.1 Respondents' department

The study sought to investigate the name of department under which the respondents were categorised in. From the findings, majority of the respondents were in Public Universities, Training and Research, Financial, Commercial, Regulatory, Service, Regional Development Authorities and Tertiary Education and Training Departments. The respondents indicated they were from finance department, human resource

department, and administration department.

4.2.2 Designation of Respondents

The study sought to investigate the respondent's designation. From the findings, most of the respondents were chief accountants, chief auditors, finance managers, accountants, auditors, financial managers, regulatory, general managers, managing directors and human resources. This implied that data was collected from the relevant personnel who gave the relevant information to answer the research objectives.

4.2.3 Respondents' working period

The study sought to know the period in years the respondents had worked in their respective State Corporations. This would help in establishing the experience the respondents had gained on issues of strategic management practices adopted by the State Corporations.

Table 4. 1: Respondents' years of service

Length of Service	Frequency	Percentages
Less than 3 years	2	6
4-6 years	8	22
7-10 yrs	16	44
11-15 yrs	6	17
Above 15 years	4	11
Total	36	100

Source: Researcher (2011)

The respondents were requested to indicate the period of time they had been working in the current State Corporations. From the findings, 44% of the respondents had worked for 7 to 10 years, 26% had worked between 4-6 years, and 17% had worked for 11-15 yrs 11% had worked for above 15 years while 6% of the respondents had worked for less than 3 years.

This implied that majority of the respondents had worked for more than 3 years and therefore and were in a position of offering reliable feedback as they had the experience on the Strategic Change Management practices adopted within the State Corporations in Kenya.

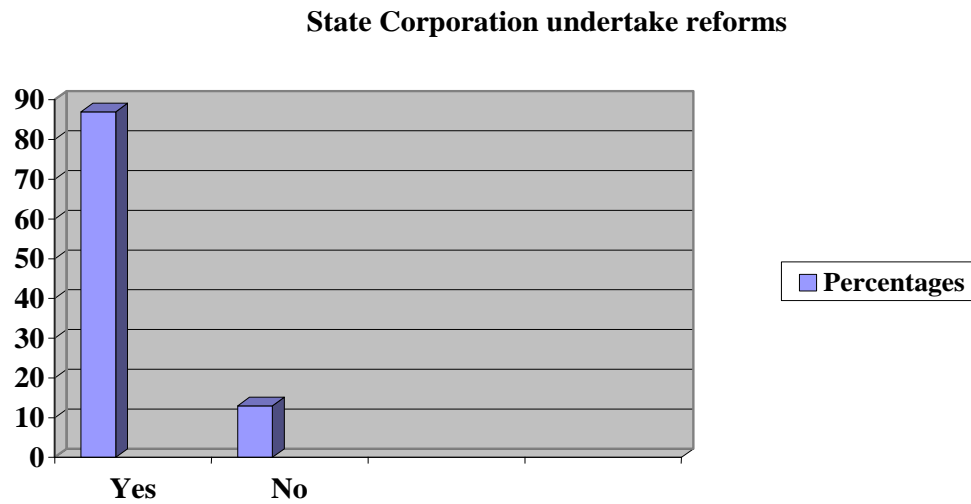
4.3 Strategic Change Management issues

This refers to indicators that determine whether strategic management practices are being formulated, implemented and adopted within State Corporations in Kenya.

4.3.1 Whether State Corporations undertake reforms

The study sought to know what reforms had been taken by the Government within the State Corporations in Kenya. This would help in ensuring the study finding out what strategic management practices had been adopted.

Figure 4. 1: State Corporation undertake reforms



Source: Researcher (2011)

The study sought to investigate whether State Corporations undertake reforms to address issues that confront the organization. From the findings, majority 87% of the respondents indicated that State Corporations undertook reforms to address issues that confront the organization while 13% of the respondents indicated that State Corporations did not undertake reforms to address issues that confront the organization. The respondents explained that in 2008, SCAC submitted to the Government a comprehensive reform strategy outlining measures that the Committee deemed necessary for the reform of the State Corporations sector. Which were to improvement in the governance structures by introducing global best practices for corporate governance, to introduce sharper classification of State Corporations, Establishment of criteria for appointment of boards Chief Executive Officers (CEO's) and other staff of SOEs, review of the legal and administrative framework and rationalization of the financing of the sector. This implied that the State Corporations undertook reforms to address issues and improve

performance, service delivery and reorder the human and technological dimensions of the organization. This concurred with Christian times Postman, (1992), who stated that the reform strategies the Government has adopted since 2003 in order to improve service delivery in the public service include rapid results approach, performance contracting, citizen service delivery charters, transformative leadership, values & ethics and institutional capacity building.

4.3.2 Importance of the reform process

The study sought the importance of selecting reforms to be implemented and the results indicated as in the Table 4.2.

Table 4. 2 : Importance of selecting reforms

Value of reforms	Frequency	Percentages
Very Important	23	64
Important	8	22
Moderately important	5	14
Total	36	100

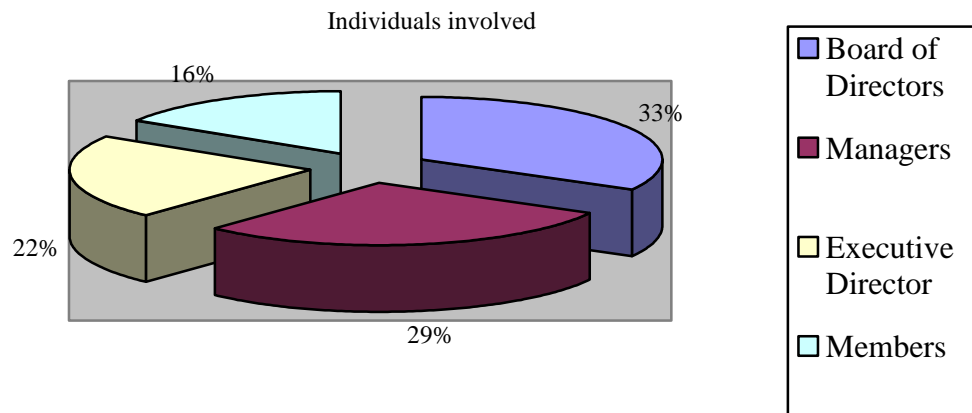
The table 4.2 indicates the respondents' responses on the rating of the importance of selecting reforms to address issues that confront State Corporations. From the findings, 64% of the respondents indicated that selecting reforms to address issues that confront State Corporations was very important, 22% of the respondents indicated that selecting reforms to address issues that confront State Corporations was important while 14% of the respondents indicated selecting reforms to address issues that confront state

corporations was moderately important. This implied that the State Corporations need to empazize on the selecting reforms to address issues that confront State Corporations as this would improve service delivery enabling the rapid results approach, transformative leadership, institutional capacity building and enhance the Performance Contracting. This concurred with Njiru (2008), who stated that the Reform Agenda focuses at enhancing service delivery and promotion of innovativeness the Government when the Result Based Management (RBM) approach was introduced.

4.3.3 Individuals involved in the Strategic Change Management within State Corporations.

The study sought to know the parties or individuals who were involved in strategic change management in the State Corporations and results given the Figure below.

Figure 4. 2 : Individuals involved in the Strategic Change Management



The figure 4.2 indicates the responses on who are involved in the Strategic Change Management in the company. From the findings, most 33% of the respondents indicated that board of directors were involved in the strategic change management in the company 29% of the respondents indicated that managers were involved in the Strategic Change Management in the company, 22% of the respondents indicated that Executive Director were the one involved in the Strategic Change Management in the company while 16% of the respondents indicated that members were involved in the strategic change management in the company. This implies that strategic reforms were being undertaken by the Board of Directors, Chief Executive Officers and Managers in the State Corporations.

4.3.4 Adoption of Economic Recovery Strategy for Wealth and Employment

Creation

The study sought to know the extent to which the State Corporations had adopted Economic Recovery Strategy for Wealth and Employment Creation and results given in the Table 4.3.

Table 4.3 : Adoption of Economic Recovery Strategy for Wealth and Employment

Creation.

Response category	Frequency	Percentages
Very great extent	28	78
Great Extent	7	22
Total	36	100

The study sought to know the extent to which management in State Corporations had adopted Economic Recovery Strategy for Wealth and Employment Creation (ERS) in seeking to improve provision of products in the organization. From the findings, majority 78% of the respondents indicated that management in State Corporations adopted Economic Recovery Strategy for Wealth and Employment Creation (ERS) in seeking to improve provision of products in the organization to a very great extent while 23% of the respondents indicated that management in State Corporations adopted Economic Recovery Strategy for Wealth and Employment Creation (ERS) in seeking to improve provision of products in the organization to a great extent. This implied that adoption of Economic Recovery Strategy for Wealth and Employment Creation (ERS) was of importance to the management in State Corporations as it improved provision of products

in the organization. State Corporations needed to be innovative to ensure their existence. This concurred with Kanter (2006) who opined that established Corporations could afford falling into the classic traps that stifle innovation by widening the search for new ideas, loosening overly tight controls and rigid structures, forging better connections between innovators and mainstream operations, and cultivating communication and collaboration skills within the State Corporations.

4.3.5 Factors that influence implementation of reforms in State Corporations

There were factors that influence implementation of reforms in the State Corporations. The study sought to find out factors influencing implementation of reforms within the State Corporations and the results given the Table 4.4 below.

Table 4. 4 : Factors that influence implementation of reforms in State Corporations

Investigated factors	Neutral	Agree	Strongl	N	Mean	Std dvt
Financial constraints that hinders effective service	3	9	23	36	4.43	0.52
The need for poverty reduction	8	8	20	36	4.90	0.89
Employment of competent staff	9	10	15	36	4.66	0.68
Enhance control in the service delivery	2	19	15	36	4.88	0.86
Reduces unnecessary bureaucratic practices	1	16	19	36	4.81	0.87
The need to adopt technology advancement	9	15	13	36	4.24	0.43
The need to offers citizen/client focused service and risk management	9	15	12	36	4.71	0.75

Source: Author,(2011)

The Table 4.4 indicates the respondent's response on the extent to which respondents agreed on the given factors that influence implementation of reforms in State Corporations. On the factors that influence implementation of reforms in State Corporations, a five point likert scale was used to interpret the respondent's extent. Accorded to scale those factors which influenced to a very low extent were awarded 1 while those which were considered to a very great extent were awarded 5. Within the continuum are 2 for low extent, 3 for moderate extent and 4 for great extent. Mean and standard deviation were used to analyze the data. According to the researcher, those factors with a mean close to 4.5 were rated as to a very great extent while those with a mean close to 3.0 were rated to a low extent or even not considered at all. On the same note the higher the standard deviation the higher the level of disagreement or dispersion among the respondents.

From the finding, majority of the respondents strongly agreed that the need for poverty reduction, enhance control in the service delivery, reduce unnecessary bureaucratic practices and the need to offers citizen/client focused service and risk management influenced the implementation of reforms in State Corporations as indicated by a mean of 4.90, 4.88, 4.81, 4.71, 4.66, 4.60 and 4.59 supported by standard deviation of 0.89, 0.86, 0.87, 0.75, 0.68, 0.66 and 0.67. From the findings most of the respondents agreed that financial constraints that hinders effective service delivery and the need to adopt technology advancement influenced the implementation of reforms in State Corporations as indicated by a mean of 4.43 and 4.24 supported by standard deviation of 0.52 and 0.43. This implied that the implementation of reforms in State Corporations was influenced by

the need for poverty reduction, enhance control in the service delivery, reduce unnecessary bureaucratic practices, offers citizen/client focused service and risk management, financial constraints that hinders effective service delivery and the need to adopt technology advancement.

4.3.6 Extent to which management strive to achieve reforms

The study sought to find out which management within the State Corporations strives to achieve the management reforms within the State Corporations.

Table 4. 5 : State Corporations’ management strives to achieve quality service

Indicators of quality service	Moderate	Great	Very	Total No.	Mean	Std dvt
Efficient management of the Public Service is achieved and acquire the driving force for the broader Public Service	0	13	23	36	4.84	0.87
Improve performance and service delivery	3	7	26	36	4.65	0.55
Creating an enabling environment for sustainable trade, tourism, investment and employment creation	7	7	21	36	4.71	0.73
Formulating, reviewing, coordinating and implementing policies and programmes geared towards effective human resource development and utilization	5	9	22	36	4.48	0.46
promotion and diversification of products and	5	0	31	36	4.78	0.76

services geared towards making Kenya a destination of choice for trade						
Empower marginalized groups to participate fully in national development	0	4	32	36	4.90	0.89
Regulate and standardize products and services to ensure compliance with national and international standards	3	9	24	36	4.34	0.41
Enhancing programmes for National Youth Service	10	5	21	36	4.46	0.38
Preservation and development of diverse cultures into a national culture	7	8	21	36	3.90	0.36
Research and development of new products and services	4	13	19	36	3.89	0.31

Source: Author,(2011)

The Table 4.5 indicated the respondent's responses on the extent to which management in State Corporations strive to achieve the reforms formulated. On the extent to which management strives to achieve the given aspects, a five point likert scale was used to interpret the respondent's extent. Accorded to scale those factors which influenced to a very low extent were awarded 1 while those which were considered to a very great extent were awarded 5. Within the continuum are 2 for low extent, 3 for moderate extent and 4 for great extent. Mean and standard deviation were used to analyze the data. According to the researcher, those factors with a mean close to 4.5 were rated as to a very great extent while those with a mean close to 3.0 were rated to a low extent or even not considered at

all. On the same note the higher the standard deviation the higher the level of disagreement or dispersion among the respondents. From the finding, majority of the respondents indicated management strives to empower marginalized groups to participate fully in national development, ensure that efficient management of the Public service is achieved and acquire the driving force for the broader Public Service, promotion and diversification of products and services geared towards making Kenya a destination of choice for trade, creating an enabling environment for sustainable trade, tourism, investment and employment creation and improve performance and service delivery to a very great extent as indicated by a mean of 4.90, 4.84, 4.78, 4.71, 4.65 supported by standard deviation of 0.89, 0.87, 0.76, 0.73 and 0.55. The study also found that most of the respondents indicated that management in State Corporations strive to achieve the aspects of formulating, reviewing, coordinating and implementing policies and programmes geared towards effective human resource development and utilization, enhancing programmes for National Youth Service and regulate and standardize products and services to ensure compliance with national and international standards to a great extent as indicated by a mean of 4.48, 4.46 and 4.34 supported by standard deviation of 0.46, 0.38, 0.41. The study further found that most of the respondents indicated that management in State Corporations strive to achieve Preservation and development of diverse cultures into a national culture and research and development of new products and services to a moderate extent as indicated by a mean of 3.90 and 3.89 supported by standard deviation of 0.36 and 0.31. This clearly indicated that there were strategic management practices adopted within the State Corporations in Kenya. This would State Corporations through adoption of strategic management practices aimed at enhancing

service quality and promote efficient delivery of the change and serve the citizen as expected.

4.4 Benefits of Strategic Change Management practices in an organization

The respondents were requested to indicate the benefits of the Strategic Change Management practices in the organizations. From the findings, the respondent indicated that through Strategic Change Management, State Corporations promote efficient delivery of the change and enthusiastic support for its results and stay competitive in the current market, become more adaptable and ready for change. The respondents also indicated that strategic management practices help in creating new processes, keeping up with market demand and keeping employees motivated and open to change can be a struggle. The respondents also indicated that with the right change management tools, organizational structure and leadership style, State Corporations change was possible and was successful which would enable the Corporations in achieving commercial and social goals, efficient in correcting market failure, exploiting social and political objectives, providing education, health, redistribute income or develop marginal areas has been observed, promote innovation and enforcing intellectual property rights as well as promoting industrial development, research and appropriate technologies has been .

4.5 Factors that inhibit Strategic Change Management practices within State Corporations.

Strategic change could be affected by the state of organization and its external environment, the appearances of novel opportunities and threats in the external

environment, the change of external environment, require organization to adapt to the external environments again. The states of the organization will also affect the occurrence of strategic change. They tend to adopt new strategies in the face of financial distress for the purpose of breaking the critical situations. Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy (Hannan and Freeman, 1984).

4.6 Major successes of Strategic Change Management practices in the respondents' organization.

The respondents were requested to indicate the major success of the Strategic Change Management practices in the State Corporations. From the findings, respondents indicated that through adoption of Strategic Change Management practices, State Corporation improve on its performance, improve service delivery to the

4.6.1 The interface between strategic change management and State Corporations' mission, vision and values.

The respondents were requested to indicate how the State Corporations mission and vision affected Strategic Change Management practices. From the findings, the respondents indicated that State Corporations' missions and visions define the role of the State Corporations and help the management of the State Corporations to remain focused towards realizations of the goals and objectives.

The values that guide the State Corporations were indicated as values and principles of governance with specific reference to good governance, integrity, transparency, accountability and sustainable development and that State Corporations were part of the larger public service they are therefore necessary enabling legal instrument was appropriately adjusted to encompass these values.

4.6.2 Implications of structure to strategic change management.

The respondents were requested to indicate the how strategic management practices was affected by the State Corporations structures. From the findings, the respondents indicated that State Corporations structures were affected the strategic change management indicating that the State Corporations Act assigns roles and responsibilities to institutions namely the President, responsible Minister, the Treasury, Boards of Directors, SCAC, Inspectorate of State Corporations, SCAT, Performance Contracting Secretariat, and Parliament who need to be consulted during strategy management. The respondents indicated that President appoints Board Chairpersons, while under section 7 (3) the president was empowered to provide directions on performance of functions of State Corporations, and to discipline Board's of Directors or Board members based on their conduct, performance and management while the responsible minister appoint directors, Chief Executive Officers, approve terms and conditions of service, budgets and borrowings, and strategic decisions. This clearly indicated that the structures of the State Corporations affected that strategic management practices undertaken in the State Corporations as instructively with time of provisions have become inadequate in addressing the needs of the sector more so touching on governance and management.

4.7 Resistance during implementing strategic management reforms.

The respondent were requested to indicate whether management of State Corporations faces resistance when implementation reforms. From the findings, all the respondents indicated that State Corporation management faces resistance when implementing change in their management. This implies that public institutions faces resistance to change during implementation of reforms and there is need for management to sought ways through which resistance to change in the organizations could be reduced or managed.

The respondents indicated that resistance in the State Corporation come from the employees who they indicated feel threaten or fail to trust that the change undertaken was for improvement of the State Corporations. The political forces also contribute to resistance to change as politicization interferes with the running of the State Corporations. The respondents indicated that management and regulation of the State Corporation's Sector is embodied in the State Corporations Act Cap. 446 which was enacted in 1986 which focussed to institute measures for establishment, control and regulation of the sector but become obstructive to growth of the sector proving detrimental in implementing reforms strategies.

4.8 Response to resistance to Strategic Change Management practices.

The respondents were requested to indicate how the State Corporations were responding to resistance to change. From the findings, the respondents indicated that the management in the State Corporations was involving staff in decision making concerning issues that were to take place in the organization. The respondents indicated that the management in

the State Corporation was being trained to take new responsibilities while other indicated that the management of the State Corporations was holding regular seminars or workshop funded by change management consultants for the employees to accept the reforms that were to be undertaken. The staffs in the State Corporations were said that they should educate and communicate change or any reforms to be made in the institutions. The respondents indicated that resistance could be reduced through communication with employees to help them see the logic of change in the State Corporation and that if employees receive the full facts about change and get misunderstandings cleared up, resistance will subside.

The respondents indicated that communication could be achieved through one-on-one discussion, memos, group presentations or reports enhancing mutual trust and credibility. The respondents indicated that their participation and involvement of the staff during reforms could also reduce resistance to change explaining that. It is difficult for individuals to resist change in decision in which they participated and that participants have the expertise to make a meaningful contribution and that their involvement could reduce the resistance, obtain commitment and increase the quality of the change decision. The other way of reducing resistance to change was facilitation and support. The respondents indicated when staff was being engage to offer a range of supportive during reforms in the State Corporation efforts reduces resistance. The respondents indicated that when employee fear and anxiety are high, employees counseling and therapy, new skills training, or short paid leave of absence may facilitate adjustment and that no other approach works as well with adjustment problems.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussion, conclusion and recommendations of the study based on the objective of the study which was to establish Strategic Change Management practices adopted within State Corporations in Kenya.

5.2 Summary

The study established that strategic reforms were being undertaken by the board of directors, Chief Executive Officers and managers in the State Corporations and that Management in State Corporations adopt Economic Recovery Strategy for Wealth and Employment Creation (ERS) in seeking to improve provision of products in the organization. This implied that adoption of Economic Recovery Strategy for Wealth and Employment Creation (ERS) was of importance to the management in State Corporations as it improved service delivery.

From the finding, the study discovered that the need for poverty reduction, enhance control in the service delivery, reduce unnecessary bureaucratic practices and the need to offers citizen/client focused service and risk management influenced the implementation of reforms within State Corporations. The study also established that financial constraints hinder effective service delivery and the need to adopt technology

advancement influenced the implementation of reforms in State Corporations This clearly indicated that implementation of reforms in State Corporations was influenced by the need for poverty reduction, enhance control in the service delivery, reduce unnecessary bureaucratic practices within the State Corporations, offers citizen/client focused service and risk management, financial constraints that hinders effective service delivery and the need to adopt technology advancement.

The study established that which management within State Corporations strives to empower marginalized groups to participate fully in national development, ensure that efficient management of the Public Service was achieved and acquire the driving force for the broader Public Service, promotion and diversification of products and services geared towards making Kenya a destination of choice for trade, creating an enabling environment for sustainable trade, tourism, investment and employment creation and improve performance and service delivery. The study also found that management in State Corporations strive to achieve the aspects of formulating, reviewing, coordinating and implementing policies and programmes geared towards effective human resource development and utilization, enhancing programmes for National Youth Service and regulate and standardize products and services to ensure compliance with national and international standards. The study further found that most of the respondents indicated that management within State Corporations strive to achieve the aspects of preservation and development of diverse cultures into a national culture and research and development of new products and services. This clearly indicated that strategic change management in

the State Corporation was aimed at improving service delivery and recovery of the economy to gain sustainable development and improving living standard in the country.

Through strategic management adopted by the State Corporation, efficient delivery of the change and enthusiastic support for its results and stay competitive in the current market, become more adaptable and ready for change and that strategic management reforms help in creating new processes, keeping up with market demand and keeping employees motivated and open to change can be a struggle. The respondents also indicated that with the right change management tools, organizational structure and leadership style, State Corporation change was possible and was successful which would enable the corporations in achieving commercial and social goals, efficient in correcting market failure, exploiting social and political objectives, providing education, health, redistribute income or develop marginal areas had been observed, promote innovation and enforcing intellectual property rights as well as promoting industrial development, research and appropriate technologies has been.

Strategic change could be affected by the state of organization and its external environment, the appearances of novel opportunities and threats in the external environment, the change of external environment, require organization to adapt to the external environments again. The study established that, State Corporations sector plays in the national economy but governance challenges notably in establishment; governance and management; exercise of ownership; oversight; recruitments and appointments; rewards, compensation and incentives hinder strategic reforms within State Corporations.

From the findings, State Corporations' missions and visions define the role of the State Corporations and help the management of the State Corporation to remain focused towards realizations of the goals and objectives. The values that guide the State Corporation were indicated as values and principles of governance with specific reference to good governance, integrity, transparency, accountability and sustainable development and that State Corporations were part of the larger Public Service that were therefore necessary enabling legal instrument was appropriately adjusted to encompass these values.

The study also established that State Corporations structures affected the Strategic Change Management indicating that the State Corporations Act assigns roles and responsibilities to institutions namely the President, responsible Minister, the Treasury, Boards of Directors, SCAC, Inspectorate of State Corporations, SCAT, Performance Contracting Secretariat, and Parliament who need to be consulted during strategy management. the respondents indicated that President appoints Board Chairpersons, while under section 7 (3) of the State Corporations Act empower the President to provide directions on performance of functions of State Corporations and to discipline Board's of Directors or Board members based on their conduct, performance and management while the responsible minister appoint Directors, Chief Executive Officers, approve terms and conditions of service, budgets and borrowings, and strategic decisions. This clearly indicated that the structure of the State Corporation affected the strategic management practices undertaken within State Corporations.

The study also established that State Corporations management faces resistance when implementing change particularly from the employees who they indicated feel threaten or fail to trust and politicians who interferes with the running of the State Corporations.

Organizations need to establish way of overcoming resistance to change. The study established that management in the State Corporations would manage resistance to strategic reforms through involving staff in decision making concerning issues that were to take place in the organization. The respondents indicated that the management in the State Corporations were being trained to take new responsibilities while other indicated that the management of the State Corporations was holding regular seminars or workshop funded by change management consultants, communication could be achieved through one-on one discussion, memos, group presentations or reports enhancing mutual trust and credibility and improving staff participation and involvement during reforms could also reduce resistance to change.

5.3 Conclusion

From the finding, the study concluded that management in State Corporations strives to empower marginalized groups to participate fully in national development, ensure that efficient management of the Public Service was achieved and acquire the driving force for the broader Public Service, promotion and diversification of products and services geared towards making Kenya a destination of choice for trade, creating an enabling environment for sustainable trade, tourism, investment and employment creation and improve performance and service delivery and therefore Strategic Change Management

in the State Corporations aimed at improving service delivery and recovery of the economy to gain sustainable development and improving living standard in the country.

The study concluded that Strategic Change Management practices adopted within State Corporations to ensure efficient delivery of the change and enthusiastic support for its results and stay competitive in the current market, become more adaptable and ready for change and that strategic management reforms help in creating new processes, keeping up with market demand and keeping employees motivated and open to change can be a struggle.

The study concluded that strategic change management tools, organizational structure and leadership style, State Corporation change was possible and was successful which would enable the corporations in achieving commercial and social goals, efficient in correcting market failure, exploiting social and political objectives, providing education, health, redistribute income or develop marginal areas had been observed, promote innovation and enforcing intellectual property rights as well as promoting industrial development, research and appropriate technologies has been .

The study concluded that State Corporations strategic reforms were being hindered by governance challenges notably in establishment; governance and management; exercise of ownership; oversight; recruitments and appointments; rewards, compensation and incentives hinder strategic reforms in State Corporations.

The study concluded that State Corporation structures affected the strategic change management indicating that the State Corporations Act assigns roles and responsibilities were assigned to institutions namely the President, responsible Minister, the Treasury, Boards of Directors, SCAC, Inspectorate of State Corporations, SCAT, Performance Contracting Secretariat, and Parliament who need to be consulted during strategy management. Therefore structures of the State Corporations affected that strategic management practices undertaken in the State Corporations as instructively with time of provisions have become inadequate in addressing the needs of the sector more so touching on governance and management.

The study also concluded that State Corporations management faces resistance when implementing change particularly from the politicians who interferes with the running of the State Corporations. The study concluded therefore that State Corporations need to establish strategies of overcoming resistance to change which could be achieved through training and educating staff, improving communication through one-on one discussion, memos, group presentations or reports enhancing mutual trust and credibility and improving staff participation and involvement and seeking employees support during reforms could also reduce resistance.

5.4 Recommendations

The study recommend that management within State Corporations should strives to empower marginalized groups to participate fully in national development, ensure that efficient management of the Public Service was achieved and acquire the driving force

for the broader Public Service, promotion and diversification of products and services geared towards making Kenya a destination of choice for trade, creating an enabling environment for sustainable trade, tourism, investment and employment creation and improve performance and service delivery.

The study recommends that State Corporations should carry out specified functions to meet development objectives that would otherwise not be achieved through the market or mainstream Civil Service to improve accountability, flexibility, responsiveness and efficiencies that are not realizable in bureaucracies. This would be made possible by creation of governance structures for quick corporate decisions. The need for establishment should go hand in hand with reorganization to determine usefulness and relevance of existing within State Corporations. It was apparent that the purpose for which some State Corporations were created may no longer be strategic to government.

There were challenges facing State Corporation Strategic Change Management practices including governance challenges notably in establishment; governance and management; exercise of ownership; oversight; recruitments and appointments; rewards, compensation and incentives coupled with the need to align the management of the sector to the provisions of the Constitution was imperative and hinder strategic reforms in State Corporations. The study recommend therefore that management of the State Corporation and the Government should adopt comprehensive reform strategy outlining measures that the committee deemed necessary for the reform of the State Corporations sector.

5.5. Limitations of the study

The study was limited to the key strategic Change management practices and did not dwell at length on each of the identified strategic practices and how this strategic issue needed to be addressed.

The survey was conducted at a time when the State Corporation sector was going through reforms guided by regulations, Constitution of Kenya, 2010 and the proposed new State Corporations Act.

Most of the respondents were not willing to give information freely and other simply advised the researcher that they would call when questionnaire was ready on further follow up, one could see clearly the unwillingness to participate.

5.6 Suggestion for further research

The study investigated Strategic Change Management practices adopted within State Corporations in Kenya. A further study should be carried out to establish the effects of Strategic Change Management practices on performance within State Corporations.

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APPENDICES

APPENDIX I: LIST OF STATE CORPORATIONS IN KENYA

#	NAME OF STATE CORPORATIONS	PARENT MINISTRY
PUBLIC ENTERPRISES		
1.	AGRICULTURAL FINANCE CORPORATION	AGRICULTURE
2.	AGRO-CHEMICAL AND FOOD COMPANY	AGRICULTURE
3.	CHEMELIL SUGAR COMPANY	AGRICULTURE
4.	KENYA SEED COMPANY	AGRICULTURE
5.	MUHORONI SUGAR COMPANY (IN RECEIVERSHIP)	AGRICULTURE
6.	NZOIA SUGAR COMPANY	AGRICULTURE
7.	SOUTH NYANZA SUGAR COMPANY	AGRICULTURE
8.	NEW KCC LIMITED	COOPERATIVE DEVELOPMENT & MARKETING
9.	JOMO KENYATTA FOUNDATION	EDUCATION
10.	KENYA LITERATURE BUREAU	EDUCATION
11.	SCHOOL EQUIPMENT PRODUCTION UNIT	EDUCATION
12.	KENYA ELECTRICITY GENERATING COMPANY	ENERGY
13.	KENYA PIPELINE COMPANY	ENERGY
14.	KENYA POWER AND LIGHTING COMPANY	ENERGY
15.	NATIONAL OIL CORPORATION OF KENYA	ENERGY
16.	KENYA ELECTRICITY TRANSMISSION COMPANY	ENERGY
17.	GEO THERMAL DEVELOPMENT COMPANY	ENERGY
18.	CONSOLIDATED BANK	FINANCE
19.	DEPOSITS PROTECTION FUND BOARD	FINANCE
20.	KENYA NATIONAL ASSURANCE CO. (2001)	FINANCE
21.	KENYA POST OFFICE SAVINGS BANK	FINANCE
22.	KENYA REINSURANCE CORPORATION	FINANCE
23.	KENYA MEDICAL SUPPLIES AGENCY	MEDICAL SERVICES
24.	UNIVERSITY OF NAIROBI ENTERPRISES AND SERVICES LIMITED	HIGHER EDUCATION
25.	NATIONAL HOUSING CORPORATION	HOUSING
26.	NUMERICAL MACHINING COMPLEX	INDUSTRIALIZATION
27.	EAST AFRICAN PORTLAND CEMENT	INDUSTRIALIZATION
28.	INDUSTRIAL DEVELOPMENT BANK	INDUSTRIALIZATION
29.	KENYA INDUSTRIAL ESTATES	INDUSTRIALIZATION
30.	KENYA BROADCASTING CORPORATION	INFORMATION & COMMUNICATION
31.	POSTAL CORPORATION OF KENYA	INFORMATION & COMMUNICATION
32.	KENYA MEAT COMMISSION	LIVESTOCK DEVELOPMENT
33.	KENYA ORDINANCE FACTORIES CORPORATION	STATE FOR DEFENCE
34.	KENYA SAFARI LODGES AND HOTELS	TOURISM
35.	KENYA TOURIST DEVELOPMENT CORPORATION	TOURISM
36.	KENYATTA INTERNATIONAL CONFERENCE CENTER	TOURISM
37.	INDUSTRIAL AND COMMERCIAL DEVELOPMENT	TRADE

	CORPORATION	
38.	KENYA WINE AGENCIES LIMITED	TRADE
39.	KENYA NATIONAL TRADING CORPORATION	TRADE
40.	KENYA AIRPORTS AUTHORITY	TRANSPORT
41.	KENYA PORTS AUTHORITY	TRANSPORT
42.	KENYA RAILWAYS CORPORATION	TRANSPORT
43.	KENYA NATIONAL SHIPPING LINE	TRANSPORT
44.	AGRICULTURAL DEVELOPMENT CORPORATION	AGRICULTURE
REGULATORY BODIES		
45.	COFFEE BOARD OF KENYA	AGRICULTURE
46.	HORTICULTURAL CROPS DEVELOPMENT AUTHORITY	AGRICULTURE
47.	KENYA COCONUT DEVELOPMENT AUTHORITY	AGRICULTURE
48.	KENYA PLANT HEALTH INSPECTORATE SERVICES	AGRICULTURE
49.	KENYA SISAL BOARD	AGRICULTURE
50.	KENYA SUGAR BOARD	AGRICULTURE
51.	NYAYO TEA ZONES DEVELOPMENT CORPORATION	AGRICULTURE
52.	PYRETHRUM BOARD OF KENYA	AGRICULTURE
53.	TEA BOARD OF KENYA	AGRICULTURE
54.	COTTON DEVELOPMENT AUTHORITY	AGRICULTURE
55.	ENERGY REGULATORY COMMISSION	ENERGY
56.	NATIONAL ENVIRONMENTAL MANAGEMENT AUTHORITY	ENVIRONMENT & MINERAL RESOURCES
57.	CAPITAL MARKETS AUTHORITY	FINANCE
58.	INSURANCE REGULATORY AUTHORITY	FINANCE
59.	PUBLIC PROCUREMENT OVERSIGHT AUTHORITY	FINANCE
60.	RETIRMENT BENEFITS AUTHORITY	FINANCE
61.	KENYA INVESTMENT AUTHORITY	FINANCE
62.	COMPETITION AUTHORITY OF KENYA	FINANCE
63.	COMMISSION FOR HIGHER EDUCATION	HIGHER EDUCATION
64.	COMMUNICATIONS COMMISSION OF KENYA	INFORMATION & COMMUNICATION
65.	COUNCIL FOR LEGAL EDUCATION	JUSTICE N.C & CONSTITUTIONAL AFFAIRS
66.	KENYA DAIRY BOARD	LIVESTOCK DEVELOPMENT & MARKETING
67.	NGO COORDINATION BUREAU	STATE FOR NATIONAL HERITAGE
68.	KENYA COPYRIGHT BOARD	STATE LAW OFFICE
69.	CATERING TRAINING AND TOURISM DEV. LEVY TRUSTEES	TOURISM
70.	EXPORT PROCESSING ZONES AUTHORITY	TRADE
71.	EXPORT PROMOTION COUNCIL	TRADE
72.	KENYA BUREAU OF STANDARDS	INDUSTRIALIZATION
73.	KENYA INDUSTRIAL PROPERTY INSTITUTE	INDUSTRIALIZATION
74.	KENYA CIVIL AVIATION AUTHORITY	TRANSPORT
75.	KENYA MARITIME AUTHORITY	TRANSPORT
76.	NATIONAL IRRIGATION BOARD	WATER & IRRIGATION
77.	WATER SERVICES REGULATORY BOARD	WATER & IRRIGATION
78.	NATIONAL BIOSAFETY AUTHORITY	EDUCATION
79.	ANTI COUNTERFEIT AGENCY	INDUSTRIALIZATION
80.	SACCO SOCIETY REGULATORY AUTHORITY	COOPERATIVE DEVELOPMENT & MARKETING
PUBLIC UNIVERSITIES AND TERTIARY INSTITUTIONS		
81.	BUKURA AGRICULTURAL COLLEGE	AGRICULTURE

82.	COFFEE RESEARCH FOUNDATION	AGRICULTURE
83.	KENYA AGRICULTURAL RESEACH INSTITUTE	AGRICULTURE
84.	KENYA SUGAR RESEARCH FOUNDATION	AGRICULTURE
85.	TEA RESEARCH FOUNDATION	AGRICULTURE
86.	COOPERATIVE COLLEGE OF KENYA	COOPERATIVE DEVELOPMENT AND MARKETING
87.	KENYA MEDICAL TRAINING COLLEGE	MEDICAL SERVICE
88.	EGERTON UNIVERSITY	HIGHER EDUCATION
89.	JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY	HIGHER EDUCATION
90.	KENYATTA UNIVERSITY	HIGHER EDUCATION
91.	MASENO UNIVERSITY	HIGHER EDUCATION
92.	MASINDE MULIRO UNIVERSITY OF TECHNOLOGY	HIGHER EDUCATION
93.	MOI UNIVERSITY	HIGHER EDUCATION
94.	UNIVERSITY OF NAIROBI	HIGHER EDUCATION
95.	KENYA POLYTECHNIC UNIVERSITY COLLEGE	HIGHER EDUCATION
96.	MOMBASA POLYTECHNIC UNIVERSITY COLLEGE	HIGHER EDUCATION
97.	MERU UNIVERSITY COLLEGE OF SCIENCE AND TECHNOLOGY	HIGHER EDUCATION
98.	KISII UNIVERSITY COLLEGE	HIGHER EDUCATION
99.	PWANI UNIVERSITY COLLEGE	HIGHER EDUCATION
100.	NAROK UNIVERSITY COLLEGE	HIGHER EDUCATION
101.	KIMATHI UNIVERSITY COLLEGE OF SCIENCE AND TECHNOLOGY	HIGHER EDUCATION
102.	SOUTH EAST UNIVERSITY COLLEGE	HIGHER EDUCATION
103.	CHUKA UNIVERSITY COLLEGE	HIGHER EDUCATION
104.	KENYA MULTIMEDIA UNIVERSITY COLLEGE	HIGHER EDUCATION
105.	LAIKIPIA UNIVERSITY COLLEGE	HIGHER EDUCATION
106.	KARATINA UNIVERSITY COLLEGE	HIGHER EDUCATION
107.	CHEPKOILEL UNIVERSITY COLLEGE	HIGHER EDUCATION
108.	BONDO UNIVERSITY COLLEGE	HIGHER EDUCATION
109.	KABIANGA UNIVERSITY COLLEGE	HIGHER EDUCATION
110.	KENYA UTALII COLLEGE	TOURISM
111.	KENYA WATER INSTITUTE	WATER & IRRIGATION
112.	KENYA INSTITUTE OF ADMINISTRATION	STATE FOR PUBLIC SERVICE
113.	KENYA FOREST SERVICE	FORESTRY & WILDLIFE
114.	KENYA FORESTRY RESEARCH INSTITUTE	FORESTRY & WILDLIFE
115.	KENYA MARINE AND FISHERIES RESEARCH INSTITUTE	FISHERIES DEVELOPMENT
116.	KENYA INSTITUTE OF PUBLIC POLICY RESEARCH AND ANALYSIS	PLANNING NATIONAL DEVELOPMENT & V. 2030
117.	NATIONAL MUSEUMS OF KENYA	STATE FOR NATIONAL HERITAGE
118.	NATIONAL CRIME RESEARCH CENTRE	STATE LAW OFFICE
EXECUTIVE AGENCIES		
119.	AGRICULTURAL DEVELOPMENT CORPORATION	AGRICULTURE
120.	NATIONAL CEREALS AND PRODUCE BOARD	AGRICULTURE
121.	COFFEE DEVELOPMENT FUND	AGRICULTURE
122.	HIGHER EDUCATION LOANS BOARD	HIGHER EDUCATION
123.	KENYA NATIONAL EXAMINATION COUNCIL	EDUCATION
124.	TEACHERS SERVICE COMMISSION	EDUCATION
125.	RURAL ELECTRIFICATION AUTHORITY	ENERGY
126.	KENYA ACCOUNTANTS AND SECRETARIES NATIONAL EXAMINATION BOARD	FINANCE

127.	KENYA REVENUE AUTHORITY	FINANCE
128.	PRIVATIZATION COMMISSION	FINANCE
129.	KENYA TRADE NETWORK AGENCY	FINANCE
130.	KENYA INDUSTRIAL RESEARCH AND DEVELOPMENT INSTITUTE	INDUSTRIALIZATION
131.	KENYA WILDLIFE SERVICE	FORESTRY & WILDLIFE
132.	NATIONAL COMMISSION ON GENDER AND DEVELOPMENT	GENDER, CHILDREN & SOCIAL DEVELOPMENT
133.	KENYA INFORMATION AND COMMUNICATION BOARD	INFORMATION & COMMUNICATION
134.	KENYA FILM COMMISSION	INFORMATION & COMMUNICATION
135.	BRAND KENYA BOARD	INFORMATION & COMMUNICATION
136.	KENYA YEAR BOOK EDITORIAL BOARD	INFORMATION & COMMUNICATION
137.	NATIONAL COUNCIL FOR LAW REPORTING	JUSTICE N.C & CONSTITUTIONAL AFFAIRS
138.	KENYA LAW REFORM COMMISSION	JUSTICE N.C. & CONSTITUTIONAL AFFAIRS
139.	NATIONAL SOCIAL SECURITY FUND	LABOUR AND HUMAN RESOURCE DEVELOPMENT
140.	LOCAL AUTHORITIES PROVIDENT FUND	LOCAL GOVERNMENT
141.	KENYA MEDICAL RESEARCH INSTITUTE	PUBLIC HEALTH
142.	KENYATTA NATIONAL HOSPITAL	MEDICAL SERVICES
143.	MOI TEACHING AND REFERRAL HOSPITAL	MEDICAL SERVICES
144.	NATIONAL HOSPITAL INSURANCE FUND	MEDICAL SERVICES
145.	KENYA NATIONAL BUREAU OF STATISTICS	PLANNING NATIONAL DEVELOPMENT & V. 2030
146.	NATIONAL COORDINATING AGENCY FOR POPULATION AND DEVELOPMENT	PLANNING NATIONAL DEVELOPMENT & V. 2030
147.	CONSTITUENCY DEVELOPMENT FUND	PLANNING NATIONAL DEVELOPMENT & V. 2030
148.	KENYA NATIONAL HIGHWAYS AUTHORITY	ROADS
149.	KENYA RURAL ROADS AUTHORITY	ROADS
150.	KENYA URBAN ROADS AUTHORITY	ROADS
151.	KENYA ROADS BOARD	ROADS
152.	NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES	STATE FOR NATIONAL HERITAGE
153.	KENYA NATIONAL LIBRARY SERVICE	STATE FOR NATIONAL HERITAGE
154.	NATIONAL CAMPAIGN AGAINST DRUG ABUSE AUTHORITY	STATE FOR PROVINCIAL ADMIN.
155.	NATIONAL AIDS CONTROL COUNCIL	STATE FOR SPECIAL PROGRAMMES
156.	KENYA TOURIST BOARD	TOURISM
157.	BOMAS OF KENYA	TOURISM
158.	KENYA FERRY SERVICE	TRANSPORT
159.	ATHI WATER SERVICES BOARD	WATER & IRRIGATION
160.	COAST WATER SERVICES BOARD	WATER & IRRIGATION
161.	LAKE VICTORIA NORTH WATER SERVICES BOARD	WATER & IRRIGATION
162.	LAKE VICTORIA SOUTH WATER SERVICES BOARD	WATER & IRRIGATION
163.	NATIONAL WATER CONSERVATION AND PIPELINE CORPORATION	WATER & IRRIGATION

164.	NOTHERN WATER SERVICES BOARD	WATER & IRRIGATION
165.	RIFT VALLEY WATER SERVICES BOARD	WATER & IRRIGATION
166.	TANA WATER SERVICES BOARD	WATER & IRRIGATION
167.	TANATHI WATER SERVICES BOARD	WATER & IRRIGATION
168.	WATER RESOURCES MANAGEMENT AUTHORITY	WATER & IRRIGATION
169.	WATER SERVICES TRUST FUND	WATER & IRRIGATION
170.	NATIONAL SPORTS STADIA MANAGEMENT BOARD	YOUTH AFFAIRS & SPORTS
171.	YOUTH ENTERPRISE DEVELOPMENT FUND	YOUTH AFFAIRS & SPORTS
172.	EWASO NG'IRO NORTH DEVELOPMENT AUTHORITY	REGIONAL DEVELOPMENT AUTHORITIES
173.	COAST DEVELOPMENT AUTHORITY	REGIONAL DEVELOPMENT AUTHORITIES
174.	EWASO NG'IRO SOUTH DEVELOPMENT AUTHORITY	REGIONAL DEVELOPMENT AUTHORITIES
175.	KERIO VALLEY DEVELOPMENT AUTHORITY	REGIONAL DEVELOPMENT AUTHORITIES
176.	LAKE BASIN DEVELOPMENT AUTHORITY	REGIONAL DEVELOPMENT AUTHORITIES
177.	TANA AND ATHI RIVERS DEVELOPMENT AUTHORITY	REGIONAL DEVELOPMENT AUTHORITIES
178.	WITNESS PROTECTION AGENCY	STATE LAW OFFICE

APPENDIX II: LETTER OF INTRODUCTION

**Stephen K Gitau
School of Business
c/o MBA Office
University of Nairobi
P. O. Box 30197
NAIROBI**

Dear Respondent,

RE: COLLECTION OF RESEARCH DATA

I am a post graduate student at the school of Business, University of Nairobi. In order to fulfill the Master of Business Administration Degree requirements, I am undertaking a Management Research Project “Strategic Change Management practices within State Corporations in Kenya”.

You have been selected to form part of this study. This is to kindly request you to assist me in the data collection by availing yourself for personal interview or filling out the attached questionnaire. Which I will collect from your office.

The information collected will exclusively used for academic purposes. My supervisor and I assure you that all information will be treated with strict confidentiality. I will avail a copy of the final paper upon your request.

I Thank you personally for your cooperation.

Yours

**STEPHEN K. GITAU
MBA Student
UNIVERSITY OF NAIROBI**

**ELIUD O. MUDUDA
LECTURER/PROJECT SUPEVISOR
UNIVERSITY OF NAIROBI**

APPENDIX III: RESEARCH QUESTIONNAIRE

PART A: GENERAL INFORMATION

1. Name of department.

.....

2. What is your designation in the department?

.....

3. How long have you worked in this State Corporation?

- i. Less than 3years []
- ii. 4-6 years []
- iii. 7-10 yrs []
- iv. 11-15 yrs []
- v. Above 15 years []

PART B: STRATEGIC CHANGE MANAGEMENT ISSUES

4. Does your state corporation undertake reforms to address issues that confront the organization?

- i. YES []
- ii. NO []

5. Rate the importance of selecting reforms to address issues that confront your State Corporations.

- i. Not I important at all []
- ii. Less important []
- iii. Moderate []

iv. Important []

v. Very Important []

6. Who are involved in the Strategic Change Management in this company?

i. Board of Directors []

ii. Executive Director []

iii. Managers []

iv. Members []

7. Kindly indicate the extent does your management your State Corporations adopt Economic Recovery Strategy for Wealth and Employment Creation (ERS) in seeking to improve provision of products in the organization.

i. No Extent []

ii. Less Extent []

iii. Neutral []

iv. Great Extent []

v. Very Great Extent []

8. To what extent do you agree with the following statements concerning the factors that influence implementation of reforms in your state corporations?

(1=Strongly disagree, 2=Disagree, 3=Neutral, 4= Agree and 5= Strongly Agree)

Statement	1	2	3	4	5
Financial constraints that hinders effective service delivery					
The need for poverty reduction					
Employment of competent staff					
Enhance control in the service delivery					

Reduces unnecessary bureaucratic practices in the Corporation					
The need to adopt technology advancement					
The need to offers citizen/client focused service and risk management					

Any other, kindly specify

.....
.....

9. To what extent does management in your state corporations strive to achieve the following aspects?

(1=No Extent, 2=Less Extent, 3=Neutral, 4= Great Extent and 5= Very Great Extent)

Statement	1	2	3	4	5
Efficient management of the Public service is achieved and acquire the driving force for the broader Public Service					
Improve performance and service delivery					
Creating an enabling environment for sustainable trade, tourism, investment and employment creation					
Formulating, reviewing, coordinating and implementing policies and programmes geared towards effective human resource development and utilization					
promotion and diversification of products and services geared towards making Kenya a destination of choice for trade					

Empower marginalized groups to participate fully in national development					
Regulate and standardize products and services to ensure compliance with national and international standards					
Enhancing programmes for National Youth Service					
Preservation and development of diverse cultures into a national culture					
Research and development of new products and services					

10. What are the benefits of Strategic Change Management practices in the organization?

- i.....
- ii.....
- iii.....
- iv.....

11. Which factors inhibit the strategic change management practices in your State Corporation?

- i.....
- ii.....
- iii.....
- iv.....

12. What are the major successes of this strategic change management practices in your organization ?

.....
.....

13. How do the company's mission, vision and values affect the strategic change management practices?

.....
.....
.....
.....
.....

14. How are the Strategic Change Management practices affected by the organization structure?

.....
.....
.....
.....

15. Has your management in your state corporation faces resistance when implementing reforms?

Yes []

No []

If Yes, Kindly indicate the source of resistance to reforms undertaken in your State Corporations

i.....

ii.....

iii.....

16. In your own opinion, how is your Company currently responding to resistance to Strategic Change Management practices?

.....

.....

.....