EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON SERVICE DELIVERY AT THE MINISTRY OF FOREIGN AFFAIRS OF KENYA

BY:

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DECLARATION

This research project is my original work and has never been submitted for an examination to any other institution or university.

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D61/72527/2014

This Management Research Project has been submitted for examination with my approval as the Supervisor.

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DEDICATION

I want to dedicate this research project to my parents, friends and colleagues for their continued support and encouragement in the course of mystudies.To my dear friend RachaelWambui for her continuous encouragement throughout my studies.

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ABSTRACT

Change initiative is time consuming and costly, significantly impacting an organization's drive toward success. Organizations need to survive and to remain competitive in the modern dynamic environment has necessitated the need for change management. For organizations to remain competitive, they must respond to change swiftly. Change being a constant feature of organizational life and the ability to manage is a competence of successful organizations.In modern times organizations have adopted change to cope with the dynamic world events.Change initiatives have an effect on the efficiency, quality and speed of service delivery. Since Change is inevitable, organizations need to resolve how to adapt successfully and sustain the change. Whether the economy is developing or contracting, discovering approaches to managing change solely depends on the employees' response, perception and ability to adapt to the changes introduced.The ministry of foreign affairs has embraced change management practices to improve service delivery. The study focuses on management practices of leadership, stakeholder involvement, employee participation and communication; which have been analyzed within the context of this project. A case study technique was used. The study was based three theories namely; Strategic Group, Knowledge Based view and Dynamic Capability Theories. The study employed an interview guide where four heads of departments were interviewed.Content analysis was used to analyze the data.The study established that there were changes implemented in the ministry and the leaders spearheaded the change process. The study found out that resistance to change was a major challenge to change implementation. The study found out that management practices of leadership, stakeholder involvement, employee participation in change process and communication enhanced service delivery. The study recommends that all employees and stakeholders should be involved in change management process.

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ABBREVIATIONS AND ACRONYMS

IT   **:**   Information Technology

SPSS   **:**   Statistical Package for Social Sciences

MFA   **:**   Ministry of Foreign Affairs

UND   **:**   United Nations Development programme

UNCTAD   **:**   United Nations Conference on Trade and Development

TICAD   **:**   Tokyo International Cooperation for African Development

MFA   **:**   Ministry of Foreign Affairs

KRA   **:**   Kenya Revenue Authority

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic change management practices involve the practice of strategic decision making in organizations. Technological advancements, increased competition, business growth, the changing demographics of customers and need for highquality services has led to the need for strategic change. Strategic change management practices cannot be discussed without discussing strategic management (Kakunu, 2012). The set of decisions and actions resulting in the creation and application of strategies intended to attain the objectives of an entity is referred to as strategic management (Pearce & Robinson, 2007). It is a process directed to achieve better alignment of corporate policies and strategic priorities. At the same time, it aims at providing the adaptive response in the shorter term (Cole, 1997).

Various theories about strategic change management have emerged over the years. These theories are the Porter's Strategic Group theory, Knowledge Based theory and the Dynamic Capability theory. Under the Porters Strategic Group theory organizations copy strategies to gain the same competitive advantage as their competitors. An analysis of strategic change management practices has given an insight on how strategic groups are affected regarding service delivery. The Knowledge based theory postulates that knowledge is difficult to imitate. The way firms acquire and retain new knowledge bases that make them have a competitive advantage over their competitors is a fundamental issue here. Knowledge bases are the main drivers of service delivery in any organization (Carla, 2006).

The assessed correlation between the knowledge groups and the provision of services. The fundamentalsupposition of the Dynamic Capabilities theory is that core capabilities should be used to adjust short-term competitive positions that can be utilized to establish a longterm competitive advantage (Chilton 2013). Any change in strategies should be managed so that individuals with dynamic capabilities are not lost to other organization (Miles, 2012). Therefore there is a need to assess the effect of adoption of these strategies on service delivery, especially at the Ministry of Foreign Affairs in Kenya(Miyamoto 2007).

Kenya has progressivelyemerged as a diplomatic hub over the past decade. The Ministry of Affairs has therefore endeavoured to solidify the country's relations with bilateral and multilateral partners worldwide. A service charter as well as a number of strategic change practiceshave also been established and put in place to guide effective and efficient service delivery (Ministry of Foreign Affairs, 2016). It is imperative that government departments needadapt to the changes. These changes encompass technology, information, communication and the provision of services. The study sought to investigate the effect of these strategic practices on service delivery at the Foreign Affairs ministry.

1.1.1 Concept of Change Management

Mullins & Christy (2010) define change management as the procedure, techniques and tools to manage the employee side of variation to attain the required organizational objective. Change management encompasses the organizational tools that can be used to assistpeople make successful personal changeoversending up in the acceptance and realization of change.

The management initiates a change process in an entity by varying processes, systems, organizational structure or job roles(Diefenbach, 2009). Change leadership is the procedure of inducing and inspiring other people to start a process of change that leads to the realization of the preferred future state. Change managers are people who manage the planning, coordination and implementation of activities in the change process (Harigopal, 2001).

The change process may be faced with some challenges. Key among them is employee resistance, resistance from junior managers, time constraints and inadequate resourcesZhu (2012). Furnham (2012) suggests practices that change managers must consider during the change process so as to overcome these challenges. One of them is crafting key messages that must be communicated during the change process.Steward (2002) upholds that managers need to work with project sponsors to build robust and active coalitions of senior leaders. Employees should be educated on why change is necessary throughout the organization, even before the specific details of the solution are complete. All these actions aim at ensuring that there is a successful transition from the old state to a new state(Steward, 2002).

1.1.2 Strategic Change Management Practices

Armstrong (2006) defines strategic change management practices as the activities adopted and implemented during the change process. These activities include leadership, communication,stakeholder involvement and employee participation among others. Strategic change can be affected by the internal state of an organization and its external environment. The fit between an organization and its external environment determines the performance of an organization and henceit is important to watch

forcurrentopportunities and threats in the external environment to quickly adapt. Organizations change their strategy in response to the environmental change. An organization's environment can affect the change of strategy. Some organizations would opt to keep their structure and strategy(Ichangi, 2006). The key objective of strategic change, therefore, is to enhance the competitiveness of the organization and continuous adaption of the organization to various environmental turbulence levels. Individuals resist the transition that has to be undergone to incorporate change rather than the actual change is situational whereas transition is a process(Chemengich, 2013).

One way of ensuring the survival of a company is through innovation. There is need to encourage innovation by loosening very tight controls and rigid structures. Survival can also be sought by widening the search for new ideas, maintaining a link between innovators and mainstream operators and finally improving co-operation and communication(Karmarck, 2003).Leadership is crucial in the management of change with stress on creating direction, aligning, motivating and inspiring others(Kotter, 1996). Even though leadership has always been associated with executive managers, there is a need for all managers to develop leadership skills. There isneed to change programs and projects to best manage change in an organization (Cummings & Worley, 2008). Change is only possible when it is contextualized against the backdrop of a company's particular past and presents (Harigopal, 2001).

1.1.3 Service Delivery

Service delivery is getting services as effectively and as quickly as possible to the intended recipient. Stenzel J. &Stenzel C. (2003) observes thatservice delivery is a degree of excellence on the part of the organization.

Mintzberg and Quinn (1991) define service delivery as a set of technology components that provide capabilities. In the currentglobally competitive environment, the public sector plays a verysignificant role in the economy of any given country; therefore, rendering quality service is an essential strategy for success (Besley & Ghatak, 2007). Polishing delivery of service is principally about improving the effectiveness and efficiency of the manner in which government institutions deliver services to citizens. Khamis (2008) stated that governments face many challenges which have made it necessary to implement new intelligent service delivery systems to solve these problems. The reason behind this strategy is, in the developed countries, governments are the driving forces of their domestic economies (Khamis, 2008).

Sarshar & Moores (2006) indicates that the usage of public institutions, service market and values in contracting can lead to better service delivery. Sarshar and Moores (2006) further suggest that preferences of stakeholders and democratic processes create the values for optimumservice delivery. Besides, public law and organizational arrangements define the contracting tools available for harmonizing competing values. Furthermore, a complex blend of strategies is needed to make sure that employees are both willing and able to deliver quality services. They should stay enthused to perform in a customer oriented and service minded way. The continuous motivation of employees should be customer oriented while enhancing service quality. To build a service-minded, customer-oriented workforce, an entity must employ the right workers, cultivate people to deliver quality services, provide the requisite support systemsand retain the best employees(Sarshar & Moores, 2006).

1.1.4 Strategic Change Management Practices and Service Delivery

Strategic change management is a proactive or reactive management of change approach in an organization aimed to achieve desired objectives; it is a problem objectives solving activity (Comstock 2006). It is a process of managing change in a structured thoughtful way in order to meet organizational goals objectives and missions. Strategic change management change is reviewed as an ongoing process triggered by several variables (Poole 1998).

On the other hand service delivery is involves the interaction between providers and clients. According to (Mintzberg and Quin 1991) it's a set of technology variables that provide capabilities. Strategic change management concepts have much to contribute to good management practices which are vital element of the service delivery. According to strategic group theory, organizations are assumed to be homogeneous in nature; that their operations, employee skills and customer base are similar (Barney, 2002). Strategic change management practices deployed to enhance service delivery should thus be uniformly undertaken by various employees. However in practice this might not be the case.

1.1.5 The Kenya Public Sector

Public sector in Kenya is under pressure to enhance efficiency while delivered improved services. Issues of concern are fairness, equity, justice, security, efficiency among others which needs to be improved. Since 1990s the Government of Kenya has been implementing Civil Service Reforms Programs with the aim of enhancing good service delivery to the people.

The government has continued to intensify the efforts on service delivery by enhancing the link between change management and quality service delivery towards achieving development agenda and Vision 2030.

In the last two decades, Kenya's public service has witnessed numerous changes. These changes include performance improvement, employee rationalization leading to wage bill reduction, the institutionalization of results-based management and structural adjustment programmes. The Government has also endeavored to realign public service towards a results-orientation approach aimed to boost performance efficiency in all government ministries, departments and agencies and to reverse the unfavorableimage of the public service that existed in yesteryears. The Ministry of Foreign Affairs has thus put in place strategic management practices to guide its key role in contributing to the country's long-term goals envisioned under the Vision 2030 blue print (UNDP, 2016).

1.1.6 Ministry of Foreign Affairs of Kenya

The Ministry of Foreign Affairs exists under The Offices of Minister Act No. 3 of Kenya's 2010's promulgated constitution. The ministry of foreign affairs has been in existence since 1963. It oversees over 54 Kenyan diplomatic missions abroad. The ministry's mission is to turn Kenya into a peaceful, prosperous and globally competitive country. The Ministry of Foreign Affairs of Kenya is headed by a Cabinet Secretary for Foreign Affairs and is assisted by a Principal Secretary.The mission of the Ministry of Foreign Affairs is to project, promote and protect Kenya's interests. It also supports Kenya's image globally through innovative diplomacy (Ministry of Foreign Affairs, 2013).

The Ministry of Foreign Affairs is guided by the core values of; customer focus: treating its clients with promptness, respect and courtesy,patriotism: the employees shall observe loyalty and uphold allegiance to the Republic of Kenya, team spirit: the ministry promotes. The Ministry alsoinstills a sense of shared and collective responsibility for the implementation of its obligation.Other core values are; professionalism, the staff exercise a high level of professional capability and confidentiality in all their work. The employees adhere to ethics and integrity; they uphold transparency and accountability in all undertakings of the Ministry and equity and fairness: it shall maintain diversity, impartiality and justice in all its dealings (Ministry of Foreign Affairs, 2013).

The foreign affairs ministry in Kenya safeguards national sovereignty, security, and interests.It handles diplomatic activities between Kenya and foreign dignitaries (Plumer, 2007).The Ministry of Foreign Affairs handles global and regional security, economic, political, social, human rights. Its mandate is also to conclude bilateral and multilateral treaties. It oversees international legal cases that involve Kenya, assists in examining foreign-related draft laws and regulations and handles international judicial cooperation.

The Ministry of Foreign Affairs coordinates efforts to handle critical incidents abroad concerning Kenyan interests. It safeguards the lawful rights and interests of Kenyan citizens and institutions abroad. The Ministry of Foreign Affairs gives the cabinet secretary powers to lead Kenyan diplomatic missions abroad. The Cabinet Secretary for Foreign Affairs is in charge of overseeing the personnel and organizational work of diplomatic missions abroad. This ministry provides direction to Kenyan diplomatic missions abroad and offices of Kenyan Commissioners in Commonwealth countries.

The directions are about financial management, the use of information technology, embassy construction and regulate the use of land by foreign diplomatic missions in Kenya (Ministry of Foreign Affairs, 2014).

1.2 Research Problem

Strategic change management practices in organizations enhance effectiveness and efficiency. Strategic management entails formulation and implementation of goals and objectives of an organization which is undertaken by top management on behalf of owners'. Organizations keep on changing strategy so as to respond to environmental change. The way the organization is, affect the change of strategy. Some organizations would hope to keep their structure and strategy (Bentley, 2008).Competitive performance is the main motivation to the success of any organization. Government departments and ministries are not the exceptions. In today's competitive business environment, identifying the right strategy has gained more attention. Managers want to know the variables that affect a firm's output. However, change as a management process has no structural ownership. Change is an all effort and inclusive approach by every individual towards new desired outcomes (Hultman, 2000).

Public sector in Kenya is continuously under pressure to improve performance and service delivery. Public service delivery governance issues are clearly spelt out in civil service reform programs, however implementation of public sector governance issues quite difficult due to resistant in managing change and strategy implementation in the public sector. Efforts have been placed in fast quality services as a key driver of strategic change (UNDP, 2016).

A number of studies have been undertaken in the past on the proposed study area with various conclusions. In public sector reforms are linked to political affairs and therefore implementation of change management and service delivery quite hard to achieve. Leaders tend to prioritize on what they consider to be critical in terms of gaining political mileage (Simson, et al., 2011). These raises the need to identify the effect of strategic change management practices on service delivery in public sector reforms.Zvavahera (2013) in another study found out that leadership had a significant effect on service delivery at the University of Namibia. Poor coordination and a structured crisis led to early and ineffective responses to the clients of the university. DeVito (2015) and Owoiye & Dahunsi (2014), identify and underscore that communication is a critical component of strategic change management practices.

Mwangi (2015) undertook a research study to document the challenges of implementing strategic plans in Access Kenya Group Limited; the study revealed the challenges encountered during strategic planning are: consensus building, time and economic constraints. The study underscores the importance of obtaining stakeholder support in realizing strategic implementation success. Kimaita (2010) concludes that it is essential for corporation leadership to identify key considerations for undertaking effective and efficient strategic change process. Munjua (2012) undertook a study to investigate the strategic change management practices at the Agency for Cooperation and Research in Development in Kenya (ACRD) and concludes that the studied entity practices strategic change management but faces a number of challenges.

These challenges include: insufficiency of finances, opposition to change from the stakeholders, cultural multiplicity and management. Mwanza (2012) notes the challenges faced while undertaking strategic change management are resistance to change by the staff of the High Court in Kenya, budgetary constraints in financial resource allocated, as well as skill gaps.

Strategic change management therefore takes many forms within an organization. The Ministry of Foreign Affairs has experienced this shift from time to time. While past studies have established the effect of strategic management practices on change (Mwanza, 2012; Munjua, 2012; Mwangi, 2015), none has analyzed its effect on service delivery in the Ministry of Foreign Affairs in Kenya. The proposed research study thus seeks to fill this gap by seeking to answer the research question: What is the effect of strategic change management practices on service delivery at the Ministry of Foreign Affairs?

1.3. Research Objective

The objective of the study was to determine the effect of strategic change management practices on service delivery at the Ministry of Foreign Affairs of Kenya.

1.4 Value of the Study

This study will be of value to government ministries as they will have the value of strategic change management on service delivery of the organization. This will reduce the pressure to deliver on their mandate and thus the need to undertake strategic change management.

The study will contribute as the organization undertakes strategic change management through team work rather than individuals through influencing and changing the group norms, roles and values.

The government of Kenya will benefit from the findings of this research since they shall be quite interested to know the progress of management of strategic change in the ministry. They will find also invaluable information on how good change management can be adopted and as a result put in place policies that will guide and encourage other firms within and outside the industry in implementing their changes. Private entities and multinational corporations will have a ready pool of knowledge that they can use in implementing strategic change.This study will help enhance their competitive advantage and improve quality output regarding products and service provision. They will also take these findings as a threshold when introducing strategic change practices.

The findings of this study will contribute to research by elaborating the need for strategic change management in organizations. The study will be quite enriching to the researchers, academic institutions and scholars. This is because it will add to their knowledge and enable them to be more informed when undertaking strategic change management.

The findings on this study will add on the existing knowledge on the theories highlighted. It will enable researchers and scholars build on their scope of work and this will shed more light on strategic change management issues. The proposed study findings shall act to add to either of the strategic change management models; the emergent change approach or the planned change approach.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature review of the area of study. It provides and discusses the various theories that informed the study. It also covers a review of the theoretical foundation, change management practices, and summary of empirical studies and research gaps.

2.2 Theoretical Foundation

Many organizations have embraced change management to gain a competitive advantage over others and improve the quality of their services. The success of an organization depends on among others having the right personnel, up to date technology, training for its employees, good management styles and the organization being proactive other than being reactive.

2.2.1 Strategic Group Theory

Michael Porter advanced the strategic group theory based on the idea of competitive advantage. The theory's advancement was not only when a firm wanted to determine entry to a certain industry, but also to cope with the competitors after the entry. This theory has three strategic group categories. These classes are resource group, execution group, and the market group. According to this theory, similar resources, similar strategies and a similar market to that of competitors are adopted by firms (Barney, 2002).

In introducing the concept of distance, Porters examines resource distance which canbe measured by the products an organization offers. Secondly, he looks at the measurement of the executed strategy distance which measures how the competing firms react to their rivals. Finally, Porter examines the market distance. Market distance shows the extent of substitution among the products and services from the customer's point of view. A client's viewpoint means the scope of awareness about the firm as the candidate when the customers choose the products. This theory assumes that organizations are homogeneous in nature. It assumes that their operations, employee skills and customer base are similar (Miyamoto, 2007).

The analysis of the strategic groups in the public sector, specifically the Ministry of Foreign Affairs, can offer significant insights to executives. The strategies followed by organizations within other strategic groups indicatedifferent paths to success. The Ministry of Foreign Affairs may derive an idea from another strategic group and utilize this idea to improve its state. Finally, an analysis of strategic groups can reveal gaps in the public sector. These deficienciesrepresent untapped opportunities for improving service delivery in government institutions (Barney, 2002).

2.2.2 Knowledge-Based Theory

This theory regards knowledge as the most strategically important resource of an organization. Its proponents argue that because knowledge-based resources are often not easy to imitate. These knowledge bases are socially complex. They are contributing factors of sustained competitive advantage and superb corporate performance. Under this strategy, the task of a departmental head is to acquire and retain valuable knowledge (Carla, 2006).

Advocates of the Knowledge-BasedTheory maintain that the ability to replicate knowledge determine an organization's growth rate. The duplication also permits imitation by competitors. Firmscan grow and prevent competitive imitation only by continuously recombining their knowledge and applying it to new market opportunities (Carla, 2006).

There are three characteristics of the Knowledge-Based Theory. These features affect its strategic value.First, there is the efficiency of integration. The second one is the scope of integration while the last one is the flexibility of integration (Robert, 1996). There is need to investigate how new knowledge is formatted with the existing knowledge formats. Thereisneed for assessment of how the implementation of change in these knowledge bases affects service delivery at the Ministry of Foreign Affairs.

2.2.3 The Dynamic Capability Theory

Dynamic capability is an organization's capability to integrate, build, and reconfigure internal and external competences to cater for rapidly shifting environments. The underlying assumption of the dynamic capability theory is that one should use core competencies to modify short-term competitive positions that can be used to build a longer-term competitive advantage. The term 'dynamic' refers to the capacity to renew competencies so as to adapt to the changing business environment. The word 'capabilities' emphasizes the fundamental place of strategic management in correctly adapting, integrating and reconfiguring internal and external organizational resources, skills and functionalcompetencies to meet the requirements of a changing environment, Owoiye & Dahunsi (2014).

The dynamic capability route lays emphasis on an organization's capability to renew its resources as per environmental changes. Dynamic capabilities entail the company's capability to change the resource base by creating, recombining, integrating and releasing resources (Chilton, 2013).

According to Chilton (2013), the Dynamic Capabilities Theory identifies two key areas that should be addressed in an organization. The first one is how senior managers of successful companies change their existing mental models and paradigms to adapt to radical discontinuous change. The second item is how organizations maintain threshold capability standards. The question is, do these two ensure competitive survival? A study of these two at the Ministry of Foreign Affairs has provided greatinsights into how change management affects service delivery.

2.3 Change Management Practices in the Public Sector

According to Armstrong (2006), change is any planned or unplanned transition from one scenario to another. Change management is the process of managing the effective implementation of organizational strategies. This process aims at ensuring that permanent changes in goals, behaviors, relationships, processes and systems are achieved which is vital in the public sector.

Leadership is paramount in the management of change especially in the public sector. It emphasizes on instituting direction, motivating, aligning and inspiring personnel(Kotter, 1996). Leadership has always been associated with executive managers and there isneed for all managers to develop leadership skills. While change managers refer to middle managers and change leaders to senior managers, practically the two roles are

indistinguishable .This is due to the fact that theattributes necessary to lead and manage change are simply not separable aspects of the work of managers in organizations faced with constant change (Diefenbach, 2009).There isneed to change programs and projects to best manage change in an organization.

Communication is another practice. According to DeVito (2015), communication isanact of transmiting intended meanings from one entity or group to another by using mutually understood signs and semiotic rules. Mwangi (2009) observed that strategic change could be communicated downwards to the employees. The communication can be through middle-level managers, departmental heads and branch managers during developmental meetings, managers' meetings and staff meetings. Her research unveiled that internal memos, e-mails, and circulars could be used in communicating strategic changes to the employees. The above methods could also be used either in isolation or a combination.

Stakeholder participation is another practice in strategic change management. Thomas (1993) as cited in Bryson(2004), states that stakeholders should be involved if they have information that cannot be obtained otherwise. Stakeholder's involvement is necessary to ensure effective implementation of initiatives based on the analysis.Clearly, this indicates that the influence and power determine theposition of the stakeholders have in the change process. Change managers should consider the effect that the parties concerned have in the change process. They should also be aware of how the change process will affect stakeholders.

Nyambura (2009) in her study aboutpeople dimension in strategic change management at Family Bank found that stakeholder engagement gives an organization a competitive advantage. Their participation ensuresthe fruitfulness of the change process. Stakeholder participation in change management ensures that the organization has an opportunity to harness new ideas in its strategy. It makes sure that the organization has allies during the change process. Nyambura (2009) further concluded that stakeholder involvement is a great initiative that is undertaken to reduce conflicts and opposition to change. This process eventually leads tothesuccess of the change process in an organization.

Employee participation in the change process is also paramount. According to Carol (2012), an alignment of employees toward the change process was a plus at the High Court of Kenya. Strategic leaders were tasked with ensuring that employees were for change at the court. From Carol's (2012) research it was concluded that employee alignment involves more than passive agreement or mere buy-in that the direction of change is suitable. It requires ownership by leaders willing to accept responsibility for bringing about change in their locus of control.

Mwangi (2009) also observes that it is more advantageous to include all employees in the change strategy process. The involvement can be done by moving decision making from the chief executive's office to the lower levels of the organization. An organization needs to give employees a mandate broad enough to encourage enterprising behavior thus aligning employees' initiative with the organizational strategy.

The main concern here is how organizations can give employees clear strategic direction and also inspire risk-taking, flexibility and innovation.

Mwangi (2009) further suggests that when the strategic principle is well formulated and properly communicated, managers at all levels can be able to make decisions that developinstead of distabilize the organization's strategy. Top officials make final decisions while lower level employeesfirst assess opportunities against the organization's strategic principle. They argue that a strategic principle or a mission statement help employees understand an organization's direction.

2.4 Empirical Studies and Knowledge Gaps

It is evident from the review of past studies above that few studies have attempted to evaluate the effect of strategic change management practices on service delivery in the public sector. In a study by Owoiye & Dahunsi (2014),it was revealed that communication played a major role in the management of Ekiti State University in Nigeria. Findings showed that information flowed down from the librarian to other employees. It was also noted that communication is an effective tool for service delivery. Individuals who could not communicate at Ekiti State Library provided poor services.

Zvavahera (2013) found out that leadership had a significant effect on service delivery at the University of Namibia. Poor coordination and a structured crisis led to early and ineffective responses to the clients of the university. This study further established that leadership underwrites the individual and organizational development and renewal.

He also adds that leadership be under-utilized in a number of organizations as most employees believe to have no role to play in building human capabilities and capacities. Poor leadership led to the staff being discontented thereby resulting in poor performance.

Mwangi (2015) undertook a research study to document the challenges of implementing strategic plans in Access Kenya Group Limited. The case study used primary data collected by the researcher with the aid of an interview guide. Data collected was analyzed using content analysis. The study found that strategic planning was formal in the target organization; with vision, mission statement and strategic plans were in place and formally recognized and that the organization also had undertaken an extensive situational analysis to analyze its stakeholders, and assess the environment. The research study revealed the challenges encountered during strategic planning are: consensus building, time and economic constraints. The study underscores the importance of obtaining stakeholder support in realizing strategic implementation success.

Kimaita (2010) in a study to analyze strategic change management practices within Teachers Service Commission in Kenya also used a case study research design and collected primary data. The primary data was collected using an interview guide, from five heads of department and analyzed using content analysis. The study concludes that it is essential for corporation leadership to identify key considerations for undertaking effective and efficient strategic change process. The Teachers Service Commission practices strategic change management.

Munjua (2012) undertook a study to investigate the strategic change management practices at the Agency for Cooperation and Research in Development in Kenya (ACRD). The research study adopted a case study design and primary data. The data was obtained using interview guide and also analyzed using content analysis method. The research study concluded that formation of working groups, effective communication of the change to all stakeholders, availing financial resources, reducing resistance to change, and adopting an appropriate leadership style, are the strategic change management practices in place at the ACRD, and that the challenges faced are insufficiency of finances, opposition to change from the stakeholders, cultural multiplicity and management.

Mwanza (2012) in another research study also used the case study design. The research study was undertaken with the objective to investigate the strategic change management at the High Court of Kenya. Primary data was collected using an interview guide and data analysis done using content analysis. The research study concludes that the management of strategic change practices present at the High Court of Kenya are: change of leadership, change of structure, training of employees and change of programs; while the challenges faced are resistance to change by the staff of the High Court, budgetary constraints in financial resource allocated, as well as skill gaps.

In conclusion, the study wasbased on three theories. The theories are: the Strategic Group Theory, Knowledge-Based Theory and the Dynamic Capability Theory. The studysought to establish the presence of strategic groups, integration of new knowledge into existing knowledge bases and how managers adapt to changes at the Ministry of Foreign Affairs and its effect on service delivery.In the Kenyan context for example, fewerstudies that

have evaluated the issue particularly in the light of the new developments in the Kenyan public sector. The government of Kenya has introduced various initiatives to ensure improved service delivery such as the integration of IT in public service delivery, performance contracting and use of innovation and strategic human resources. This is, therefore, the gap that this study seeks to fill.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methods that were used in carrying out the study. It describes the steps that were followed to obtain data from various respondents targeted. The chapter also discusses data analysis andpresentation methods were employed.

3.2 Research Design

The studyemployed a case study of the Ministry of Foreign Affairs, government of Kenya. A case study is a research method where an empirical inquiry that investigates a contemporary phenomenon in a real life situation (Yin, 2009). Merriam (1998) posits that case study is an in depth study of a particular situation and narrows down a broad field of research. A case study was adopted by the researcher due to its contribution in social,political,organizational,group and individual phenomena.

The use of a case study by the researcher allowed an in depth study of ministry of Foreign affairs. Case study made it possible for the researcher to focus on one organization therefore carefully examining the effects of strategic change management practices on service delivery. Case study use by the researcher enabled retaining of holistic and meaningful characteristics of real life cycles (Robert, 2002). The use of a case study arises from the need of the researcher to understand the complex social phenomena.

3.3 Data Collection

The process of collecting data began whereby the researcher visited the ministry headquarters to seek permission to collect data. Then the researcher visited the respondents in their respective offices and sought for an appointment to interview them. The researcher assured them of confidentiality and was granted appointments. Primary and secondary data was used to collect qualitative data. Primary data was then obtained from respondents through the use of interview guides.Datacollectioninvolved in-depth face to face interview with 4 heads of departments from Foreign Affairs Ministry as they form the best part of decision making body in theorganization.

The interview guide was carefully designed to capture data on the effects of strategic change management practices on service delivery. The questions in the interview guide were designed in a way to allow respondents to further explain their responses. Where permission was granted, the researcher recorded responses from the respondents. Theinterview guide was structured in various sections (See Appendix I).

3.4 Data Analysis

Qualitative data was collected by the researcher. The researcher used content analysis to analyze the data. The data was edited for completeness and consistency. Before doing analysis the researcher had to assess the quality of written material .Thereafter the researcher had to summarize the major issues contained in the interview guide responses. This made it easy for the researcher to analyze and interprete the data.

The content analysis was based on analysis of the meaning and implications as per the 4 respondents. The information that was generated was theninterpretedand explained. Comparison was done between the results obtained from the research and the existing theory and empirical studies so as to obtain a correlation of findings with theory and practice.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter contains research findings, analysis and presentation of data obtained from interviews. The findings of the study are presented as per the objectives of the research. It answers the research question of effects of strategic change management practices on service delivery at the ministry of foreign affairs.

4.2 Demographic Characteristics

The study being a case study, data was collected from the ministries headquarters in Nairobi. The ministry of foreign affairs has 6 directorates namely protocol directorate, economic & international trade directorate, political and diplomatic affairs directorate, administration directorate, foreign service academy directorate and office of the chief cabinet directorate. Each of the directorates has departments in it. The study focused on central planning, human resource, communication, head of superintendent department and head of legal departments. The entire respondent except the head of legal division were interviewed.

4.2.1 Respondents profile

The study sort views from four respondents who comprised of 4 different heads of departments with their ages falling in the spectrum between 30-60 years. The respondents interviewed had been working at the Ministry for a period between 15 years to 30 years.

This was a clear indication that the ministry was experiencing low staff turnover and therefore respondents were rich in knowledge about the trends and changes that had manifested at the ministry. The 4 heads of department were ideal because of their vast familiarity and awareness they had about the strategic changes in the organization since they have taken part in its formulation, implementation and evaluation. Top management level had been in the organization for long enough hence they were deemed appropriate source of information from them since they were rich in information.

4.2.2 Response rate

The study initially targeted to interview five key managers from the ministry of foreign affairs dockets; the researcher was able to get responses from 4 respondents. The fourrespondents consented and pro-actively participated towards the provision of vital information required for the study.Every study participant was asked the questions contained in the guide one after another with the objective of obtaining quality indebt information on the strategic change management practice assumed by the Ministry.Laterprobingwas done to know how the variations had impacted on quality service delivery.From the semantic analysis it is evident that change management is handled differently at the ministry.

4.2.3 Motivational Factors

Job satisfaction is important parameter in the determination of employees' performance. The interviewees cited Patriotism, Co-operation amongst junior and Top management, Low pressure from work and clients satisfaction as drivers for their motivation.

Some cited the honor that comes with serving one's country. One cited the uniqueness of the ministry as a motivational factor as work was not standard since human resource handled staff locally and abroad.

4.3 Strategic Change Management Practices

The ultimate goal of organizational change is to adapt to the surroundings and improve the organizational output. The environment which organization is occasioned to is dynamic and turbulent hence organizations should alter permanently existing strategy, structures, policies, technology and practices. Change management practices that organizations should adopt include: Leadership, employee participation, communication and stakeholder involvement. The researcher collected information about the 4 practices after which they were evaluated.These practices are discussed below.

4.3.1 Leadership

The study sought to get the opinion of the interviewees concerning if there is effective leadership during strategic change management process at the MFA. The study indicated presence of visionary leaders who spearhead change at the ministry. This agrees to Kotter (1996) which posits that leadership emphasizes on establishing direction, aligning, motivating and inspiring people. The study noted that the heads of departments spearheaded change in their various departments which led to smoothening of the change process.

4.3.2 Communication

Communication of strategic change is practiced by management at the ministry through for instance use of memos. Communication is done from the top and the heads of

departments disseminates information to employees in their departments. The best change programs sustain focus messages through standard, advantageous guidance that is both useful and practicable. Trades streams from the base and to the top, and are engaged to give laborers the right and clear information at the perfect time and to ask for their data and feedback. This will require correspondence through channels like circulars, email, memos, and routine orders. This confirmsDeVito (2015) definition of communication as an act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules. The study found that MFA delighted in a coordinated way to deal with correspondence where level and vertical structures were utilized to impart inside offices, amongst offices and at last entire association. There are various reasons why employees may not comprehend what their chiefs are stating the first run through around subsequently by executing the correspondence methodology which depended on great correspondence channels, much of the time offering data and scattering gossipy tidbits, they could minimize representative resistance connected with dread and instability. The interviewees noted regular and proper communication with employees gives them confidence with the new systems due to connectivity problems experienced at the initial stages.

4.3.3 Stakeholder Involvement

The ministry of foreign affairs strategic change is much dependent on political will and other interested parties outside the country from the findings. Most ministries are also dependent on the decisions MFA make outside the country as some affect them. The interviewees noted that stakeholders involvement in strategic change is essential in

making informed decisions and it does fastens decision making process which intend fastens the change process. The study confirmed Nyambura (2009) study about people dimension in strategic change management at Family Bank who found that stakeholder engagement gives an organization a competitive edge. Their involvement ensures the success of the change process. Stakeholder participation in change management gives the organization an opportunity to have new ideas in its strategy.Various leveled change depends on upon the level of support from political administrators and other key external accomplices. The impact of these influencers on the aftereffect of advance attempts stems to a restricted degree from their ability to constrain statutory changes and control the surge of basic resources for open affiliations. Political overseers affect the aftereffect of change by making and passing on a dream that clears up the necessity for change, and what's more by selecting political agents who are mindful to the change and have the data and capacities required for dealing with the change. The interviewees noted that MFA has had an incredible long spell of government support which has thus prompted the ministry to better engagements with outside partners.

4.3.4 Employee Participation

When employees are given an opportunity to be part of the change process reduces unpleasant attitudes directed towards transformations in organizations. According to Carol (2012), an alignment of employees toward the change process was a plus at the High Court of Kenya. Participating effectively implies incorporating employees in errands where they are able to pick up extensive measure of data viability and disparity.

This gives representatives a substituted learning background with a goal to build up their own certainty for completing new undertakings and through enactive authority, where representatives make little pace towards a switch thus developing certainty.

4.4 Effects of Strategic Change Management Practices on Service Delivery

Leadership played a major role in strategic change and enhancing service delivery as per the interviewees. It was noted that leaders support to change management process led to successful change implementation. Leaders' participation in change process kept the process moving while maintaining integrity of the ministry. The interviewees noted that the heads of departments spearhead change management in their departments. This thus motivates the employees to work hard which thus leads to improved service delivery.

The heads of departments disseminate what was discussed in conferences and forums to employees in their departments which thus enhance timely delivery of services in their departments. It was noted that most leaders travel abroad which motivates them to perform their duties well thus lead to improved service delivery. The interviewees noted that the ministry has visionary leaders who spearhead the change process by for instance empowering their employees throughout the change process thus instilling a sense of ownership by the employees and thus motivate them to perform their duties well which enhances service delivery. The interviewees noted also accessible leadership to its employees as a major source of motivation as leaders at the ministry were accessible to employees which intend employees consulted them during strategic change process. This led to greater participation in change process thus leading to improved service delivery.

Communication of strategic change is well structured to personal level at the ministry as per the interviewees. Circulars and memos are issued and are open to all members of staff which make employees feel they belong thus motivates them to be productive which in turn leads to enhanced service delivery. The interviewees noted the proper and regular communication to employees gave them confidence with the new systems which as a result reduced resistance to change henceforth leading to improved service delivery. The interviewees further noted that information has an effect of feeling recognized, thus any communication of information to employees whether negative or positive means that employees are highly valued. When employees feel that they are valued they become motivated and as a result lead to improved performance thus enhancing service delivery.

The interviewees further cited that communication played a major role in reduction of resistance of change and thus led to quick acceptance and letting change work as quick as possible. Most of the interviewees noted that communication played a major role in providing clarity of their current positions and duties and roles and the likely impact of the change. Clarity enhanced their confidence to look at change more positively and to anticipate their impact. This in turn led to giving full support to change process which in turn enhanced service delivery of the ministry. The interviewees cited that regular and proper communication at the ministry reduced grapevines and rumors. In turn this led to increased confidence and trust that the heads and leaders can be trusted to communicate. This motivated the employees and enhanced team work which as a result led to improved service delivery.

Stakeholders' involvement in strategic change has an effect on service delivery as per the interviewees. It was noted that implementation of change at the ministry of foreign affairs was challenging due to factors outside the ministry. Changes made by the ministry are subjected to political will since the ministry is a state corporation. Various changes depended upon the level of support from political administrators and other key external accomplices. The support given by political administrators during change process has enhanced service delivery at the ministry. Key stakeholders input in change process are very important. It was noted that all policy documents are subjected to parliamentary committee on foreign relations. Before any conference like TICAD, UNCTAD is done; stakeholders hold a meeting to make informed decisions which enhances service delivery. Government involvement and support to the ministry led to improved service delivery. Stakeholder involvement in change process fastened decision making thus enabled performing of duties in a timely manner which therefore enhanced service delivery.

Employee participation in strategic change played a key role in improving their performance thus enhancing service delivery. The interviewees noted that the employees were allowed to participate in some and not all change initiatives which instilled a sense of ownership to the change process and thus led to improved service delivery by these employees. The involvement of employees in change process resulted in increased job satisfaction, high employee work morale and effective team performance which led to improved service delivery at the ministry. It was further noted that employees were trained and seminars were organized so as to enable them adapt the change. Training employees enabled active participation in change process thus enhanced service delivery.

During change process communication to employees was made clear and easy to understand. Effective communication to employees enabled them to perform their duties on time thus enhancing service delivery.Where employees are not involved in strategic change, they became demotivated which negatively affected their performance thus led to poor service delivery.

4.5 Discussions of the Findings

According to the 4 interviewees many changes had taken place at the Ministry of Foreign affairs of Kenya. These changes include technological, promotion, retirement, changes regarding banning of payment of fees for the kids of employees based abroad, transfers and many others. The changes that took place at the ministry resulted in adoption of strategic change management practices. The presence of a strategic plan enables the ministry to move in a clear direction. The study confirmed that forces that necessitated the changes were in order to enhance service delivery at the ministry and to enable achieve its objective of protecting and promoting Kenya's interests abroad changes made by the ministry are dependent on political will which forms part of the stakeholders.

The study also confirmed presence of visionary leaders who developed strategies regarding to Foreign Service. Regarding public service the cabinet secretary develops the strategies and the leaders are allowed to participate. Most changes in the ministry are made from the top and consultations are done with the treasury thus employees not involved to lead all change processes. In some cases employees are empowered through trainings and seminars to lead the change process.

Communication of strategic change is practiced by management at the ministry through for instance use of memos. Communication is done from the top and the heads of departments disseminates information to employees in their departments. This agrees to Mwangi (2009) who observed that strategic change could be communicated downwards to the employees. The interviewees noted that communication can be through middle-level managers or departmental heads during developmental meetings, managers' meetings and staff meetings. Most of strategic change was communicated to employees at a later stage.

From the study results all participants interviewed concurred that ministry has experienced and still restructuring process as a strategic change process, the restructuring has been done though by great length affecting low cadre employees the changes were transfers and retrenchments even though strategic change management was inevitable corporate staffing practice such changes were met occasionally with formidable resistance especially when the process of effecting change was deemed skewed or biased ,due to intimidation .Resistance to organizational Change management has also been as a result of unknown fears.

The research also established that most Departmental managers took initiative in empowerment of their employees to lead the change process. This agrees to the definition of dynamic capabilities as the company's ability to alter the resource base by creating, integrating, recombining and releasing resources (Chilton, 2013). Most employees confirmed pride and motivation that came with their involvement in the change process. Most employees stated changes were mostly inspired by top management through meetings and conferences and decisions made later trickled to the affected employee.

However for the some, Departmental Heads would conduct Training, seminars and through Honey Moon services so as to prepare the affected employees to pro-actively embrace change.From the interview it was evident that restructuring as a change strategy was not only necessary but important since the process was meant to upscale productivity, efficiency and effectiveness in service delivery, improving productivity in terms of the number of clients served and also ensure service delivery to the people.

Negotiation was another approach where employees through their representatives in the workers union would suggest how the change process was to be effected. Consultation of employees on how the change process was to be managed as a method of overcoming resistance to change was not an ideal way of dealing with the problem because it dragged decision making process. But the respondents elaborated that this was the most effective way of ensuring minimal resistance to change.Coercion was also cited where top level management and law makers colluded to effect changes with little consultation from the affected employees.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter seeks to summarize the research findings and also presents conclusions and recommendations derived from the study. The conclusions are drawn from the findings of the study which sought to determine effects of strategic change management practices on service delivery at the Ministry of Foreign Affairs. Limitations of the study are further illustrated and suggestions for further research.

5.2 Summary of Findings

The approach used was a case study. Five departments were targeted and the persons interviewed were the heads of departments. Study participants indicated a number of changes and transformations' that had taken place at the they include introduction of performance contract ,code of conduct and change in organizational structure which was done mainly through a restructuring process. These changes are perpetual since they continue to be felt and implemented even today. The driving force to these was the need to improve service delivery to the citizens.A few employees agreed that since the changes started being implemented in the ministry Trainings and conferences have always been held to create awareness on the changes and notify staffs and stakeholders on how much they had achieved as per the strategic plans and what needs more effort. Through the workshops and seminars staff got a feeling of being part of the change and that their input was just as important.

The study findings suggest that the respondents cited the impact of the strategic change management practices to staff performance and it was proven that workers performance was affected both positively and negatively. Positively in the sense that performance improved as a result of job satisfaction which was a result of embracing new roles and titles reached by the management change decisions .On the other hand many employees felt less appreciated   since even though they were given a platform to air opinions and views on how the change was to be effected most decisions were reached by top level management.Resistance to change was a conspicuous challenge faced during adaptation of change management practices this was attributed to fright and lack of clear understanding of the need and importance of introduction and implementation of change.

5.3 Conclusions

According to the respondents all the changes which have taken place at the ministry were for the better. This is clearly indicated by the improved service delivery, for example, initially diplomatic log books issued by KRA had to be physically ferried to the ministry for recording and issuance to the concerned mission. Today KRA and MFA have an online interphase of sharing such information and reducing bureaucracy of effecting such missions.This study also established the need for the Ministry to heavily invest in training its employees so as to have necessary skills to be able to adapt to the fast changing work environment at the ministry. Currently there is a host of activities at which has risen due to change which needs expert skills while it is only a couple of employees who have these skills.

With Unceasing awareness and sensitization on the benefits of taking up change, opposition could be lessened among staffs.The study concludes by asking for reward and honoring the effective agents of changesince more gains have resulted especially through quality and timely service delivery.

5.4 Recommendations

The study results recommend that the Ministry invests more time and resources on strategic planning and enhance their communication structures whenever they are in the process of introducing change in the organization. This will empower the staff to be conscious of the significance and the requisite for change hence reducing the level of resistance in the organization towards change.There is also need for continuous capacity building of the already existing staff so as staffs have chances of getting internal promotions to new job openings informed by the strategic changes this will boost their moral and hence ultimately promote job performance.The study found out that not all employees and stakeholders are involved in the change process. It is therefore recommended further that the ministry should enlighten and allow their involvement so as to appreciate to be part and parcel of the process.

Permanent committee should also be instituted with representatives from middle, senior and low level management to monitor and evaluate the process of change this will help promote transparency and also accountability in change processes.Departmental Managers should shun from political influence and instead work in tandem and also focus on employees views, suggestions and inputs since criss-crossing employees out of change process eventually led to dishonor of the changes.

Further research need to be conducted in other organizations which have different structures, values, cultures, management styles and resource capabilities. This study was conducted on a state corporation and there is need to study effects of strategic change management practices on service delivery on other government agencies. Traditionally, change in most organizations has always been viewed negatively and resistance of change has been included as part of the notorious impediments throughout the change process. Further research need to be done to determine how organizations can leverage positively the negative view about change.

5.5 Limitation of the study

The subject of the study required response that could only be obtained from the head of departments at the ministry. The lower level staffs were not given the chance to respond thus the study did not include their views on service delivery. The researcher was faced with limited contact time with the heads of departments, since they were engaged in their busy schedules and so time to interview them was limited. Some of them were feeling unsafe to disclose information as they thought that it was to be used for other intentions other than academic. Interruption from phone calls and people walking in, limited the study as well. Other challenges faced were accessing the Head office due to security reasons which required a lot of paperwork and approvals of letters before being allowed access. Finally, the researcher faced financial constrains that were required for making trips to the Ministry headquarters and back for several days.

5.6 Suggestions for Further Research

This study concentrated on strategic change management practices adopted at the ministry and staff performance where it sought to find out the strategic change adopted and the impact of the same on service delivery. Further study should look at how to lessen resistance of change in change management process and ensure that all stakeholders are happy with the change management process. The researcher further recommends that a similar study be done on the private sector institutions so as to create a benchmark because the operating environment has become very unstable due to the high level of globalization effects on organizational performance and also to establish how staff performance is affected by change at private sector.

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Appendix I: Letter of Introduction

University of Nairobi,

P.O. Box 30197-00100,

Nairobi, Kenya.

Dear Sir/Madam,

RE: LETTER OF INTRODUCTION

My name is Branis Jerono. I am a student of Master of Business Administration student at the University of Nairobi. As part of the requirements for the award of the degree of Master of Business Administration, I am required to undertake research.My topic of study is the **'Effect of strategic change management practices on service delivery at the ministry of foreign affairs.'**

In this regard, I am kindly requesting you to set aside a few minutes and fill in this interview guide. Your candid response will be crucial in ensuring an objective research. Your responses will be kept confidential and shall be used for the purpose of this study alone.

Thank you in advance

Kind Regards,

Kiplagat Branis Jerono

Appendix II: Interview Guide

SECTION A: Demographic Information

1. What is your gender?

2. What is your age bracket?

3. What is your level of education?

4. How long have you worked at the Ministry of Foreign Affairs?

5. What is your job title at the Ministry of Foreign Affairs?

6. What motivates you at your current job at the Ministry of Foreign Affairs?

7. Do managers empower employees to lead the change process?

8. Do managers develop strategies at your current job at the Ministry of Foreign Affairs?

9. Does the Foreign affairs ministry have visionary leadership who ensures there is successful change management?

10. Does the Ministry involve in stakeholders involvement in strategic change management?

11. Does the ministry make use of all the leaders' representatives in change management strategies?

12. Do stakeholders have an opportunity to express their views on how change is to be managed?

13. Do stakeholders contribute to the ideas on change management process?

14. Are employees in the ministry informed and given room for negotiations on change management issues?

15. Are there open forums and consultative meetings conducted on change implementation?

16. Are all employees involved in the strategic change management process?

17. Do employee participation helps instill a sense of ownership on change process?

18. Is there any resistant on change management process?

19. Is there open communication from all employees regarding change management process?

20. Is there proper and regular communication during strategic change process and other representatives from the government ministries?

=END=

THANK YOU