

**INFLUENCE OF HUMAN RESOURCE ON IMPLEMENTATION
OF STRATEGIC CHANGE MANAGEMENT PRACTICES AT
THE UNIVERSITY OF NAIROBI**

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DECLARATION

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

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

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DEDICATION

I dedicate this research project to my husband, Samuel and my son Brian for their moral support while undertaking the study especially after work and over the weekends.

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ABBREVIATIONS AND ACRONYMS

DHL:	Dalsey, Hillblom and Lynn
HR:	Human Resources
HRMIS:	Human Resource Management Information System
ISO:	International Standard Organization
KCB:	Kenya Commercial Bank
NSE:	Nairobi Stock Exchange
QMS:	Quality Management System
UON:	University of Nairobi

ABSTRACT

Strategic change implementation in organizations requires careful planning and knowledgeable human resource with the required skills, knowledge and attitudes. The need for this study came as a result of understanding how human resource can influence strategic implementation at the University of Nairobi and how these changes are being implemented to meet the expectations of their customers and achieve a competitive advantage for success and survival. The research design used was a case study and both primary data and secondary data were collected. Data was analyzed using content analysis. The researcher managed to interview three interviewees who were; a Director, a Records Manager and one of the Senior Administrative Staff. The study found out that there have been various strategic changes that have been taking place at the University of Nairobi; the major change being adoption of information communication technologies which enhanced sharing of information among its stakeholders. The study revealed that knowledge is considered to be a key strategic resource that does not depreciate and can generate increasing returns. The findings further revealed that challenges that were encountered in strategy implementation were resistance to change, inadequate resources and lack of adequate personnel. It was observed that the University had adopted performance contracting, service charter and International Standard Organization (ISO) that guided them in improving their service delivery. It was also observed that the University values staff training that is geared towards improving their skills and knowledge. The study recommends that the University should continuously train and develop its employees to enable them cope with environmental changes and reduce resistance to change. The study further recommends that the University should allocate more resources to ensure that there are adequate facilities and available funds to implement the chosen strategies. The major limitation of the study was that it was carried out within a short period of time and this could not allow the researcher to collect enough data for comprehensive analysis and the interviewees had limited time to answer the research questions due to their busy schedule. The study concludes that, human resource is key to strategy implementation as they control the other resources. The study suggests that, further research should be carried out to investigate the influence of human resource on implementation of strategic change management practices adopted by other universities and use a survey design instead of a case study. Key recommendations of the study are that, the university should invest in human resource for effective strategic change implementation, involve stakeholders in the strategic change processes and make training its culture to impart the required knowledge and skills to enable its employees cope with environmental changes.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

All organizations are affected by changes that take place in the environment in which they operate and organizations are forced to implement changes in their process, culture, strategy and structure in order to cope with the change. Many factors contribute to successful change implementation among them being readiness for change which is seen in the peoples' positive beliefs and attitudes towards implementing the desired change. Increase in competition, rapid advancement in technology and high rate of unemployment create serious problems that require organizations to adjust. Reducing supplies of resources have also affected the way business is carried out; education institutions have not been spared either and have to adapt more prudent management system. The complex and unstable environment is a way of life, which will continue way into the future. Organizations thus are open systems with human resource who need constant adjustment through change management. The complexity and unstable environment therefore calls for a strategic change implementation (Burnes 2014). It is also important for organizations to consider adopting change management practices that are compatible with the organization's Vision and Mission.

The study was anchored on three theories; knowledge based view, human capital and stakeholders' theory. The Knowledge based view considers knowledge as a resource that does not depreciate, cannot be imitated or substituted hence a competitor cannot duplicate giving a firm a competitive advantage. Human capital theory argues that, human resource capabilities can be developed to gain the right attitude, behaviour,

knowledge and skills that are required to implement the organization's strategy (Wendy 2010). Freeman (1999) argues that stakeholders have critical influence on strategic management process and its implementation and therefore their involvement is necessarily and explicitly a part of successful strategy implementation through the strategic use of a highly committed human resource, using various cultural, structural and personnel techniques. It tasks managers to make clear the shared sense of the value they create and what brings together its core stakeholders. According to Barney (2001), the concept of resources includes a firm's capabilities, assets, attributes, organizational processes, knowledge and information that is controlled by a firm to enable it implement strategies for improved service delivery.

The motivation of this study was an attempt to understand how human resource influence implementation of strategic change management practices. The influence of human resource was the stimulus of the study and in particular the issue of their skills, competencies, attitudes, teamwork and involvement in decision making in implementing a chosen strategy given that organizations operate in dynamic environment and need to formulate strategies and implement them successfully in order to cope with the environment and remain in business. Institutions of higher learning such as the University of Nairobi are therefore never static entity and are constantly changing in various dimensions. Amount of significant, change in organizations has grown very fast over the past two decades and it is expected that in the near future, the business environment will become even more volatile. Therefore, organizations need strategies to continue to adapt to their environment and change management should be well planned and implemented with involvement of and consultation with the people that are affected by the changes. As the relationship

between human resource and implementation of strategic change management has not been explored well, the purpose of this study was to examine the issue through an approach that is systematic.

Strategic change management practices are concerned with changing the direction of the organization and the way the firm does its business. University of Nairobi being one of the Universities that offer university education in Kenya has to continuously change its strategies in order to remain relevant and competitive in the changing environment. The university has to train its employees continuously due to technological changes to gain the knowledge required to implement its various strategies.

1.1.1 Concept of Human Resource

Human resources are employees who work for the company and their skills and knowledge are invaluable to the organization. The term “human resource” suggests that the employee is part of the stock of the company which can be developed and drawn on for successful strategic change management implementation. Managers seek to capture competencies and capabilities of different employees and utilize them maximally. Human resources need to be fully utilized to provide better returns to the organizations use people effectively to implement the chosen strategy successfully. Barney (2001) argues that, both tangible and intangible resources are used by firms to implement their strategies and gain a competitive advantage by implementing strategies effectively. Understanding an organization’s human resources potential and optimizing the output of such resources, provides the impetus for human resource to be the key source that coordinates other sources for effective strategy implementation

for the organization. The human resource is a living and active input that operates the other factors of production. People create organizations and make them survive and prosper hence their special management cannot be neglected as other components of the organization are likely to suffer. Without people, organizations could not function yet; people also need the organizations so that they can maintain their living standards, by working in these organizations (Burnes 2014).

1.1.2 Strategic Change Management Practices

The term “change” refers to any alternation that takes place in the overall organization’s work environment which could include changes to structures, procedures, technology, rules and regulations, training and development and customer needs within organizations. Change implies difference, adaptation, innovation and renewal (Carnall, 2007). According to Hofer and Schendel (2009), management of change entails the use of systematic techniques to ensure that change in organization is guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired result. Strategic change management involves basic organization’s change and therefore organizations’ development concept need change management which is the process of developing an approach that is planned to change in sustaining and creating effective organizations and requires human resource at an organizational level (Bwibo, 2015).

An organization that is effective encourages and supports learning from change. This means that organizations with open management styles, encourages initiative and risk taking. Strategic change management practices include among others; effective communication, training and education, leadership commitment, stakeholders’

involvement as well as managing resistance to change and the ability to measure and monitor change progress. Strategic change management practices therefore, ensures that organizations are headed to the right direction as they need to alignment to the environmental changes.

Change rather than stability is the practice today in all organizations. Whereas in the past change occurred infrequently and incrementally, it is constant and dramatic today (Burnes, 2014). Organizations have been forced to change in order to complete or integrate a merger, catch up to a rival company, reduce its operational costs, move from good performance to great performance, split or divest part of the organization or turn around a crisis situation. Organizations currently face challenges due to a globalized economy which creates more opportunities and hazards for all, forcing organizations to make the necessary improvements to compete, prosper and to survive in the dynamic environment. Globalization has been driven by powerful and a wide range of forces associated with advanced technological changes, integration of international economic, growth of multinational companies in more developed countries and the collapse of worldwide communism. Even companies that operation in small geographical regions are not immune these forces, as they are affected by the impact of globalization. The route of influence is sometimes indirect and forces many organizations to improve (Kotter, 1996). Tactics for effective change management include among others; identifying the need for change, setting achievable objectives and creating a culture of change which all lead to gaining competitive advantage over competitors and successful implementation of strategic changes.

1.1.3 Human Resource and Implementation of Strategic Change Management Practices

Strategic change management implementation forms the action phase of the strategic management process and puts the formulated strategic plans into action in order to achieve the desired results. Pettigrew and Whipp (1993) argues that, since change usually requires some signification modification in behaviour, generating action in a new direction is usually difficult than maintaining present levels and therefore change management has to be carefully carried out to avoid resistance. Hofer and Schendel (2009) contend that, successful strategic change management implementation in any organization must be engaged within the organizations' structure. The attainment of an appropriate match or fit between an organization's strategic change management implementation and its environment aligns structure and processes that must work together in order to effect on the organization's performance.

Normally, unsuccessful strategic change management implementation happens due to consumer behavior which modify the organizations setting, when organizations are faced with internal or external crisis that could be big or and when an organization feel the need to change internally to achieve a great objective requiring a big vision (Wendell, Cecil and Bell 2014). It is evident that if organizations have to decrease their threats and weakness and expand their strength and opportunities, they cannot avoid change. To avoid resistance to change implementation, it is important that employees are given the opportunity to be involved in change initiatives since they are important resource that are involved in the process of change in the facilitation, implementation and management of effective change and they can be the main hindrance to strategic change implementing (Zimmerman, 1995).

1.1.4 University Education in Kenya

The in Kenya's university education expansion can be related to the framework of the education systems in the country and the increased education demand at all levels due to high population growth as well as upgrading some existing colleges and this can be witnessed by huge expansion from five public universities in the country in 2014, to twenty two with plans for more than twenty new universities. In addition, there were seventeen private universities and fourteen public and private university constituent colleges and an additional fourteen institutions operate through interim letters during the study period all of which have been authorized to award academic degrees. Besides the increased in the number of universities, there have been increased enrollments. Enrollment figures for 2014 show that, there were 443,783 students enrolled at universities across Kenya, more than double the 2012 enrollment number (Economic Survey, 2014). Approximately 215,000 of those students were enrolled at private institutions.

Currently, the government plans to establish at least twenty new public universities, many in regions that are underserved, but recent cuts in budget poses a big challenge to those plans. In order to improve the quality of products and services, there is need that institutes engage in careful strategy development based on internal and external analysis of the operating environment which calls for renewed strategies in order to survive. Other than students attending universities, they also attend technical and vocational polytechnics that are public or private, colleges, tertiary-level institutes, Institutes of Technology, Technical and Professional colleges which offer programs that are two to three years period, leading to certificates, diplomas and Higher National Diplomas.

1.1.5 University of Nairobi, Kenya

The origins of the University of Nairobi came into being in 1947, when the colonial government of that time came up with a plan that sought to establish a technical and commercial institute in Nairobi. In 1970, the University College Nairobi change to become the first National University in Kenya and was renamed the University of Nairobi and it is one of the largest Universities in Kenya that is situated at the capital city. The University has grown tremendously over the years with twenty faculties and six colleges. In addition to the Board of Postgraduate Studies and Kenya Science Campus, there are other centres and institutes. Since 1970, University of Nairobi has undergone many innovations leading to its development and that of the nation. It has grown from a Faculty based serving a student population of 2,768 to a College based serving around 39,000 students in the 2008 and 2009 academic year, and with over seventy five departments and offering more than 4,200 courses, to both undergraduate and graduate students (Student Information Handbook 2008/2009).

The University is led by a Vice Chancellor, four Deputy Vice Chancellors, Academic Registrar, Principals of constituent colleges, Deans of Faculties and Directors of centers (Onyango, 2014). The University is government by bodies that include the University Council, the University Senate and the University Management Board (University of Nairobi Academic Calendar and Almanac 2015-2016). The University is considered to be key institution for the production of knowledge innovation and skills of high level, which is based on the traditional core business of universities of application, production and dissemination of knowledge. This raises the issue of systems and institutional level coordination of stakeholders' policies with adequate structures and processes within the management system, mostly the ability to

coordinate different strategic activities of the governing of production of knowledge, reproduction and coordination. In order to adopt a well established strategic stakeholders' management integration in the University of Nairobi towards the national development strategies, it is important to understand better the relationship between strategic management of stakeholders and development, (Nyororo 2007).

Strategy implementation in both private and public university is a key guideline and each university has to successfully implement its strategies in alignment with the ever changing environment and market trends. Each university is striving to formulate strategic plans to guide its operations and give it a competitive edge by being able to attract more students than the other universities who are competing to attract a large number of students to provide higher education.

1.2 Research Problem

Today, the problem of the most universities as well as organizations is not lack of vision and strategy, but faces the problem of its implementation as it requires particular motivation, leading skills and coordination between many people. In many cases, the changes cannot be implemented unless members gain new competencies. Strategic change management practices could cause serious repercussions if change is not properly introduced, reasons for the change are not well explained, the organization does not have capable people to implement and manage the change effectively. Strategic change implementation task is even more difficult since it takes most of the time in strategic management process and it is the most complicated phase. Strategic change management presents great opportunities but the challenge is determining where to begin the journey, where the process of change should begin

and how to know the intended change has been achieved. Consequently organizations undergoing strategic change management need to understand the parameters that drive the needed change which means that they need to have an approach that is proactive to strategic change management which is effective mostly when organizations actively seek the participation of all relevant stakeholders (Kisinguh 2006). One is therefore left to ask if organizations embrace all parameters of change management to successfully achieve change, and if the proper change management process is followed, to help them achieve the objectives that initiated change (Bwibo, 2015).

The University of Nairobi continues to grow in number and their operations in Kenya has greatly increased. Although their delivery has improved with time, the institution has programs that are duplicated by others and most of their strategic change management practices are not in line with their operating environment which is very dynamic and above all, most of them rarely match their expansion, relocation or restructuring needs with the required competency. Higher education in Kenya has been undergoing rapid transformation in the face of changing environmental dynamics and this transformation has seen a rapid expansion of public higher education institutions. Like many organizations, the survival, growth and prosperity of these Universities depend on how they respond to changes taking place in the environment. The University of Nairobi lacks analysis and in-depth explanation of particular problems in an institutional context with regard to strategic change management practices and effective strategy implementation within institutional contexts could take different forms, which require more research. Universities have to regularly go through change processes when responding to new development scenarios, changing priorities of donors or as part of their restructuring and expansion

processes. Processes, culture and structures differ among different universities. Implementation of strategies in organizations has become indispensable part of business strategies in today's world competition and it seems no much attention has been given to specific issues and challenges that arise from higher education in Kenya. Global studies done by Julia & Veronica (2014) in Brazil and India respectively found out that, those institutions that make the change from good to great have no name for their change neither do they have a program. They neither shout nor complain about a crisis and they do not manufacture one where none exists. People in such institutions are self-motivated as they do not motivate them.

Change is not a simple evolution but mostly, performance and assumptions stay the same as before even as top managers may adjust strategy (Preifer, Schmitt & Voigt, 2005). Locally, scores of scholars have studied different influence of human resource on strategic change management and other related activities. Some of those who have carried out such studies include Mbogo (2003), Nyamache (2003), Ndope (2007), Nyororo (2007) and Kisinguh (2006). A review of all these studies shows that, there is no empirical work done in the area of strategic stakeholders' management on development at the University of Nairobi, except a study by Kisinguh (2006), that studied involvement of shareholders in the strategic change management in private organizations.

Strategic change management practices continues to receive increasing attention in literature and several studies of the same have been done which includes Gekonge (2014) who conducted a survey of the strategic change management practices by Kenyan companies using a case of companies listed at the Nairobi Stock Exchange.

Otiso (2008) studied strategic change management practices in case of Africa Merchant assurance Company. Mutuku (2011) studied on Strategy Implementation and its Challenges, a case for Kenya Society for the Blind and Bwibo (2015) did a survey of strategic change management practices within higher learning organizations in Kenya. Despite the above studies, it was evident that there is no conclusive information available on human resource and implementation of strategic change management practices at University of Nairobi. This study therefore sought to bridge the research gap, by providing answer to the question; what is the influence of human resource on the implementation of strategic change management practices at the University of Nairobi?

1.3 Research Objective

The objective of the research was to establish the influence of human resource on the implementation of strategic change management practices by the University of Nairobi.

1.4 Value of the Study

The top management of the University of Nairobi stand to benefit directly from this study as it could enable them to review their change management process as well as preparedness for change which is a continuous process of confrontation, identification, evaluation and action that has to be managed effectively as it has a direct impact on strategy implementation. The findings could be beneficial to the Kenyan government as it could help them understand that strategic change management implementation is affected by external factors such as economic and political influences and this requires an enabling business environment.

The findings could also contribute to the existing body of knowledge especially under strategic change management which could be of benefit to relevant scholars and researchers. Students could use the study to further investigate the influence of human resources on strategic change management practices and implementation. It could also be of significance to practitioners of strategic change management and help managers to understand the behavior of organization and its employees when implementing change which is complex by nature as well as help them understand that human resource have a major influence on strategic change implementation and therefore they need to understand the people implications of change.

The study could compare the various theories used in the study to determine whether they conform to them or not. The study could also determine whether its findings are consistent with the current theories. It could also add value to the existing theories by giving new insights and could suggest new theories in the field of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked at the existing empirical literature and theoretical foundation that presented a broad literature review of different approaches and informed the study linking human resource with strategic change management implementation in detail. It focused on stakeholders' theory and human capital theory that focus on the human resource aspects that affects the organizations leading to various change implementations.

2.2 Theoretical Foundation

Various theories aids organizations define its goal and purpose and also have the main goal setting rising action strategies and everything that refer to managerial processing require strategy tools and mission. Theories such as Knowledge-based view, Stakeholder Theory and Human Capital Theory are well placed in explaining organization change implementation models, structure and the ways in which tasks are centralized and employees are in processes that are geared towards overcoming process and tasks that utilize the structure of work.

2.2.1 The Knowledge-based view

The knowledge based view of the firm recently extended from the Resource-based view of the firm. It considers knowledge to be a very special strategic resource that can produce increasing returns and does not depreciate as in the case with traditional economic productive factors. Most knowledge-based resources are mainly intangible and dynamic in nature. The strategic value of the organizations capabilities and

resources can be increased by making it difficult to buy, sell, imitate or substitute them. The invisible assets, like knowledge that cannot be transferred to another person by means of writing it down or verbalizing it or trust, cannot be transacted or replicated by competitors easily, as they are usually founded in the history of the organization. The capabilities people have can only be valuable to a firm and not so for another firm, or competitor as they are difficult to duplicate (Blackler, 2002). Certain capabilities are only valuable when integrated with other individual capabilities specific to that particular firm based upon the tacit knowledge of the firm, and the capacity of being complementary is immobile (Hitt et al., 2001). Wendy (2010) argues that to succeed in knowledge based economy, training and education are key elements in gaining a competitive edge.

2.2.2 Stakeholder Theory

Stakeholders are regarded as those people with valued resources, vested interest that can be influenced by the failure or success of the firm or by their relationships with the firm, strategic decisions and their implementation, power or other influential factors that are critical to a firm's strategy. Stakeholder theory holds that, stakeholder interactions offer both opportunities and challenges to an organization, as a large number of stakeholders request for participation that is more meaningful, as they contribute to solutions that are creative and other complex issues (Wheeler et al., 2003). In line with Freeman's (1999) argument, many scholars do not just view stakeholders as an alternative approach but as crucial to strategic management. Many Managers face complex, uncertain and changing surroundings due to international political reforms and dramatic technological advancement and therefore, their interactions with stakeholders have recently become a critical issue for them.

Freeman (1999) maintains that, relationships with stakeholder affect organizational strategic decisions and contribute to success or failure in its implementation and treats a firm's strategy as a response to its various stakeholders. Stakeholders are useful for a firm's success to align both their decisions and strategic goals to their requirements, and are regarded as partners who cooperate with the firm and encourage knowledge sharing to generate both social and economic values. Post et al. (2002) proposed a comprehensive model, indicating that in order to generate organizational wealth, the relationship of a firm with its critical stakeholders are crucial. The Post et.al model has two main parts; the corporate core that comprises strategy, structure, and culture and the strategic environment of the corporation including three types of stakeholders: social and political stakeholders, resource-based, and industry-structure. All these stakeholders must be involved in the strategy management process for it to be implemented successfully. Kondalkar (2007) indicates that an organization being an open system interacts with the environment and solely depends on it, as any change in the environment makes it necessary for the organization to incorporate change in all its systems and processes. Managers need to understand the interests of shareholders in order gain support from their developed objectives and actively explore their relationships since their support is necessary for long term success.

2.2.3 Human Capital Theory

According to Wendy (2010), Human capital theory focuses on personality attributes, competences, and knowledge incorporated in laborers ability to produce gains that are of economic value for the individual and for the business. The theory founded by Schultz (1961) holds that, the concept of human capital shows an investment in people through training and education which raise their future income by increasing

their lifetime earnings. Schultz argues that the acquisition of knowledge and skills enhances the means of production. The theory asserts that expenditure on human resource in training and education is costly, but should be considered an investment rather than a cost since it is undertaken in order to increase personal incomes, skills and knowledge which are utilized in implementing a chosen strategy.

The human capital approach views human capital in specific terms that is, the possession of a particular skill with a limited industrial application and therefore a means of production and the outputs of individuals depend partly on the rate of return the human capital one owns. Thus, additional output is as a result of additional investment through human capital. It focuses on filling skills gap due to emerging technologies. Though human is substitutable it is not transferable like land, labor, or fixed capital. Employees require investment as they are viewed as a capital which is achieved through education and training enhancing access to a range of skills and knowledge that promotes lifelong learning which enhances success in implementing a strategy. When there is success in human capital, people are seen as the only sustainable source of competitive advantage. If only because institutionalization under different conditions will produce significant local variation, the human capital theory founded by enacting change models will not lead to a completely homogeneous world. The theory suggests that, investing in human resource improves the skills, knowledge, and abilities of the employees flowing within and into the organization would result in successful strategy implementation.

2.3 Human Resource and Implementation of Strategic Change Management Practices

Human resources are employees who work for an organization and are the most valuable assets in an organization as their skills, knowledge, competence, capabilities and attitudes are utilized to successfully implement an organization's chosen strategy. They are among the stocks of a firm's-specific asset which cannot be easily duplicated as they possess specific expertise and knowledge. The human resource is among the four resource categories of a firm that include among others financial resources, physical resources and organizational resources. Employees of a firm are key players in strategic change management practices and implementation as they coordinate the other resources of a firm to successfully implement its strategy as they understand the direction of the firm. Their commitment and positive affection towards the organization is reflected in the pride felt by stakeholders at being part of the organization and a desire to see the organization succeed in its objectives (Cohen, 2003). Change management is not a distinct discipline but draws from various social science discipline and traditions (Burnes 2014). Disciplines relevant in understanding organizational change include but not limited to organization theory, organization behaviour, human resource management and organizational development. However, People will always resist change and organizations have to deal with both systemic and behavioural resistance to change. Organizations therefore need effective communication, involvement and support for the successful change implementation.

Nassazi (2013) focused on the effects of human resource on strategic change implementation. The study was based on three case studies of the biggest telecommunication companies operating in Uganda. The results obtained indicated

that performance of employees is affected by human resources. The findings can be useful to human resource managers and policy makers, decision makers, government and academic institutions. Waithera (2014) focused on the perceived relationship between human resource and development practices and strategic change implementation at Kenya Commercial Bank, Kenya. The findings of the study revealed that, human resource and development was perceived by the employees as key in their performance. The programs prepared the bank employees to work together in teams, give them accuracy in processing their work and knowledge in aspects of quality. The programs have also enlightened them on what is expected of them in their various departments and this has not only helped in the elimination of job discrepancies but has also helped to minimize risks as well as to ensure harmony and consistency across the entire team.

Githinji (2014) did a study on the effects of human resource on strategic change implementation at United Nations Support Office for the African Union Mission in Somalia. The purpose of this study was to explore the effects of human resource on strategic change implementation among the international civil servants. The study was guided by the following research questions: What is the role of human resource on employee change engagement? As a measure of engaging in change process, the top level management and non-management staff were more likely to be induced in taking new tasks after undergoing human resource compared to those in the middle level management. Ashar, et.al. (2013) focused on the impact of perception of human resource on employee turnover intention and commitment. The study objective was to investigate relationship of two most important perceptions of human resource with affective commitment. These perceptions of human resource include perceived

supervisor support for human resource and perceived availability of human resource. The findings of the study show important positive association of both human resource perceptions with affective commitment negative association of affective commitment with employee turnover intention.

Jagero, Komba and Mlingi (2012) focused on the relationship between employee's performance and on-the-job human resource in Courier companies in Dar es Salaam, Tanzania. The objectives of the research were to examine the existing on-the-job human resource programs and to assess employee's performance in the courier companies in Dar es Salaam. Findings from the study showed that, different programs of on-the-job human resource were conducted in Dalsey, Hillblom and Lynn (DHL) Express and FedEx which were conducted according to the company's general need or due to the normal changes that occur in the company. Key Performance Indicators are used to measure the level of performance against the set standards. Findings of the study showed that there is a big relationship between on-the-job human resource and strategic change implementation in DHL and FedEx. On-the-job human resource programs positively influence on strategic change management implementation.

Elnaga and Imran (2013) established the effect of human resource on strategic change implementation in which the study aimed to study the effect of human resource on strategic change implementation and to provide suggestion as to how effective human resource programs in a firm can improve its strategic change implementation. The research approach used for the study agrees to qualitative research, as it reviews multiple case studies and the literature on the importance of human resource in

improving the performance of the workforce and effective strategy implementation. Further, the researcher analyzes the models and theoretical framework that are related to employee development through human resource and development programs and its effect on strategic change implementation. The research also offers the top management with suggestions in form of a checklist, necessary for all businesses, to assess the strategic change implementation and to find out the exact cause(s) of the problem of performance so that it can be solved in time through desired human resource programs. Ameer and Furqan (2013) focused on the impact of human resource on development of employees and performance in hotel industry of Lahore, Pakistan. The main purpose of the human resource was to develop the skills of the employees, which in-turn makes the organization more profitable. The study findings established the human resource programs which were being used by the human resource departments of the hotels of Lahore were helping employees to develop performance of their task. Human resource is a key aspect nowadays in making the organization profitable through successful strategy implementation.

Alexandros and Bouris (2008) focused on employee perceived human resource effectiveness relationship to employee attitudes. The purpose of the study was to investigate the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment. The study examined the responses of lower managers and 134 employees, of five large Greek organizations, after they had completed a human resource program. The study results supported the proposed hypotheses, that showed that there is a significant correlation between employee commitment, job satisfaction and motivation and perceived training effectiveness in organizations.

Ngugi (2014) focused on the perceived relationship between human resource and development and strategic change implementation in Geothermal Development Company. The objective of the study was to find out the relationship between human resource and development and strategic change implementation in Geothermal Development Company. The study adopted a descriptive survey design in the investigation of the objectives. The key findings of the study were that, Geothermal Development Company, employees were aware of the existence of a human resource and development policy in the organization and were of the view that upon completion of their human resource, they share what they have learned with other employees. However, the staff did not agree with the human resource evaluation as the result indicated that the respondents disagree that human resource evaluation was accorded high priority in the organization. The implication of the study was that human resource and development is important in influencing strategic change implementation.

Dysvik and Kuvaas (2008) focused on the relationship between perceived human resource work motivation, opportunities and employee outcomes. The purpose of the study was to establish other relationships between human resource opportunities and employee outcomes. A cross-sectional survey of 343 trainees from various Norwegian service organizations showed that, there was a strong relationship between perceived human resource opportunities, and both task performance and citizenship behaviors. It can therefore be concluded that success in strategy implementation is measured by the organization's ability to meet or exceed its set strategic objectives, improved financial performance and good progress geared towards achieving its vision.

2.4 Challenges of Strategic Change Implementation

A number of challenges have been attributed to hinder success of strategy implementation. Challenges of strategy implementation can be from internal to external environment. Limited resources and resistance to change can pose a great challenge in any organization during the implementation phase. Limited resource may imply lack of enough funds, inadequate equipment and facilities, inadequate human resources, skills and experience and the expertise required. For many employees, change implies loss and brings about resistance fear and anxiety even in situations where strategic change can be considered the best choice in a work situation. Known patterns of behavior make people resist change because it is seen as a threat. Resistance to change is itself a defense mechanism to maintain the status quo and is therefore normal for those affected by change to resist it.

Hultman (1995) maintains that even through the change effort may be beneficial to some employees; they are predisposed to resist change. He further maintains that resistance to change can either be active or passive. In active behavior, employees engage in behaviors associated with manipulation, fear and fault finding while in passive resistance employees are associated with withdrawal of information, ignorance and lack of action following verbal compliance. Dent (1999), maintains that resistance is the employees adoption conduct in order to preserve the status quo. Resistance to change is a phenomenon which is multifaceted which introduces additional costs and instabilities into the change process and may lead to delays in triggering the process of change or take the form of procrastination. It can either be systemic or behavioural. In systemic resistance, organizational resistance is caused by among other factors; fixed investments, organization design, culture, limitation of

resources and inter-organizational agreements. Behavioural resistance is either individual or collective which arises when employees fear to lose something of value, they do not understand the change and its implications, they find it difficult to adapt with the change practice or they do not believe that change will make sense in the organization. Other causes of resistance to change are loss of job security, lack of management's confidence by employees, loss of status, interruption of cultural customs and traditions. Changes in organizations also bring about redesign, shift of work processes, people's movement which are considered to be threats to patterns of social interactions and routines as well as friendships.

The external environment such as political-legal forces may hinder favorable legislative framework. In addition, political instability can have a negative impact by affecting political goodwill towards mobilization of resources towards the strategy implementation. Economic conditions may interfere with market share and hence overall profitability of an organization which further affects the organization's ability to implement strategic changes.

2.5 Empirical Studies and Knowledge Gaps

Various empirical studies have been conducted on human resource and implementation of strategic change management practices. Some of the studies have consistently cited that human resources are key determinant of successful strategy implementation in any organization. Mutuku (2011) in his study identified human resource as key factor in strategy implementation. The study addressed in detail the responsibilities of managers in strategy implementation. He found out that, the main aspects of management practices that affected strategy implementation include;

providing support for employees, encouraging creativeness, allowing people participate in making job-related decisions, and creating and sharing organizational goals. The results of the study showed that all top managers have significant relationships with the strategy implementation and lack of their support and commitment in performing their roles leads to lower cadre of employees missing guidance and support.

Ngugi, (2014) did a descriptive survey study with an aim of addressing the importance of employee training and development as a way of motivation for effective strategy implementation. The study addressed in detail the concept of training and development to ensure contribution of individual and groups in achieving organizational objectives through the development of the required knowledge, skills and attitudes in order to manage change in organizations. The implication of the study was that, training and development is important in influencing employee performance leading to achieving organizational strategic goals. The results of the study showed that organizations that embrace staff training and development increase employee performance, knowledge and skills leading to effective strategy implementation. Onyango (2014) in his study used interview guide to ascertain strategic change management practices by Kenya Commercial Bank that would enable them sustain their business operations in a dynamic environment. The study revealed that, the senior management in Kenya Commercial Bank has varied strategic management practices adopted in their organization and they dedicate a lot of time, man power, technology and resources during the entire strategic management process. In relation to the strategic management practices adopted by KCB, the study revealed that the senior management has varied strategic management practices adopted in

their organization and they dedicate a lot of time, man power, technology and resources during the entire strategic management process. It also revealed that the senior management constantly comes up with ways and measures to mitigate the challenges they face during strategy implementation. Julia and Veronica (2014) in their study found out that managers remain key to change processes in organizations and they need to continually be given relevant roles, recognition and support.

In Kenya and from the above studies, there have been several attempts to understand the role of the human resource in various industries in implementation of strategic change management practices. However, no attempt has been made to understand the human resource as key determinants in strategy implementation at the University of Nairobi creating knowledge gap that this study seeks to fill. Other related studies have been done on influence of human resource on strategic change management in other settings and in the past and due to laps of time and other environmental changes, the findings of this study could be different from the findings of other studies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section gave the methodology that was used in the case study. A research methodology defines what the activity of the research is, how to proceed and measure progress and what constitutes success. It included the research approach, population of study, type of data to be collected, method of collection and data analysis techniques.

3.2 Research Design

A research design is a blueprint or a plan of how a researcher will conduct the research under study (Babbie & Mouton 2011). The study was carried out through a case study design where the unit of study was be University of Nairobi. The study sought to identify the influence of human resource on implementation of strategic change management practices at the University of Nairobi.

The design was most appropriate when detailed, in-depth analysis for a single unit of study was desired. Case study research design provides very focused and valuable insights to phenomena that might otherwise be vaguely known or understood. According to Kombo and Tromp (2006), the basic purpose for descriptive research usually is to describe characteristics of the population of interest, make specific predictions and test associational relationships.

3.3 Data collection

Data collection is concerned with actual details of information that is used as a basis for reasoning, discussion or calculation (Cooper 2006). Data was collected by use of interview guides which were be open ended and were administered through personal interviews that provided an in depth understanding of the matter under review from the top management team of the University which allowed further probing.

Data was collected from some key managers of the University who were among those that were targeted during the research proposal. Although the researcher intended to collect data from Principals of colleges it was only possible to interview three Senior Managers of departments from units under Deputy Vice Chancellor's office (Administration and Finance) namely; Director, Library and Information Services, Records Manager, and head of Human Resources in-charge of Recruitment and Training. The respondents were among key officers responsible for strategy design, management of the strategic change process and spearheading its implementation.

They were also responsible for monitoring the progress of the strategy implementation, evaluation and taking corrective measures. The respondents provided information relevant to implementation of strategic change. Secondary data published by the University such as strategic plan and other publicity materials were used to enrich understanding of University as a whole.

3.4 Data analysis

Data analysis refers to categorization, ordering, manipulating and summarising data to obtain answers to research questions. Primary data was collected by use of interview guide while secondary data was collected from the Institution's published material that was qualitative in nature and content analysis was used to analyze it in order to obtain meaning from the collected data (Cooper, 2008). Content analysis is a method of making inferences by objectively and systematically identifying specific characteristics of messages as the basis to relate trends and provides valuable historical and cultural insights through analysis of texts.

Content validity was used as a measure of the degree to which qualitative data collected using interview guide represents a specific domain or content of a particular concept. Validity is the extent to which a test measures what it is supposed to measure. The researcher's data collection and analysis was valid and data recording was accurate. Data interpretation was empirical and logical to increase validity.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter gives a detailed report on the analysis of the primary and secondary data collected from personal interviews, documented sources, their results and discussion of the research findings. Primary data was collected using a comprehensive interview guide from senior officers of the University of Nairobi from key sections that were deemed to be responsible for strategic management process and in particular spearheading strategy implementation. Secondary data was collected from the University's various publications relevant to the study.

4.2 Data Analysis

Data analysis was in relation to the research objective which was to establish the influence of human resource on implementation of strategic change management practices at the University of Nairobi. It involved detailed description of the study object. In order to get answers to the research question, an interview guide was used to get in-depth information and underlying issues in relation to the research objective and question. Considering that data was qualitative in nature, the researcher used content analysis.

4.2.1 Overview of the Respondents

The data was collected from three senior members of the management team in the units within the Finance and Administration who were deemed to be part of the team vested with strategy implementation. The respondents consisted of one Director, a Records Manager and an Assistant Registrar in charge of Human Resources. The interviewees were deemed to be part of the team in the University of Nairobi that is

responsible for strategy implementation. The research instrument was designed to help capture background information on the participant's managerial position, gender, number of years of service at the University of Nairobi and number of years in the current position. This was geared towards ascertaining the interviewees' competence and suitability as a source of data for the study at the University of Nairobi.

Two of the respondents had been with the organization for more than five years while only one respondent had been with the institution for three years. Among the respondents, two were male while one was a female. Telephone calls were made to book appointment with the respondents. A letter of authorization to collect data was presented to the interviewees who were assured that the information provided would only be used for academic purpose.

4.2.2 Influence of Human Resource on Implementation of Strategic Change Management Practices

The researcher asked the interviewees various questions that were relevant to the research objective on influence of human resource on implementation of strategic change management practices at the University of Nairobi. The study was meant to establish how human resource are valuable to successful strategic change implementation that has enabled the University of Nairobi survive in the dynamic environment with high competition from both private and public universities.

The study sought to establish whether the University recognizes the importance of development of employee skills and knowledge for effective strategy implementation and improved performance. All the respondents were quick to point out that University of Nairobi had a pool of skilled and competent members of staff who are

competitively recruited through local daily advertisements and the University's website to attract highly qualified and competent members of staff and continuously trained them to enhance their efficiency, productivity and performance. It was established that large sums of funds were channeled towards updating their skills especially the teaching members of staff who were granted research funds to further their studies. Non-teaching members of staff were also partially funded through Staff Development Fund for their development by enrolling in various programs within the University. One of the respondents pointed out that due to rapid technological changes, training has become a continuous and a learning process at the institution.

All the interviewees were in agreement that there were prior arrangements made before any change process was implemented. Further, they indicated that the top management of the University held workshops and meetings to create awareness whenever there was need to implement change in the institution which was further cascaded down to all through college and departmental meetings. They all stated that, the office of Registrar, Recruitment and Training worked closely with all the six Colleges in the University and departments in the Central Administration to organize for various trainings to sensitize staff members on new desired changes. One of the respondents stated that the institution conducts needs assessment to identify skill gaps which is used to identify the type of training required. The respondents further indicated that they had planned activities to prepare members of staff cope with frequent changes. A recent training in point was on Quality Management System (QMS) that provided guidelines on ways of improving quality service provision at the University. Through training, members of staff are sensitized on new changes that the institution desired to implement in order to align itself with the environmental

changes and customer expectations. All the respondents pointed out that most of the trainings were done by internal trainers while in cases where expertise on specific areas lacked; external trainers were invited to conduct training. One respondent pointed out that, there were changes in human resource management information systems (HRMIS) where employees were trained on how to access online leave application system which changed from paper work to paperless system. This was embraced by everyone and it reduced the amount of paperwork as well as enabled access to the system by everyone. This was a sure way of ensuring that there was minimal resistance to change and increased the level of confidence and competence to cope with change. One of the respondents gave an example of training on plagiarism that was carried out throughout the six Colleges of the University to ensure high level of research originality which was aimed at enhancing the quality of research work by students. The respondents unanimously agreed that helping employees cope with change was one of the success factors in change implementation. The respondents unanimously pointed out that the main stakeholders in the change process of implementation were both internal and external clients. These included employees, management of the University, students, the Government of Kenya and strategic partners of the institution. Other stakeholders were the various Directors of units and Principals of various colleges.

The study further sought to establish whether all stakeholders were involved in the change process. All respondents pointed out that, it was not possible to involve everybody in strategy formulation as the University worked through committees that comprised of expert stakeholders appointed from various departments, units and Colleges. They also pointed out that, during strategy implementation, everyone was

involved though minimal resistance was received especially in changes with regard to technology due to fear and uncertainty of what the change would bring. From the findings, it was clear that it is not practical to involve all stakeholders in the change process especially at the formulation stage. The researcher gained an insight understanding from the respondents that, the University had many stakeholders and since they had a stake and interest in the institution, most of them were committed to strategic change management process especially strategy implementation. All the respondents therefore pointed out that most of the stakeholders were committed to implementation of strategic changes because in most cases, they are considered to be the drivers of change and therefore their commitment is critical in strategy implementation. However, strategy control and evaluation was left to the key stakeholders of the institution.

The researcher sought to find out whether strategic change management champions in the University were rewarded. One of the respondents indicated that champions of successful strategic change implementation were paid some percentage of allowances as a way of motivating them and recognizing their efforts. One of respondents stated that, one member of staff who was a champion in open access activities that led to the University being ranked highly in the academic field of webometrics ranking in Kenya, Africa and across the world in general was recognized through letter of appreciation that acted as a motivator. Another respondent pointed out that, those units that performed well in the Performance Contracting for a given period usually a year, were given trophies as a way of appreciating their efforts to achieve the set targets within their means. Others were recognized during various meetings for their efforts towards achieving set goals.

4.2.3 Implementation of Strategic change Management Practices at the University of Nairobi

The study sought to establish whether the respondents were aware of any changes that had taken place at the University of Nairobi over the last five years. There was consensus by all the interviewees that various strategic changes had taken place as they were part of planning for the changes, a strong point being that, they were already in the system during that period and expressed that they had a long experience from the organization and this was an indication of reliability of the information obtained.

Some of the changes that the respondents highlighted were adopting information communication system and shifting from paper work to paperless system by means of automating most of the system operations such as the payroll, payments of tuition fees by students, access to university services by students and the introduction of online leave processing system for all staff members. The introduction of student application for enrolment online was mentioned as one of the recent automated technological changes in the institution. The institution has embraced ISO certification and re-certification that has led to improved quality service delivery. All the respondents mentioned that, another recent strategic change was the massive investments in the construction of modern University Tower to expand space and teaching facilities. All respondents had not much to talk about the University Tower as it was under construction though almost complete.

All the respondents agreed that there were multiple causes that led to strategic change in the institution. All were in agreement that, change was driven by both internal and external forces. The common cause that led to strategic changes that all unanimously

agreed to was the accelerated tempo of new technology, the desire to increase in size, need to retain qualified personnel, the desire to compete globally, the need to reduce in operational costs and to adjust to the changing environment. High competition from other universities in the country was also mentioned as a factor that led to strategic change. All these changes were aimed at improving from good performance, improving competitively against other similar institutions and the need to attract, maintain and retain highly qualified personnel who were competent and had the right skills, attitudes, behavior and knowledge to implement a chosen strategy effectively. With regard to the role of the respondents and their major responsibilities in the strategic change and implementation process, all agreed that they were responsible in their various units in the change management process of strategy formulation and especially overseeing successful strategy implementation. One of the respondents pointed out that, this was evidenced by being members of various committees that were constituted to come up with strategies that were felt would improve service delivery and quality of services to its stakeholders and enhance the institution's brand name. The constituted committees were held responsible for actions that led to improvement on its market share in the industry in which it operates. One of the respondent stated being a member of a committee that was responsible for spearheading policy implementation, control and evaluation to ensure that the organization was headed to the right direction.

The study further sought to find out how the University of Nairobi was implementing its strategies. The respondents pointed out that implementation process was more transparent and traceable for employees and a good communication between top and bottom relieved managers and allowed them to feel included and more secure to cope

with change. One of the respondent stated that the University receives guidelines from the Government of Kenya and Commission for University Education on new changes that need to be implemented in order to provide quality service. The respondents further stated that each unit/department had its strategic plan which was aligned with the University's overall Strategic Plan. Upon receiving the overall strategic plans at the departmental and unit levels, they were cascaded down through development of annual reports, strategic plans and service charter. They also stated that the annual reports, service charter and performance contracts gave them specific tasks with timelines to be met and each department's performance was measured to show the level of compliance to the set timelines and goals. The interviewees stated that some of the ways that strategy was implemented in their departments was through training and recruitment of competent and high skilled staff.

One respondent ascertained that the University sign Performance Contract each financial year with the Government which is thereafter cascaded down to departments and finally to individual level. They set targets within their means and work towards achieving those targets. The respondents stated that some of the key tools that attributed to their strategies were International Standard Organization (ISO) 9001:2008 certification, Quality Management Systems and performance contracting as the major drivers of strategy in their units/department. The interviewees further stated that these tools enabled them to be more systemic in their work performance and were used to measure output against set targets. The tools used in the institution's strategy implementation provided guidelines that enhanced timely service delivery and improved the quality of services offered to the institution's stakeholders. It was found that out tools such as service charter, annual budgets, strategic plans and

International Standards Organization were used to set goals that needed to be achieved. All the respondents agreed that, those organizations that perform better than others had plans and targets to meet within a given timeline. They further agreed that implementing strategies was a sure way of remaining competitive in the market place and survival in the competitive business environment.

The study sought to find out whether deadlines under strategic change management planning and implementation were periodically reviewed. The respondents unanimously agreed that, the use of both internal and external audits ensured constant reviews and evaluation of strategy implementation towards the desired direction and corrective actions taken where necessary. All the respondents were in agreement that, the tools were reviewed periodically to align them with the changing environment and the organization's changes in structures and policies. They unanimously agreed that at the time of the study, there was a strategic plan (2013-2018) in place that was reviewed periodically. The respondents stated that, there were well planned strategic change processes where milestones were set out with specific timelines to be met and the set targets were reviewed to ascertain the level of achieved goals. Other tools such as budgets were reviewed yearly. Additionally, the institution's dedication to quality service delivery through ISO certification provided ground for both internal and external audits.

In regard to whether strategic change management implementation steps and process were followed correctly, all respondent concurred that, there was unfreezing, changing and refreezing the existing behavior and systems. They further stated that, unfreezing ensured that, the stakeholders left behind the previous behavior in

readiness to acquire or learn new one, the change phase ensured that the organization presented a new alternative for a new pattern of behavior gradually or in a drastic manner and refreezing ensured that it was institutionalized and adopted and change behavior was reinforced to consolidate new practices. The respondents unanimously agreed that most of the time, these processes were correctly followed which led to successful strategy implementation.

The study sought to find out if the institution had relevant performance indicators. The respondents agreed that they carried out customer satisfaction survey frequently to gauge the level of customer satisfaction and their quality of services. The study showed that there had been reduced complaints from its stakeholders with regard to quality of services offered, transparency had been increased and accountability by stakeholders in their various areas of responsibility. All the respondents agreed that there was overall staff satisfaction as evidenced by low staff turnover rates. Other performance indicators included; enhanced brand name and image as well as high course enrolments for students. One of the respondents stated that, the major key performance indicator was the indication that the institution was geared towards achieving its set goals and targets in pursuit of achieving its vision.

The study also sought to find out whether outcomes of strategic implementation were communicated to all levels of the institution. All the respondents unanimously agreed that almost all their strategy implementation had been largely successful and the results were communicated to everyone in the organization through the university website, circulars, newsletters, memorandums and during training sessions. The institution's vision and mission statements are strategically placed in key areas of the

University. A strong point was the announcement of webometric ranking that was on the University's website. On the other hand, some of the respondents stated that results of strategic change management were also communicated in University's Senate meetings, University Management Board Meetings as well as at the departmental meetings. Further the study sought to find out the benefits of strategic change management practices and its effective implementation at the University of Nairobi. All the correspondents agreed that, all organizations that practiced strategic change management had better performance than those that did not. The respondents indicated that among the benefits of practicing strategic change management in the University, included reduction in operational costs, enhanced service delivery, improved brand visibility and efficient resource utilization and generally enhanced the institution's performance in its operation in the dynamic environment. One of the respondents pointed out that practicing strategic change management gave a clear direction of the institution. It also gave continued confidence by clients and stakeholders, improved student enrolment increasing the institution market share and led to improved ranking in academic fields such as webometrics.

The researcher sought to find out the challenges faced during strategy implementation at the institution. All the respondents agreed that despite various successful strategy implementations, the institution had some challenges that the respondents pointed to be as a result of both internal and external environment. They pointed out some of the challenges to be lack of enough resources to fund University programs, lack of adequate personnel to carry out the strategic changes, resistance to change as they pointed out that some lower level of staff did not understand the benefits of implementing new strategy as most of them viewed change as a threat and they

associated it with loss. Reluctant to implement new strategies and embrace changes by long serving staff to adapt to new systems was a big challenge as they preferred the status quo. The challenge of resistance to change arises as a result of uncertainty of what the change would bring to people including loss of their jobs and for many employees, change implies loss. Most of the long serving employees were also slow learners and others needed to sponsor themselves to keep pace with the use of modern technology which implicated additional costs to them. Resistance to change introduces delays, additional costs and instability into the change process. All the respondents unanimously agreed that organizations operate in a dynamic environment which is prone to political, economic and legal changes and this pose a great challenge during the process of strategy implementation

4.3 Results

The results of the findings were analyzed using content analysis which was meant to probe the respondents for in-depth information on the research question. The main objective of the study was to establish the influence of human resource on implementation of strategic change management practices at University of Nairobi. With regard to results obtained from the respondents, they all pointed out that, though strategy implementation is not easy, University of Nairobi must successfully implement its strategies if it has to survive in today's competitive environment in the higher education sector.

The study findings revealed that, in the change management process, real work starts at its implementation phase as it entails converting strategies into action which requires competence. The findings further revealed that the existence of strategic plans, performance contracts, service charter and annual budgets has helped

University of Nairobi to strategically position itself and provided a road map to succeed in the dynamic environment. Strategy implementation requires competent employees, support and teamwork among others. Knowledgeable and skilled employees are a vital resource to an institution's success in strategy implementation. Further the study revealed that, there was reinforcement to motivate members of staff in order to keep the newly acquired behavior stabilize through rewards and recognition. Employees with a greater sense of competence see themselves as capable members of the organization and are more likely to be open to strategic changes and successful strategy implementation.

It was noted that, some of the challenges associated with strategy implementation were influence from external environment, lack of resources such as funds, inadequate human resource, challenge of staff retention, inadequate incentives to champions and implementers of change. When employees feel incompetent to handle the change effectively, they may also resist change. All the respondents pointed out that, people resist change and would prefer status quo. Environmental constraints that include among others: imposed legal issues, frequent changes in politics, economic changes, constrained imposed by regulatory bodies such as the Commission for University Education inhibits timely strategy implementation. Generally elicited respondents pointed out that, strategic change was a good thing to practice as it enabled the institution to remain competitive in the market and implementing strategies gives an organization a competitive advantage.

4.4 Discussion of the findings

The process of strategic implementation has always been an area of concern for both researchers and scholars. This is in line with authors in strategic change management who describe strategy implementation as hard, long and time consuming process but a vital phase in strategic management process. According to Aosa (1992), once strategies have been developed, they need to be implemented and they are of no value unless they are effectively converted into action. David (2003) points out that work begins at strategy implementation as it is the action stage that converts broad plans into concrete actions and it marks a critical phase in organizations' growth.

From the findings of the study, it was evident as demonstrated in Lewin's change model that during strategy implementation, the University of Nairobi practiced freezing, changing and refreezing systems and behaviours so as to institutionalize and stabilize the desired change in order to make it a culture. Practicing Lewin's change model has enabled the institution implement its strategic changes successfully. The model advocates for reinforcing new patterns and leaving behind the old culture. The study findings concur with the Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR) model of change. The model focuses on creating awareness to the members of staff in an organization of the need for change which was carried out through workshops and seminars to make people understand the need for change. Once awareness was created, members of staff participated and supported the desired change since they were meant to be aware of what was expected of them. Staff members were also trained by experts, workshops held and seminars to facilitate them acquire the relevant skills and knowledge to implement the change.

The findings of the study were consistent with Wendy (2010) who focuses on competencies and knowledge that does not depreciate and postulates that although expenditure on human resource and education is costly, it should be considered an investment in the long run. Employee training and development gives employees and the institution the confidence of successfully coping with change. The research findings are in agreement with Wendy's findings that employees training leads to successful strategy implementation as they are the ones who are at the operational level of the organization that are concerned with strategy implementation. The efficiency in strategy implementation is a factor of personnel skills which involves having the right people for the right job

Findings of the study concur with a study by Ngugi (2014) on the importance of employee training and development for effective strategy implementation which revealed that there is a relationship between training and strategy implementation as organizations that embrace training and development increase employee performance. Further, findings of the study were similar to those of Mutuku (2011) who in his study identified human resource as key factor in strategy implementation and therefore their participation in making job related decisions, creativeness, and provision of support for employees have an adverse effect on strategy implementation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of key data findings, conclusions drawn from the findings and recommendations of the study based on the objective of the study. The study objective was to establish the influence of human resource on the implementation of strategic change management practices at the University of Nairobi. The objective was well covered through interview guide that were conducted among the top management of the institution and whose results have been exhaustively covered in chapter four.

5.2 Summary

Strategic change implementation entails putting the chosen strategies into action by organizations to increase its competitive advantage. Crafting a good strategy and implementing it successfully is important, however transforming the strategies into action is far more complex and difficult task. Effective change implementation requires setting a climate for the desired change by creating readiness for change and helping members in the organization manage resistance to change. It is clear from the findings that the management at the University of Nairobi strives to ensure that all stakeholders understand the organization's vision and mission of the organization so that they are aware of the direction of the change.

As per the research objective, the study found out that, human resources were key for any organization to implement its strategy successfully and therefore their skills need to be developed frequently to cope with the pace of technological changes. It was

evident from the respondents that the institution sponsor employees to seminars and workshops and facilitated staff sensitization and training as need arises. All the respondents were aware of the strategic changes that had taken place at the University of Nairobi within the last five years and therefore they had sufficient experience to be able to answer reliably the interview questions. The most highlighted strategic change was the adoption of information communication technology in which, the institution embraced technology by investing heavily in automating their systems in all departments to improve their service delivery and quality of services offered and gain a competitive edge among its competitors. Other changes highlighted were construction of the University Tower which is anticipated to expand office and teaching facilities, embracing ISO 9001:2008, development of new curriculums to meet market demands and enhanced staff training. The researcher found out that among the change management process, implementation of change is hard, long and time consuming process but a worthy cause at the long run. Change implementation in any organization requires knowledgeable, skilled human resource, understanding of the organization's direction, team work, enabling and flexible structures that can accommodate any changes frequently as organizations are open systems that interact with the environment which is dynamic.

Training and sensitization of employees and their participation was key to effective strategy implementation. The study found out that employee training was very critical in strategy implementation as they are the ones who are at the operational level of the organization and are concerned with strategy implementation as it is the practical phase of the strategic change management process. The study found out that having the right people for the right job enhances competence in strategy

implementation. The findings revealed that, much of the difficulty associated with strategy implementation comes from the complex nature of the process and due to the dynamic nature of strategy implementation; a variety of factors can change on a yearly basis. The findings of the study were that, organizations struggle to implement new strategies in order to reduce its operational costs, provide timely product/services, employee satisfaction, healthy stakeholders' relationships and superior quality. It was further found out that, strategy implementation requires support from all stakeholders and involving them was critical as they can have a positive or negative influence on its implementation. It emerged from the study that, majority of stakeholders were involved in implementation of change in one way or the other and this created an atmosphere of belongingness and ownership of the organization and enhanced their identification with the organization as they felt part of it. The study further revealed that, employee engagement brought about a change in work attitude which motivated and boosted their morale, brought a sense of responsibility for tasks assigned to them and created a room for creativity and innovation. From the study, it was found out that, University of Nairobi operates in form of committees which enhances teamwork.

The study revealed that, employees' skills were continuously updated through workshops, seminars, training and sensitization which enabled them cope with any strategic changes. Recruitment of skilled staff was done competitively as advertisements were done publicly through the local newspapers and the institution's website. It was evident from the study that, University of Nairobi has adopted strategies to deal with changes in the environment by putting in place, a formal five year strategic plan which was in line with the set objectives and cascaded down to all

departments to improve efficiency of processes. Annual budgets provided set goals to be achieved and were reviewed yearly to align them with the changing environment. Key tools such as service charter were embraced as they sets out the standards that customer expects. International Standards Organization was also embraced as it provides guidelines on daily operations of the institution and performance contracting was a major tool that led to improved service delivery, quality services and operations within the set limits.

5.3 Conclusion

From the findings, the study concurs with most of the available literature on the influence of human resource on implementation of strategic change management practices. The findings of this study supported the three theories: knowledge based view, stakeholder theory and human capital theory all of which agree that the highest form of human capital development results in enhanced individual performance leading to successful strategy implementation and stakeholders' participation in change management process has a positive impact on its success. From the findings, it can therefore be concluded that, human resource were key to strategy implementation and their skills and knowledge need to be developed and sharpened continuously to gain competence in order to successfully implement the desired change. The University needs to understand that successful strategy implementation is only possible if employees involved have the right and relevant skills. The respondents pointed out that the University was very passionate about staff training and it allocates large sums of money to this noble cause every financial year. Universities operate in highly dynamic business environment, increased competition from other universities in the country, high demands from students and their survival

largely depends on formulating sustainable strategies and ensuring their implementation was a success. It is therefore evident that, for any organization to survive in the dynamic environment, it must be proactive to respond to environmental changes. A key element of the success of these strategies was the role of human resource that was vital as they operated the other resources of the institution. The level of knowledgeable, competent and skilled workforce is a competitive advantage of any organization as no organization can have a workforce with the same capabilities with another organization. Knowledge is considered to be a very special strategic resource that does not depreciate and can generate increasing returns. Certain capabilities are valuable to a certain firm and not another. When employees lack the necessary skills, knowledge and attitude, involving them in strategic change implementation would be cumbersome and unsuccessful.

The study also concluded that, University of Nairobi has adopted strategic responses to enable them deal with changes in the business environment. It further concluded that, the success of their strategic change implementation depends on the capable workforce that the University has through competitive recruitment of high qualified staff and continuous training. The fact that, organization can have a good strategy is not a guarantee that it will be implemented successfully as it requires well organized structures, processes, coordination and involvement of everyone. Resistance to change was found to be minimal as stakeholders were trained, their skills developed, sensitized, workshops and seminars held to prepare them for the desired changes. Such steps were found to be useful as they minimized the level of resistance to change and meant that, the stakeholders had a positive attitude towards strategic changes.

The study further concluded that, tools such as service charter, annual budgets, strategic plan, performance contract and regular ISO audits and certification were key to instill quality and ensure that the set targets were achieved. These tools aid the institution in successful strategy implementation as they act as a guide towards achieving the institution's vision and carrying out its mission of creating and transmitting knowledge effectively. Overall, the study concluded that, human resource had an influence on implementation of strategic change management practices at the University of Nairobi.

5.4 Recommendations

This section gives recommendations as a result of analysis of data collected. The research objective was to establish the influence of human resource on implementation of strategic change management practices at the University of Nairobi. The study recommends that, since superior and quality service delivery is very critical to the institution, inculcating the culture of best performance through training is important to build the skills and knowledge of the existing workforce to cope with technological and other changes. Further, University of Nairobi should allocate enough resources particularly financial resources to allow continuous training which will go a long way in improving service delivery. The study further recommends that, recruitment of qualified staff is done competitively to ensure the right people are recruited for the right job to give the institution a competitive edge.

The study further recommends that, the government should ensure that necessary laws and policies are enacted to ensure that quality is not compromised especially in universities and interests of all stakeholders are safeguarded. It further recommends

that, in order to reduce resistance to change, there is need to incorporate various stakeholders in the change management process so that the management gains support from all. It was evident that, some stakeholders see the strategy document after it has been formulated and are expected to implement it at their respective units. This may hinder the understanding of strategy and its successful implementation may not be achieved. It is therefore important to ensure that, stakeholders involved in strategy implementation share with other stakeholders the strategies already formulated to understand them and own them hence gaining support for its implementation. The study further recommends that, the University Management should consider other rewards for those who meet the set objectives especially in the performance contract and achievement of assigned tasks of strategic change management implementation in order to motivate them further and even perform better and exceed their expectations.

5.5 Implication on Policy, Theory and Practice

The study could facilitate the policy makers in institutions to be aware of specific needs in strategy implementation such as employee training and sensitization to motivate them and inculcate confidence to cope with strategic changes. In addition, the study could be beneficial to the higher education sector and in particular both private and public universities that operate in a dynamic environment. The study could further be beneficial to other institutions of higher learning and organizations to enhance quality service delivery and customer satisfaction through implementing superior policies and procedures that could give direction and guidelines on organizational adaption to changes within a dynamic environment that it operates.

The study could further add value to the existing theories by giving new insights and understanding of the influence of human resource on implementation of strategic change management practices. Management can initiate certain actions that are likely to increase the success of strategic change implementation such as developing employee confidence through sensitization, trainings, workshops and seminars.

5.6 Suggestion for further studies

The study was carried out at the University of Nairobi which is a single unit. Further study should be carried out in other private and public Universities to find out if the same results will be obtained. Further study can reveal hidden problems encountered in the entire higher education sector and enhance understanding of influence of human resource in strategy implementation. Further study can reveal mitigating factors that can deal with challenges to strategy implementation. The same study can be replicated in University of Nairobi given the changes in dynamic environment, passage of time and technological changes. The study objective was to establish the influence of human resource on strategy implementation which is one of the strategic change management processes and therefore did not consider the other processes. Other researchers can therefore carry out further study on the influence of human resource on the other change management process such as strategy formulation, control and evaluation.

5.7 Limitations of the study

Among limitations faced by the researcher was that, the research was a case study as it was limited to the University of Nairobi and focused on one single unit hence the findings were specific to a particular case, a specific location and thus the findings and interpretations could not be specifically applicable to other institutions. Data was

collected from three members of the top management among them involved in change management programs which would not be a true representation of the whole population. The respondents were very busy and therefore it proved difficult to get them for a face to face interview. However, the researcher managed to interview them after making several telephone calls to book an appointment with them for the interview. Interview guide requires probing to get in-depth insight of the research objective which was sometimes difficult as most of the respondents gave answers in a hurry due to pressure of time to attend to other tasks. Some of the respondents were unable to provide enough information since their position in management does not warrant them to give detailed information on certain areas.

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APPENDICES

Appendix i: Interview Guide

SECTION A: PERSONAL DETAILS OF RESPONDENT

1. Interviewee's Managerial Position
2. Gender.....
3. Number of years of service at University of Nairobi.....
4. Number of years in the current position

SECTION B: INFLUENCE OF HUMAN RESOURCE ON IMPLEMENTATION OF STRATEGIC CHANGE MANAGEMENT PRACTICES

1. Does the University of Nairobi recognize the importance of developing employee skills? If yes how?
2. Are there any prior arrangements made before the change process is implemented, for instance holding training, workshops or seminars?
3. Who do you consider are the main stakeholders in the change process implementation?
4. Are all the stakeholders involved in change process in the University
5. In your own opinion, are the stakeholders committed to the Strategic change process?
6. Are Strategic change management champions rewarded in the University? If yes please indicate how.

PART C: IMPLEMENTATION OF STRATEGIC CHANGE MANAGEMENT PRACTICES AT THE UNIVERSITY OF NAIROBI

1. Are you aware of any strategic changes that have taken place at the University of Nairobi over the last five years? If yes, enumerate a few.
2. What are the factors that you consider led to the need of strategic changes at the University?
3. What is your role and major responsibilities in the University of Nairobi strategic change and implementation process?
4. How has the University of Nairobi been implementing its strategies?
5. Are deadlines under strategic change management planning and implementation periodically reviewed?
6. Are strategic change management implementation steps and processes followed correctly?
7. Does the institution have relevant performance indicators for all activities of the Institution?
8. Are outcomes of strategic implementation communicated to all employees of the Institution?
9. What are the benefits of strategic change management and its effective implementation at the University of Nairobi?
10. What are some of the challenges faced during strategic change management implementation?

Appendix ii: Letter from the School of Business



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 7/10/2016

TO WHOM IT MAY CONCERN

The bearer of this letter ELIZABETH N. MAITHA

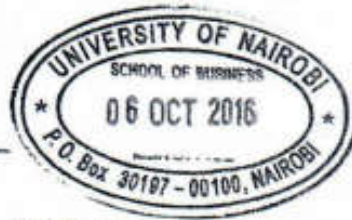
Registration No. D617755/2015

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

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

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

Thank you.




PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

Appendix iii: Letter of Authority to Collect Data



UNIVERSITY OF NAIROBI
OFFICE OF THE DEPUTY VICE - CHANCELLOR
(Research, Production & Extension)
Prof. Lucy W. Irungu B.Sc., M.Sc., Ph.D.

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UON/RPE/3/5/Vol.XVII

October 11, 2016

Elizabeth N. Maithya
Library Department
University of Nairobi
P.O. Box 30197 – 00100
NAIROBI

Dear Maithya,

AUTHORITY TO COLLECT DATA AT THE UNIVERSITY OF NAIROBI – ICTC

I refer to your request dated October 7, 2016 to collect data at the University of Nairobi for your MBA Degree entitled: "*Influence of Human Resource on Implementation of Strategic Change Management Practices by the University of Nairobi.*"

I write to inform you that your request has been approved.

You are however required to share the findings of your study with the University of Nairobi by depositing a copy of your research findings with the Director, Library and Information Services on completion of your study.


LUCY W. IRUNGU
DEPUTY VICE-CHANCELLOR
(RESEARCH, PRODUCTION AND EXTENSION)
&
PROFESSOR OF ENTOMOLOGY

Copy to: Vice-Chancellor
DVC, A&F
DVC, AA
DVC, SA
Principal, CHSS
Dean, School of Business
Director, Library & Information Services
Registrar Administration



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