

**CHANGE MANAGEMENT PRACTICES AND PERFORMANCE AT
KENYA TRADE NETWORK AGENCY**

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DECLARATION

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

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D61/77215/2015

The research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

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

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TABLE OF CONTENT

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
ABBREVIATIONS AND ACRONYMS.....	vii
ABSTRACT.....	viii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Organizational Change.....	2
1.1.3 Organizational Performance	6
1.1.4 Public Sector Organizations in Kenya	8
1.1.5 Kenya Trade Network Agency (KENTRADE)	9
1.2 Research Problem	11
1.3 Research Objectives.....	13
1.4 The Value of the Study	13
CHAPTER TWO: LITERATURE REVIEW.....	14
2.1 Introduction.....	14
2.2 Theoretical Framework.....	14
2.2.1 Open Systems Theory	14
2.2.2 Stakeholder Theory	16
2.3 Change Management Practices and Organizational Performance	17
2.4 Change Management Challenges.....	21
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Data Collection	25
3.4 Data Analysis	25

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION	27
4.1 Introduction.....	27
4.2 Interviewees	27
4.3 Findings of the Study	28
4.3.1 Change Management Practices	28
4.3.2 Change Management Practices and Organizational Performance	31
4.3.3 Challenges to Change Management at KENTRADE	33
4.4 Discussion.....	37
4.4.1 Change Management Practices	37
4.4.2 Change Management Practices and Organizational Performance	38
4.4.3 Challenges to Change Management at KENTRADE	39
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND	
RECOMMENDATIONS.....	42
5.1 Introduction.....	42
5.2 Summary of Findings.....	42
5.2.1 Change Management Practices	42
5.2.2 Change Management Practices and Organizational Performance	43
5.2.3 Challenges to Change Management at KENTRADE	44
5.3 Conclusion	45
5.4 Recommendations.....	47
5.5 Limitations of the Study.....	48
5.6 Suggestions for Further Research	49
REFERENCES.....	50
APPENDIX I: Interview Guide on Change Management Practices and Performance at KENTRADE	55

ABBREVIATIONS AND ACRONYMS

ITSM	Information Technology Service Management
KENTRADE	Kenya Trade Network Agency
OD	Organizational Development
OST	Open Systems Theory

ABSTRACT

Our general surroundings is continually advancing and getting new measurements. Presenting change is vital, despite the fact that not exclusively enough, to ensure achievement later on. Change is fundamental for an association to concentrate on repositioning, restoration, rearranging and a precise advancement. The target of the study was to build up the change administration practices and execution at Kenya Trade Network Agency (KENTRADE). Particular targets of the study were to recognize change administration honours at Kenya Trade Network Agency (KENTRADE), to decide the impact of progress administration honours on the execution of Kenya Trade Network Agency (KENTRADE), and to distinguish the difficulties confronting change administration prepare at Kenya Trade Network Agency (KENTRADE). The study utilized a contextual analysis plan. The purpose behind this decision depended on the information that contextual investigations are the most fitting for analyzing the procedures by which occasions unfurl, and additionally investigating causal connections furthermore they give a comprehensive comprehension of the wonders. The study utilized essential information which was gathered utilizing a meeting guide. The strategy utilized as a part of this study was that of a semi-organized meeting, in which the questioner had an organized arrangement of examination, to be specific an arrangement of pre-decided inquiries. The information acquired was examined utilizing content investigation which included an efficient subjective portrayal of the respondent's responses to the inquiries postured in the meeting guide. It included perception and itemized depiction of the articles, things or things that contain the study. The study found that the change management practices used at KENTRADE included enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice. The study found that the strategic change has influenced the organization performance in positive ways such that it has made the firm to be more competitive than before, it has increased the productivity of the firm which has improved the market share thus increasing the profits. The study found that the top management should be directly involved in the change management process so that they can direct the employees on how to implement the change. If they are not directly involved the process may fail as they give directions on what should be done in the organization. The study concluded that employees were involved in the change through offering of ideas and information concerning what the change really meant to them. Additionally the study concluded that there were various consultants involved in the change process who included Director, CEO, and chief operating officer from other organizations in Kenya. The study prescribed that senior administration to plainly impart the vision, mission and destinations of the change administration push to help the workers see how those progressions will influence them by and by. The chiefs ought to impart the explanations behind the change in a manner that all workers comprehend the specific circumstance, reason and requirement for change.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change administration is an approach pointed transitioning people, groups, and associations utilizing strategies proposed to re-coordinate the utilization of assets, business prepare, spending assignments, or different methods of operation that fundamentally reshape an organization or association. Authoritative change administration considers the full association and what necessities to change (Lehtonen, 2005). Change administration concentrates on how individuals and groups are influenced by a hierarchical move. Key change is basic to cutting edge business associations as a method for staying aware of developing business sector requests and to remain focused. Actualizing vital change is a twofold edged sword since it at the same time creates expected execution pick up and surprising execution misfortune (Goolsby & Arnould, 2003). To understand the execution advantages of key change, an association must distinguish and analyze execution in vital change usage.

The effect of vital basic leadership exercises by administration has been found to impact firm execution. The study depends on Open Systems Theory (OST) and Stakeholder Theory. The Open Systems Theory (OST) stipulates that as associations and groups direct their business they impact and change their outside surroundings, while in the meantime being affected by outer changes in neighborhood and worldwide situations in a two-manner compelling change known as dynamic versatile change (Pfeffer and Salancik, 2003). Partner hypothesis tries to methodically address the subject of which partners do and don't merit or require administration consideration through assessment of

connections amongst associations and partners in view of trade exchanges, control conditions, authenticity claims, or different cases (Mitchell et al., 1997).

Kenya Trade Network Agency (KENTRADE) is a state organization under the Ministry of National Treasury with a command to encourage exchange crosswise over outskirts and in addition actualize and deal with The Single Window System. The Kenya Trade Network Agency (KENTRADE) is changing its operations from the manual framework to modernized framework whereby leeway is done on the web. The association needs to receive a change administration demonstrate that would be acknowledged by the general staff. To locate the best change administration approach that would be invited by everybody is an issue to the association (UNECE, 2004). Inside each association forms change, new innovation is gotten, new strategies are executed and authoritative structure can change as well. Data Technology Service Management (ITSM) activities frequently include changing how individuals do their employments and in case you're changing the way individuals work and their practices then resistance will actually happen. Oversee correspondence and learning forms and make a data rich association.

1.1.1 Organizational Change

Organizational change alludes to a circumstance when an organization makes a move from its present state to some wanted future state. Authoritative change is a consequence of the turbulent environment. It is common to feel insecure about a transition process because we are uncertain about delivering it, whom to involve and the outcome of the change process. Organizational change is driven by technology, ongoing business processes, new ideas and innovations. Kotter (1998) introduced the eight steps for leading change. The first step in the change process is creation of urgency; to get things moving,

it is crucial to trigger motivation so that everyone is anticipating the change. This is done by an honest dialogue outlining the benefits of change in the organization in relation to the competitive environment; this will help to build faith and confidence. Scanning the environment using the SWOT analysis is also vital. The threats will aid in coming up with strategies to remain competitive in the future and opportunities will leave a space to be exploited. McLagan (2008) suggested that the top management in any organization need to administer change and spend effort in creating urgency because if they are quick to jump to the next step, they may generate losses.

The second step in the change process is formation of a coalition whereby support is needed from key people in an organization. Key people in this regard are a team that has influential powers for example status, job title or political importance. Once the team has been formed, it creates urgency necessarily for change. The third step includes formation of a dream for change (King and Wright, 2007); an unmistakable vision fills three vital needs; to begin with, it improves numerous nitty gritty choices. Second, it persuades individuals to make a move in the right course; third, it facilitates the activities of various individuals in an amazingly quick and productive way. A reasonable and effective vision will do significantly more than a tyrant pronouncement or micromanagement can ever would like to fulfill. The fourth step includes conveying the vision for purchasing. This is the place relational abilities of the pioneer are utilized (center aptitudes and capabilities and interpersonal aptitudes). Picking up a comprehension and responsibility to another bearing is never a simple undertaking, particularly in complex associations. Under correspondence, irregularity is uncontrolled and this makes slowed down changes (Kotter, 1998).

The fifth step includes enabling individuals and evacuating obstructions which are mostly in type of structures, aptitudes, frameworks and bosses. The 6th step includes creating fleeting wins for the pioneers. Amidst a long haul change exertion, fleeting wins are vital. Running a change exertion without consideration regarding fleeting execution is greatly hazardous. The coalition turns into a basic drive in distinguishing noteworthy upgrades that can happen somewhere around 6 and year and a half. Getting these wins guarantees the general change activity's prosperity. Investigate demonstrates that organizations that experience huge transient wins by fourteen and twenty-six months after the change activity starts are a great deal more prone to finish the change (Lehtonen, 2005). The seventh step is about merging increases and delivering more picks up.

Resistance is continually holding up in the wings to re-attest itself. Regardless of the possibility that you are fruitful in the early stages, you may simply drive resisters underground where they sit tight for a chance to rise when you wouldn't dare hoping anymore. They may celebrate with you and after that recommend taking a break to appreciate the triumph. The last stride includes mooring new methodologies in the way of life for managed change. New practices must develop profound roots keeping in mind the end goal to remain immovably planted in the way of life. Culture is made out of standards of conduct and shared qualities. These social powers are amazingly solid. Each person that joins an association is instilled into its way of life, by and large without acknowledging it. Its inactivity is kept up by the aggregate gathering of representatives over years (Lohman, 2005).

1.1.2 Change Management Practices

Change administration hones allude to an arrangement of administrative choices and activities attempted for association to adapt to changes in ecological viewpoints, for example, natural examining, procedure definition, system usage, assessment and control. It is intended to set an association's strategy, distinguishing the techniques it will use to contend in the commercial center and how it will compose its inside exercises (Hill and Jones, 2001). The models that guide Strategic change administration hones in associations incorporate Lewin's three stage approach, and Kotter's 8-Step Change Model. As indicated by Lewin (1951) a specific arrangement of practices at any minute in time is the aftereffect of two gatherings of powers: those endeavoring to keep up the norm and those pushing for change. At the point when both arrangements of powers are about equivalent, current practices are kept up in what Lewin named a condition of semi stationary balance. To change that state, one can build those powers pushing for change and decline those strengths keeping up the present state, or apply some mix of both.

Lewin saw this change procedure as comprising of three stages: Unfreeze, change and refreeze. Unfreeze is the primary phase of progress. It includes setting up the association to acknowledge that change is important and separates the current existing conditions before setting up another method for working. To set up the association effectively, one needs to challenge the convictions, qualities, states of mind, and practices that as of now characterize it (Lewin, 1951). The second step is change. After the instability made in the unfreeze arrange, individuals begin to accept and act in ways that bolster the new bearing. Time and correspondence are the two keys to accomplishment for the progressions to happen. Individuals require time to comprehend the progressions and they additionally

need to feel exceedingly associated with the association all through the move time frame. The last stride is refreeze. This progression settles the association at another condition of balance. It is as often as possible achieved using supporting components that fortify the new authoritative state, for example, hierarchical culture, standards, approaches and structures (Chavan, 2009).

John Kotter created 8 Steps for Change in a reaction to watching more than 100 organizations attempting to redo themselves into fundamentally better organizations. Step 1 includes building up a feeling of desperation to provoke activity (Kotter, 1998). Step 2 is to frame an effective controlling coalition of no less than 3 to 5 intense individuals inside the association driving the exertion. Step 3 includes making a dream of what the future with the change will resemble. The vision serves to represent the general heading of the change, inspire individuals to make a move and organize the moves which people will make (Kotter, 1998). Step 4 requires correspondence of the vision through redundancy, clarification, the utilization of various gatherings and showing others how its done (Kotter, 1998). Step 5 is enabling others to follow up on the vision. This may include changing frameworks or structures inside the association and apportioning more cash, time, or bolster expected to roll out the improvement viable. Step 6 includes getting ready for fleeting wins, Step 7 includes uniting picks up and delivering more change lastly step 8 includes organizing the new methodologies. Change sticks when it turns into "the way we get things done around here" (Kotter, 1998).

1.1.3 Organizational Performance

Brealey et al., (2009) characterize association's execution as a measure of how well a firm uses its benefits from its center operations and creates incomes over a given timeframe.

Richard (2009) additionally characterizes hierarchical execution as a part of authoritative viability that incorporates three regions of execution which incorporate monetary, showcase execution and shareholder esteem. They promote characterizing hierarchical viability as a more extensive idea that catches authoritative execution in addition to the overabundance of inner execution results typically connected with more proficient or viable operations and other outer measures that identify with contemplations that are more extensive than those essentially connected with financial valuation, for example, notoriety.

The basic measures of the hierarchical execution are adequacy, effectiveness, quality, courses of events and efficiency. Adequacy and proficiency may look synonymous yet as indicated by Mouzas (2006), each of these terms has their own particular significance. Most associations evaluate their execution as far as viability. Their center is to accomplish their central goal, objectives and vision. In the meantime, there is plenty of associations, which esteem their execution as far as their productivity, which identifies with the ideal utilization of assets to accomplish the coveted yield (Chavan, 2009). The question is, whether there is a distinction if the association is viable yet wasteful and visas versa. Viability situated organizations are worried with yield, deals, quality, production of significant worth included, development, cost diminishment. It gauges how much a business accomplishes its objectives or the way yields cooperate with the monetary and social environment. Normally viability decides the strategy targets of the association or how much an association understands its own objectives. Meyer and Herscovitch (2001) investigated hierarchical viability through authoritative duty.

Effectiveness then again measures the relationship amongst data sources and yields or how effectively the information sources have been changed into yields (Low, 2000).

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

1.1.4 Public Sector Organizations in Kenya

Public sector organizations have a history dating back to at least 1839. It has been estimated that by 1914 there were 1000 public sector organizations in most of the cities in Kenya eg Nairobi, Mombasa, Kisumu among others. Open division associations were imperative as they were built up by the legislatures to meet both business and social objectives. Right now open segment associations exist for the accompanying reasons: to right market disappointment, to endeavor social and political destinations, give training, wellbeing, redistribute salary or create peripheral regions (Pfeffer and Salancik, 2003). In Kenya, State Corporations are set up inside the arrangements of state enterprise Act, Chapter 446 of the Laws of Kenya. The Act makes arrangement for the foundation of state companies and control and direction of the same. In the Act, a state Corporation is characterized as a corporate body set up by or under an Act of Parliament or other

composed law. In spite of the fact that the Act accommodates a Board of Directors to administer the operations, the enterprises work inside the general supervision of particular services under which they are made. Kenya will probably make its administration foundations and its Public Sector more viable in accomplishing comes about and conveying administrations to its nationals, to take most extreme preferred standpoint of new advancements and models of Public Service association, and to make Government and Public Service more open and responsible to an inexorably educated and connected with citizenry (Dutton & Duncan, 1987).

Different endeavors at change that extended back over 10 years provided an establishment for the change motivation the Government propelled in 2005 named "Results for Kenyans" and imagined to implant Results Based Management in the way of life of the Public Sector. The Key part of Result Based Management framework is the Performance contracting which submits every open segment association to particular execution focuses on each monetary year. This has required the requirement for key arranging in all open part associations.

1.1.5 Kenya Trade Network Agency (KENTRADE)

Kenya Trade Network Agency (KENTRADE) is a State Corporation which was built up through an Executive Order marked by the President, on fourteenth January 2011 and gazetted by means of Legal Notice No. 6 of 2011 on 28th January 2011. KENTRADE's order was to build up and deal with a National Electronic Single Window System (KNESWS) and to encourage exchange. The National Electronic Single Window System is to serve as a solitary passage point for gatherings required in universal exchange and transport coordinations to cabin reports electronically, to process and endorsement and to

make installments electronically for expenses, tolls, obligations and duties because of the Government, on merchandise imported or sent out in the nation. At present KENTRADE has been given the order of executing, operationalizing and dealing with the Kenya National Electronic Single Window System (Kenya TradeNet System) and to encourage Trade. The Kenya TradeNet System is an electronic stage which goes about as the single passage point empowering parties required in worldwide exchange to hold up institutionalized data and archives electronically to satisfy all import, fare and travel administrative necessities for freight leeway through Kenyan ports.

It has turned into a noteworthy instrument for improving and robotizing exchange strategies. It encourages territorial and worldwide joint effort on trade of exchange data (Pfeffer and Salancik, 2003). It is an exchange assistance apparatus that addresses the key difficulties of exchange help. It is a vital instrument for supporting intra-territorial exchange and joining. Numerous change programs as a result fizzle right from the start, since they don't make a sufficient ability to know east from west. Associations regularly neglect to include representatives enough in the account of how the aggressive scene is changing, and what the medium-long haul standpoint choices may be (Rhyne, 2005). The reason in the matter of why the present study is concentrating on KENTRADE is that directors from other included associations should be presented to the circumstance and conceivable results as right on time as could be allowed in light of the fact that they convey the obligation of falling the case for change to different representatives, and doing as such in a way that advances purchase in and group comprehensiveness. Building up the case for change is not a straightforward procedure, and for the most part requires

months of talk and re-attempting to get it to a suitable state. Early representative association and discourse was massively persuasive in beating imperviousness to change.

1.2 Research Problem

Today's business surroundings produces change in the working environment more all of a sudden and as often as possible than any time in recent memory. Mergers, acquisitions, new innovation, rebuilding and scaling down are all components that add to a developing atmosphere of instability. Employments, wellbeing, even relational unions can be set at hazard, imperiling efficiency and benefit. Individuals have profound connections to their association, work gathering, and method for working. The capacity to adjust to changing work conditions is key for individual and hierarchical survival (Chapman, 2005). Vital change has turned into a steady wonder which must be tended to by associations in all areas and industry if an association is to stay focused.

Change administration has turned into a consistent wonder which must be tended to by associations in all areas and industry if an association is to stay focused. Vital change administration rehearses have been a need in KENTRADE to encourage exchange empowering parties required in universal exchange to stop institutionalized data and archives electronically to satisfy all import, fare and travel administrative prerequisites for freight leeway through Kenyan ports (Simons, 1999). It is therefore that there is a dire need by the associations to have pertinent change administration procedures in order to guarantee that the human parts of presenting new procedures and innovation are tended to.

As indicated by Chapman (2005) associations need to make a hierarchical structure adjusted to new systems and procedures. Also, they ought to have occupations and abilities sets that bolster the new hierarchical heading and utilize successful correspondences techniques. They ought to likewise guarantee clients, providers and different partners comprehend and bolster the exertion, and minimizing dormancy to change. Johnson and Scholes (2003) contend that there is nobody right equation for overseeing vital change. The accomplishment of any endeavor at overseeing vital change will likewise be reliant on a more extensive setting in which that change is occurring.

Several studies have been carried out on change management in Kenyan companies both public and private sectors including change management practices at Teachers Service Commission (Mimaita, 2010). Change management at National Museums of Kenya (Kendi, 2009); Change management at Kenya Revenue Authority (Langat, 2011); Challenges of managing change after transition of ownership: The case study of Celtel (Muchui, 2006); Survey of change management practices of Christian churches in Kenya (Obwoye, 2006); and challenges of managing strategic change in Telkom Kenya during and after privatization (Ouma, 2004).

Despite all the studies that have been done with regard to the topic no study has been done on change management practices and performance at Kenya Trade Network Agency (KENTRADE) . This makes an information crevice that exists in this field. This concentrate along these lines looks to fill the current hole by noting the question: what is the impact of progress administration rehearses on execution at Kenya Trade Network Agency (Kentrade).

1.3 Research Objectives

The study will be guided by the following research objectives:

- i) To identify change management practices at Kenya Trade Network Agency (KENTRADE)
- ii) To determine the effect of change management practices on the performance of Kenya Trade Network Agency (KENTRADE)
- iii) To identify the challenges facing change management process at Kenya Trade Network Agency (KENTRADE)

1.4 The Value of the Study

On hypothesis the study will be of esteem to the three schools of thought that shape the premise on which change administration hypothetical system as it will empower the study to conceptualize and exactly operationalized change administration. The findings of the study will seek to confirm that organizations try to fit in with the norm by adopting practices that validates them as part of the organizational field.

On policy the study will help the management to be better informed with regard to revising the existing change management strategies to suit all the stakeholders in the entire change process. The study would likewise give a priceless wellspring of material and data on the change administration hitches and the difficulties experienced in the business and along these lines concoct methods for guaranteeing that techniques are completely executed with the goal that they attempt their obligations successfully.

On practice this study will frame the establishment whereupon other related and imitated studies can be founded on. Researchers will think that its vital as the study will expand the assortment of learning here. They may utilize the discoveries for further research, while specialists may apply lessons in change administration hitches.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature that is relevant for the study on change management at Kenya Trade Network Agency (KENTRADE). The review also covers the theories of change management with focus made on the Open systems theory, and Stakeholder Theory, Change Management Practices and Organizational Performance, and Change Management Challenges.

2.2 Theoretical Framework

Hypotheses are figured to clarify, foresee, and comprehend marvels and, by and large, to challenge and broaden existing information inside the points of confinement of basic bouncing suppositions. The hypothetical structure gives logical avocation to a study: i.e. grounded and in light of logical hypothesis. This research will be anchored on two theories, that is, the Open systems Theory and the Stake Holder Theory. They are discussed below.

2.2.1 Open Systems Theory

Open frameworks hypothesis (OST) alludes just to the idea that associations are firmly impacted by their surroundings (Bastedo, 2004). OST is a present day frameworks based changed administration hypothesis intended to make sound, inventive and strong associations and groups in today's quick changing and eccentric situations. As associations and groups direct their business they impact and change their outer surroundings, while in the meantime being affected by outside changes in neighborhood and worldwide situations in a two-manner compelling change known as dynamic

versatile change (Pfeffer and Salancik, 2003). The earth comprises of different associations that apply different powers of a financial, political, or social nature. The earth likewise gives key assets that maintain the association and prompt to change and survival (Scott, 2002). Associations and groups are open frameworks; changing and affecting each other after some time. Associations are open frameworks and along these lines it is made out of various interconnected whelp frameworks. It takes after that any adjustment in one sub-framework will affect alternate parts of the framework and therefore on its general execution. The target of the open frameworks approach is to structure the elements of a business in such a way, to the point that through plainly characterized lines of coordination and reliance, the general business goals are altogether sought after (Burnes, 2004). There are four noteworthy subsystems in associations as proposed by (Miller, 2003).

They comprise of the objectives and qualities sub-framework (key arrangement, approaches and controls), specialized sub-framework (sources of info and yields) and the administrative sub-framework. To guarantee reasonability an open framework must have an open and dynamic versatile association with its outer surroundings in light of the fact that a solid suitable open framework has an immediate connection as for changing qualities and desires after some time with its outside surroundings (Pfeffer and Salancik, 2003). This implies if the qualities and desires of a specific association or group are out of match up with those that exist in the outside environment then that specific association or group will inevitably get to be undesirable and unviable. Individuals too are open frameworks. Through their activities they impact and change their outside surroundings, and in the meantime are always being affected by changes in the outer environment

(Scott, 2002). From a representative's point of view, the association itself is their quick outside environment.

2.2.2 Stakeholder Theory

Freeman (1984) established this hypothesis. Partner hypothesis is an instrument to distinguish basic partners in nature of the Management Practices with a specific end goal to characterize advancements for methodology. Besides, with regards to business ethic and corporate social duty, partner examination has been utilized to recognize vital territories of concern. Utilizing a scope of impacting systems, associations openly division might have the capacity to exploit their position as high-saliency partners to impact corporate administrators and speculation reserves. They can create power, earnestness, and authenticity. Partner hypothesis considers financial matters and morals issues that make organizations take social obligations and present decency to everybody required in business, with the outcome that chiefs will run enterprises for profiting all partners.

In this manner, the hypothesis can be considered as a decent blend amongst economy and morals that empowers the companies to develop and advance administration. Partner hypothesis has been scrutinized on both hypothetical and experimental grounds. Williamson (1993), the father of exchange cost financial aspects, has contended that the immediate vital operator relationship amongst proprietors and administrators is mutilated with the expansion of different partners to the condition. Sternberg (1997) proposes that partner hypothesis is characteristically inconsistent with all genuine business targets and undermines essential property rights and corporate responsiveness. Regardless, partner

hypothesis gives critical bits of knowledge into the courses in which firms and their administrators cooperate with, governments, and different on-screen characters.

2.3 Change Management Practices and Organizational Performance

The capacity of an association to foresee and react to circumstances or weights for change both inward and outer is a standout amongst the most imperative routes in which its profitability are guaranteed. The nature and adequacy of authoritative reactions differ to a limited extent with how best administration triggers and deciphers vital issues (Dutton and Duncan, 1987). Administration part in characterizing the improvements and occasions, which can possibly impact the association's present or future system (Dutton and Duncan, 1987), gives a noteworthy connection between a firm and its outside surroundings. Execution administration must be viable where the association has a reasonable corporate procedure and has recognized components of its general execution which it accepts are important to accomplish upper hand. Upper hand can be accomplished if an association can change and adjust itself to nature furthermore deal with the progressions viably

Arranging, actualizing and overseeing change execution in a quick changing environment is progressively the circumstance in which most associations work. Dynamic situations, for example, these require dynamic procedures, individuals, frameworks and culture particularly to manage key change effectively. Changing an association or office into a more imaginative and inventive one includes vital change. Authoritative key change endeavors ought to be outfitted to enhance the execution of associations subterranean insect the general population in those associations.

Key change is basic to present day business associations as a method for staying aware of developing business sector requests and to remain aggressive. In any case, actualizing vital change is a twofold edged sword since it at the same time creates expected execution pick up and startling execution misfortune (Goolsby and Arnould 2003). To understand the execution advantages of key change, an association must recognize and analyze execution in key change usage. The effect of key basic leadership exercises by administration has been found to impact firm execution. Mintzberg, (2004) in investigating two associations for more than more than two years, found that there was an expansion in income turnover and benefits particularly when best administration expanded their contribution in effective key change administration.

In a study including 139 organizations from Fortune 500 firms, Pearce and Zahra (1991) found that there is a positive relationship between participative top administration and income per share of firms, increment in firm client base, resource quality, nature of administration, increment underway and increment in piece of the overall industry. They contended that in taking fitting measure at the legitimate time where methodologies appears to fizzling accomplishing set objective, energies directed and capacities to expressly upgrade procedures that impel association's execution emphatically.

Abnormal amounts of execution in firms may bring about vital change, as key change in association methodologies considers change of making an alternate course of move to guarantee accomplishment of association objective. Mintzberg (2004) puts it "just rich associations can manage the cost of arranging, or if nothing else organizers. While Rhyne (2005) in his study found that organizations which embraced key change were found to display prevalent long haul execution, both with respect to their industry and in outright

terms, he presumed that "whether key change brought about unrivaled execution, increment benefit, expanding piece of the pie, client base and increment resource based (Rhyne, 2005).

Hierarchical execution involves the genuine yield or consequences of an association as measured against its planned yields (or objectives and goals). As per Richard et al. (2009) authoritative execution includes three particular zones of firm results, for example, money related execution benefits, return on resources, rate of return, item showcase execution, deals, piece of the pie and shareholder return (add up to shareholder return, monetary esteem included (Davenport and Harris, 2007). An investigation of an organization's execution when contrasted with objectives and goals. Inside corporate associations, there are three essential results broke down: budgetary execution, showcase execution and shareholder esteem execution (at times, generation limit execution might be examined (Rhyne, 2005).

Outside natural conditions and industry structure are to a great extent accepted to shape the association's execution. As of late, be that as it may, different floods of research underscoring an "asset based" heap of abilities point of view on authoritative execution have developed to describe the association's advancement and vital development options (Mahoney and Pandian, 1992). The asset based perspective of the firm recommends that the company's inner qualities, particularly the social examples of learning and human capital resource collection, have huge effect on the company's ability to present new items and contend inside different markets (Donaldson, 2004). In addition, these same qualities characterize firm heterogeneity through vital plan and their insight base. Thus, how a firm deliberately sends resource allotment in support of its special similar

preferred standpoint is noteworthy in deciding its future methodologies. In this way, a company's upper hand is gotten from its one of a kind information (Spender, 1993).

Authoritative execution incitement has dependably been a need in private and in addition in broad daylight areas, since it is straightforwardly connected with the esteem making of the substance. Associations are always making progress toward better results, impact and upper hand. Be that as it may, most associations are attempting to improve their execution. The primary motivation behind why this battle exists is on the grounds that administration is not generally mindful of the satisfactory evaluation of their authoritative execution. A few models, structures or techniques for leading elements valuation make pointless stretch for administration to choose the way that is harmonious with associations accepts and social logic (Richard, 2009).

Robbins (2000) shows that proficiency and viability are the most widely recognized measures of hierarchical execution. On the off chance that an organization is wasteful yet successful it may survive, yet the cost of operational administration, procedures and information sources will be too high. Taken a toll wasteful associations don't have legitimate asset designation administration. From the bookkeeping viewpoint they may equal the initial investment or have next to no benefit. Albeit, such associations have superb long haul impression of the level of the general achievement, piece of the overall industry, benefit, development rate, and inventiveness of the association in correlation with key contenders (Zokaei, 2006). Wasteful viable associations ought to consider the appraisal of their plan of action distribution. Typically, the spirit in such substances is high. Sensitive changes got the operations and presented in an unpretentious way ought to come about the expansion in the productivity, which would lead association to wanted upper hand.

2.4 Change Management Challenges

Change more often than not includes the presentation of new techniques, individuals or methods for working that directly affect the different partners inside an association. This prompts to various difficulties that show themselves under various names or different appearances. Each of these difficulties is exceptional, yet they are at the same time autonomous and interrelated. Conquering any one freely is deficient for acknowledging supportable change. For change to be fruitful in the learning economy, an association needs to beat every one of the difficulties. As per Dalziel and Schoonover (2008), inability to perceive boundaries that emerge from social or authoritative conditions can seriously obstruct execution and acknowledgment of a change. A few difficulties to vital change administration as pointed out by Dalziel and Schoonover (2008), are: incongruence with the new hierarchical structure i.e. obsolete specialized, operational and physical environment, and formal and casual organization conventions.

The truly necessary change can slow down due to deep down centered societies, deadening administration, parochial governmental issues and low levels of trust. Absence of cooperation, pompous states of mind, absence of authority in center administration and the general dread of the obscure can likewise be a genuine test in change usage. Different difficulties incorporate imperviousness to change, low solidness, and large amounts of stretch, misled vitality, struggle and loss of force. There is have to do everything conceivable to foresee responses and likely obstructions to the presentation of progress (Armstrong, 2006). Ineffectual change administration sponsorship from senior pioneers has likewise been recognized as the essential difficulties of key change administration. A truant, imperceptible or unengaged support sends pretty much as solid of a message to

workers about the significance of a change as a draw in and dynamic support. Another test is absence of assets and subsidizing accessible to lead the fundamental arranging and usage of vital change administration (Green & Cameron, 2009).

McMillan (2008) places that when there is change administration assets committed to a change activity, the venture is more effective. Imperviousness to vital change is regularly thought to be the significant wellspring of resistance inside associations and the key reasons why change activities fall flat and perseveres to frequent even in future. Well thoroughly considered acknowledgment inside businesses and representatives depends on an approach that coordinates everybody required in a way that elevates responsibility and yearning to change (Schein, 1993). As associations keep on experiencing changes even the smallest, administration must guarantee that representatives see that the change procedure has need, is valuable, and is for all time exhibit and that key data is not lost inside the chain. In this way the key levers of consideration administration incorporate powerful marking, inside and out, individual, best administration correspondence and definite, standard checking (Paton et al., 2008).

Pringle et al. (2006) watches that albeit every organization's conditions represent a portion of the issues, far reaching issues have one basic root; the chiefs and subordinates see key change in an unexpected way. Workers oppose change regularly on the grounds that they need attention to the requirement for change and they fear the effects of the change. Poor correspondence is likewise another test. Poor correspondences tend to partake top to bottom insights about the venture, for example, announcements and improvement as opposed to the justification for the change, and are frequently conveyed by somebody other than the favored senders, for example, a venture pioneer or

specialized pro (Dalziel & Schoonover, 2008). Similarly getting senior officials and venture groups to purchase into the requirement for change administration and understand the money related advantages of progress administration is an another test. Without full support or comprehension around the need for change administration, change administration is frequently either conveyed on to a venture past the point of no return, under entrusted just with interchanges and preparing exercises, or not used on the venture by any stretch of the imagination (Galavan et al., 2008).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Explore Methodology suggests a precise, hypothetical examination of the strategies connected to a field of study. It is frequently important to incorporate a thought of the ideas and hypotheses which underlie the techniques. This part exhibits the exploration system that was utilized to do the study. The section portrayed the proposed inquire about plan, information gathering instruments and how information will be investigated.

3.2 Research Design

An exploration outline is an arrangement or diagram of how a man expects to lead his/her examination (Babbie and Mouton, 2004). The exploration outline was a contextual analysis. A contextual analysis is a top to bottom examination of an individual, establishment or marvel (Carley, 2003). Contextual analysis inquire about plan endeavors to portray or characterize a subject, frequently by making a profile of a gathering of issues, individuals, or occasions, through the accumulation of information and arrangement of the frequencies on research factors or their communication (Schindler, 2003).

Contextual analyses are especially mainstream in hierarchical research and are appropriate to catching the social universe of individuals in comprehension a genuine circumstance (Babbie and Mouton, 2004). The exploration outline was utilized to recognize change administration at Kenya Trade Network Agency (KENTRADE), Nairobi, Kenya. The purpose behind this decision depended on the learning that contextual analyses are the most proper for analyzing the procedures by which occasions

unfurl, and investigating causal connections furthermore they give an all encompassing comprehension of the wonders.

3.3 Data Collection

Kothari, (2004) alludes to information accumulation as those which are gathered over again and surprisingly and in this way unique in character. The study utilized essential information which was gathered utilizing a meeting guide (supplement 1). The strategy utilized as a part of this study was that of a semi-organized interview, in which the interviewer had a structured plan of investigation, namely a set of pre-determined questions.

The interview focused on obtaining qualitative data. The procedure was done through personal interview which required an interviewer asking questions face to face. This method was preferred as it allowed the researcher to utilize the probing technique assisting in collection of a vast and rich amount of data.

Five respondents were interviewed and they included Research Area Director, Regional trade Coordinator, Chief of Operations-Corporate Services, Financial Coordinator and the Human Resource and Administration Coordinator. These were thought to be key sources for the study. Key witnesses are additionally a wellspring of data that can help with comprehension the setting of an association, or elucidating specific issues or issues. The scientist will direct the meeting by and by to the respondents.

3.4 Data Analysis

The information got was examined utilizing content investigation which included a precise subjective portrayal of the respondent's responses to the inquiries postured in the

meeting guide. It included perception and point by point portrayal of the articles, things or things that contain the study. Content investigation, as a class of techniques at the convergence of the subjective and quantitative customs, is utilized for thorough investigation of numerous imperative however troublesome to study issues important to administration analysts (Carley, 2003).

This approach was more fitting for the study since it took into consideration profound, sense, nitty gritty records in evolving conditions. Also, it gave important authentic and social bits of knowledge through investigation of writings. All the more so it is a prominent method for breaking down associations and gives bits of knowledge to complex models of human thought and dialect utilize. Chelagat (2012), and Ouma, (2004) effectively utilized subjective examination as a part of their exploration thinks about.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter reports the data analysis and interpretation of the results. The focus was on analyzing the data collected from all the interviewees in the organization and giving a clear interpretation of the results. The center of the study was to build up the change administration practices and execution at Kenya Trade Network Agency (KENTRADE). Data was collected by use of an interview guide which contained open ended questions that aided in gathering of as much data.

4.2 Interviewees

The researcher interviewed five respondents who included the Research Area Director, Regional trade Coordinator, Chief of Operations-Corporate Services, Financial Coordinator and the Human Resource and Administration Coordinator. The interviewees hold senior management positions in KENTRADE that included research department, regional trade department, operations department, finance department and human resource department. The interviewees had worked in the organization for over four years hence they had adequate information concerning the subject of the study. They were therefore of essence to the study since the change management practices and performance within the organization are influenced by their decisions.

In addition, most of the interviewees designated that they had operated in the association for not less than five years. Some gained their promotions to their current ranks in recent years having worked in different positions in the organization. This makes them essential to the study since they have vast knowledge of the changes KENTRADE has faced, the

change management practices that have been used and their effect on the organization's performance.

4.3 Findings of the Study

The segment demonstrates the results on change management practices and performance at Kenya Trade Network Agency (KENTRADE). The findings are presented as per the objective

4.3.1 Change Management Practices

The study asked the interviewees various questions relating to change management practices adopted by KENTRADE and obtained various responses. This was meant to indicate how implementation of change management practices, amid major varied challenges has enabled KENTRADE to survive and lead in the turbulent business environment KENTRADE is experiencing.

Change Management Practices used in KENTRADE

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

Stakeholders involved in Change Management Process at KENTRADE

The respondents were urged to designate who was engaged in the change management process at KENTRADE and the criteria used in selecting the change champions. The interviewees indicated that the persons who were responsible for the initiation of change process at KENTRADE were the top management and seconded by the employees. The interviewees also indicated that they were also involved in the change through offering of ideas and information concerning what the change really meant to them. The interviewees also indicated that the change champions were selected grounded on their experience in the application of the transformation management practice. This was appropriate as it enabled them to implement the process effectively.

Involvement of External Consultant in Change Program

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

Systematic Process of undertaking Change Process

The respondents were asked for to demonstrate whether the association has an orderly procedure of undertaking the change procedure and the systems that are set up to counter any negative impacts to the change procedure at KENTRADE. Dominant part of the respondents concurred that the association had methodical procedure of undertaking the

change procedure. The interviewees likewise showed that vital authority once one of the system set up to counter any negative impacts to the change procedure. Viable vital pioneers comprehend that adjustment in the vital environment is a constant procedure. Rolling out inside improvements to suit outer change is responsive, and key authority ought to be proactive. This is the place a very much created, well-oversaw vital vision can adjust receptive and proactive changes.

Intensified Research on Best Practices in Managing Strategic Change

The respondents were requested to indicate whether there was intensified research on best practices in managing strategic change at KENTRADE. Majority of the respondents agreed there is intensified research on best practices in managing strategic change at KENTRADE. The research was usually conducted by the staff, employee themselves, website review, consultants among others. Respondents further stated that the research has been conducted for a period of time so that the association can develop the unsurpassed practices to manage the change process.

Nature of Strategic Change Communication

The respondents were requested to explain the nature of strategic change communication in KENTRADE. Majority indicated that meetings were the main channel of communication as well as email; others said they used informal meetings while others said they used posters for communication. Similarly the respondents affirmed that t-shirts, shirts and caps are mostly printed and distributed to communicate change as well as promotions and advertisements and team building. The findings indicate that meetings and emails form the main channel of communication. The respondents also stated that

strategic change communication is done by senior management team especially organization Director, CEO, and chief operating officer

Influence of Communication on Strategic Change Management Process

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

4.3.2 Change Management Practices and Organizational Performance

Key change has dependably impact the execution of different associations in positive way particularly if all around actualized. Execution administration must be compelling where the association has a reasonable corporate methodology and has recognized components of its general execution which it accepts are important to accomplish upper hand. Upper hand can be accomplished if an association can change and adjust itself to the earth furthermore deal with the progressions viably. The interviewees were asked various questions relating to Change Management practices and Organizational Performance of KENTRADE and obtained various responses

Effect of Change of Practices of Management on Organizational Performance

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

Link Between Change Management Practices and Organizational Performance

The study tried to set up the connection between change administration and authoritative execution. The study built up that a connection exists between change administration and association execution in that a change is constantly started to enhance the execution of an association. The study further established that a change happens when the organization performance has deteriorated to an extent of incurring losses in its operations. Organizational strategic change efforts are always geared to improve the performance of organizations and the people in those organizations. Key change is principal to present day business associations execution as a method for staying aware of advancing business sector requests and to remain aggressive.

Impact of Change Management Practices on Employees' Welfare

The respondents were asked for to demonstrate whether change administration has affected decidedly on representatives' welfare and partner's fulfillment and how. The respondents demonstrated that the change administration rehearses in KENTRADE

prompted to the acquaintance of execution contracts with workers furthermore the improvement of an administration sanction. As per the respondents the change administration handle has for the most part influenced the organization's items and worker conduct. The workers felt that the effect of the change procedure could be noted emphatically on gainfulness and partner's advantage. They additionally noticed that representative welfare and consumer loyalty were not taken distinctly in the change procedure. The respondents likewise demonstrated that the representatives felt that the senior directors and C.E.O effectively took an interest in the change exertion thus they provided food for their own welfare.

Significance of Change Management Practices

The research tried to create the significance Kenya Trade Network Agency has obtained from the change management practices. The study established that KENTRADE had moved from being a good organization with average performance to a great organization with excellent performance which has been the aim of the strategic change program. The study also established that that the KENTRADE has recorded a great increase in performance since the implementation of the strategic change.

4.3.3 Challenges to Change Management at KENTRADE

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

Top Management Involvement in the Change Management Process

The respondents were requested to indicate whether top management involvement or non-involvement in the change management process affect the success of the process at KENTRADE. They indicated that the top management should be directly involved in the change management process so that they can direct the employees on how to implement the change. On the off chance that they are not specifically included the procedure may fail as they give headings on what ought to be done in the association. To effectively actualize change activities, hierarchical top pioneers must recognize the requirement for change and convey it all through the association. They should draw in individuals at all levels of the association by including them in the outline of the execution technique.

Effect of Organizational Structure on the Change Management Process

The respondents were asked for to demonstrate how the hierarchical structure at KENTRADE and the association with the parent body influence the change administration prepare. They demonstrated that hierarchical structures can weaken the association capacity to actualize change. For instance if the association capacities through support from the different, on the off chance that they neglect to offer bolster the change procedure may neglect to be executed. The respondents facilitate demonstrated that the association structure may block the capacity to share assets important for change administration execution. For example, if the change administration group needs an asset with a particular skill, the association will be unable to effortlessly impart that individual to another utilitarian territory.

Competing activities and Change Process

The respondents were requested to indicate how the existence of competing activities/programs being undertaken by the organization affect the success of the change process at KENTRADE. They indicated that some of the activities may impede the success of change process as they may require sequence in which they are undertaken which may delay the process of implementing change. Activities such as production and marketing may depend on one another as the success of one is dependent on the other. Implementation of change in one may be derailed by the other thus affecting its performance.

Effect of Improper Communication on Success of the Change Process

The respondents were requested to indicate how improper communication system being employed among different players within and without the organization affect the success of the change process. The respondents indicated improper communication on strategic objectives from top management may reduce the success of the change management process. The respondents further indicated that improper communication may lead to communication of wrong decision which may affect the change process wholly.

Feelings of Ownership and Commitment by Employees

The respondents were requested to indicate whether diminished feelings of ownership and commitment by employees to change management process affect the success of the process KENTRADE. The respondents agreed that diminished feeling may influence the implementation process in the organization. Some employees may lack commitment to the process thus reducing the chances of it succeeding. In addition the respondents indicated that change is generally accepted, though some resistance is normally noted

depending on either the nature or outcome of the proposed change. Much of the resistance was noted during actual implementation of change for example delays, diversion of resources, failure to communicate or give timely feedback, key stakeholders either skipping crucial meetings or failing to do their respective parts.

Stakeholders Involvement and Non-Involvement

The respondents were requested to indicate how the involvement or non-involvement of external stakeholders affect the success of the transformation practice at KENTRADE. The respondents indicated that most of the stakeholders were not involved in the transformation practice and thus affected the success of the transformation process. The respondents also indicated that key stakeholders either skipped crucial meetings or failed to do their respective parts which delayed the process of change management implementation.

Overcoming the Challenges encountered during Change Management Process

The study sought to establish the effective strategies in helping overcome the challenges encountered during change management process at KENTRADE. The study found that commitment of the employees was the paramount strategy which would guarantee that change is executed effectively in the organization. The study also found that appropriate communication, commitment of all stakeholders, and provision of adequate resources would facilitate the process of change management implementation.

Solutions to the Challenges of Change Management Process

The research tried to develop the possible solutions to the challenges of change management process at KENTRADE. The study found that top management should offer

support to the employees so that they can boost the success of the change process. In addition the study found that employees and the top management should be committed and the top management should provide the leading figure of what change is desired. In addition the study indicated that there should exist trust among the employees so that they do not delay the implementation process.

4.4 Discussion

4.4.1 Change Management Practices

The research discovered that the transformation administration practices used at KENTRADE included enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice. The study was supported by Newton et al (2003) who alleged that strategic planning practices to include organizing of frequent offsite strategy meetings for all concerned departmental heads and senior middle level managers, collaboration between different stakeholders in the organization. The study also established that the persons who were responsible for the initiation of change process at KENTRADE were the top management and seconded by the employees. The employees were involved in the change through offering of ideas and information concerning what the change really meant to them. Additionally the study established that there were various consultants involved in the change process who included Director, CEO, and chief operating officer from other organizations in Kenya. The role of these consultants was to give ideas on how the strategic change process is conducted. They likewise gave ability in regions that considered specialized in the vital change handle.

The study found that the association had efficient procedure of undertaking the change procedure. The key authority once one of the component set up to counter any negative impacts to the change procedure. Viable vital pioneers comprehend that adjustment in the key environment is a constant procedure. Rolling out inward improvements to suit outside change is responsive, and key initiative ought to be proactive. This concurs with a study by Dutton and Duncan, (1987), who contends that The nature and adequacy of hierarchical reactions shift to some extent with how beat administration triggers and translates key issues. The study also established that there is intensified research on best practices in managing strategic change at KENTRADE. The research was usually conducted by the staff, employee themselves, website review, consultants among others. Further the study established that the main channel of communication as well as email; others said they used informal meetings while others said they used posters for communication. The study found that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process.

4.4.2 Change Management Practices and Organizational Performance

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

between change management and organization performance in that a change is always initiated to improve the performance of an organization. This acclimates with a study by Kotter (2001) who expresses that administration of vital change is frequently connected to the part of a key pioneer. Authority is the way toward affecting an association in its exertion towards documenting a point or objective.

The concentrate assist set up that the change administration rehearses in KENTRADE prompted to the acquaintance of execution contracts with workers furthermore the improvement of an administration sanction. Change administration prepare has generally influenced the organization's items and worker conduct. The workers felt that the effect of the change procedure could be noted emphatically on gainfulness and partner's advantage. The concentrate additionally settled that KENTRADE had moved from being a decent association with normal execution to an awesome association with incredible execution which has been the point of the vital change program. This accommodates with Mintzberg, (2004) who found that there was an expansion in income turnover and benefits particularly when beat administration expanded their contribution in effective key change administration.

4.4.3 Challenges to Change Management at KENTRADE

The study found that the top management should be directly involved in the change management process so that they can direct the employees on how to implement the change. In the event that they are not specifically included the procedure may fail as they give bearings on what ought to be done in the association. To effectively execute change activities, hierarchical top pioneers must distinguish the requirement for change and convey it all through the association. The concentrate likewise settled that authoritative

structures can impede the association capacity to actualize change. For instance if the association capacities through support from the different, in the event that they neglect to offer bolster the change procedure may neglect to be executed. This concurs with a study done by Thompson and Strickland (2003) contends that an associations structure is either an essential supporter or a hindrance to effective procedure execution. A solid structure is a significant resource when it matches system and a feared obligation when it doesn't.

The concentrate additionally settled that exercises may obstruct the accomplishment of progress process as they may require succession in which they are embraced which may postpone the way toward executing change. Exercises, for example, generation and promoting may rely on upon each other as the achievement of one is depended on the other. Usage of progress in one might be wrecked by alternate in this manner influencing its execution. The concentrate additionally found that ill-advised correspondence on vital goals from top administration may decrease the accomplishment of the change administration handle. Poor correspondences tend to partake top to bottom insights about the venture, for example, notices and improvement as opposed to the method of reasoning for the change, and are regularly conveyed by somebody other than the favored senders, for example, a venture pioneer or specialized expert (Dalziel& Schoonover, 2008).

The study found that decreased feeling may impact the usage procedure in the association. A few representatives may need responsibility to the procedure consequently decreasing the odds of it succeeding. Change is by and large acknowledged, however some resistance is regularly noted relying upon either the nature or result of the proposed change. McMillan (2008) places that when there is change administration assets devoted

to a change activity, the venture is more fruitful. Imperviousness to vital change is frequently thought to be the real wellspring of resistance inside associations and the key reasons why change activities fall flat and continues to frequent even in future. Well thoroughly considered acknowledgment inside businesses and representatives depends on an approach that coordinates everybody required in a way that elevates duty and longing to change. The concentrate additionally found that the greater part of the partners were not included in the change procedure and along these lines influenced the achievement of the change procedure. Key partners either skipped critical gatherings or neglected to do their individual parts which deferred the procedure of progress administration execution.

The study found that dedication of the representatives was the vital procedure which would guarantee that change is actualized effectively in the association. Suitable correspondence, duty of all partners, and arrangement of sufficient assets would encourage the procedure of progress administration usage. The concentrate additionally settled that top administration ought to offer support to the representatives so that they can help the accomplishment of the change procedure. Representatives and the top administration ought to be committed due and the top administration ought to give the main figure of what change is fancied. Trust among the representatives with the goal that they don't postpone the usage procedure. As per Galavan et al., (2008), without full support or comprehension around the need for change administration, change administration is regularly either conveyed on to a venture past the point of no return, under entrusted just with interchanges and preparing exercises, or not used on the venture by any means.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusions and recommendations of the study. This study was focused on change management practices and performance at Kenya Trade Network Agency (KENTRADE).

5.2 Summary of Findings

5.2.1 Change Management Practices

The study found that the change management practices used at KENTRADE included enhancement of Collaboration /participation between departments through group meetings, project matrix structures, restructuring and also intentional employment of managers from outside as examples of such practice. The study also established that the persons who were responsible for the initiation of change process at KENTRADE were the top management and seconded by the employees. The employees were involved in the change through offering of ideas and information concerning what the change really meant to them. Additionally the study established that there were various consultants involved in the change process who included Director, CEO, and chief operating officer from other organizations in Kenya. The role of these consultants was to give ideas on how the strategic change process is conducted. They also provided expertise in areas that deemed technical in the strategic change process.

The study found that the organization had systematic process of undertaking the change process. The key initiative once one of the instrument set up to counter any negative impacts to the change procedure. Successful key pioneers comprehend that adjustment in

the vital environment is a nonstop procedure. Rolling out inner improvements to suit outside change is responsive, and key authority ought to be proactive. The study also established that there is intensified research on best practices in managing strategic change at KENTRADE. The research was usually conducted by the staff, employee themselves, website review, consultants among others. Further the study established that the main channel of communication was email; others said they used informal meetings while others said they used posters for communication. The study found that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process.

5.2.2 Change Management Practices and Organizational Performance

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

The concentrate advance set up that the change administration hones in KENTRADE prompted to the acquaintance of execution contracts with workers furthermore the improvement of an administration sanction. Change administration prepare has for the

most part influenced the organization's items and worker conduct. The workers felt that the effect of the change procedure could be noted decidedly on benefit and partner's advantage. The concentrate additionally settled that KENTRADE had moved from being a decent association with normal execution to an extraordinary association with fabulous execution which has been the point of the key change program.

5.2.3 Challenges to Change Management at KENTRADE

The study found that the top management should be directly involved in the change management process so that they can direct the employees on how to implement the change. In the event that they are not specifically included the procedure may fail as they give headings on what ought to be done in the association. To effectively execute change activities, hierarchical top pioneers must distinguish the requirement for change and convey it all through the association. The concentrate additionally settled that authoritative structures can impede the association capacity to actualize change. For example if the organization functions through support from the various, if they fail to offer support the change process may fail to be implemented.

The study also established that activities may impede the success of change process as they may require sequence in which they are undertaken which may delay the process of implementing change. Activities such as production and marketing may depend on one another as the success of one is dependent on the other. Implementation of change in one may be derailed by the other thus affecting its performance. The study also found that improper communication on strategic objectives from top management may reduce the success of the change management process.

The study found that diminished feeling may influence the implementation process in the organization. Some employees may lack commitment to the process thus reducing the chances of it succeeding. Change is generally accepted, though some resistance is normally noted depending on either the nature or outcome of the proposed change. The study also found that most of the stakeholders were not involved in the change process and thus affected the success of the change process. Key stakeholders either skipped crucial meetings or failed to do their respective parts which delayed the process of change management implementation.

The study found that commitment of the employees was the paramount strategy which would ensure that change is implemented successfully in the organization. Appropriate communication, commitment of all stakeholders, and provision of adequate resources would facilitate the process of change management implementation. The study also established that top management should offer support to the employees so that they can boost the success of the change process. Employees and the top management should be committed due and the top management should provide the leading figure of what change is desired. Trust among the employees so that they do not delay the implementation process.

5.3 Conclusion

The study concluded that employees were involved in the change through offering of ideas and information concerning what the change really meant to them. Additionally the study concluded that there were various consultants involved in the change process who included Director, CEO, and chief operating officer from other organizations in Kenya.

The role of these consultants was to give ideas on how the strategic change process is conducted. They also provided expertise in areas that deemed technical in the strategic change process.

The study also concluded that the main channel of communication was email; others said they used informal meetings while others said they used posters for communication. The study found that communication is paramount when trying to raise the level of understanding of the strategic change management process. Communication makes it possible for everybody in the organization including the management staff, the employees among others to know their role in the strategic management process.

The study concluded that members of staff were rewarded when they met the targets set by the change practices through good recommendations, cash rewards in form of spot awards and bonuses, parties, promotions, secondments to advance same experience with international organizations. However some departments were of the opinion that only senior managers take the credit and therefore the rewards. The study also concluded that management subjects staff to internal trainings such as e-learning, workshops, resource centre, external trainings through certifications for various disciplines to enhance the achievement of their targets.

The study further concluded that strategic change has influenced the organization performance in positive ways such that it has made the firm to be more competitive than before, it has increased the productivity of the firm which has improved the market share thus increasing the profits. The organization has expanded in terms of growth that is more

branches have been established, employee base has also increasing leading to overall increase in performance of KENTRADE. The study also concluded that a link exists between change management and organization performance in that a change is always initiated to improve the performance of an organization.

The study concluded that diminished feeling may influence the implementation process in the organization. Some employees may lack commitment to the process thus reducing the chances of it succeeding. Change is generally accepted, though some resistance is normally noted depending on either the nature or outcome of the proposed change. The concentrate additionally inferred that the vast majority of the partners were not included in the change procedure and in this manner influenced the accomplishment of the change procedure. Key partners either skipped vital gatherings or neglected to do their particular parts which deferred the procedure of progress administration execution.

5.4 Recommendations

From the discoveries of the study the accompanying proposals are made:

This study prescribed that senior administration to obviously impart the vision, mission and targets of the change administration push to help the workers see how those progressions will influence them actually. The chiefs ought to convey the explanations behind the change in a manner that all workers comprehend the unique circumstance, reason and requirement for change. Correspondence ought to be reliable, visit and through different channels.

The concentrate assist suggested that appointment of specific parts of the change program ought to obviously clarify cutoff points of the obligations. Poor assignment may bring

about dissatisfaction and perplexity to all gatherings required since designation implies exchange of specific obligations and not surrender of power. Assist, this study prescribes that fruitful presumption of power because of successful designation ought to be compensated.

It is likewise suggested that pioneers ought to watch that individuals influenced by the change concur with, or if nothing else comprehends, the requirement for change, and have an opportunity to choose how the change will be overseen, and to be included in the arranging and execution of the change. Compulsion does not permit workers to partake in basic leadership and this may make them angry. In this way, when representatives are included in the change exertion, they will probably get tied up with the change than oppose it. Speedy change forestalls appropriate discussion and inclusion, which prompts to challenges that set aside opportunity to determine.

It is likewise prescribed that the chiefs ought not ease up. They are relied upon to cultivate and support assurance and perseverance on-going changes energize on-going advancement reporting - highlight accomplished and future points of reference. At long last the pioneers are relied upon to roll out improvement stick. This is achievable by fortifying the estimation of fruitful change by means of enrollment, advancement, and new change pioneers. This basically implies cultivating a change culture.

5.5 Limitations of the Study

The study's impediments included restricted time put aside for the exploration and the constrained extent of study. It would have been interesting to research on change management practices at other organizations apart from KENTRADE and their impact on

performance. Securing face to face interviews was a challenge due to the respondent's busy schedules and the limited stipulated time to carry out the research. To counter this, appointments had to be sought and scheduled, sometimes outside the official working hours

5.6 Suggestions for Further Research

The study found out that the change management practices have impacted positively to the performance of KENTRADE and the employees perceive them to be successful, be that as it may, the study recommends advance research on the change administration practices and execution of different associations in Kenya. The study will supplement the discoveries of this study by giving data on the quality and shortcomings experienced in the usage of progress. This research therefore should be replicated in other organizations in order to establish whether there is consistency among them on change management practices and performance of other organizations.

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**APPENDIX : INTERVIEW GUIDE ON CHANGE MANAGEMENT PRACTICES
AND PERFORMANCE AT KENTRADE**

PART A: BACKGROUND INFORMATION

1. In which department do you work?
2. What is your position in the department?
3. For how long have you worked with Kenya Trade Network Agency (KENTRADE)?

PART B: CHANGE MANAGEMENT PRACTICES AT KENTRADE

1. What are some of the change management practices used in KENTRADE?
2. Who were involved in the change management process at KENTRADE? What criteria is used in selecting the change champions?
3. Did you involve external consultants in the change program? If yes, please explain their involvement in the change process
4. Does the organization have a systematic process of undertaking the change process? What are some of the mechanisms that are put in place to counter any negative effects to the change process at KENTRADE?
5. Is there intensified research on best practices in managing strategic change at KENTRADE? Explain
6. Explain the nature of strategic change communication in Kenya Trade Network Agency (KENTRADE)
7. How does communication influence strategic change management process at KENTRADE?

PART C:CHANGE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE

8. Do the change management practices in your organization affect the performance of the organization? Explain
9. In your opinion, is there any link between change management practices and organizational performance? Briefly explain.
10. Has change management practices impacted positively on employees' welfare and stakeholder's satisfaction? How?
11. Kindly explain the significance Kenya Trade Network Agency (KENTRADE) has obtained from the change management practices?

PART D: CHALLENGES TO CHANGE MANAGEMENT AT KENTRADE

12. How does the top management involvement or non-involvement in the change management process affect the success of the process at KENTRADE?
13. How do the organizational structure at KENTRADE and the relationship with the parent body affect the change management process?
14. How does the existence of competing activities/programs being undertaken by the organization affect the success of the change process at KENTRADE?
15. How does improper communication system being employed among different players within and without the organization affect the success of the change process?
16. Do diminished feelings of ownership and commitment by employees to change management process at affect the success of the process KENTRADE?

17. How does involvement or non-involvement of external stakeholders affect the success of the change process at KENTRADE?
18. Which strategies do you think would be effective in helping overcome the challenges encountered during change management process at KENTRADE?
19. What are the possible solutions to the challenges of change management process at KENTRADE?

THANK YOU FOR YOUR PARTICIPATION