

**CHANGE MANAGEMENT PRACTICES AND THE PERFORMANCE
OF TURNKEY AFRICA KENYA LTD.**

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DECLARATION

I hereby declare that the work contained in this research project is my original work and has not been presented in any other university for a degree.

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This research project is presented for examination with your approval as university's supervisor.

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DEDICATION

I dedicate this project to my loving family whom I cherish for their support and sacrifice through my journey to completing this milestone. My appreciation goes to my wife Selina Lwaki Mdengani and my two children Angel Anne Lwaki and Anayah Lii Muoki. To my mother, Rhoda Mueni Mulili may the Lord richly bless you as you have been my strength through life.

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ABBREVIATIONS AND ACRONYMS

BSC	-	Balanced Score Card
CEO	-	Chief Executive Officer
CMSDLC	-	Collaborative Multi – tier Software Development Life Cycle
COO	-	Chief Operations Officer
CRM	-	Customer Relationship Management
FMS	-	Financial Management System
GIS	-	General Insurance System
HR	-	Human Resource
HRM	-	Human Resource Management
HRMIS	-	Human Resource Management Information System
LMS	-	Life Management System
OD	-	Organizational Development
OKR	-	Objectives and Key Results
PSM	-	Professional Services Manager
SDLC	-	Software Development Life Cycle
SE	-	Stakeholder Engagement
TA	-	Turnkey Africa Kenya Limited

ABSTRACT

The currency of the environment in which organizations exist in, is one characterised by long periods of rapid change with interim periods of stability that seldom exist anymore. This fast paced environmental changes led to the rise of complex and chaotic work environments, change management as we know it is fast changing and so are the organizations that are affected by the market place changes. All these changes converge on the background of the need for organizations to not only keep up and survive but thrive through growth to industry leadership. Turnkey Africa Kenya Limited is no exception to this predicament the resultant effect, is the undertaking of crucial changes in order for the internal to update and align to the external environment. To achieve this the organization must adopt a set of change management best practices and within its context apply them in order to meet its change objectives as well as short term and long-term desired business outcomes. As such, the study's objective was to determine the change management practices adopted by Turnkey Africa Kenya Limited. For this, a case study research design was adopted by the study. This involved the collection of qualitative data both secondary and primary, through detailed interviews based on the interview guide and a review of the organization's policies, communication data as well as process documentation. The study focused on ten change management practices, that were confirmed to exist within the organization following the feedback from the respondents. The study findings revealed that leadership, communication, company vision, company culture, employee empowerment, organizational learning, change planning, employee wellbeing, stakeholder engagement and teamwork had been adopted by the organization. The study noted that there were merits and demerits in all these practices with some having been better executed and others adversely affected by lack of processes around them hence inconsistencies in practice hence the lack of sustenance in the change programs and an overarching negative effect to business objectives. Experimental and experiential organizational learning, a communal culture, hands on leadership and a multi channelled communication approach were some of the merits identified. On the flip side, the lack of proper planning, immature processes, lack of consistent stakeholder engagement, competing interests between current business needs and change needs, the absence of or lack of proper allocation of resources and the absence of knowledge both on change management specific as well as niche technical software development are among the demerits or challenges faced by the organization. The study concludes that while Turnkey Africa Kenya Limited, has adopted a number of change management practices, and while it has been able to have a number of wins and positive outcomes, it is still far from having mature processes that will allow it to operate at the best practice level. If it's to succeed the organization has to deliberately identify and institute a culture that complements its vision, proactively centre the people agenda to its planning and leverage on organizational learning to bridge the strategy – execution gap.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In a time where business strategies are no longer determined on the executive boardroom floors but at the shop floor through customer interactions and technology, has revolutionized change. According to Laurentiu (2016) organizational change is representative of change in strategy, culture resulting from changes in the environment, structure and the people. Processes, products and services are affected by marketplace changes, influence of information systems, technological advancements, rise of the global economy, workforce demographics, change in social values and political landscape (Samuel, 2013). Ultimately, the 21st century business environment is, as pointed out by Burnes (2004) the composite effect of these forces has designed a dynamic external environment to businesses as its unpredictable and demanding often devastating to entities that fail to align.

The study is anchored on the organizational development theory and the open systems theory. Bastedo (2014) presents the organization as a byproduct of the strong numerative, civic and communal influence exerted by its environment. The environment as such is the source of requisite resources that are central to the organization's existence. To sum up the open systems theory, varying views of different scholars find commonality based on Hanna et al., (1997) and Duffy and Despres (2008) view that the organization's survival is contingent on its relationship with its environment. According to French & Bell (1999) organizational development theory is the planning of change for individual and organizational improvement by use of behavioral science. Recent organizational development studies have departed from the old view of individual and group development to focusing on helping the organization meet its strategic objective hence looks at the organization in the context of its larger environment (Austin and Bartunek, 2003).

Software development is by far a frontier to a world of endless possibilities. The software development process, also known as the software development life cycle (SDLC), denotes the process where software artifacts are incrementally built upon each other into a final product that is delivered to the customer. Inspired by the versatility of the industry and its sizeable constant advancements, the study desires to exploit the challenges faced by individual firms to constantly reinvent themselves, not just to barely survive but also for market leadership. Hyvönen (2018) indicates critical change factors as, the rise of the mobile and social workspace, evolving expectations of twenty-four hours connected customer, the need to enrich the product and service delivery value chain, forcing organizational redesign. As witnessed, organizational redesign has resulted into growth of cost effective and more content secure environments, benefactors of the cloud infrastructure. The impact causing a rethink into the SDLC process, from a linear approach, to an interactive team-based, consultative approach also known as the collaborative multi – tier system development life cycle (CMSDLC) which caters to all stakeholders (Cohen, Dori and Haan, 2010). Simply put the rejig from waterfall to the agile methodology that is more interactive, engaging and results in collaboration from all stakeholders throughout the lifecycle, is a size make shift change of this century (Saini and Kaur, 2014)

1.1.1 Change Management Practices

Change management is the process by which an organization's direction, structure and capabilities are continuously renewed to serve the internal and external customers' ever so dynamic needs (Moran and Brightman, 2001). According to Burnes (2004) the current pace of change is at an all-time velocity, with a high failure rate as a result of a lack of valid framework for the management and implementation of change. Meaning change management in part is a framework for successfully executing the needed change in order to meet its objectives. It's

also perceived as a learning process (Altman and Iles, 1998). In understanding practice from a change management approach, practice acknowledges context, tacit knowledge and human interaction (Jansson, 2014). Schatzki (2001) defines practice as the human mediation through organized activities that are based on shared practical understanding. On the other hand, Orlikowski (2007) introduces the sociomateriality component of an organization that shapes its everyday activities, interactions, organizing and possibilities. In summary, practice is activity within a social context (Jansson, 2014).

Lewin's (1940) change management model breaks down change into three parts, unfreeze, make changes, refreeze. Kotter's (1996) change model has an eight-part process; creation of a sense of urgency, building of a core coalition, formation of a strategic vision, onboarding of everyone, elimination of barriers and reducing friction, generation of short-term wins, sustaining acceleration and making the changes permanent. Thaler & Sunstein (2008) point out that the Nudge Theory is about shift in mindset on change management thinking which includes; clear definition of the change, consider the employee's point of view about the change, use evidence to guide on the best option, present change as a choice, take feedback into consideration, minimize the number of obstacles and keep momentum up with short-term wins. Waterman and Peters (1980s) The McKinsey 7S framework includes; Strategy, structure, systems, shared values, style, staff, and skills. The Kubler – Ross model postulates the emotional stance progression experienced by terminally ill patients. The stages are; Denial, anger, bargaining, depression, and acceptance (Rose, 1969). Satir (1916 -1988) Satir's change management model is complementary to the Kubler – Rose model and has the following steps; Late status quo, resistance, chaos, integration, and new status quo.

1.1.2 Turnkey Africa (Kenya) Ltd

With a 20 years' tenure in the market, Turnkey Africa Ltd. a fully Kenyan owned company with a pan – African presence totaling 45 clients cutting across seven countries. Through software development has determined its niche in the insurance product and services both for mainstream and distributor market segments. Its offerings are, insurance and bancassurance management systems span from; Financial Management System (FMS), General Insurance System (GIS), Brokerage System, Group and Individual Life Management System (LMS) as well as insurance process value-adding systems such as Customer Relations Management System (CRM), Exchange, Portals, Human Resource Management Information System (HRMIS), Mobile applications and portals for the main products and as a stand-alone. Turnkey's a staff complement of 130 plus comprising of permanent, fixed term and contract workers in the Kenya, Nigeria and Ghana country offices. Over the last four years the firm realized a size-fourfold growth, offering both a unique opportunity and challenge requiring a redesign into its strategic approach of the management of its people, processes and tools.

Turnkey's niche in the insurance industry means that its strategy and growth is influenced by movement both within the insurance and software development industries. Such dictates directly emanate from sector specific landscape changes in markets where it has a presence. Secondary, yet key to its future growth are the untapped potential markets and its competitors' strongholds. Disruptive marketplace innovative trends have necessitated a rejig of the operational and product delivery strategies. Such trends include; regulators initiated increased regulation of risk-based compliance, heightening the insurance providers' need for financial transparency of their back office operations; A drive towards retail, resulting in the adoption of alternative insurance products, distribution channels and the need for increased customer intimacy; Acquisitions by foreign and regional insurance powerhouses, leading to a shift in

customer perception, resource investments, and consumption of products and services; Digital disruption cannot be overemphasized with the rise in big-data analytics, growth of value-add products and services, causing a shift away from the core insurance systems to complementary systems. The sun is setting for the bulky monolithic systems that require huge budgets with mammoth project management programs paving way to a new age of micro services that are easy to deploy, fast to scale and affordable (O'Connor et al., 2017).

1.2 Research Problem

Change management practices are hailed for having an impressive impact on stakeholder interests in a business, customer satisfaction as well as employee welfare (Kaurai, 2016). Better yet, change practices cause stakeholders to approach the consultative table, minimizing the negative effects such as resistance and enhancing the use of information technology to increase impact (Nkari, 2014). The overall outlook is, organizations that are able to respond faster and intimately to customer needs; align existing resources within an organization, transition from old to new while still maintaining morale, maintain or improve productivity and company image; and planning efficient communication strategies. According to Mugo (2010) it's imperative that organizations elect the best change practices to adopt for the implementation of the much desired change. In determining the best practices, the use of practical judgement/ rationality (phronetic), is key in understanding the organization's present state, future state and what is desired based on the diversity of interests and values within and around the organization (Flyvbjerg, 2001). However, Gunder (2010) reiterates that such practical rationality only develops with experience over time which is as a result of personal involvement. As such each organization forms a unique set of traits based on its experiences, environment and stakeholders.

As a market leader of insurance software products in Africa, Turnkey Africa has been a force to reckon with and as such provides an interesting case for study. Its historical tales tell of great visions turned reality, adversity that nurtured strength and the full view of what knowledge, passion and innovation can grow into. This, however, is not a silver bullet for dealing with competitors, worse still technology has empowered those who dare to innovate making some competitors invisible. Turnkey's value proposition is its mature product that has been tried and tested, locally available comprehensive support, resources with a depth of skills, insurance domain expertise and fully scalable products. In the wake of rapid disruptive changes, the African insurance market seems to be having an insatiable appetite for solutions that are more efficient, fast and cost-effective in delivering. Competition has escalated to an all-time high due to, democratization of knowledge, introduction regional and international competitors, customer product awareness, disruptive innovation affecting the product value chain and the war on talent, its result being chaotic and complex work environments. In the wake of this harsh reality, Turnkey has been forced to reinventing itself.

Numerous studies have been conducted surrounding change management, the list is endless. Fedor and Herold (2004) studied on the Effects of Change Management on Employee Responses: An Overview of Results from Multiple Studies. The study was undertaken by four paper companies from Atlanta, Georgia. The study used both quantitative and qualitative methods of data analysis and conclude that: There's a need to inculcate multi levels of change, proper change management, change impact not forgetting the individual differences into our models of how change implementers respond to change. Jaana (2006) studied on the factors influencing successful change management in IT outsourcing from the transferred personnel point of view. Conducted between Alfa and Beta companies in Finland, and by use of qualitative analysis, the research results showed that there were key success factors from the

transferred employees' perspective, which were: visible, aligned and committed leadership, clarity of direction and targets, broad-based participation with real decision power, targeted and effective communication and cultural understanding. Gakuya (2015) studied on the strategic leadership and change management practices at chase bank Kenya limited. Through content analysis, the results revealed that the strategic leadership was viewed be visionary and the source of formulating the strategies that gave chase bank a competitive advantage over other firms. Martin (2016) studied on the influence of strategic change management practices on the performance of Kenya national highways authority in Nairobi, Kenya. Following content analysis, the study reached the conclusion that there was a constructive effect between the two variables and highlighted some of the change related challenges such as; Uncertainty, employees' resistance, strategic drift and pressures for change. There is therefore a research gap in addressing the adoption of change management practices in the enterprise software development industry in Kenya. To assist in closing the gap, the study sought to address the following question in an attempt to find relevant answers. As such the research questions are; What are the change management practices adopted by Turnkey Africa Kenya Limited? And What is the effect of the change management practices on performance of Turnkey Africa Kenya Limited?

1.3 Research Objectives

1. To establish change management practices adopted by Turnkey Africa Kenya Limited in Nairobi Kenya.
2. To determine the change management practices and the performance of Turnkey Africa Limited in Nairobi - Kenya.

1.4 Value of the Study

The study outcomes will aid in the advancement of theory by helping future students, researchers and academicians to gain a new perspective of the different approaches used in the adoption of change management practices by Turnkey Africa Kenya Limited. The study will add value to the already existing branch of change management knowledge. The findings will be valuable for deducing future change management practice theories, research analysis, and empirical studies.

The research will assist in the change management strategy development, through the generation of insights for best practice for policy formulation and content creation for referencing. The numerous change management studies already conducted, vary in many aspects such as focus area, choice of population type, region or industry of study. Yet none of such studies have focused on software development industry moreover, more specifically to the insurance enterprise software product industry in the Kenyan and African context. The study will give insights on actual practices that have been adopted showing the success, limitations, and opportunities. It will also be critical in the development of policy papers, strategy design and implementation frameworks of change programs in Kenya and across Africa.

To Turnkey Africa's management team, the study will be a valued exposition to the empirical change knowledge already existing, giving insights by comparing against their internal processes. This knowledge would be key in reflecting how current organizational practices measure against best practices, resulting in an audit of policy, procedure, and strategies. They would also gain an appreciation of the achievements in areas aligned or uniquely tailor-made to ensure the success of their change programs. By the study having an open ended approach

to the outcomes against a closed focused approach with one dependent variable is more beneficial to the business. The business leadership and other stakeholders will get feedback with a more holistic business view, granting them an opportunity for crafting a multi – tiered future business strategies. As such, the overall effect will be increased efficiency, effectiveness and impact on all the stakeholders as the management can be more deliberate in leading change management processes.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter delves into reviewing the theoretical foundation of the study, taking a deeper look into the theories upon which the study is anchored and the subsequent change management practices. Its focus is to understand the theories, outline their assumptions, predictions and validate their relevance to the study. Towards the end, the chapter proceeds to examine the study topic against other empirical literature, citing such specifics as the source, findings and knowledge gap.

2.2 Theoretical Foundation

The theoretical foundation offers an in-depth look into the basis upon which this study is developed. The two theories that will guide our study are, the open systems theory and the organizational development theory.

2.2.1 Open Systems Theory

Bertalanffy (1951) Australian – born biologist, also known as father of the open systems theory. (Bastedo, 2004) ‘‘ The concept that organizations are strongly influenced by their environment. The environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment also provides key resources that sustain the organization and lead to change and survival.’’ Finding the assumptions of the Open systems theory has not been easy, however, according to Thien and Abd Razak (2012) institutions have symbiotic internal interdependencies within itself and with its external environment consisting of three interactive components namely; input, transformation process and output. In addition to the three mentioned elements, Lunenburg (2010), points to other two elements, which are; feedback and the environment.

To develop a better understanding of an institution and its environment, Pondy and Mitroff (1979) offer an explanation through the law of limited variety which postulates that a system can't exhibit more variety than that which it has been exposed to by its environment. It follows that an organization takes resources such as finances, labor and materials from the environment, through its internal processes and techniques turns these inputs to products and services that it puts into the marketplace. The organization then gets negative or positive feedback that critiques its strategy, processes and quality which they rely on to ensure continuous learning and growth. According to Dent and Umpleby (1998) some of the assumptions of the open systems theory are; holism where the focus is on the entity and not its segments, relationships as organizations are better defined as they interact with one another, the environment gives context in understanding and explaining and causality due to relationships and their nature.

2.2.2 Organizational Development Theory

Lewin (1898 – 1947) is acclaimed as the founding father of organizational development theory. The theory, however, gained traction in the 1950s after his sleep. French & Bell (1999) described organizational development (OD) as characterized by the use of behavioral science for individual and organizational improvement through planned change. It involves processes such as; continuous diagnosis, action planning, implementation, and evaluation. Its main goals and objectives are the transferring knowledge and skills to organizations in order to improve their capacity for problem solving and future management of change. According to French & Bell (1999), OD assumptions are; The basic units of change are groups and not individuals as teams form organizations, collaboration over competition is always the change goal, healthy organizations are those that make decisions at information source and not at specific roles or hierarchy levels, organizations, subunits and individuals always manage their affairs hence controls are not the managements' end goal but an interim measure, and that individuals

manage their issues against goals, there is a need to ensure open communication, trust and confidence across the organization and people support what they help create.

Austin and Bartunek (2003); French and Bell (1999) Highlight the interventions, strengths as well as the weaknesses. The interventions included; organizational learning, empowerment, participation and self-reflection. The strengths include; constant renewal, employee improvement, having organizational controls, interpersonal relationships, adaptability, increase in communication, product and services enhancements and increased profits. On the other hand, some of its weaknesses are; high costs, resistance from employees, increased organizational complexity and time-consuming. To the study, OD remains fundamentally sound to the various elements that constitute Turnkey Africa Kenya Limited.

2.3 Types of Change Management Practices

Inspiring people and causing them to be motivate to act towards achieving a common goal, is a knack of sorts that measures up to a work of fine art (Furnham, 2005). In organizational setups, leaders can promote change by creating a vision, which requires a clear understanding of the strategic objectives of their organizations (Belias and Koustelios, 2014). Some of the leadership behaviors are; creation a sense of urgency, provision of advanced notice, provision of support, building coalitions, allowing for inputs. Two concepts have over the recent years gained popularity; transformational leadership and change leadership. Herold and Caldwell (2008), term change leadership as a here and now leadership, aimed at a specific change. Transformational leadership is a more long-term relationship, based on a background of multiple interactions over time. While leadership inspires people to achieve certain desired goals, management uses a set of processes that help the organization to be efficient and reliable (Gradoboeva and Koskimaki, 2017). According to Komives et al., (2007), some leadership's

assumptions are; lifelong learning, understanding self and others, creating a personal philosophy, there is no one right way to lead, requires vision and intends to accomplish change, it's a process that is purposeful, inclusive, listens as opposed to talking, empowering, ethical, leaders understand and facilitate change.

Talley, Scheneider and Lindquist (2016) point out that people who affect or are affected by resolutions cordially engage and submit their inputs to issues if they are involved on the onset of planning to decision making. We find stakeholder engagement (SE), as vital in ensuring that an organization not only survives but thrives and excels in its objectives. Freeman and Mc Vea (2001), noted that central to SE is the managing and integration of relationships and interests of the shareholders, customers, employees, communities, suppliers, and other groups. The manner in which they are engaged ought to secure the organization's long-term success. Freeman et al.,(2007) reiterates that in managing the stakeholders, organizations cannot simply focus on a section only, as all the stakeholders can together create something that none of them can in isolation. Shah (2015) in his study, shows that a projects highest success factors are; unwavering executive sponsorship, buy-in from front-line leadership and employees and having exceptional teams. On the other hand, the greatest hindrances were; spread employee resistance, resistance from mid-tier management, poor executive sponsorship, and corporate inertia and politics. Its conclusion; the success or failure of projects is dependent on the ability of people to impact or get impacted by project outcomes. This is the validation to the stakeholder engagement approach.

Communication has proven to be the most significant tool for business management and social life. As such, one of the most inhibiting forced to organizational effectiveness stands as the failure to communicate (Lunenbug, 2010). Communication aids in transmitting information

and common understanding from one person to another (Keyton, 2011). Components tangled to communication include; the sender, medium that carries the message, the encoding of the message through selected words, symbols and or gestures, the receiver, the decoding of the message to meaningful information and finally feedback which is the response. Feedback permits the sender to deduce if the message was received and understood. Noise is one of communication's perverse component. Its representative of anything that distorts the meaning of the message. Some examples are such as; perception, language barriers, interruptions, emotions, and attitudes (Lunenburg, 2010). Effective communication within the context of change is seen as an essential enabler of any transformation. It's a tool that establishes the awareness on the need to change, generate desire to participate as well as support change, builds change readiness, reduces uncertainty and grows commitment (Simoes and Esposito, 2013, Malek and Yazdanifard, 2014). Poor execution or failure to effectively communicate change, results to resistance which, however, is a normal human reaction, its feedback and an important enabler in improving the quality and clarity of the strategic objectives of change initiatives (Simoes and Esposito, 2013).

According to Kumar and Kumar (2017), when employee have a level of autonomy, responsibility, decision making and a level of participation and involvement in management and decision making they feel empowered. From Melhem (2004), point of view, the elements of a tolerant open workplace culture include: availability of self-learning tools, employees' believe of ability to succeed, staff's expectations are met and management's expectations are clear, provision of structure and guidance, learning curve provides sufficient time to adopt new skills, employees being taught new skills for new roles, provision of prompt clear feedback, caring for employees, acknowledging progress and being results focus just to mention but a

few. It's imperative that these elements are provided without which employee empowerment will fail. The outcomes include employee satisfaction and service quality. (Ukil, 2016).

Lencioni (2002), observed that its neither strategy nor technology or finances but teamwork that is ultimate in gaining competitive edge. This has caused an honest, determined and strategic approach by organizations to find ways in enhancing teamwork. Buller and Bell (1986) reiterate that teambuilding remains a remarkable intervention technique in organizational development. Teamwork facilitate for team members identify work dynamics affecting them and propose a solution and approach to improving their effectiveness (Beer, 1980). Hackman and Wageman (2005) talk of the three dimensions of team building, while Thompson (2004) talk about the fourth, which are; productivity in output, socialization processes, the well – being of team members and finally organizational alignment. To sum it up, team building has been found to be effective for some teams depending on their size and characteristics, furthermore team building has been attributed to improving goal setting and team functioning but not necessarily directly improving performance (Klein et al, 2009). However, team building is acclaimed to be able to improve role clarity, commitment, cohesiveness, communication, quality information sharing, homogeneity to team goals and census on the approach to team goals amongst team members, a team's performance and productivity is bound to improve (Wu and Chen, 2014).

Rowden (2001), reveals that learning organizations gain the advantage of being in a sweet spot where everyone is engaged in problem solving hence they are able to continuously innovate, adapt and overcome the constant changes in their environment. Its characteristics being continuous learning, constant creation of new knowledge, organization wide knowledge, quick uptake of new habits of learning and adopting to new technology, products and services (Jokic

et al, 2012). In determining the right environment, Armstrong and Foley (2003) found that the right vision, assumption, values and behaviors were present in such organizations. Such cultural aspects encouraged people growth and learning. To better understand the learning process, it's important to understand the four sub systems which are; information acquisition, distribution, interpretation and institutional memory (Wang and Ellinger, 2008). It is assumed that learning organizations; create enabling structures, have appropriate staff, contemplate on the future, reflect on the past, have room for dialogue, have a culture for experimentation, constantly challenge industry rules, committed to the longevity of the enterprise, has a unitary culture, balances the strains of learning and hierarchy, planning is preferred over plans and minimized organizational politics (Hair et al. 2010). Its investment is advised by the mounting pressure for businesses to adapt to changes and remain competitive but its outcomes are financial and non – financial performance of a business (Ambula, Awino and K'Obonyo, 2016).

Through vision, leadership can help others find a purpose and direction, this enhances adaptability and openness to employees (Boyatzis, Rochford and Taylor, 2010). It's as such widely accepted that vision and mission have an adverse impact on organizations, with its internal and external stakeholders included. Mullane (2002), argued that they are useful for daily operations. Vision and mission statements are attributed to conjure motivation, raise commitment levels, direct behaviors and grow positive employee performance (Mullane, 2002; Campbell, 1989). Bartkus et al. (2004) points to the fact that vision helps with guiding strategic planning through communicating the strategic direction to its stakeholders. Vision characteristics that are associated with higher performance outcomes include; being brief, has a prime goal, contains all interest of the organization, not a one-time goal, motivational as it's stretch, details future organizational environment, unchanged by market forces and is desired

by employees (Kantabutra and Avery, 2010). However, simply having a vision is not cut out for realizing its success, the following vision realization factors have to be taken into account; vision communication, aligning systems and processes to vision, empowering stakeholders to achieve vision and staff motivation (Kantabutra and Avery, 2010). According to Lipton (1996), organization's vision promotes change, enhances performance, guides strategic planning, motivates individuals, attracts talent and aids with contextual decision making.

An organization's culture is a key factor for competitive advantage as it reflects on its unique attributes. According to Mitchell and Yate (2002), culture is the combined outcome of the organizations values, faith and understanding that is shared at all levels. Culture is believed to be a byproduct of the internal operational systems and the external environment over time (Ying-chung, 2002). Engman and Thornlund (2008) point to the fact that culture influences and is a motivator to the day to day work. The right culture as a driver of shared values within the organization help in strategy implementation, enhance quality output and ultimately help employees embrace change hence reducing change barriers (Wangari, 2015).

Goodstein (2011) defines strategic planning as process that encompasses formulating, implementing and evaluating decisions that are core to organizational goal attainment. It's a very deliberate and planned change strategy (Lunenburg, 2011). According to Kamau (2014), stakeholders' contribution to change has never been this important, that is, in developing clear and practical implementation plans. A plus, is in its facilitation of creative and open sharing of ideas, facing differences to arrive at effective solutions (American Society of Clinical Oncology, 2009). Planning is as such a consultative and collaborative process. Kern (2006), concludes that planning should best be done before implementation and a model of concurrently running the two process would only be necessitated if implementing urgent

initiatives. In addition, in some cases taking too much time planning would be detrimental to the overall impact of the initiative.

Employee wellbeing relates to physical and psychological symptoms some that are general to job-related experiences (e.g. job commitment, satisfaction), and some attached to feature - specific aspects (e.g. satisfaction with leadership, career growth.), (Danna and Griffin, 1999). Change in itself is potentially stressful, as employees are uncertain of what the future holds for them in a number of aspects including coping or job loss (Monat and Lazarus, 1985). Pahkin et al. (2014), further points out that, employee negative appraisal of a change process, runs the risk of negative experiences such as stress and lack of work enjoyment. de Jong et al. (2016), confirms that change such as restructuring, whether accompanied by staff reduction or not and either in the interim or long-haul seem to negatively impact on employee well-being. Suffice to say, the way in which change is designed and managed either presents a platform or be an inhibitor to employee well-being (Robertson Cooper Ltd., 2012). This validates the need to engage employees from planning to execution as it results to positive change appraisal. Some of the interventions for well-being are training, communication, sharing information, job control, physical demands, procedural justice, change acceptance and job security (de Jong et al., 2016). Let us not forget counselling which has been found to be extremely helpful (Iwi et al., 1998)

2.4 Empirical Review and knowledge Gaps

This segment focuses on highlighting the empirical work of various studies whose interest span across the change management field. The main aim is to provide a structured and deductive approach in comparing varying study sources, topics and research findings.

Luoma (2015) undertook a study to understand change management through the psychological ownership framework. Having been conducted in Finland, the study results showed that communication, participation clear vision and demonstration of achievable progress are all precursors to psychological ownership. It further outlines control development, knowledge of self and self-investment as components of psychological ownership. It concludes that, positive motivational effect, work related attitudinal effects and pragmatic organizational behaviors all of which are outcomes of successful organizational change to be dependencies to psychological ownership. Selvadurai (2013) did a study on “ Change management in the public sector.”, in Canada. The findings showed that three out of the eight steps of Kotter’s change model were aligned to the employee perceptions in the public sector. The aligned steps included; the formation of a powerful guiding coalition, creation of a vision and communication of the vision.

Gakuya (2015) embarked on a study on “ Strategic leadership and change management practices at Chase Bank, Kenya Limited.” The findings were intriguing. It placed strategic leadership as visionary leadership with the outcome of providing need –based solutions that gave the bank competitive edge. The change process however had setbacks such as politics, resistance, differed perceived opinions, short of funds and resignations. Its conclusion was that strategic leadership ought to make change continuous, well communicated and known by all. Kaurai (2016) conducted a study on “ Influence of strategic change management practices on performance of Kenya National Highways Authority.” The study was conducted in Kenya and found that there’s a strong and beneficial effect on performance in the institution as a result of change management practices. However, some of the challenges identified were; uncertainty, resistance change pressures and strategic drift.

Mugambi (2017) carried out a study on ‘ ‘ Strategic change management practices and performance of the Kenya police Service.’ ’ This study was done in Kenya and concluded that the instituted five year cyclical strategic plans, brought about change in the institution. The success was attributed to support from top leadership and the use of information systems in monitoring the application of the practices such as; planning, staff involvement, participation from stakeholders and effective communication. The process was faced with challenges that we countered through training, performance contracting and use of modernized equipment and systems. The institution’s unique characteristics (complexities, sensitivities and risk of failure.), the leadership opted for step based change practices.

Nkara (2014) conducted a study on ‘ ‘ Change management practices adopted by the Independent Electoral and Boundaries Commission of Kenya.’ ’ The study was done in Kenya and its conclusions found that the Commission carried out change in an efficient manner by deploying of technology and proper staffing when implementing change. Some of the practices that were adopted included communication to staff by leadership, staff retention and recruitment drives. In its conclusion, the study points out that the need to change ought to challenge organizations to respond appropriately and shun being a de-motivational as the gains of the prior will be seen when the organization meets its objectives. Evidently there stands a knowledge gap between the study on the adoption of change practices at Turnkey Africa Kenya Limited and those reviewed above. Two main themes stand out, first none of the studies covered change management practices adoption in the software development/ engineering not forgetting the in the insurance sector. The second being that none of the studies was touched on Turnkey Africa Kenya Limited as an organization and a community with its own unique traits. The study then finds its validation as it promises to give a new perspective on the

adoption of change practices and their possible outcomes, hence covering the gap in change studies within the software development sector and within Turnkey Africa Kenya Limited.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the schematics of conducting the research; it outlines the general methodology used in the collection, measurement, and analysis of data used by the researcher in the study. Its main elements will detail the approach, scope, population, technique, and type of tools to be used.

3.2 Research Design

The research was a case study. Yin (1983) validates the use of case study from the desire to understand complex social occurrences. The study adopted the use of a case study as it's not focused on the collection of statistical data but in gaining an in-depth understanding of the change practices that were adopted by Turnkey Africa Kenya Limited. Complementary to the above was the value derived from the research design which helped to plan in advance how the data was to be collected, measured and analyzed. This makes the research as professional as possible for maximum extraction of information with minimal effort (Akhtar, 2016).

3.3 Data Collection

The study made use of the primary and secondary data collection methodology in order to acquire a more reliable, accurate and comprehensive that was requisite for drawing out validated research outcomes. Platt (1992) Recognizes that, while conducting the case study, the focus is an individual who becomes the case being studied as classified in relation to the research problem.

Primary data was to be acquired through interviews with the executive and senior management team which included the CEO, COO, HRM, PSM, Finance and Administration Manager and the Sales and Marketing Manager, six respondents in total. Reason for interviewing them was because they constitute the organization's leadership core, who are responsible for leading change, managing processes, overseeing quality measures and decision making. Hence the drivers of strategy. The individual face to face, open-ended interviews would be conducted by use of a predetermined interview guide. Interviews have the advantage of being relatively flexible, involving reality, high rate of return, have a controlled order of answering questions with fewer or no incomplete answers (Alshenqeeti, 2014).

On the other hand, secondary data which is rapid, easy, and cost-effective to gather was also collected. As the name suggests and outlined in a study by Ajayi (2017), secondary data is data prepared prior to address other problems however, may fit within the scope of the study. Secondary data is complementary to the primary data. This data was to be collected from copies of the company policies, processes and procedure documents, performance management documents, meeting minutes, strategy development and execution documents as well as copies of communication documents regarding the above and any available work templates.

3.4 Data Analysis

Content analysis was used to analyze the qualitative data had been obtained from the interview guide. According to Marshall and Rossman (1999) the objectives of data analysis are the reduction of data to be more manageable and to display the data in order to be able to share the information with the research audience for interpretation. While conducting data analysis, a researcher ought to pay attention to the context, spoken word, consistency, frequency, contradictions, specificity, intensity as well as emerging trends and themes. The data from the

respondents was analyzed against familiar change management practices that are already predetermined in the study in relation to how they have adopted in Turnkey Africa Kenya Limited and determine their validity.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This is about the data analyzed, its findings and discussions on the change management practices adopted by Turnkey Africa Kenya Ltd (TA). The researcher collected primary data by use of an interview guide and secondary data by use of written communication, policy documents minutes and strategy documents. This qualitative data was subjected to content analysis with a surmise made from the transcribed information complemented by the secondary data. The sole objective of the study was to determine the change management practices adopted by Turnkey Africa Kenya Limited. The researcher had a targeted population of six however, only a total of three respondents were accessible amongst them one executive, a 50% representation of the population of interest (Asiamah et al., 2017).

The targeted population consists of senior managers amongst them two executives who are decision makers and strategy drivers within the organization. The accessible population comprised of three of the senior managers with one executive being part of them. All the three respondents have a minimum of undergraduate qualifications with professional qualifications in their areas of practice. All of them have at least during their tenure with the organization been the heads of their departments. The length of service spans from at least 5 years to a maximum of 15 years. The composite outcome of these traits ramp up their foundational knowledge of their practice areas and the organization, making them suitable audience in providing valid feedback relating to the research question.

4.2 Types of Change Management Practices Adopted by Turnkey Africa.

In response to the objective, the respondents were asked a number of questions relative to the subject. First was to determine what actual changes the organization underwent in the past two years. The question, seeks to create a foundational understanding of the choice to use these change practices by the organization. Some of the major recorded changes span from growth of clientele base from 70 to 130 across the pan African market, two organizational structural reviews to the current matrix structure and the adoption of the agile work methodology. Other changes include, the institutionalization of the strategic HR functions and the move from BSC to OKR strategy setting and execution methodology. Its reported that overtime, the organization has grown sensitive to the external market demands and internal stakeholder pressure to transform and align to the ever changing business landscape. The changes have been driven by the need to deliver value faster a reciprocal need to growth of business and market share. Though the organization sells a product, yet still a people oriented organization as it heavily relies on knowledge workers. This has heightened the demand for a people centric approach exemplified through collaborative teams, employee motivation and incentivisation through reward systems as well as techniques for acquiring best fit talent.

Equally important, in the midst of laying the foundation for the research, was to understand the type of change practices that the respondents have witnessed to have been adopted within the organization. The response reiterated some of the practices that have been highlighted in the study. This gives the research validity and relevance to the various stakeholders and to the audience. Some of the highlighted practices include; company vision, teamwork, employee wellbeing, change planning, employee empowerment, executive support and leadership as well as stakeholder engagement. The list includes but is not exhaustive of the practices listed in the study, as such, this is both complementary and encouraging, a positive measure to the value of

the study. Core to interrogating the types of change management practices adopted by Turnkey Africa, was to identify the merits against demerits, pros and cons, advantages and disadvantages or the positives and the negatives with no particular preference of any of the descriptors by the researcher but to the study audience however, a myriad of choices for that which best delivers contextual meaning to them. This forms the two main categories in reviewing the change management practices in our study.

4.2.1 Leadership

To the respondents the question from the researcher was on how leadership within the organization affect their change initiatives. In an overwhelming response, leadership is viewed as strategically positioned to impact change. According to them, leadership style facilitates the requisite change factors, help in improving decision making, make change collaborative and consultative. It has also impacted on organizational learning. All these have been achieved through employee engagement, fostering a bottom up communication approach, giving opportunities for employee growth and having an overall ability to prioritize a plethora of change needs. The outcome is an organization that is somewhat able to respond to market demands in what was peculiarly described as leadership by fiat approach that in this aspect its seen to be a plus.

While there are praises, there also lies concerns over the lack of change leadership knowledge or experience leading to wanting change processes. This results to lost time, value and opportunities as there is a gap in setting or maintaining standards with inadequate capabilities to determine standards of measuring change progress. Split beliefs and differing values in the changes being implemented is also seen as a barrier to success in change. This is brought about

by the low engagement levels in the change processes resulting in resistance hence slow turnaround of change initiatives. This causes a strain to the business and to the employees.

4.2.2. Stakeholder Engagement

Following the interviews, the researcher identified the industry regulators, clients, board, shareholders, management teams and both local and regional employees comprising its esteemed internal and external stakeholders. The role of local employees, the regulator and the clients in the change management process are fairly clear to the global organization's citizenship. This has fostered their participation in the change process. In particular, the client is seen to be informed of with specific technical knowledge leading to rise in demand for specific standards of practice such as in project management and product work systems. Internally, the introduction of the middle management team has created a bridge that has enhanced communication, teamwork and created a top down and bottom up synergy within the organization. This results into an engaged, collaborative and proactive stakeholder who is also a contributor to change as opposed to just being a beneficiary of change outcomes.

The inability to sustain engagement starts to unfold as a downside theme marred with poor quality standards and stalled progress due to delayed communication to stakeholders or the lack of it all together. The lack of clear role function for the regional offices the board and shareholders has led to a subjective view and lack of engagement. This has raised queries on the organization' corporate governance practices, focus on delivering shareholder value and threatened loss of growth opportunities at the regional markets. There is seemingly a lack of executive accountability, coupled with aspects of regulatory none compliance this forms a huge business risk with possible litigation ramifications. There is resource wastage where in some cases, practice champions are either not identified, nor natured or utilized in driving changes.

To the employees who may not command much clout in decision making, they have learnt how to manage upwards, a form of dishonest engagement where they have mastered the art of saying what the leadership team wants to hear.

4.2.3 Communication

The research revealed that stakeholder intimacy and connectedness is a function of communication, providing open, real-time and caring interaction. With consistent communication the organization has been able to build positive relationships while maintaining value. It was noted that while learning and planning for change, the communication is iterative, able to communicate the change urgency. This ability to outline the stakeholder value helps to rightly position change in their hearts as well as positioning the stakeholders within the process. This is complementary to its change goals. The use of personalized communication developed honest communication allowing employees to confidently express their views as well as fears and concerns. The result being caring and open relationships that foster commitment and drive for change. The use of a multi channeled communication approach has provided a broad base of interactive opportunities that open up the ability to impact the lives of all stakeholders at different touch points in their organizational life. When asked about the types of communication, the interviewees identified, chapter and scrum meetings, town halls, team lunches, face to face, one on one, email, contracts, policies and procedures just to mention but a few.

On the flip side, the respondents had concerns over the quality, delays and lack of functional maturing. Specifically, the delays in communication and communication channels that took too long leading to losing focus on the change objectives. In addition, unlike in planning, in execution change is in silos and is disjointed resulting in a non-consultative approach that

hampers to good spirit that is key in retaining morale for change. Moreover, the lack of adequate notice for change initiatives, makes change a surprise with limited time to adjust and adopt to it, this results in resistance and organizational strain. The respondents identify the lack of ability to plan and have a systematic change measurement as factor that diminishes communication and acts as a barrier to progressive change.

4.2.4. Employee empowerment

The respondents pointed out that the organization has fostered trust relationships with a show of good faith and belief in each other's abilities to deliver value. This has created an open and transparent communication enabling accountability. Through the implementation of the OKRs the organization has managed to decentralize decision making pushing it down to middle management and further still to the teams. This has driven a sense of ownership, raised engagement and participation. The outcome according to the respondents is an environment with opportunities for growth sprouting from challenging and meaningful work. Such noble initiatives, they say, have increased the organization's capacity through knowledge transfer coupled with a sense of safety at the workplace, have made it possible for employees to grow and learn.

There seems to be a lot of activity with not as much value, good intent with little execution. The interviewees note that, while actual programs are thought and initiated many don't last or are not sustained long enough for learning on best practice and institutionalization. Employee coaching is such an example. There is also partial communication to the organization hence a scattered view and efforts which is counterproductive. Similarly, change is centered to the head office, this lack of homogeneity in organizational learning, growth and development affects the organization's operational standards, practices and externally its brand value. The organization

also has simmering underlying team problems, emanating from lack of role clarity and undeveloped capabilities leading to diminishing trust that affects cohesion. Additionally, delayed communication has the ripple effect of delayed decision making as well as delayed growth and development which affects employees' ability to execute and deliver.

4.2.5 Teamwork

Teamwork is a byproduct of effective communication, a sentiment by the interviewees. This entails regular team conversations that exemplify a collaborative work teams. A factor of team structures developed by the organization to create more transparency in work processes that brings together experts and matches them according to their practice and complementary roles. The cross functional teams or matrix structure is an organizational arrangement that sees clients' needs being addressed faster by aligning customer value teams to be core to the organizational structure. On the other hand, practice/ professional/ expert teams to be support teams that focus solely on employee capacity and improving their capabilities. The outcome is an all hands-on deck approach to work. Complementary to the organizational structure is the strategy execution approach where all employees are involved in setting to value delivery. Through the recently implemented, OKRs, the employees have been involved in end to end in the organizational strategy, this has improved employee ownership to work outcomes as well as their morale. A peculiar aspect of OKR that boosts the team spirit, is the non-punitive approach to unmet goals. This eliminates fear of being punished and job insecurity, hence getting rid of the blame aspect of handling failure, ultimately encouraging experimentation, trial and risk which is good for action learning and innovation.

In addition, OKR methodology has a nested cadence that allows the organization to have the flexibility to respond to drastic market and strategy changes without much interference of its operations. This aligned flexibility from strategy, structure and work design is a powerful tool for TA to respond to its stakeholders' needs. Enhancing the employee voice in their welfare as well as strategy development is a key advantage. This three sixty degrees' approach in employee engagement has increased communication, understanding through knowledge transfer, collaboration and overall morale across the organization. TA is hailed for having been able to develop a people centric culture in sorts. The organization's leadership take an active concern over its employees out of work life issues. The recognition of the dynamic challenges that is faced by its workforce, allows them to reach out to its employees, this drives loyalty and dedication, giving a sense of belonging and the fulfilling knowledge that one is not a human resource but is viewed a human being. This approach to work relationships has had a positive ripple effect to how the leaders work with their teams, a leadership team that is more focused on quality output than protocols and hierarchy, boosting employee confidence and self-efficacy.

Similarly, and as seen in the previous practices, the organization is not without its own challenges in developing robust teams. The rapid changes, have presented a fast paced, dynamic and almost chaotic organization. One that turns every so often, at times too much to its own detriment where, there is never time to celebrate small wins, to recognize good deeds and continuously celebrate them. From the respondents, the organization misses both monetary and non-monetary rewards, with no clear reward and recognition program, what takes place, is inconsistent and from the employees point of view biased and reactive. The respondents reiterate that its immature team processes are seen as a source of team inefficiencies due to lack of role clarity, lack awareness of technical processes, leading to process inconsistencies and

low coordination. OKR, presents a work system where teams self-manage, however, this is also what negatively affect the teams that are not yet able to handle that level of responsibility as they are yet to mature to that level of capacity. There is not sufficient coaching and mentorship to assist them grow and develop positive consistent team behaviors.

4.2.6 Organizational Learning

The respondents define the organizations learning practices as exploratory, experimentation and experiential. This has allowed a lot of information to bubble up and publicly be shared across the organization, learning is owned by all employees. The approach relies on the principle that no one person has the monopoly of knowledge and as such engaging all employees elevates engagement and innovation. With the internet of things, knowledge has been democratized, as such the organization has been able to tap into this more affordable source of continuous learning, breaking the barriers and limitations of the job learning clustered within a classroom set up. Action learning is widely preferred, its viewed as hands on practical knowledge that give work solutions and bridges the gaps between the theory of knowledge to translating it to work behaviors. The changes in structure, introduction of OKRs for strategy and the adoption of the agile work methodology, all have been learned through online tools and borrowed from the experiences of other organizations who are viewed as global industry leaders. The organization relies on product development teams, that are largely constituted by a self-organized groups of employees who do the background research. As the research takes, shape they engage key stakeholders, to get their input and iteratively work together to develop the products proof of concept. Once approved, a test site is picked for a private launch, at this stage the stakes are high and lessons learned about the product and after tweaking it to acceptable levels, it is then mainstreamed and added to the organizations solutions to being offered to the market. All this starts with a curious employee, reading an interesting article or

having a saucy conversation with a friend in a social set up and sharing it with his colleagues through email or social media.

The respondents pointed out that the danger in this experimental nature of learning, is in its lack of consideration of subject matter experts or practice champions. The organization has for financial reasons but also due to this approach not been able to engage consultants or even hire for certain roles. The outcome is a steep learning curve that is demanding on the teams, at times in conflict with work demands, a conflict that results in missed deadlines, abandoned change projects and overall a strained employee. This is seen with, as mentioned earlier, inconsistencies in behaviors and inefficient work processes leading to an unhappy employee and an unhappy customer. The organization's main challenge in this area is in its lack of expert knowledge in some of the technical roles, its inability to onboard such talent either on a fulltime or part time basis and the lack of adequate time to focus on developing such knowledge internally fast enough to sufficiently respond to market needs. Over time, according to the respondents, the constant loop of a tense environment due to consistently missing to meet expectations, has resulted in a workforce that lacks a sense of motivation.

4.2.7 Company Vision.

The respondents felt that the company vision, well speaks to their everyday work. This being very important in guiding the kind of business decisions they make and how they work with their teams. The organization's vision is to be the leading provider in the continent, a guide that is central to the operations of both the product teams and the shared services teams such as HR, marketing and finance. To them, the changes initiated are in the quest of responding and aligning to this aspirational vision. The upside, is in its strong customer value proposition, one that focuses on customer centric work processes and as such aligning the organization to this

purpose. This, would not be possible if the organization did not focus on its people. A people centric approach has created the awareness and understanding amongst its employees on the need to be customer centric. As such, the organization has awakened to the need of improving its customer engagement by elevating their level of experience at all touch points. The organization has continuously through its experimentation backed by its industry experience and proven technological concepts has released niche products that have created alternate distribution channels which have improved customer intimacy and engagement.

The wave of inconsistency in the organization's practices is visible as the vision is not known by all. The respondents reiterate that, the organization has two vision statements, the old and a newly developed one. To the employee's none has brought about a sense of confusion with part the organization still being stuck in the old while a privileged few are aware of the new vision statement. Though both focus on business leadership in the continent, the content of the statement is not known to many. This speaks of the isolated development process, lack of proper change management processes with inadequate time allocation. There seems to be a simmering conflict of interest among stakeholders due to an overburdening change process that competes against current business needs. This conflict has a negative impact to the pursuit of the company's vision. The random change in strategy, is attributed to an overzealous team, inspired to transform the organization but has either limited capacity or capabilities in understanding the business priorities hence resulting in a rat race.

4.2.8 Company Culture

The organization's culture was by the respondents, summed up in descriptors such as communal, relaxed, learning with an open door policy. These statements follow the organizations, care for its people and involvement in their out of work issues, its experiential

learning and the servant leadership approach where leaders are role models, mentors and hands-on workers. The advantages include the ability of the organization to increase its capacity and quality of employee input through internal, accessible and affordable resources with little reliance on external resources. The learning culture also helps the organization use its institutional memory and learnings as a strength for overcoming current and future challenges and in building a better organization. This has been seen through its ability to keep changing hence adapting to the external environment while still being able to grow to other regions and markets. The organization has also been able to create meaningful relationships through creating an environment that allows a democratic participation from all its employees which has helped in enhancing engagement and innovation. The team based structure has created work systems that allow all stakeholders to iteratively work together in delivering value, this has helped an otherwise unexposed junior carder employees be exposed to strategy and demanding customer that helps grow their capacity to deliver value hence a challenging and fulfilling work environment for all.

On the other hand, having been void of process and best practices through its earlier years, the organization has developed some cultures that are counterproductive to its vision and business goals. There is seemingly lack of accountability which is famously known to all as ‘chorea’ which is the equivalent of ‘just let it be’, a weak organizational spirit where people are okay with being allowed to get away with not meeting deadlines and not being held to it. This practice has permeated to the customer interface level. The customer, following a number of customer surveys, view the organization as having muscled conversations and sensational talk full of promise but with frail execution plans and processes. In some of their statements, the customers point out that they are promised much but a year later only very little has been accomplished. The organization, does not have any one particular culture or behavior that is

consistent to driving its vision. This creates multiplicity of employee self-driven cultural behaviors that mostly undermine the business goals. The outcome is low quality standards in business practices and unconventional behavior patterns.

4.2.9 Change Planning

Change planning is described by the respondents as partly an employee engaging experience and at times an isolated executive activity, with no consistency or process around it that can help in predicting the interchange. When employees are engaged from the onset, there is consensus building across the whole organization and employees are seen to own the change, taking keep interest in its progress, highlighting challenges with propositions on solutions. To say the least, however, there is a huge improvement and a deliberate push for more employee consulted change planning from the more isolated approach. The introduction of the middle management level has also been instrumental in spreading change engagement in the organization. The senior management has benefited from a diverse global involvement mitigating on resistance and heightening the urgency from a growing body of knowledge on the need to change and the expected outcome.

On the other hand, the development of change initiatives has been deemed to be adhoc, sudden and grown from a limited view of the need to change for processes that have a global impact to the organization. This results in either flat out resistance from the employees or worse still a passive aggressive approach, one where they at face value seem to agree but do not engage effort to push the change to their teams and do not hold each other accountable. The result is a chaotic and strenuous work environment with no sense of a clear direction or path to success. The organization, doesn't seem to be able to allocate enough time for change planning, change seems to be rushed and on a high rotation. From conceptualization, planning, to execution,

there is very little trail of documentation and guidance on the process timelines, expectations, foreseen challenges and the programs that will assist in change education. As pointed out the organization doesn't apply best practices and is not able to pick learnings from its past successes or failures and build on that. The lack of knowledge on change management best practices limits the organization's ability to adequately plan for change. Employee buy in is diminishing largely owing to the fact that the strain they experience as a result of the complex change environment within the organization, and the inconsistencies, makes it better for them had they not been part of the change in the first place.

4.2.10 Employee Wellbeing.

When asked if employee wellbeing is a consideration when planning and implement change, the answer was a resounding no. The organization seems to not be able to put the employee physical, psychological and emotional wellness to be priority. The respondents felt that, by not managing resistance, interdependencies amongst teams, budgetary requirements, personal concerns and fear of change, the organization has inadvertently feigned in instituting their obligation to their employees. Furthermore, by not aligning resources to change plans or allocating requisite help to teams through the change journey causes a strain in the teams and to the employees and affects the overall employee wellbeing, leaving them feeling unfairly treated. The result is a disengaged workforce that has learnt how to manage upwards as a survival tactic.

While some employee wellness initiatives have been carries out, they largely are viewed as unplanned reactive mitigating measures to employees' reactions and outbursts. Due to their inconsistency and lack of deliberate drive and institutionalization into the organization's daily life, they seem to lack to luster of delivering meaningful impact and to positively influence the

employees lives. With the absence of a strong proposition for employee wellbeing the employees craft their own survival mechanisms that help them cope, however, the shift to self-care mode, is both time consuming and expensive to the organization as the employee's attention is shifted from work hence a drop in productivity. The balancing act by the employees between self-preservation and focus on work responsibilities is one that disadvantages the business, however, on the other hand one that is grossly unfair to the employees. As such these programs are viewed as being non conclusive, largely bear non holistic approach and have broken processes. This derogative view of the organization's processes by a majority of the employees creates a prejudiced work environment that turns toxic.

4.3 Discussion of Findings

The study, clearly outlines the needs that have caused Turnkey Africa Kenya Limited to change. Top of the list, is change whose impetus has been the organization's stakeholders but mostly the customers, who are informed and knowledgeable of the desired business outcomes hence demand for certain business specific processes. The stakeholder driven change exemplifies the open system theory and aligns to Bastedo (2004) sentiments that organizations are greatly influenced by their environment. The organization has not only learnt through other organizations that are considered global industry leaders such as Spotify, Facebook, Google and Netflix but have also greatly benefited from insights from customer demands of product customization. The regulator has also influence the organization's product design through market place controls that have forced the clients to have more transparent business processes. Thein and Abd Razak (2012) point to the fact that there are symbiotic internal interdependencies within and external with the environment. This is seen to be true for TA as it acquires resources such as talent, information and work tools as inputs from the external environment, utilizing them through a transformative process that sees products and services

as outputs. Lunenburg (2010) recons that while the organization undergoes these processes it receives feedback. TA's customers and employees have given feedback that partly has featured in the study. The feedback is a great source of organizational learning and can help the organization to improve its processes to be more efficient.

Picking up from the synergies developed by the symbiotic relationship between TA within its internal structures as well as its environment, Lewin's organizational development theory according to French and Bell (1999) presents the reliance of behavioral science and by means of planned change as the solution to being able to attain individual and organizational improvements. From the study, TA seems to have processes that have helped it grow, is seen to be adopting new processes to help it better cope and reviewing its current state so as to be atop the change process. This is in line with organizational development theory processes of continuous diagnosis action planning, implementation and evaluation. French and Bell (1999) postulate that decisions ought to be made at the information source but not at specific roles or organizational levels or individuals, TA is employing this principle by engaging the frontline employees and teams in making decision about their work output and determining the change drivers. Additionally, in line with the change goal which is collaboration, TA is seen to have adopted a matrix structure that creates value focused cross functional teams. The teams then through the agile work methodology, are provided with daily scrum and stand up meetings that allow them to consult and set the day's work milestones. The customer is not left behind as through the product development journey the team is in constant consultations with the customer's representatives. This is to ensure that dependencies, competing interests and handovers are overtaken by teamwork through collaboration. On the other hand, and according to Austin and Bartunek (2003), TA needs to continuously leverage on the OD strengths is its to mature in its processes, overcome its challenges to better manage change and be a market

leader. These strengths include organizational learning that ought to be globally carried out in the company, empowerment participation and self –reflection. The result will be a homogenous brand, with a strong culture and a positive employee value proposition.

Several studies have been conducted in Kenya and across the world on the subject of change management. According to Gakuya (2015), in his study on strategic practices and change management practices at Chase bank Kenya Limited, he provides us with the point that strategic leadership is visionary leadership that has the ability to give competitive advantage to the organization. As a practice in our study, leadership is seen to have profound influence on the other change practices, widely affecting the change management outcomes and overall the business capabilities. Kaurai (2016) in her study on the influence of change management practices performance of the Kenya National Highway Authority presents the application of change management practices to have a positive impact on performance of the organization. This theme has consistently emerged in our study specifically when the organization has relied on good practice through their change processes. Mugambi (2017) study on strategic change management practices and performance of the Kenya police service, concluded that strategic planning anchored change in the institution. For TA, when planning as a practice has been applied its benefits of employee buy in and ownership are seen, however the study has also revealed inconsistencies and lack of maturity in change process that need to be developed and be grown if the organization is to live within the aspirational spirit of its vision.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings from the study, whose objective was to determine the change management practices adopted by Turnkey Africa Kenya Limited. What follows is its conclusions from the outcomes and the recommendations. In closing the focus shifts to the limitations to the study and suggestions for further research.

5.2 Summary

The study, in accordance to its objective, established that the change management practices adopted by Turnkey Africa Kenya Limited. The intricate content analysis demonstrates the context in which the change management practices have been adopted by the organization. In response to stakeholders' and market driven demands, Turnkey Africa Kenya Limited has been forced to undertake changes in its business strata, spanning from strategy, tactics to its operations. To effectively do this the organization adopted some change management practices, the onboarding process not as expertly executed, partly a factor of an experiment based learning culture, and partly due to lack of resources or subject matter expert knowledge within reach. The study reveals a pattern of initiation of desirable and practical processes that have a positive impact whose life span is short-lived by the inconsistencies of lack of sustenance of the newly acquired behaviors. This sets the scene to an organization that high stakes aspirational goals, change driven by its internal and external environment but one that learns from crowd sourced information whose content is customized to its context in order to craft local solutions to its needs and challenges.

The study affirms the application of Bertalanffy's open systems theory and Lewin's organizational development theory to Turnkey Africa Kenya Limited. The organization is seen to be dependent on its external environment for inputs such as talent, knowledge and working tools. It then transforms them through its internal processes and the output is returned back to the external environment as products and services, solutions that are a value add to their customers' business. The organization development theory is more process focused and either proactively planned or a reactive response, the organization is seen to be focused on growing its body of knowledge on best practices in order to be able to implement its change programs for business success. The drive however as seen in the study is a move to institute a planning approach to these changes that rely on the practice of behavioral science to better understand and predict employees' response to the change processes. The adoption of change management practices coupled with the adoption of technical software development best practices poses a challenge as they introduce new knowledge that requires time, resources and a delicate practice of prioritization in order to ensure that there is organizational learning in order to ensure the change is sustainable. The change management practices will only deliver their true value of facilitating successful change programs, only when rightfully adopted within the organizational context.

Of the change practices that were featured in our study, none was found to exist in isolation, and while analyzing each elements of one or more of the other practices appeared. Leadership however seemed to have a central role in determining how the rest of the practices are executed, without which there is a ripple effect. Employee engagement and overall the involvement of the stakeholders in the change processes and communicating to them in good time also were seen to be pertinent to the success of the change programs within the organization. It was found that how time is utilized was of essence to how change is viewed. Other elements that come

into play is resource allocation, prioritization, process maturity, continuous monitoring and an ever ending quest to learn and relearn, improving to being more efficient to bridge the planning – execution gap. To its advantage was the organization’s experimental and action learning, that was seen to create a safe environment for risk taking, this was seen to be complemented by the adoption of OKRs for strategy, the agile methodology for work operations and cross functional team based organizational structure. This gave the organization an opportunity to be more flexible at all levels allowing it to respond in a more holistic and real time manner to the changes that affect their business.

5.3 Conclusion

For the 20 years of its existence, Turnkey Africa Kenya Limited has shown resilience and an aptitude to overcome its challenges and strive to live up to its rather aspirational vision where its goal is to be the Pan – African market leader in providing solutions that open up possibilities for insurance industry. This promise to the market, is to be achieved within a context of an environment that over the years has been witnessing an accelerated pace of change to an all-time high, the need to adopt and continuously learn has never been heightened as in present day. Turnkey Africa Kenya Limited has been able to grow across the continent, only increasing to the need to change, with the need to maintain a strong brand, blend the different cultures, grow new products and value streams that provide new distribution channels that increase customer intimacy.

However, with all this promise, the organization has had several setbacks such as financial constraint, lack of expert knowledge on best practices both change management processes and software development, immature internal processes, failure to adequately address interdependencies, risks and fears, and securing employee buy in for ownership and engagement. All of which limit the success of the change programs with adverse negative

impact to the business. The organization has also failed to use its institutional memory and previous learnings as a source of requisite information that forms part of foundational reference point to guide its decision making. The organization has not been able to make organizational learning a global practice by not taking advantage of some of the key resources for knowledge transfer.

5.4 Recommendations

The study has outlined some core elements that would determine how change is viewed, hence response to it and its impact to the business. The need to change and the push for change has to be owned by the whole organization regardless of its source. The leadership team can no longer initiate change in isolation. However, even with stakeholder engagement taking place at the planning phase, if the momentum is not maintained until the change is fully instituted the initiative runs the risk to diminish and be abandoned. Change programs out to be monitored by all stakeholders and feedback be actioned if the organization is to achieve its desired objectives. The planning and proactive approach to stakeholder engagement, deliberate and intentional review of actions borrowing from feedback saves the organization the headache of having to respond to employee outbursts, losing their goodwill as well as maintains the psychological contract.

Organizational learning has to be continuous and global. The organization needs to take time, plan and prioritize on needs to ensure that learning is taking place on an ongoing basis. Engaging stakeholders who are not informed and engaged in the area of in question seldom rips any meaningful value. There is need to ensure that all roles and functions for all teams and individuals are clearly known to them and to the rest of the organization. This is important as it guides the nature of engagement and relations amongst the various teams, demarcating

responsibility, outlining dependencies and enhancing accountability. Global learning is key to maintaining a homogeneous brand with a standard brand equity across the regional markets in which the business has ventured into. It also improves organizational capacity and enriches the quality of output. Organizational learning is a great tool for employee empowerment and enriches the level and quality of engagement, transforming stakeholders to contributors and active participants to organizational issues.

The organization has to be deliberate in cultivating a strong culture, behavior is key in defining success or failure and the organization is not an exception. Once the organization agrees on their core values and the behaviors that represent these values, the management team has to lead by example and hold itself as well as others accountable. Measures and controls are key in ensuring that there are checks and balances and no one person or group is an exception. By building strong corporate governance structures, to adoption of continuous performance management programs or be it through development of disciplinary inquiries, the organization has to be willing to be accountable to itself and its stakeholders. The organization needs to turn its culture to be truly people centric. Some of the practices such as employee wellbeing, change planning if not well manage may well mean an actual contravention of legal statutes, however, if the organization's goal is to become a pan – African leader, then it's incumbent on its leadership to focus on best practices and avoid borderline business practices.

5.5 Limitations of the study

The scope of the study was to determine the change management practices adopted by Turnkey Africa Kenya Limited. To achieve this relevant information both primary and secondary data was collected and analyzed. While carrying out these exercises, the study also revealed the state of the practices and the impact it's had on the organization' goals. The unwritten quest of

the study was to understand these practices in the context of the organization with in its environment, that meant answering the why, how and what. At the time of conducting the study, the targeted population was not available due to work commitments and travel and as such the accessible population was only three senior managers. The respondents however, provided adequate valid information that was relevant to the study.

There was limited time that did not allow for a comprehensive access and analysis of the secondary resources of data for the researcher to have a more in-depth understanding of the adoption process by the organization. This however, does not invalidate the information collected, but provides for an opportunity to further integrate such data in any future studies. The study is only applicable to Turnkey Africa Kenya limited and the outcome may not be of much value to other external parties. Reference of this material may or may not be of some value to other organizations of the same industry and practice but more so for those within the region. As such, for these organizations, the information would more so be for gaining more information and knowledge and not for guiding business decisions.

5.6 Suggestions for Further Research

The study's focus was specific to Turnkey Africa Kenya Limited as a software development house with a niche in the insurance sector. Future studies could be conducted in other comparable organizations or expanded to the industry level, which may shade some more light and further increase on the body of knowledge in the field of change management. Both the software development and insurance industry are relatively new and are picking pace real fast in the continent, additionally strategic HR and specifically the field of change management is also fast gaining popularity. Yet, the future is only more promising and more dynamic making

such future studies ever so important in revealing current trends and process techniques that would be crucial for academia as well as the industry.

In order to ensure there is continuous loop of knowledge in the industry the study ought to be done at every opportunity. Change management is dynamic and changes every so often, not forgetting more global and local players are venturing in both the insurance field that seeks to increase its penetration to above 10% in the continent and software development that is termed as the industry of the future with endless opportunities. The study in my opinion should maintain a global view of the organization as change management does not affect any one organizational component in isolation and it's this combined effect that determines the business impact and its ability to succeed. However, this calls for a broader approach that would be more complex, time consuming with a heavy demand on financial and non-financial resources.

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APPENDICES

APPENDIX I: RESEARCH INTERVIEW GUIDE

TOPIC: CHANGE MANAGEMENT PRACTICES ADOPTED BY TURNKEY AFRICA KENYA LIMITED.

SECTION A: GENERAL QUESTIONS

1. Length of service:
2. What changes has Turnkey undergone in the last two years? (Give a list of the changes)
3. What change practices has Turnkey adopted to help manage the changes?

SECTION B: CHANGE MANAGEMENT PRACTICES

1. How does your leadership practice affect the change initiatives in your organization?
2. Who are your organizations stakeholder and how have they been engaged in the change process?
3. What types of communications were used at each stage of the change process and what was the effect?
4. As a leadership team, how have you enabled your employees to own and lead the change and what was your role in this process?
5. With people working in cross functional teams, what are some of the initiatives that have been introduced to help with team cohesion, dynamics and efficiency?
6. How do people get information and learn about new things that affect them, their work, teams and the organization?
7. Does the company vision reflect what you and your team members do on a daily basis and how has this affected how you do your work?
8. Describe the culture within the organization, how does it affect how people do their work?
9. How has the company been planning for the changes before implementing and how has it affected the implementation and employee change uptake?
10. Has the company considered employee wellbeing while planning and implementing change, and what has it done to ensure the employees are well? (physically, psychologically and emotionally)

APPENDIX 2: CONTENT ANALYSIS TABLE

QTN: HOW DOES YOUR LEADERSHIP PRACTICE AFFECT THE CHANGE INITIATIVES IN YOUR ORGANIZATION.				
POSITIVE	CONDE SATION	CODE	CATE GORY	THEME
People are always encouraged. (Encouraging.)	People encouraged to adopt change	Support employees during change	employee engagement	consultative change
People can openly express their fears, disappointment and disagreements. (Open communication.)	People share their opinions and thoughts	Feedback and idea sharing	Bottom up communication	Employee voice
People are coached on changes and are helped to understand. (Coaching.)	Coaching and guiding towards change.	Employee change support programs	employee growth	Knowledge management/ organizational learning
Feedback and listening to the teams. (Feedback and listening)	Leaders listen to employee feedback	Feedback and listening	employee engagement	collaborative change
this ultimatum type of leadership helps with quick adoption of changes good for accelerating change to match market speed.	Quick change adoption to matching market change speed.	Speed / pace of change	learning and growth	Response to market needs.
Ensuring that we provide support financially and by allocating time to communicate an new changes that are happening in the company.	Financial support to help with change	resource allocation and provision	prioritization of change needs	facilitation of change factors/ elements.
	Communicating change to staff on changes	Creating awareness	knowledge transfer	Improve decision making
NEGATIVE	CONDE NSATIO N	CODE	CATE GORY	THEME

Empowerment: No agile coach employed. (No agile coach employed)		Lack of right skill set	knowledge gap	poor processes and change execution
Monitoring: Not done well hence progress not sustained. (progress not sustainable due to poor monitoring)	poor monitoring hence stalling change progress	lack of monitoring capabilities	measuring change progress	lost value, time and impact
There is a lot of fight back and resistance as people are not involved.	resistance due to lack of involvement	resistance & no involvement	slow paced progress	no shared values/ beliefs in change