

**STRATEGIC CHANGE MANAGEMENT PRACTICES ADOPTED
BY THE NATIONAL GOVERNMENT ADMINISTRATION
DEPARTMENT IN KENYA**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF
BUSINESS, UNIVERSITY OF NAIROBI**

2016

DECLARATION

I Juliana Murugi Nyagah, hereby declare that this Research Project entitled STRATEGIC CHANGE MANAGEMENT PRACTICES ADOPTED BY THE NATIONAL GOVERNMENT ADMINISTRATION DEPARTMENT IN KENYA is my original work and has not been presented for a degree in any other University.

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ACKNOWLEDGEMENT

I would like to thank the almighty God for His Grace and guidance during the entire period of my study. I adore you my God.

Secondly, I would like to extend my earnest gratitude to my supervisor Dr. James Gathungu for giving me guidance, support and invaluable advice during the entire period of the study and also for availing time for consultation in between his busy schedule. He equipped me well with knowledge and skills to confidently carry out the research project. I also extend my appreciation to all my lecturers took me through the MBA programme, therefore enriching me with knowledge to do the research.

The long journey towards this success would not have been easier without the prayers, support, and understanding of my loving husband and also our two children Alex and Gabriella who stood by me even when I was away for long hours doing my study. I say a big thank you to them.

I also extend my gratitude to the National Government Administrative Officers for their cooperation and sparing time to answer my interview questions. This project would not have succeeded without their participation.

Finally, also acknowledge my class mates with whom we endlessly encouraged each other and shared the knowledge to make the coursework and also the project phase complete successfully.

DEDICATION

This research project is dedicated to my loving husband Kinyua, my precious children Alex and Gabriella and my sister Njoki for their tireless support and encouragement in accomplishing this academic goal.

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LIST OF ABBREVIATIONS

ACC	Assistant County Commissioner
CC	County Commissioner
DC	District Commissioner
DCC	Deputy County Commissioner
DO	District Officer
ERS	Economic Recovery Strategy
GJLOS	Governance, Justice, Law and Order Sector
ICT	Information and Communication Technology
NGA	National Government Administration
NGAO	National Government Administrative Officer
PA	Provincial Administration
PC	Provincial Commissioner
PSC	Public Service Commission
RBM	Result Based Management
RC	Regional Commissioner

ABSTRACT

Strategic change is an inevitable phenomenon which requires to be managed by organizations in all areas if they have to maintain their competitiveness. The technological advancement, market niche, information structures, the global economy, societal norms, labor force demographics and the political environment have significant consequences on the processes, products and services produced. This study, therefore sought to assess the strategic change management practices and challenges of implementation by the National Government Administration department in Kenya. This research study adopted a case study design which was deemed appropriate because it entails a cautious and comprehensive observation of social elements and also offers a broad understanding of those social elements or phenomenon under study. The primary data was collected using a comprehensive interview guide. The analysis of the data collected used Content Analysis Approach due to its qualitative nature. This is because the nature of data collected is qualitative in nature. The study concluded that National Government Administration Department indeed uses change management practices such as Result based management practices, transformation of departmental image, citizen participation in service delivery, rationalization of administrative units, migration into digital era, improved financial and non-financial facilitation, intergovernmental relations and refined roles. The study also concluded that that strategic change management in National government administration department has led to effective and efficient service delivery and that strategic change management has strengthened and transformed the image of the NGAO consequently improving employees' morale. Further, the study concluded that the key challenges facing National government administration department to be departmental cultural issues, inadequate resources both financial and non-financial, failure to communicate or give timely feedback to stakeholders, high staff turnover, failure to equip the staff in relevant knowledge to adapt to strategic change, frequent transfers, lack of involvement of all staff in the strategic change implementation and long bureaucratic processes which results to inefficient service delivery and corruption. The study recommends continuous restructuring process, improvement in rewarding of staff, better resource mobilization and enhanced monitoring and evaluation process in order to cement and reinforce the change in the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In a fast changing global economy, change is necessary. The business environment is dynamic and so is the need for change strategies in order to ensure a strategic fit. In addition, firms face a challenging business environment because of the increased role of technology, deregulation, information, changing competition and employment patterns, influence of politics and increase in knowledge economics (Balogun and Hailey, 2010). Such internal and external changes have an effect on the major strategies of an organization and its internal functioning. This influences the need for change in the business practices by organizations so as to meet the changing needs in the market. According to Pearce et al (1997), organizations have to be flexible and respond quickly to keep up with the changes; else they find it harder to survive.

This study is anchored on two models, that is, learning organizational model and processual model. According to the learning organizational model, a learning organization often does not adopt a strategic change in a sudden manner but it is rather seeking it perpetually (Crossan, 2003). On the other hand, Processual model is important in order to understand the way in which organizations devise, develop or implement the strategic initiatives (Burnes, 2010). Based on this theory, change is continuous. Further, change is a “messy process” that is influenced by the history in an organization, its culture and politics (Pettigrew, 2000).

In Kenya, the National Government Administration is a department that has been affected by a number of changes such as its restructuring to conform to the present Constitution and also the devolved system of government. It hence assumes the conceptual undertaking on the models of the devolved government, its ideas and assumptions, and a critical emphasis on the possibilities similar to the county governments. More importantly, the reforms move from the typical approach in devolving of the new functions and also resources to recognizing the role of broader political and the county governments that have in the past clashed on their roles in the new administrative structure (Collier et al., 2011).

Approach on devolution has integrated improved administrative, financial and the political components within the reform process. While there are a number of positives in the new system of government as can be seen from the Constitution, the National Government Administration faces major challenges in particular implementation of its restructuring policies successfully.

1.1.1 Strategic Change Management

Management of strategic change in any organization will be determined by the number of challenges faced in that organization in order to effect the strategic change. It is not practical to assume that leading change effectively in one context is the same as in another and that assumptions have been made that methods to change are readily exchangeable between contexts (Johnson, Whittington and Scholes, 2011). In this global world where there is increasing competition as well as revolution of worldwide information, firms are constantly managing strategies as well as resources to facilitate changing needs. Change by its exceptionally nature has a tendency to be uncomfortable,

troublesome and even difficult. Managers in different firms need to deal with this push and vulnerability to be powerful establishments (Johnson and Scholes, 2005).

Strategic change management involves a number of human factors for example leadership, communication, motivation of employees, training and development. Participation of employees and their involvement has further been observed to be a change management aspect (Burnes, 2009). According to Hartley et al., (2010), change management practices are a major way to define standard practices for stable business environment. In order to succeed, change management has to overcome a number of challenges such as the financial constraints, poor business practices, increased resistant to change, gaps in staff capacity, communication that is poor and a non-supportive organizational culture. They need to be addressed to improve change management practices.

Strategic change management is important to organizations. They have a greater effect in an organization. It is considered as way in which to change the objectives and vision of a firm so as to improve its level of success. It is described to be long term in nature and hence has an effect on the whole firm and its objective is to achieve effectiveness. It is a change which results to the need to implement a strategy. Managing strategic change creates the required conditions to have a proactive change in the firms that are faced by a challenging business environment characterized by economic, political and cultural changes (Benson et al., 2013). The trends on the environment and trends in regard to strategic development often work by creating of opportunities and threats. The effect of this is adjustment on the strategic capabilities. The strategic change management is vital

in firms since they involve developing of change approaches and implementation of the process of transition.

1.1.2 Public Service in Kenya

The Public Service according to the Kenyan Constitution (2010) is the collectivity of all officers other than State officers executing a function within a State Organ. This comprises public offices that perform functions of (or provide service on behalf of) the national or county governments whether on commercial basis or not. The rationale for establishment of the public service is to achieve national development goals, mainly enhancing or maintaining the well-being of citizens, rather than generating profits. The public service is managed by the Public Service Commission of Kenya (PSCK), founded in article 233 of the constitution of Kenya and further provisions as to the functions, powers, and administration enacted in Public Service Commission Act, No.13 of 2012.

The Kenyan Public Service, just like any other public sector institutions in the world, is experiencing changes brought about by globalization, technology advancement, competition, economic factors and new government rules and regulations. In response to these changes, the Kenyan government has in the recent past initiated a number of reform strategies for the purposes of improving service delivery in the public service and also achieve citizen satisfaction which include: Result Based Management(RBM), Performance Contracting, Citizen Engagement, Transformative Leadership, Values and Ethics; and Institutional Capacity building.

Efforts under the Economic Recovery Strategy (ERS) of improving public service delivery by strengthening the link between planning, budgeting and implementation;

Improvement on performance management “as well as strategic management” have been cited as some of the recent public service improvement Initiatives (Kenya, Republic of, 2007). Progressively, the Government of Kenya through its track of the advancing of the nations’ development agenda as enshrined in the First Medium Term Plan (2008-2012) and vision 2030 realizes that an efficient, motivated and well trained public service is one of the key fundamental pillar (Kenya, Republic of,2007). All institutions under public service including the National government Administration are evaluated according to the performance of their strategies including the reform strategies.

1.1.3 The Kenya National Government Administration Department

The Kenya National Government Administration department is a department in the Ministry of Interior and Coordination of National Government which is under public service. The department is the former Provincial Administration department. It’s history dates back to colonial era as stated by Oyugi (1994),that Provincial Administration was instituted by colonial authorities as a country’s institution whose activities included general representation of the executives authority at the grass root level, coordination of the government’s activities in the field and presiding committees at the grass root levels.

During these colonial times Provincial Administration was used to subdue any form of political opposition as well as maintain law and order. Before the reforms by Governance, Justice, Law and Order Sector (GJLOS), initiated after 2002 General Election, which embarked on improving service delivery , the provincial administration according to Mbai (2003), followed orders from their superiors without questioning even when the commands were degenerating to the citizen’s interest. This bottom up

accountability was therefore exploited by those at the top to suppress those against their policies, thus the history of provincial administration officers personified subjugation, dictatorship, impunity and authoritarianism.

The change of Provincial Administration's name to National Government Administration department was part of restructuring as advocated in the Kenyan Constitution promulgated in the year 2010. It stipulated in Section 17 of the Sixth Schedule on Transitional and Consequential Provisions, that within five years after the effective date, the National Government shall restructure the system of administration commonly known as the provincial administration to accord with and respect the system of devolved government established under this Constitution (Constitution of Kenya, 2010). The transformed system of administration was enacted through the National Government Co-ordination Act, No.1 of 2013. The objective of the Act was to institute an administrative and institutional framework for co-ordination of National Government roles at the National and County levels of government's operations, in accordance to the Kenyan Constitution.

In the changed system, the department is headed at the regional level by the Regional Commissioner (RC), previously known as Provincial Commissioner (PC); County headed by County Commissioner (CC); Sub-County previously known as District headed by Deputy County Commissioner (DCC), previously known as District Commissioner (DC); and Ward previously known as Division, headed by the Assistant County Commissioner (ACC) previously known as District Officer (DO). The Chiefs and Assistant Chiefs, who are in charge of locations and sub-locations respectively, retained their titles and areas of jurisdiction.

The administrators' roles have evolved to fit to the devolved system of government and also to address emerging issues. However, the roles have remained decentralized to the grassroots in order to provide its framework which includes coordination and maintenance of public security; management of peace and conflict resolutions; leading campaign against drug and substance abuse; promotion of immigration and registration services; and coordination of National Government functions. These roles require strategic leadership in all the levels of administration and also in tackling the challenges that face the society.

1.2 Research Problem

When carrying out strategic change management, the firm ought to consider both inner and outer elements that influence the implementation of the change program. . It ought to likewise roll out utilization of proper change management models. Furthermore, it is vital that imperviousness to change be expected and reasonable strategies be intended to control the resistance (Mugo, 2006). In management of strategic change therefore, firms receive different practices with a specific end goal to guarantee that the coveted change is accomplished. In a situation of quickening change, expanding business rivalry, and impacts of the overall information transformation, firms are continually overseeing projects and assets to oblige evolving needs. Change by its exceptionally nature has a tendency to be uncomfortable, troublesome and even difficult. Superiors in different establishments need to deal with this push and uncertainty to for their establishments to remain competitive (Johnson and Scholes, 2005).

The National Government Administration department has heavily invested in the restructuring of the provincial administration so that it is accorded with respect in the devolved system of government as per the new constitution. Restructuring strategic interventions being put in place according to the draft policy on restructuring and transformation of provincial Administration by interior ministry (2015) include: integrity, efficiency and quality in service delivery; promotion of citizen participation in government programmes; improvement of staff mobility, office space and housing facilities; promotion of intergovernmental relations and cooperation; transformation of image, public communication and advocacy; promotion and building of capacity in ICT; promotion of gender equity; rationalization of administrative units; and mainstreaming of research and development for improved service delivery. Therefore, with all these restructuring strategies, there was need to establish whether the strategic change was beneficial to the customer, staff and the department.

Researchers have done research on strategic change management in other organizations both public and private sectors, and they have varied observations on the subject. For instance, Banwet and Pradmod (2010) did a study on a new approach for strategic change management; he stated that poor infrastructure and communication gadgets hindered response to issues facing provincial administration. However this study did not focus on the national government administration with a number of changes coming into place as a result of restructuring and the strategic change management practices are limited.

Maina (2013) carried out a study on strategic change management practices adopted by saving and credit co-operative societies in public sector in Kenya. The study established that practices adopted by the savings and credit cooperative societies include

environmental strategic management practices, organizational change practices, strategic alliance practices, technological changes, financial strategic practices and organizational leadership practices. Zablon (2014) did a study on strategic change management practices by the Kenya Prisons Services. It was established in the study that employees involvement, consultation, obtaining executive level commitment, effective communication, encouraging participation, delegation of duties, teamwork, use of change agents and intervention by outsiders, stakeholders' engagement, collaboration and transparency played a big role in strategic change management practices by the Kenya Prisons Service.

Mutuku (2015) did a study on strategic change management at East African breweries limited, Kenya. The results from the study established that the key success factors in strategic change management are: organization culture, leadership, organizational structure, organizational change and stakeholder engagement. Mwanza (2012) did a study on management of strategic change at the High Court of Kenya. The study findings were that management of strategic change practices adopted included change of leadership, change of structure, training of employees and change of programs.

Other studies related to National Government Administration Department include a study done by Achoki (2010) on challenges of strategy implementation in the Ministry of State for Provincial Administration and Internal Security. The findings of the study were that the challenges of strategy implementation in that ministry to be inadequate and limited resources allocation, conflict of interests where some people seek personal gain during implementation, long charms of bureaucratic levels which hinder effective strategy implementations , untimely communication, political interferences and staff and public

resistance to change. However, this study was only limited to the challenges of the Ministry of State for Provincial Administration and Internal Security and was carried out before the restructuring process advocated in the Kenyan Constitution, 2010.

Arising from all those findings, a number of areas in the strategic change management remain understudied. In particular, the strategic change management practices by the National Government Administration. Thus, there is an academic gap that exists in this field. This study therefore sought to fill the existing gap by answering the question: what are the strategic change management practices and challenges of implementation by National Government Administration?

1.3 Research Objectives

The following were the research objectives for the study:

- i. To examine strategic change management practices by the National Government Administration.
- ii. To determine the challenges to strategic change management in the National Government Administration.

1.4 Value of the Study

To academia, this study forms the foundation for future studies in this area. There are limited empirical investigations on the strategic change management practices adopted by institutions. This gives a good ground in which academicians will assess the study gaps. This is because the findings in this study will be examined in light to its knowledge gaps. Evaluation of the present limitations by future studies is essential so as to provide more knowledge on this topic.

The study will also be useful to the management and staff of the National Government administration having been triggered by the inherent need to change and to re-align itself with the new constitution dispensation. It will shed more light on the management practices that can be essential to the NGAO in executing their duties effectively and efficiently. Consequently, they will be able to recognize full potential resultant from adoption of appropriate strategic changes in the restructuring process.

To the Ministry of Interior and National Government Coordination, the study will be important in developing policies that will ensure smooth implementation of reforms in the ministry. It will also, provide information to Government of Kenya and its policymakers, that can be used in realization of nation's development agenda as enshrined in vision 2030 in the institutions of public sector.

The study will also enhance contributions in managerial policies especially in strategic change management practices undertaken by the organizations. This in turn, will facilitate in decision making adopted by the managers to involve all stakeholders in policy formulation; implementation and monitoring and evaluation for greater competitiveness of their organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews related literature on strategic change management practices by the National Government Administration. Out of the literature review, a number of categories have been derived to help in understanding the strategic change management practices in this institution.

2.2 Theoretical Underpinning of the Study

The study is anchored on two of the emergent change models: that is, learning organization model and processual model. From both of these views, there is a wider understanding on the strategic change management in organizations.

2.2.1 Learning Organizational Model

According to this model, a learning organization considers change as a process which it needs to seek “perpetually” (Crossan, 2003). It makes use of learning, experimentation and also communication in order to react to change on the business environment constantly. It is possible to recognize a learning organization on the outside through its agility in regard to changing the way in which it relates to its external environment and how it operates internally. On the inside, it can be examined in terms of ethos, where it learns through challenges and also mistakes. Although success in the environment is important to learning organizations, they are able to come up with high standard through which their initial mistakes enable them to meet the standards (Collier et al., 2011). This

is because, people learn out of the mistakes that lead to eventual success. When organizations repeat mistakes, it becomes costly to them (Kim, 2009).

The theory includes two key features for the learning organization and includes: how the workplace looks and how it makes one look. Change process makes an organization become more like a “learning institution” (Barnes, 2009). This is due to the fact that leaders have a number of difficult to changes as well as other employees in the organization.

A major initial step in changing organizational members when it comes to change is to influence how they view organizations. This is the mental image that an individual creates about change in the organization and has an impact on how they work and this is the aspect of change process that requires to “Change” (Carnall, 2010). Therefore, this model includes the metaphors, images or the models that are in the minds of people and talk more on what they think about change. Learning organizations consist of people who have important roles, people are able to think of themselves and resist others that try to change them.

The Learning Organizational model offers organization a lot of importance. This is because the model introduces to the workplace, different ways of thinking and also behaving which is different from the past (Balogun & Hailey, 2010). It can be noted that there are new demands in the environment that are based on the new ways to think. Banwet and Pradmod (2010) state that succeeding in this change help to improve the results of a business, improving the business process as well as the way in which people work in the organization. The objective of any learning based change initiative makes use

of two elements such as development of the new work process and also capacity in order to collaborate in an effective manner and also addressing major needs of the business and this helps in managing a business successfully (Siemens, 2014).

2.2.2 Processual Model

According to this model, there is a mutual shaping in regard to technical and the social aspects at organizational change process and that the political actions of humans is likely to reinforce and redefine particular structural characteristics on the service preferred on the design options (Burnes, 2010). Because of this, the political process is likely to overlap and interconnect the components of change and hence rearrange the structural arena where decisions are developed. Therefore, influencing and reshaping technology and the arrangements of the workplace is viewed as a social and technical process. Technical and social components cannot be moved apart, assessed as being “discrete” components on change. It has been argued that the mutual shaping of technology and the organization are important political process where arrangements on teamwork are agreed (Burnes, 2009).

The processual process includes the key agents and dynamics which are vital in the advancement of moral panic. They include: mass media, moral entrepreneurs, cultural control and public. Understanding the role of these key agents and dynamics is essential in creating moral panics that influence the change process (Chapman, 2010). The mass media, talks more on what is said or who did what and predicts the impacts on failing to act. Media places focus on the events and individuals that disrupt the social order. In order to interpret such events, they make use of inferential structures, vivid explanations on behavior (Pettigrew, 2000).

On the other hand, the moral entrepreneurs, campaigns in order to do away with the bad behavior on organization which influence change. More precisely, are the motivations and tactics. Further, the social control culture constitutes the institutional power such as the local politicians or courts. They are often sensitized to evidence on a wider deviance. The public opinion is viewed in the way in which they accept change. These elements are essential in influencing the level of change process in an organization (Carnall, 2010).

Processual model is important in opening the black box for change and offering a description in the way in which things change over time. This is characterized by various units and levels of analysis that have ambiguous boundaries, place focus on a sequence of events and incorporate various phenomenon (Burnes, 2009). The theory helps in understanding the other change agents that create change process in the relatively dynamic business environment.

2.3 Strategic Change Management Practices

Most firms' superiors today would concur that change has turned into a steady phenomenon which must be gone to and oversaw appropriately if an organization is to survive (Li, 2011). Changes in innovation, the commercial center, information frameworks, the worldwide economy, social qualities, workforce demographics, and the political situations all have great impact on the methods, products and services delivered. The end point of these forces has resulted in an external environment that is turbulent, uncertain, demanding and often devastating to those firms which are ill-equipped or unable to respond (Burnes, 2009).

Strategic change is defined as a change in the extent to which an organization aligns itself to the external business environment. According to Collier et al. (2011), change management is seen as a move to an effective state by an organization that improves its level of competitiveness. Evaluation of the need for change, the obstacles to a change process, implementation of change and then evaluating change are essential in understanding the strategic change management.

Fahy (2011) asserts that strategic change is a change from the structures and also process as well as the cognitive organizational reorientation that redefines the goals and purpose of an organization. Strategic change management in organization falls in two categories: strategic change and the operational change. Strategic change takes place mainly at the corporate level and constitutes major changes in organization's future direction and general business practices. It is concerned with the vision, the mission, values and the philosophy of the corporate and its objective is to realize efficiency. On the other hand, operational change takes place at the business level and is all about the routine duties and activities in an organization meant to achieve efficiency. In most cases, these changes are "proactive" measures that are adapted in an industry so as to improve the processes for the purpose of competitiveness (Hope, 2014).

For a firm that has an influence on its productivity and also profitability, the business environments has to continuously advance. This means that organizations require opening up and accepting change. This process includes the stakeholders that are major for the strategic change management process from the start to the end. Therefore, the process needs to be carried out in an effective manner; a number of practices that are common in the process of strategic change include: strategic change identification,

engaging the people, the support of the top management, improving communication, time and also line leadership (Balogun and Hailey, 2010).

Strategic change management practices in organizations aim at realizing effectiveness. In so doing, organizations are able to cope with the challenges in the business environment since practices match the resources to the organizational activities in the environment. The strategic fit that is identified through realizing opportunities in the market, adapting resources and competence so as to take advantage and ensure organizational success is the result of the strategic change management practices (Rollinson, 2011). In the business environment where there are continuous changes, high level of competition and effect in the information revolution, effective strategic change management practices accommodate the changing needs in the business environment.

Managers in different firms need to deal with these difficulties and vulnerability to manage these organizations. These superiors need to work on the turbulent surroundings and safely transform threats and weaknesses from their interior and outside environments into opportunities and strengths. Ansoff and McDonnell (2000) defined strategic exchange management as a change within the product and offering service mix produced through the group to the markets which it's provided. The main purpose of strategic exchange management hence is to increase the capability of the establishment and steady catching up of that establishment to quite a lot of turbulent surroundings points. Strategic Change management in organization is usually required when changes occur to the environment in which an organization operates (Burnes, 2009).

2.4 Challenges of Strategic Change Management

Making a decision in the way in which to handle strategic change process in organizations is quite challenging task. This is because it has an effect on the status quo which creates a threat and consequently has an effect on the work relationship for the employees as well as the work procedures (Banwet & Pradmod, 2010). From managerial challenges to issues in communication, strategic change management practices need an individual who motivates persons in the organization to drive the change process (Hope, 2014). Boomer (2011) adds by stating that change is concerned with introducing of new procedures, people or the working ways which affect a number of stakeholders in a firm.

The effect of this is several challenges that manifest themselves in different names. Every challenge is quite unique, but then they are independent as well as inter related. By addressing one is not enough to realize strategic change. Collier et al. (2014) states that, when an organization fails to identify the challenges to come from culture or the organizational conditions, they greatly have an effect on the success of strategic change management.

Cheeseman et al. (2016) state that ineffectiveness in the structures as well as processes have an impact on the ability of an organization to meet their goals in strategic change process. Note that structures that have been designed poorly fail to direct the actions to the organizational goals and also lower the real value on the inputs. In addition, limited resources and funding that are needed for effective planning and implementation of strategic change is a challenge. Poor communication has an effect on the progress of the strategic change management and hence the updates might be delivered by another person apart from the communication specialist or the project leader. Barnes (2009)

argues that employees do not resist all the changes but rather the change which they fail to understand or the threat of psychological or economic.

Changing firms' culture may present a test to a vital change. Thompson and Strickland (2003) contend that an organizations culture is either a critical benefactor or a snag to effective procedure execution. A solid culture is a profitable resource when it matches methodology and a feared obligation when it doesn't. Left with no option but to move forward, superiors will make choices which will concur with universally accepted ways for the firms. For change, managers are likely to deal with the situation in ways which are It may also be problematic when dealing with this vital changes as what may be needed may not be within the scope of the paradigm. This means that the stakeholders in the firm will be needed to strategically transform especially the way their routinely do their work.

Strategic drift is also of key consideration when dealing with strategic change. This is because the ever increasing environmental turbulence appears to be showing signs of discontinuity. Strategies advance increasingly in terms of historical and cultural effects failing to catch up with the turbulent environment. This is strategic drift (Johnson, 1988). In these circumstances the strategy of the firm will fail to cope with the environment in which the firm thrives. Good managers may also be bad leaders. This may breed imbalance in priority between strategic and operating work. Strong leadership required to demonstrate direction for change management move in a firm is not automatic. The top management may not be the role model to set the pace to the others.

2.5 Summary of the Empirical Studies and Knowledge Gaps

This section provides a summary of the empirical studies and knowledge gaps. As revealed in the above literature review, most studies have been done with regards to strategic change management practices as well as challenges impeding on the implementation strategic change management. However, most of the studies done are international studies and among the few local one, Therefore, there is no noted which have been done focusing on National Government Administration and thus a huge gap on the same remains to stand.

Table 2.1: Summary of the Empirical Studies and Knowledge Gaps

Study	Study Focus	Methodology	Main Findings	Knowledge Gap	Focus of the Current Study
Banwet and Pradmod (2010)	A new Approach for Strategic Change Management	Case Study used as a research Design Data analysis done using SAP-LAP analysis and Actor-Process Matrix	Poor infrastructure and communication gadgets hindered response to issues facing provincial administration	Study done before Restructuring process (as advocated in the Kenyan Constitution 2010)	The Strategic Change Management Practices adopted by the National Government Administration Targets changes brought about by

					Restructuring Process
Maina (2013)	Strategic Change Management Practices adopted by Saving and Credit Co-operative Societies in Public Sector in Kenya	Cross sectional survey used as a research Design Simple Random Sampling done to select the sample Data collected from Primary source Statistical Package for social Sciences (SPSS) and Content Analysis used for analyzing the data.	Strategic Change Management Practices adopted by Co-operative Societies include: the environmental strategic management practices, organizational change practices, strategic alliance practices, technological changes, financial strategic practices and organizational leadership practices	Strategic Management practices only limited to Saving and Credit Co-operative Societies in Public Sector in Kenya	The Strategic Change Management Practices adopted by the National Government Administration
Zablon (2014)	Strategic Change Management Practices by the Kenya Prisons Services.	Case study used as a research Design in this study Data collected from Primary and Secondary source Data analyzed by use of Content Analysis	Strategic Change Management Practices adopted by the Kenya Prisons Service include: employees involvement, consultation, obtaining executive level commitment, effective communication, employees	Strategic Management practices only limited to Kenya Prisons Services.	The Strategic Change Management Practices adopted by the National Government Administration

			participation, delegation of duties, teamwork, use of change agents and intervention by outsiders.		
Mutuku (2015)	Strategic Change Management at East African Breweries Limited, Kenya	Case study used as a research Design in this study Data collected from Primary and Secondary sources Content Analysis method used to analyze data	Key success factors in strategic change management are: organization culture, leadership, organizational structure, organizational change and stakeholder engagement.	Strategic Management practices only limited to East African Breweries Limited, Kenya	The Strategic Change Management Practices adopted by the National Government Administration
Mwanza (2012)	Management of Strategic Change at the High Court of Kenya	Case study used as a research Design in this study The procedure for the data collection was through personal interview and by use of interview guide Data analyzed by use of Content Analysis	The Strategic Change Management practices adopted included change of leadership, change of structure, training of employees and change of programs	Strategic Management practices only limited to High Court of Kenya	The Strategic Change Management Practices adopted by the National Government Administration

Achoki (2010)	Challenges of Strategy Implementation in the Ministry of State for Provincial Administration and Internal Security	Case study used as a research Design in this study Simple Random Sampling was used to sample data Data collected from Primary and Secondary sources Data analyzed by use of Content Analysis	Challenges of Strategy implementation in the Ministry include: inadequate and limited resources allocation; conflict of interests; long charms of bureaucratic levels; political interferences and staff and public resistance to change.	Study limited to the challenges of the Ministry of State for Provincial Administration and Internal Security and was carried out before the restructuring process as advocated in the Kenyan Constitution, 2010	The Strategic Change Management Practices adopted by the National Government Administration
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SOURCE: Researcher (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was used in the study. It gives details of research design used, data collection methods including the tools and processes used in data collection as well as the targeted interviewees. The techniques enabled the researcher to collect views, backgrounds, opinions, motivations, attitude, interest and feelings about strategic change practices, as well as the challenges to implementation of strategic change at National Government Administration. The chapter winds up with an insight of the data analysis methods and tools which were used during the study.

3.2 Research Design

The research design used for this study was a case study. The research design is the blue print or the plan that gives a guide in the various stages of the research. Another definition by Mugenda and Mugenda (2003), further defines a research design as the scheme, outline or plan that is used to generate answers to research problems. The reason for use of the case study research design is because the design is useful in equipping the researcher with an in-depth investigation of an individual, organization, or an occurrence. It entails a cautious and complete statement of social items or a phenomenon (Kothari, 1990). It also informs widely concerning social models or phenomenon under study. Case study is a process of comprehensive learning rather than breadth and gives more details on the contextual investigation of a few of occurrences or

conditions and other inter-associates, which depends on qualitative data. Researchers such as Guchu (2013) and Odida (2011) used case study successfully in their studies

3.3 Data Collection

Primary and secondary sources were used to collect data for the study. The primary data was sourced using a comprehensive interview guide. An Interview guide is a vital approach in a very case study style because it needs many sources of knowledge to be used for verification and comprehensiveness (Cooper and schindler, 2003). Personal interview were selected because they are the most acceptable primary information assortment technique taking under consideration the strategic approach of the study in addition because the complexness and predominant qualitative dimension of the development underneath investigations (Kothari, 2004).

The interview guide had open ended questions (unstructured) to elicit detailed information from the interviewees. Through the technique, the researcher was able to collect views and opinions and even feelings of the interviewees about strategic change management practices at national government administration.

The targeted interviewees were the section heads at senior level management who are charged with formulation and implementation of overall goals, strategies and operating policies in the department. Also, some middle level managers mainly administrators in the field and sectional offices formed part of the interview, since they are involved in some level of formulation and implementation of strategic change management in the department. Secondary data was sourced from relevant publications and reports, strategic plans, websites newsletters, newspapers, magazines and other internal documentations.

This helped to enrich the researcher with in depth information concerning the area of study.

3.4 Data Analysis

This study generated qualitative data from the interview schedules. The data collected was coded; verified for completeness, accuracy and consistency and then analyzed. The mode of analysis was done using content analysis because of its qualitative nature of the data. This is a method of constructing inferences with the aid of systematically and objectively opting for exact traits of messages as the basis to relate trends (Nachmias and Nachmias, 1996). It's able to pick qualitative views of respondents, concerns, ideas, outlooks and feelings. Furthermore, it presents priceless old and cultural insights through evaluation of texts. More so it is an unmistakable way of analyzing interactions and supplies insights to intricate models of human inspiration and language use.

During the data analysis process, the information provided was organized into respective themes and concepts from which generalizations were formulated and interpretations and comparisons made in line with established theories. The final report was narrative in nature, providing a rich description of the findings revolving around the aspects of the strategic change management.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis, results and discussion of the study based on the research question. The study objective was to establish strategic change management practices adopted by National government administration department and also determine the challenges encountered in implementation of strategic change at National Government Administration department. The study adopted a case study whereby the National Government Administration strategic change management process was examined in depth using an interview guide and documented information.

The respondents in the primary data were drawn from the section heads at senior level management who are fully charged with the formulation and implementation of the strategic change and also some middle level managers mainly administrators in the field and sectional offices who are also involved in some level of formulation and implementation of strategic change management. They composed of Undersecretaries, County Commissioners, Deputy County Commissioners, Assistant County Commissioners and Assistant secretaries deployed in different ministries.

Secondary data was sourced from National Government Administration website including the National Government Coordination Act, No.1 of 2013 and also the restructuring policy document. Data was thereafter analyzed using content analysis based on the objectives of the study and the findings were presented as per the different themes underlined below.

4.2 Strategic Management Practices

The study asked the interviewees various questions relating to strategic change management practices adopted by National government administration and obtained various responses. This was meant to indicate how implementation of strategic change management practices, amid major varied challenges has enabled National government administration to effectively achieve its reforms.

4.2.1 Change Management Practices used in National Government Administration

The respondents were asked whether there were any change management practices adopted by National government administration and what those practices were. The study established numerous change management practices used in National government administration from the respondents. One being the Result Based Management practices, for example performance contracting; another being transformation of the departmental image, for instance the change of name from Provincial Administration to National Government Administration and also change of officers' titles.

Other change management practices included: citizen participation in service delivery, for example introduction of 'Nyumba Kumi'; rationalization of administrative units through ensuring that the units were in line with the devolution rules as spelt out in the Constitution and also employing more Administrative officers to take charge of all the administrative units; migration into digital era; improved staff mobility and office space for example provision of motor bikes to chiefs for easier access into remote areas; Improved financial facilitation such as quarterly funds for security operations to all officers in charge of administrative units; and intergovernmental relations, cooperation and refined roles.

The interviewees were asked if there is encouraged team work, of which they argued that teamwork was highly encouraged. Asked why it was necessary they answered that it was a necessary to up-scale the momentum of restructuring. They also added that team work helps to encourage employees' participation when implementing change and also to encourage the spirit of unity and togetherness. Majority of the respondents indicated that indeed change management practices have been put in full gear enhancing efficiency and effectiveness in service delivery.

4.2.2 Factors that Triggered Changes in National Government Administration

The study sought to establish the factors that triggered changes in National government administration. The interviewees indicated a number of factors that triggered changes in national government administration. One of the factors included the promulgation of the Constitution of Kenya 2010 which advocates in Section 17 of the Sixth Schedule on Transitional and Consequential Provisions, the restructuring of Provincial Administration within five years from the effective date to accord with and respects the system of devolved government. The enactment of National Government Coordination Act, No.1 of 2013, which established the administrative and institutional framework for coordination of national government, functions was another factor.

Other factors included: the need for accountability and transparency in service delivery by national government administrative officers in order curb the menace of corruption and win back the weaning public confidence; the need to exercise democracy and participation by both administrative officers and citizens as spelt out in the Kenyan Constitution 2010; and the need to enhance focus on citizens' satisfaction.

4.2.3 Stage of Reforms in the National Government Administration Department

The interviewees were asked to indicate the time the reforms started in the National government administration department as well as the stage and the pace of the on-going restructuring. Majority of the respondents indicated that Reforms in the National government administration department started in the year 2003, which were part of the reforms in the public service initiated by the then the Government in power's Manifesto to improve service delivery. According to the respondents, the reforms were done by the Governance, Justice, Law and order Sector (GJLOS). A percentage of the respondents also answered that reforms started after adoption of the new constitution. In addition respondents indicated that the on-going restructuring is on its final stage. The pace is revolutionary and slow.

4.2.4 Strategies of Ensuring Restructuring Momentum is Achieved and Maintained

The interviewees were asked to indicate strategies being taken to ensure that the restructuring momentum is achieved and maintained. The study established the Strategies of ensuring restructuring momentum is achieved and maintained to be continuous monitoring and evaluation of implementation of the restructuring practices, Welfare improvement of financial and non-financial and human resource development. Further, it was established that restructuring momentum has be achieved and maintained through rationalization of administrative units, continuous funding of all the stages of restructuring, upholding the constitution by abiding to restructuring of the NGA and the National Government Coordination Act, No.1 of 2013 which spells out on how to run the transformed system of administration.

4.2.5 Involvement in the Change Process

The study sought to find out the level of involvement of individuals in the change process. According to the DCC in charge of Njoro Sub-County, “No Meaningful Strategic Change could take place without participation and involvement of entire employees”. The interviewees noted that administrative officers were integrated in the change process from the start. They pointed out that all employees were expected to participate in simulation exercise and in idea generation. All administrative officers from the level of Assistant County Commissioners and Assistant Secretaries were taken through comprehensive trainings such as Diploma in Public Administration and managements courses to be able to understand and cope with strategic change.

The interviewees when asked if there was an element of team working and cooperation, they responded that teamwork was highly encouraged. Asked why it was necessary they answered that it was a necessary thing to keep the organization adaptable for future. They also added that team work helps to encourage workers participation when implementing change and also to encourage the spirit of unity and togetherness. They all agreed that the results were increased job satisfaction, team performance and high employee work morale. The interviewees also stated that sensitization workshops and seminars both on-job and off-the job provided another good chance for employees to actively participate in the strategic change process.

4.2.6 Impact of Change on the General Performance of the NGAO

The study sought the interviewees’ opinion with regard to how change has impacted on the general performance of the NGAO. The interviewees’ opined that strategic change management in National government administration department has led to effective and

efficient service delivery. The automation of procedures and processes has enabled faster completion of work and quick access to national government administrative services. The improved scheme of service, attractive employees' welfare such as mortgage scheme, commuters allowance and medical scheme has led to motivated employees who are more than willing to offer services to the citizens without compromise.

Also the facilitation of office space and mobility especially to chiefs has enabled them to access remote and far flung areas of their jurisdiction, consequently enhancing their efficiency. Further, it was established that the change of the departmental name and officers' titles has enhanced the image of the department and how the citizens perceive them, consequently enriching the administrators' morale. And the evaluation practices such as performance appraisal has ensured each every officer is accountable for his/her own performance hence improved service delivery.

4.2.7 Strategic Change Communication in National Government Administration

Department

On the question of How and When strategic change is communicated in NGA department, the interviewees indicated that strategic change is communicated through memos, departmental heads meeting, letters and circulars. Then it's cascaded from the ministry headquarters to the regional coordinators, then to county commissioners down to chiefs. Executive orders and legislative Acts are also done on ad-hoc need basis. Communication is mostly done on monthly, quarterly and yearly basis or when a need arises. It gives details about the strategic change, how it's carried out, the roles of different players, the timeline, its effects and its work plans.

4.2.8 Role of Leadership in Managing Change in NGA Department

The study sought to determine the opinion of the interviewees with regard to whether there is effective leadership as pertaining strategic change management in NGA department i.e. the role played by leadership in managing change in NGA department. Respondents agreed that there is leadership though not as effective. The leadership offered act as a guide and/or role model in managing change, sensitization of staffs on strategic change, monitoring and evaluation of the change, guiding the organization to stick to the mission and vision and facilitate communication of change. The interviewees indicated that there is need to improve on effective leadership in the department.

4.2.9 Reward of Successful Change Management in National Government

Administration Department

The study sought to establish how successful change management is rewarded in National government administration. Interviewees indicated that successful change management in National government administration is rewarded through promotions, monetary rewards (those who have done exemplary well are given an additional one month's salary), presidential honors and awards.

4.2.10 Methods Used to Ensure Change is adopted by the National Government

Administrative Officers

The study was interested in establishing methods that are used to ensure change is adopted by the National government administrative officers. The study revealed that the methods used to ensure change is adopted by the National government administrative officers to include implementation of change policies; trainings and workshops;

motivation through improved scheme of service and improved employees' welfare; and continuous monitoring and evaluation.

4.2.11 Benefits of the Current Restructuring

The study sought to know the benefits of current strategic change management practices in the organization. From the findings, interviewees indicated that the current restructuring has brought positive changes to the department as well to the employees consequently benefiting the customers. The change of the department's name and the titles of the administrative officers have improved on the image hence enhanced perception by the members of the public. The community based policing through 'Nyumba Kumi' has enhanced collaboration between administrators and citizens hence cordial working relationship.

Also, the improved staff mobility, office space and recruitment of more officers to take charge of all administrative units have brought services closer hence customer satisfaction. The migration into digital era has enhanced efficiency and effectiveness in the service delivery. The allocation of quarterly funds for security operations to administrative officers in charge of administrative units has also helped to improve on swiftness to respond to security issues hence improved security. In addition, it was established that as result of devolution, administrators have now clear and refined roles hence better performance in service delivery.

Respondents cited that as a result of rationalization of administrative units, the customers are happy because the offices of the County Commissioners are within their reach, unlike in the past when they used to visit PCs' offices which were far away for some clients.

The department also has the National Government Coordination Act that describes its mandate unlike previously when it used to rely on the chief's Act. Further, as a result of improved terms of service, there is predictable career progression, increased work productivity, less stress, timely monitoring and evaluation reports, increased staff self-development especially by going back to school, therefore overall jobs satisfaction.

4.3 Challenges of Implementing Strategic Change Management

In implementing change the main problem is likely to be carrying the body of the organization with the change (Burnes, 2009). The study asked the interviewees various questions relating to strategic change management challenges faced by National Government Administration Department and obtained various responses. This was meant to indicate the challenges encountered during its reinvention. This will help the institution's future change managers.

According to the interviewees, it was noted that change is generally accepted, though some resistance is normally experienced depending on either the nature or outcome of the proposed change. When change was introduced at the National Government Administration, there was resistance from the administrative officers and this was across the board, from the top officials to the level of assistant chiefs. There was disbelief among the administrators especially those who thought status quo could not be challenged. The major challenges experienced included departmental cultural issues, inadequate and misuse of resources both financial and non-financial, failure to communicate or give timely feedback to stakeholders, high staff turnover, failure to equip the staff in relevant knowledge to adapt to strategic change, frequent transfers, lack of

involvement of all staff in the strategic change implementation and long bureaucratic processes which results to inefficient service delivery and corruption.

4.3.1 Cultural issues that affect Change Management

The cultural issues inhibiting implementation of change were found to be corruption, bureaucracy, laxity in service delivery, culture of selfishness among the top officials, failure to recognize and reward success and the institutional culture of the former provincial administration that is rigid to change. It was established that cultural issues interfered adversely with implementation of strategic change. The culture of wanting to maintain the status quo affected the restructuring unfavorably. This is because most of the administrators still have the old civil service mentality of doing things the old way such as absconding duty to pursue personal interests, less commitment to their duties, and the popular saying that they are permanent and pensionable. Also, it was also observed that some administrative officers due to laxity, report late in the morning and left early from work. In addition, the culture of expecting something in return after offering a service to clients was still observed to persist in some administrators as the interviewees cited.

The existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work hence strategic plans not being implemented in time. This means that the culture that prevailed in National government administration department is not supportive of strategic changes.

4.3.2 Other Challenges Experienced During Strategic Change

The respondents were also asked to point out any other challenges faced during strategic change. The interviews revealed that other challenges faced in implementation of strategic change in National government administration department to be inadequate and misuse of resources both financial and non-financial; high staff turnover; communication breakdown; frequent transfers; not incorporating fully the recommendations made in audit reports in the implementation of restructuring process; alcohol abuse and lack of involvement of all staff in the strategic change implementation hence lack of buy-ins of the changes by members of staff. The bureaucratic processes in services delivery was another challenge which results in delays in offering of the services and sometimes corruption.

Coping with technological advancement was also identified as a challenge as some of the employees lacked the necessary skills in information technology. High turnover especially to the county government was cited, this was as a result of uncompetitive remuneration and delay in promotions. Policies on resource allocation were identified as unfavorable since they are based on administrative units but not on the number of population. Financial constraint was a challenge in change management since funds were crucial in the whole process of restructuring especially in rationalization of administrative units, hiring new officers, training and facilitation of resources. Other challenges noted to include duplication of roles by county government administrators which seemed to confuse members of the public.

4.4 The Way Forward for the Management of Strategic Change at National Government Administration Department

The study sought to establish the way forward for the management of strategic change at National Government Administration department. The interviewees opined that the restructuring process should fast-tracked so as to be completed within the timeframe of five years. Further, Policies on the restructuring to be integrated in the strategic plan of the Interior ministry and all administrative officers sensitized and involved in the implementation so as to be part and parcel of the process consequently reducing the challenges associated with the implementation of the process. The respondents also cited reviewing of the performance reward system so that those who had embraced the change management be rewarded and promoted according to their performance but not on the years of experience and merit as is the case currently. Also, the strategies in the Performance contracts to be flexible in order to allow reviews based on opportunities and threats arising in the environment. Finally, respondents indicated that the employees' salaries and remuneration to be improved so as to be in the same scale as that of the county government's administrators.

4.5 Discussion of the Results

The study established that strategic changes brought several benefits to the National Government Administration department, and also to its administrative officers and the customers. This is because it transformed the overall image of department to accord to the devolved system of the government and also gain positive perception from members of the public. Customers can now benefit from the improved services of which most of them are free, easy to access and of quality; unlike in the past when in some cases one

had to compromise an officer to be offered a service. Also the NGAO have high morale as a result of improved scheme of service and also empowerment through capacity building.

The study showed that management support is very important in countering the challenges faced in strategic change management. The management support mentioned includes coordination of the change process, providing communication to all stakeholders, leadership role, providing experience and expertise in the change process and problem solving. Half of the interviewees agreed that it is very vital that influential lead is provided during the change process. If employees feel that their superiors are not dedicated to the process then their enthusiasm and commitment also wanes. Employees must take the implementation of the strategic change as one of their number one priority. Therefore the superiors need to ensure that the change process is well understood by all the employees.

Similarly, the learning organizational model opines that a learning organization considers change as a process which it needs to seek “perpetually” (Crossan, 2003). It makes use of learning, experimentation and also communication in order to react to change on the business environment constantly. It is possible to recognize a learning organization on the outside through its agility in regard to changing the way in which it relates to its external environment and how it operates internally

The study further found that the employees’ participation in the change management is crucial and that they ensure that change is effectively carried out, which in turn means negligible disruption to the organization. This was supported by Kotter (2007) who stated

that the Key advantages of change management include; serving to one to respect the power of human dynamics in a metamorphosis process, appearing as a map for guiding motion and helping keep on direction instead of getting caught up with the complexity and tumult of alternate and thirdly, it may help to boost a relationship to maximize effectiveness of a metamorphosis effort.

National government administration supports the idea of proper communication of the desired change to all the employees of the organization. All the employees must be actively participate in the change process in order to make it successful. This view is also held by Koch (2006) who asserts that appropriate communication of the favored change presents an opportunity that allows men and women to emerge as accustomed to the idea of alternate and to align their pondering in approaches a good way to help each determine abilities hindrance areas and make a contribution substantively to method growth.

It was evident that the culture is not very supportive of change because whenever changes are made some employees view it with suspicion and uncertainty. Others take considerable length of time to accept changes. Some employees looked at change from a different perspective, from the management especially in terms of costs than benefits resulting from the change. This had been reflected in the low performance by the some staff and the failure by departments to meet their deadlines. This agrees with what Armstrong (2009) says about resistance that it introduces delays, additional costs and instabilities into the change process. This results from the threat to familiar patterns of behavior and financial rewards. Ivancevich et al (2005) says that fear of loss of position, power, status and economic security results to resistance to change. For the interviewees resistance to change emanates from lack of trust; belief that change is unnecessary and

that the change is not practicable but just an economic threat; fear of loss personal status and power.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the findings of the study which are summarized, conclusions and recommendations made based to the objectives of the study. These objectives were to determine the strategic change management practices adopted by the National Government Administration Department and the challenges encountered in the management of strategic change.

5.2 Summary of Findings

According to the interviewees a number of changes including the current restructuring have taken place at the National Government Administration Department. They include: Result based management practices; transformation of department's image; citizen participation in service delivery; rationalization of administrative units; migration into digital era; improved staff mobility and office space; improved financial allocations; intergovernmental relations and refined roles. The driving force to these changes was the adoption of the Kenyan constitution 2010 and National Government Coordination Act, No.1 of 2013. The two legislations clearly stipulated how restructuring should be done to conform to the devolved system of government.

The study also established the Strategies of ensuring restructuring momentum is achieved and maintained to be continuous monitoring and evaluation of the implementation of the restructuring practices, Welfare improvement of financial and non-financial facilitation. Further, it was established that restructuring momentum has be achieved and maintained

through rationalization of administrative units, continuous funding of all stages of restructuring, upholding to the Constitution of Kenya 2010 by adhering to the section 17 of the sixth schedule and also abiding to the National Government Administration Act, No. 1 of 2013.

It was also established that strategic change management in National government administration department has led to effective and efficient service delivery and that strategic change management has improved the image of NGAO and that it has also improved employees productivity and morale. It was also revealed that strategic change is communicated through memos, departmental heads meeting, letters, circulars, and also ad hoc executive orders and legislative Acts. The channel of delivery is usually from ministry head quarter's to regions and cascaded down to chiefs' level. The frequency of communication is mostly on monthly, quarterly, yearly or when need arises

The study also established that successful change management in National government administration to be rewarded through promotions, monetary rewards (those who have performed exemplary given a one month's salary), presidential honors and awards. In addition, the study revealed the methods used to ensure change is adopted by NGAO to include implementation of strategic change policies; trainings; continuous monitoring and evaluation; motivation through improved scheme of service.

The study established that the current restructuring has brought positive changes to the department as well as employees consequently benefiting the customers. The benefits found included enhanced image as a result of change of department's name and administrative officers titles hence increased positive perception by customers; enhanced

partnership between administrators and citizens as result of community based policing; customer satisfaction as a result improved mobility and office space; increased security funds allocation; improved terms of services leading to high productivity, career progression and job satisfaction.

The study revealed that major challenges experienced by the national Government Administration Department in implementation of strategic change to include departmental cultural issues; inadequate and diversion of resources; failure to communicate or give timely feedback to stakeholders; high staff turnover and failure to equip the staff in relevant knowledge and skills to adapt to strategic change. Cultural challenges established included corruption, bureaucracy, laxity in service delivery, failure to reward success and persistence of institutional culture of formal provincial administration that is rigid to change. Other challenges include inadequate resources both financial and non-financial, high staff turnover especially to county governments, communication breakdown, frequent transfers, inadequate involvement of all in change process, slow adoption of technological advancement, alcohol abuse and poor policies on allocation of funds which advocate for per administrative unit consideration instead of population number.

5.3 Conclusion of the Study

Changes in the external environment are dynamic and organizations have to undertake strategic change to be able to remain competitive in the changing environment. The restructuring taking place at National Government Administrative Department is for the better. This is clearly indicated by the enhanced departmental image; increased efficiency and effectiveness in service delivery hence improved service delivery;

improved staff welfare; taking of services closer to citizens through improved office space, mobility and increased manpower through recruitment; improved self-esteem as a result of improved scheme of service and capacity building; improved confidence and trust by members of the public as a result of collaboration in solving issues especially security issues; and unrelenting fight against corruption.

Therefore, from the study we can conclude that the strategic change management process at National Government Administration has been a success and that it met its management objectives. This has moved the NGA department forward and has made it competitive in the public sector. Undertaking a strategic change in an organization is very important but there is need to ensure that all efforts are geared towards success and not failure (Guchu, 2013). This can be achieved by overcoming challenges associated with strategic change management through involvement of all in the process and ensuring that every step of change has been implemented fully. The top management should also give all required support and be the role model in the change process. Kanter et al (1990) states that the essence of undertaking a strategic change management is to move the organization forward and to be able to reap desired results.

5.4 Recommendations of the Study

Successful implementation of strategies requires that the progress of strategic change be monitored. Therefore, it becomes imperative that a monitoring and evaluation officer be put in place to give a progressive report of change. This officer will be tasked with continuously monitoring and evaluating the progress of the change and if need be, a change of the implementation program will be necessitated to ensure that successful strategic change be made. Also the restructuring process should not only stop after five

years, but be a continuous process so as cope with the changing need of the dynamic environment.

Human resource motivation is a major factor in output production. National government administration department should have ways of motivating and rewarding their staff to encourage exemplary performance, for example, promotions for exemplary performer without basing it on the years worked but on performance and also raise hardship and extraneous allowances. There should also be team bonding and team building activities to enhance teamwork and release stress and related frustrations. There should also be better resource mobilization to facilitate initiation and implementation of change process to the fullest. Change consultants should be used to facilitate better understanding of change process and to equip the departmental members with basic skills to ensure the change is always on course and resistance to change is completely done away with.

5.5 Limitation of the Study

The first limitation of the study was thought to be sensitivity of the interview. This is because the respondents had reservations in answering some questions due to the nature of some information handled by the NGA department which is highly classified; the respondents even cited that they have signed confidential clause with the Ministry. However, after some follow – ups, the information was given though withholding the sensitive areas hence limiting the in-depth investigations. The data collected was qualitative in nature and therefore the researcher was required to analyze this data using content analysis. The method is subjective and requires a lot of thorough deciding which may end up to differing conclusions by different researchers while analyzing the same data.

This research was a case study and therefore the research was limited to National government administration department thus the findings on strategic change management practices and challenges are limited only National government administration department and as such they cannot be generalized as remedies to other organizations.

This study had time and resource limitations. The time available for the study was short hence the researcher could not involve many interviewees in the study. The few interviewees who were interviewed had a busy schedule in their duties, sparing only some few minutes for the interview thus limiting the in-depth investigations. The researcher had also financial limitations hence could only be able to work with a limited budget that directed the scope of the study.

5.6 Areas Suggested for Further Research

Time brings about new ideas and changes. The environment is also dynamic and may bring about new strategic change management practices. This study can therefore be replicated after five years to confirm if there are any changes on the strategic change management practices at National Government Administration department.

In most organizations strategic change management practices has been viewed in a negative context and the issue of resistance to change has always been included as part of notorious impediments throughout the strategic change process. It is recommended that further research be done to find out how organizations can positively leverage on this phenomenon to create competitive advantage in the business environment.

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APPENDICES
APPENDIX I: PROPOSAL CORRECTION FORM

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
PROPOSAL CORRECTION FORM

Student Name... JULIANA MURUGI NYAGAH.....
Registration Number... D.61/172709/2014.....
Department... BUSINESS ADMINISTRATION.....
Specialization... STRATEGIC MANAGEMENT.....
Title of Project Proposal... STRATEGIC CHANGE MANAGEMENT PRACTICES ADOPTED BY THE NATIONAL GOVERNMENT ADMINISTRATION DEPARTMENT IN KENYA.....

The student has done all the corrections as suggested during the Proposal Presentation and can now proceed to collect data.

Name of Supervisor... A. J. Gathungu Signature...  Date... 13/7/16

APPENDIX II: INTRODUCTION LETTER TO COLLECT DATA



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE...13th July, 2016

TO WHOM IT MAY CONCERN

The bearer of this letter...JULIANA MURUGU NYAGAH.....

Registration No...06117270912014.....

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: INTRODUCTION LETTER

Dear Sir/Madam,

PERMISSION TO CARRY OUT RESEARCH ON THE STRATEGIC CHANGE MANAGEMENT PRACTICES ADOPTED BY THE NATIONAL GOVERNMENT ADMINISTRATION

I am a student of Master of Business Administration at the University of Nairobi. I am carrying out a research project as a requirement in a partial fulfillment of award of Master of Business Administration with specialization of strategic Management. My chosen area of study is “Strategic change management practices adopted by the National Government Administration Department in Kenya.

In order to ensure that my study is complete, I am required to seek information from your department of National Government Administration. Therefore, I am requesting for permission to use the department’s information to be collected through the interview guide attached and from company records. The information gathered will be treated as confidential and will be used for academic purposes only. A copy of the completed project will be availed to your company.

I am looking forward to a favorable response.

JULIANA MURUGI NYAGAH

MBA STUDENT

APPENDIX IV: AUTHORITY TO COLLECT DATA



OFFICE OF THE PRESIDENT

Telegraphic address: "Rais"
Telephone: Nairobi 2227411
When replying please quote

MINISTRY OF INTERIOR
AND CO-ORDINATION
OF
NATIONAL GOVERNMENT

P. O. Box 30510-00100
Nairobi

OP.PA/6/4

25th July, 2016

Juliana Murugi Nyagah
P.O.BOX 140
RUIRU

RE: AUTHORITY TO COLLECT DATA

Your letter dated 19th July, 2016 on the above subject matter refers.

This is to inform you that your request has been granted. Be guided that the information collected will remain confidential and can only be shared with relevant persons as far as your research work is concerned.

By a copy of this letter, the National Administrative Officers are requested to accord the necessary assistance to the above named.

We wish you a successful undertaking in your research study.

A handwritten signature in blue ink, appearing to be 'M.E. KIPKORIR'.

M.E. KIPKORIR,
FOR: PRINCIPAL SECRETARY/ INTERIOR

Department?

(b) What is the stage of the on-going restructuring?

4. How would you describe the pace of the restructuring?

5. What are strategies being taken to ensure that the restructuring momentum is achieved and maintained?

6. To what extent are you involved in the change process?

7. (a) Has the external consultants been involved in the process? Yes -----

No-----

(b) If yes, what role did the external consultants play?

8. In general, how has change impacted on the general performance of the NGAO?

9. How and when is Strategic change communicated in National Government Administration Department?

10. (a) In your opinion, do you think there is effective leadership as to pertaining strategic change management in National government administration?

(b) What role is played by leadership in managing change in National government administration?

11. How is successful change management rewarded in National government administration?

12. What methods are used to ensure change is adopted by the National government administrative officers?

13. What are benefits of current Restructuring?

a) To the employees

b) To the customers

c) To the department

PART C: STRATEGIC CHANGE MANAGEMENT CHALLENGES AT NATIONAL GOVERNMENT ADMINISTRATION

14. In your own opinion, does every employee of National government administration accept and support change?

15. Have you undergone any training related to the strategic change programme?

16. Do you always get the needed support from top management during change process?

17. (a) what are some of the challenges you have experienced during the strategic change?

(b) How are the challenges overcome?

18. What is the way forward for the management of strategic change at National Government Administration department?

**APPENDIX VI: NATIONAL GOVERNMENT ADMINISTRATION (NGA)
DEPARTMENT ORGANIZATIONAL CHART**

Figure 6.1

