STRATEGIC CHANGE MANAGEMENT PRACTICES WITHIN TEACHERS SERVICE COMMISSION-KENYA

BY

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DECLARATION

This document is my original work and has not been submitted for a degree in any other university.

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DEDICATION

This project is a dedicated to my two daughters Loreen Kinya and Tracy Gatwiri who are my delight in life. They have been very supportive, encouraging, understanding and patient with during the time I was doing the project.

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ACKNOWLEDGMENTS

ACRONYMS/ABBREVIATIONS

TSC   Teachers Service Commission

MEOST   Ministry of Education Science and Technology

IPPD   Integrated Payroll personal Database

PPR   Policy, Planning and Research

SDSF   Senior Deputy Secretary Finance

SDSHRM   Senior Deputy Secretary Human Resource Management

SDSA   Seniors Deputy Secretary Administration

DSIT   Deputy Secretary Information Technology

ADSIPPD   Assistant Deputy Secretary Integrated Payroll and Personnel Database

ACU   Aids Control Unit

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ABSTRACT

Organizational change is about making alteration to the organizations purpose, culture, structure and processes in response to seen anticipated changes in the environment. Strategic management is all about identifying and embedding in the organization those changes that will ensure the long-term survival in the organization. Globalization of the world economies has resulted in high environmental unpredictability. Environmental changes such as advancement in information technological innovations, political, social and consumer behavior have affected many organizations and they are being force to enhance their business processes in order to survive in an environment which has become very competitive. Organizations are undertaking strategic changes in order to align their business strategies to the environment and match the resources and activities of an organization to that of the environment.

One of the key priorities of the Kenyan Government is to implement and institutionalize public sector reforms that would lead to an efficient, effective and ethical delivery of service to Kenyan citizen.TSC is one of the government corporations that has been affected by the reform and has been responding depending on the demands of the changes being introduced. The research project was carried out in Teachers Service Commission of Kenya which has been affected by the changes in the environment just like any other organization.

This paper provides a background of the study and discusses change management strategy and strategic change. The paper provides a situational contextual analysis of the TSC and the statement of the problem at the same time highlighting the purpose of the study. The purpose of the study was to establish strategic change management practices and also to understand the challenges that are face during implementation of changes.The paper reviews literature on change management, strategies and strategic change, followed by challenges faced in the implementation of change. The literature review discuses issues to deal with change management practices, strategy and strategic change, challenges faced in implementing change, institutionalization of change and resistance to change.

Using primary data collected from the senior managers in TSC, the paper discuses the findings after the data was analyzed focusing on the following areas; creation of urgency for change, vision for change, implementation of change, change awareness creation, strategy for change for change, structure for change implementation, plans for change management, impact of changes to the organization, institutionalization of change and finally, factors affecting implementation of change.

Finally the study draws conclusion, suggestions and recommendation that would contribute to high success in change management. In addition the paper highlights areas for further research relating to change management.

CHAPTER ONE – INTRODUCTION

1.1 Background of the Study

Change management is the process of managing the effective implementation of organizational strategies, ensuring that permanent changes in goals, behaviors, relationships, processes and systems are achieved for business advantage. Strategic change can be said to be the movement of an organization away from its present state to some desired future state to increase its competitive advantage. Strategic change also involves fundamental changes in the business of an organization and its future direction. Change is transformation to undergo alterations, modification, substitution, innovation and revolution. Change management can also be the use of systematic methods to ensure that an organization changes in a planned direction, conducted in a cost effective manner and completed within the target time frame and with desired result. (Gilbert, Stoner & Freeman, 2003).

Since the industrial revolution, the conventional wisdom has been that the private sector is better at managing changing organizations than either the public or voluntary organizations, however, Burnes (2004), says that the public sector has faced increasing pressure which require innovative responses such as new cost effective ways to provide quality service, alter permanently existing structures, policies, and practices . Globalization of the world economies has resulted in high environmental volatility and unpredictability. Environmental changes such as technological innovations and consumer behavior has affected many organizations and they are being forced to enhance their business processes in order to survive in an environment which has become very competitive, (Ansoff, 1987). Organizations are undertaking strategic changes in order to align their business strategies to the environment and match the resources and activities of an organization to that of the environment. With globalization comes greater competition especially for workforce quality and wider differences in the skills, attitudes and increase in communication problems. It has also created the challenge of building cohesion and common purpose in the face of cultural and organizational differences. All of this is complex because many of the variables in the equation are not under the control

of the leaders who are creating the vision for change (Stoner, freeman, and Gilbert, 2003).

Change can cause people to feel incompetent, needy, and powerless**. It is essential for the people in the organization to be involved in planning and executing change, to have opportunities to develop new skills required by the change, and to depend on psychological support mechanisms put in place before, during, and after the change is implemented to avoid resistance towards change (Bolman & Deal, 1991). Effective strategic leaders understand that change in the environment is a continuous process. Some organizations change largely in response to external circumstances, that is, reactive change while others change principally because they have decided to do so. This is usually known as proactive change (Cole, 1997). Implementing change successfully is vital for any organization, whether private or public. Without implementation, even the most superior strategies are of no use. Transforming strategies into action is a far more complex and difficult task and therefore requires concerted from form the management. Once it is determined that changes have been implemented effective attentions is directed at institutionalizing the changes. This is to maintain the changes as a normal part of the organization's functioning for an appropriate period of time.

1.1.1 Strategic Change Management Practices

Strategic change management is the process of aligning the internal capacity of an organization with the external demands of its environment. The process forms the basis to formulate and implement strategies that achieve organizations goals and objectives. For appropriate strategy to be undertaken, managers must consider all aspects of the organization, both internally and externally, Rowe (1989). It therefore means that analysis of the organizations' strengths and weaknesses, opportunities and threats should be carried out.

Successful strategic change is built in an overall strategic management system of the organization with a purpose of ensuring that an organization is heading towards the right direction effectively. Effective strategic leaders understand that change in the

environment is a continuous process. Some organizations change largely in response to external circumstances, that is, reactive change while others change principally because they have decided to change. This is usually known as proactive change (Cole, 1997). A well-crafted and well managed strategic vision can help balance reactive and proactive changes.

A strategic leader must develop sensing networks, expand the target audience, gather and broaden the power base. They should alert the organization that change is coming and actively manage the planning and execution processes by linking every day-to-day action to the vision for change. The strategic leaders should continually communicate the vision for change to key internal and external constituencies, know about and plan for overcoming resistance, and get prepared for unexpected but necessary mid-course corrections (Fellow, 1985).

According to Pearce and Robinson (2005), organizational leadership should be guiding an organization to deal with constant change. The chief executives should embrace change by clarifying the strategic intent that build their organizations and shape their culture to fit with opportunities and challenges change affords. They need to identify and supply the organization with operating managers prepared to provide operational leadership and vision as never before. Most strategic leaders consciously develop and maintain a variety of information and power networks. These networks may be the sources of information that change is necessary. In addition to serving as sources of information, these networks also serve as sounding boards for new ideas. The people in these networks must be trusted by the leader, and familiar with the leader's thought processes. Comstock, (2006) recommends that before implementation of change, an organization must be prepared for change. The top management should keep employees informed about the need and process of change because the employee perception of change can increase or reduce resistance to change.

1.1.2 Teachers Service Commission-Kenya

The Teachers Service Commission is a corporate body that was established in 1967 by an act parliament. It is charged with the responsibility for managing teachers in primary schools, secondary schools and tertiary institutions. It is mandated to perform the following core functions: teacher registration, recruitment and deployment, remuneration, discipline, and maintenance of teaching standards in Kenya.

At its inception in 1967, the Commission comprised of three commissioners a secretariat staff of 35 personnel staff managing 39,725 teachers serving in 6,501 educational institutions countrywide (code of regulation for secretariat staff, 2006). Over the years, the enrolment has substantially increased to the current 7.2 million in primary schools and 18,000 in secondary schools. Similarly, the number of primary schools has grown to 17,754, while that of secondary schools has increased to 3,523.This has resulted to an increased demand for teaching force and the number of teachers currently employed has since grown to 254,647 Teachers Service Commission Strategic plan (2005-2010).

Currently, the Commission has 23 commissioners, a chairman and commission Secretary/Chief Executive. This number is served by a secretariat staff of 2,400 officers deployed at the headquarters and in the TSC units all over the country. The Commission is therefore the largest single employer in East and Central Africa (Teachers Image, vol.6 of 2004).

The commission is implementing the wider government's development policies including the implementation of the public sector reforms. To do this, it has established internal structures to manage the change required to inject efficiency and effectiveness in its operations. In addition, it has been implementing the policy of decentralization by establishing TSC operation units at school and district levels in order to bring services closers to teachers. The recruitment of secondary and primary school teachers at the district level also goes to support TSC's efforts to devolve administrative authority to lower level structures.

The commission established the Human Resource Development service in 1999 in respond to the need to develop the human resource for the attainment of its mission and goals. The major component for implementation is training to facilitate career growth and

succession management as well as provision of critical capabilities that include management and supervisory skills.

The challenge of providing quality education services is a central concern of the Government today. Recent efforts to enhance education include the implementation of Free Primary Education strategy; however, quality considerations remain outstanding. Currently the Commission is recruiting teachers on contract to alleviate the problem of shortage of teachers in the country. The Commission rationalized its organization structure and developed its Mission Statement in a bid to clarify corporate direction and identify its core business. The Customer Service Charter has the vision 'to be an institution of excellence in the provision of effect service for quality teaching' and the mission statement 'To establish and maintain a sufficient professional teaching service for educational institutions – responsive to environmental changes'.

To enhance effectiveness and efficiency in the teaching service the TSC has embraced reforms undertaken in the broad public sector by boosting of financial and human resource management through harnessing of information technology by implementation of the integrated payroll and personnel database. The IPPD is a computer based system that integrates payroll administration, establishment, budgets projection and education and skill inventory which forms a strong basis for making critical management decisions (Image, Vol. 14, 2007).The Commission has been factored into the new constitution, that was promulgated in August 2010, as a constitutional office and a committee has be formed to come up with modalities of going regional.

The implementation of changes has not been without challenges. Job satisfaction is a challenge that negatively affected effective implementation process. Most employees fear that their jobs design will be altered and this make them feel less contented with their jobs. As a result there has been decline in performance and high employee turnover rate. Despite the increase in scope of its mandate, its functions and implementation of reforms and undertaking of many changes, the Commission continues to experience operational constraints and challenges in many areas of its operations. The registration of new schools which is the function of Ministry of Education, Science and Technology has been

challenging as, the Commission is obliged to provide teachers to schools for which there is no prior planning. Legal constraints and inadequate funding on operations and maintenance hamper smooth running of the organization.

1.2 Statement of Research Problem

Organizations are faced by the challenges of copying with the environment in which they exist given the constant constraints and threats that they face. They are therefore operating with uncertainty of changes which seem to vary from institution to institution. To cope with the challenges, organizations have introduced change management by use of systematic methods to ensure that change is guided in a planned fashion, conducted in a cost effective way and is completed within the set time frame with the desired results. The change could mainly be on strategy, structure, technology, attitudes and skills of the People.

 Researchers have done research on strategic change management in other organizations and they have varied observations on the subject. For instance, Rukunga (2003) carried a study on strategic change management practices in Kenya, a case of Nairobi Bottlers and found that Nairobi Bottlers did not give enough weight in empowering employees when implementing change. In her research, Nyororo (2006) set out to study Strategic Change Management Practices in the retirement benefits sector. The research study was carried out in National Social Security Fund and revealed that meddling of the government in the organizations' management has hindered success in change management. Gathua (2006) sought to find out how strategic change Management Process affects performance at Unga Group Ltd. The researcher found out that change management process since 1997 was well laid down; however, the actual implementation was not done well especially on communicating the need for change to employees. Although studies have been done on change management, it is evident that not much has been done with respect to TSC in as far as strategic change management is concerned.

 Despite the increase in scope of its mandate, its functions and implementation of reforms and undertaking of many changes, TSC continues to experience operational constraints and challenges in many areas of its operations. Teachers and other stake holders continue

to complain about services rendered by the organization. TSC, like other organizations exists in a complex, dynamic and turbulent environment and it cannot ignore embracing strategic change management in order to survive and fulfill its mandate effectively. The most important motive for innovation in an organization is to improve the organizations ability to meet and satisfy customer needs. TSC is a state Corporation occupying a special place in education sector in Kenya. The commission serves unique customers and it therefore faces allot of pressure politically, socially, culturally and technologically. The researcher sought to answer the question, 'what are the strategic change management practices used within TSC?'

1.3 Objectives of the study

The purpose of the study was;

I. To establish strategic change management practices at the Teachers Service Commission.

II. To understand challenges of implementing the strategic change management in Teachers Service Commission.

1.4 Importance of the Study

A study on Teachers Service Commission is important since other organizations in the public sector bracket may use the study to understand strategic change management and use it to achieve their goals and objectives. The managers at Teachers Service Commission will be able to identify and establish the best practices on change management. The study will also benefit other researchers who may want to build their knowledge on strategic change management and use the information as reference point to research on the subject on other government corporations. The government may also use the information in diagnosing the challenges facing government corporations and come up with solutions to change the situation.

CHAPTER TWO - LITERATURE REVIEW

2.1 Introduction

This section provides with an insight of change management process and the basic mechanism of managing change. This section stresses the key points that strategy and strategic change activities are undertaken at three levels of corporate, business and functional levels. It also outlines challenges of implementing change. The other topic dealt with is institutionalization of change and resistance to change as well.

2.2 Change Management Practices

Change is any planned or unplanned transition from one scenario to another. Strategic change is long term in nature, affects the entire organization and aims at achieving effectiveness. Operational change on the other hand is short-term in nature, affects a section of the organization and the focus is on efficiency.

There are three schools of thought by Burnes (2004) which form the basis on which change management theory stand. The first one is the individual perspective school which assumes that individual behavior results from their interaction with environment. Human actions are conditioned by expected sequences and behavior rewarded to be repeated and vice versa. The second one is that of group dynamics school which argues that individual behavior is a function of group environment. Individuals behave in a way that conforms to group pressure, norms, role and values to about successful strategic change. The third one is the open systems school whose focus is on the entire organization. It sees organization as being composed of different subsystem which include; the goals, and values, the technical subsystems, the psychological subsystem and its managerial systems. A change in one part of the system has an impact on other parts of the system, hence change can be achieved by changing the subsystems but one needs to understand the interrelationship of the subsystem.

Change management is the process of managing the effective implementation of organizational strategies, ensuring that permanent changes in goals, behaviors, relationships, processes and systems are achieved for business advantage. Conceptually, the change process starts with an awareness of the need for change. Analysis of the situation and the factors that have lead to a diagnosis of their distinctive characteristics and an indication of the direction in which action needs to be taken. Possible courses of

action can then be identified and evaluated and a choice made of the preferred action (Armstrong, 2006). Understanding and managing change are the dominant themes of management today. Heller and Hindle (1998) say that change affects every aspect of life and taking a proactive approach to change is the only way to take charge of the future. Organizations change to stay competitive and to grow by either resisting, following or leading. Those that resist stay put but eventually find that they have to follow, trying to catch up and if that fail, they face competitive disadvantage.

Traditionally, change management has focused on identifying sources of resistance to change and offering ways to overcome them. It is important to not only focus on resistance to change but also to aim at creating visions and desired futures, gaining political support for them and managing transition of the organization towards them (Cummings and Worley, 2008).

Effective change management requires change motivation which includes creating a readiness for change among the organization members and helping them address resistance to change. Leaders must create an environment in which people accept the need for change and commit physical and psychological energy to it. Motivation is critical in starting change because ample evidence indicates that people and organizations seek to preserve the status quo and are willing to change only when there are compelling reasons to do so (Cole, 1995). Leadership should also create a vision which provides purpose and reason for change and describes the future state. This provides the 'why' and 'what' of planned change. In addition, there is need to develop political support for change as organizations are composed of powerful individuals and groups that can block or promote change and therefore leaders need their support to implement change.

Leaders of large change programs must over perform during the transformation and create a critical mass among the work force in favor of change. This requires more than mere buy-in or passive agreement that the direction of change is acceptable. It demands ownership by leaders willing to accept responsibility for making change happen in all of the areas they influence or control. Ownership is often best created by involving people in identifying problems and crafting solutions. It is reinforced by incentives and rewards which can be tangible or psychological. Too often, change leaders make the mistake of

believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable. Communications flow in from the bottom and out from the top are targeted to provide employees with the right information at the right time and to solicit their input and feedback.

Another activity is managing the transition from the current state to the desired future state and it involves a plan for managing the change activities as well as special management structures for operating the organization during the transition. Further, there is need to sustain momentum for change so that it will be carried to completion. This includes providing resources, developing new competencies and skills, and reinforcing the new behavior needed to implement changes (Cole, 2005).

To be effective a method designed to alter strategies, reengineer process, or improve quality must address these barriers and address them well. Kotters model is one of the best models for producing successful change in any organization The first four steps in the transformation defrost a hardened status quo. Phase five seven introduce many new practices. The last stage grounds the changes in the corporate culture and helps them stick (Kotter, 1996).

2.3 Strategy and Strategic Change

Strategy is the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action as well as the allocation of resources necessary for carrying out these goals (Chandler 1962). Chandler's view of strategy is about defining goals and objectives as it is about providing the means for achieving them. Johnson and Scholes (2002) see strategy as the process that matches resources and activities of an organization to the environment it operates. They argue that strategic fit which involves developing a strategy by identifying opportunities in the environment and adapting to resources and competencies so as to take advantage of them is essential and must be maintained at all times for organizational success.

As environment changes, organizations find themselves in unfamiliar environment and have to respond by integrating change and internalizing the ability to adapt to new environment for survival and growth. Schendel and Hope (1979) argue that organizations respond to turbulence in the environment by formulating new strategies to provide directional cues to the organization that permit it to achieve its objectives and threats in the environment. Pearce and Robison (2004) also say that organizations have to respond to the turbulence by crafting new strategies.

Strategy is also said to be a pattern of decisions, unity, the coherence and internal consistency of a company's decisions that position a company in its environment and gives a firm its identity and power to mobilize its strength and its likelihood of success in the market place. The definition by Andrews (1987) defines strategy by distinguishing corporate strategy and business strategy. In most corporations there several levels of strategy and management strategy is the highest of them in the sense that it broadly applies to all parts of the organization. It provides direction to corporate values, corporate culture, corporate goals and corporate mission. Under this broad strategy there are functional or business units' strategies. These include marketing strategies, new product development strategies, human resource strategies, financial strategies, legal, information technologies, and management strategies. Functional strategy is on short term and medium term plans and is limited to the domain of each department's functional

responsibility. Each functional department attempt to do its part in meeting overall corporate objective and therefore most of their strategy are derived from broader corporate strategies. The lowest level of strategy is operational strategy which is very narrow in focus and deals with day-to-day operational activities. It must operate within its budget but is not at liberty to adjust or create that budget. Operational level strategy was encouraged by Peter Drucker in his theory of management by objective. Business strategy refers to the aggregate operational strategies of single business firm or that of a strategic business unit in a diversified corporation. It refers to the way in which a firm competes in its chosen arena, (Drucker, 1954). Corporate strategy refers to operating strategy of the diversified firm which answers the question of "which business should we compete?" and "how does being in one business add to the competitive advantage of another portfolio firm as well as the competitive advantage of the corporation as a whole?" Since the turn of the millennium, there has been a tendency in some organizations to change structure as a result of information technology. It is felt that knowledge of management systems should be used to share information and create common goals. Strategic divisions are thought to hamper progress. Most recently, this notion of strategy has been captured under dynamic strategy popularized by the strategic management authors, Carpenter and Sanders. They portray firms' strategy both business and corporate as necessarily embracing ongoing strategic change and the seamless integration of strategy formulation and implementation. Such change and implementation are usually built into the strategy through the staging and pacing facets (David, 1989).

Strategic change is one that involves fundamental changes in the business of the organization and its future direction. Successful strategic change is built on an overall strategic change management system. Strategic change deals with broad, long-term and organization-wide issues. It is about moving to a future state which has been defined generally in terms of vision and scope. It covers the purpose and mission of the organization, its corporate philosophy on such matters as growth, quality innovation and values concerning people, the customer needs and the technologies employed. This definition leads to specifications of competitive positioning and strategic goals for achieving and maintaining competitive advantage and for product-market development.

These goals are supported by policies concerning marketing, sales, manufacturing, products and process development, finance and human resource management as stated by Armstrong (2006).

According to Thomson and Strickland (1997) Strategic change arises out of the need for organizations to exploit existing emerging opportunities and deal with threats in the market. It is crucial that organizations seek to create a competitive advantage and whenever possible innovate to improve competitive position. This calls for ability to implement the proposed change.

Successful strategic change is built in an overall strategic management system of the organization with a purpose of ensuring that an organization is heading towards the right direction effectively. Effective strategic leaders understand that change in the environment is a continuous process. Some organizations change largely in response to external circumstances, that is, reactive change while others change principally because they have decided to do so. This is usually known as proactive change (Cole, 1997). A well-crafted and well managed strategic vision can help balance reactive and proactive changes.

Implementing strategy successfully is vital for any organization, whether private or public. Without implementation, even the most superior strategies are of no use. Transforming strategies into action is a far more complex and difficult task and therefore requires concerted effort from the management. Once corporate and business strategies have been agreed upon and long term objectives set, the strategic management process moves to a phase of translating strategic thought into organizational action, Pearce and Robinson (2005).

2.4 Challenges Faced in implementing change

Methods used in successful transformation are based on a fundamental insight that major change will not happen easily. This is because of the reason that costs are too high especially when the speed of change is very fast, or products or good are not enough and the shifting of the customer requirements are not being addressed adequately as they keep changing. The much needed change can stall because of inwardly focused cultures, paralyzing bureaucracy, parochial politics and low levels of trust. Lack of team work, arrogant attitudes, lack of leadership in middle management and the general fear of the unknown can also be a serious challenge in change implementation. Other challenges include resistance to change, low stability, and high levels of stress, misdirected energy, conflict and loss of momentum. There is need to do everything possible to anticipate reactions and likely impediments to the introduction of change (Armstrong, 2006).

Depending on the nature of change, managing its delivery will demand very different types of resources and levels of project management. No change process is totally predictable as change is about people and as such cannot be made to order, Clark (1995). The responsibility of implementing change is with the management and executives of the organization. They must manage the change in a way that employees can cope with it. Leaders of large change programs must over perform during the transformation and be the ones who create a critical mass among the work force in favor of change. This requires more than mere buy-in or passive agreement that the direction of change is acceptable. It demands ownership by leaders willing to accept responsibility for making change happen in all of the areas they influence or control. Ownership is often best created by involving people in identifying problems and crafting solutions. It is reinforced by incentives and rewards.

Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable. Communications flow in from the bottom and out from the top, and are targeted to provide employees the right information at the right time and to solicit their input and feedback

Successful managers in continuously changing organizations provide with clear responsibilities and priorities. These include; communication and freedom to supervise, explore the future by experimenting with a wide variety of low cost probe, link current projects to future with predictable intervals and choreographed transition procedures.

2.5 Institutionalization of Change

Once it is determined that changes have been implemented effective attentions is directed at institutionalizing the changes. This is to maintain the changes as a normal part of the organization's functioning for an appropriate period of time. In complex and uncertain environments, some changes are only part of a long journey of organization adaptation. This is because change is a continuous process and appraising performance need to persist, Cumming and Worley (2008).

Lewin described change as occurring in three stages, that is: unfreezing, moving and refreezing. The basic mechanism for managing change, according to Lewin (1951), includes unfreezing which means altering the present equilibrium which supports existing behavior and attitudes taking into account of the inherent threats that change presents to people and the need to motivate those affected to attain the natural state of equilibrium by accepting change. Lewin did not believe that change would be easy or that the same approach could be applied in all situations. The second step is moving whereby one should seek to take into account all the forces at work by identify and evaluating all the available options by developing new responses based on new information. Refreezing is the final step of the model which seeks to stabilize the group at a new equilibrium in order to ensure that the new behavior is safe from regression. The new behavior must be, and to some degree, congruent with the rest of the behavior, personality and environment of the learner, Burnes (2004). Institutionalizing organization development intervention concerns freezing as it involves the long-term persistence of organizational changes to the extent that changes persist. Such changes are not dependent on any one person but exist as part of the culture of an organization. This means that numerous others share norms about the appropriateness if the changes.

The achievement of sustainable change requires strong commitment and visionary leadership from the top and understanding of the culture of the organization and the levers for change that are most likely to be effective in that culture. Armstrong (2006) says that those concerned with managing change at all levels should have the temperament and leadership skills appropriate to the circumstances of the organization and its changes strategies. It is also important to build a working environment that is conducive to change by developing the firm as a learning organization.

People support what they help create and therefore it is important to get them committed to change by allowing them to participate as fully as possible in planning and implementing it. The purpose is to get them to 'own' the change as something they want and will be glad to live with, Armstrong (2006).

2.6 Resistance to Change

Even in situations in which change can be considered the best choice in a work situation, there is fear, anxiety and resistance. The more significant the change is in structure, task, technology and human assets, the more intense the fear, anxiety and resistance. A large proportion of whatever fear, anxiety or resistance occurs is triggered by changes in routine, patterns and habits. Resistance is a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of change and may take the form of procrastination and delays in triggering the process of change. Unforeseen implementation delays and inefficiencies which slow down the changes and make it costly more than originally anticipated. According to Armstrong (2009) people will resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards.

Resistance to change is categorized by Ivancevich, Konopaske, and Matteson (2005) into individual resistance and organizational resistance. They say that individuals resist change because they fear what will happen to them. They feel threat of their position, power, status, quality, authority and the economic insecurity regarding the retaining of the job or level of compensation. Redesign, shift of work processes and the movement of

people are considered to be threats to friendships, patterns of social interactions and routines. The inability to predict with certainty the new organizational design or compensation system creates natural resistance. Moreover, employees fear the lack of competence to change and sometimes they are not informed about the need for change.

Forces within an organization pose barriers to the implementation because the professional and functional orientation of a department or a unit may differ as each of them creates its own norms and standards of behavior. Changes in the organization may alter relationships that impact these norms and standards. If change is considered a threat to the balance of power in an organization it will be resisted because of fear of losing position, status and resource power. Also failure of previous change attempts creates aura about dangers associated with change, Ivancevich *at el* (2005).

Resistance to change can be difficult to overcome even when it is not detrimental to those concerned, whoever, as Armstrong (2006) suggests, attempts have to be made by analyzing the potential impact of change by considering how it will affect people in their jobs. By making the analysis, the individual introducing change should recognize that new ideas are likely to be suspect and should therefore make ample provision for discussions of reactions to proposals to ensure complete understanding. It is also important to involve people in the change process as it gives them a chance to raise and resolve their concerns and make suggestions about the form of the change and how it should be introduced. This ensures 'ownership' which is a feeling that the change is something they are happy to live with because they have been involved in planning and introduction. Communication about the change process should be done carefully and should be an ongoing process. The purpose is to educate and prepare the employees in a way to reduce fear, anxiety and resistance. An organization undertaking change needs to identify help guide supporters of change. It is important to have the backing of powerful and influential people. The creation of a learning organization or one that has the capacity and flexibility to change ideas is important, Ivancevich, *at el* (2005).

The main role of the change manager is to work towards reducing the resistance towards change, and increasing the enthusiasm and level of commitment for the change. In

general, most people will have mixed reactions towards proposed change, so the change agent can be helpful in highlighting the positive aspects in a realistic manner. Johnston, Scholes and Whittington (2005) say that, in order to effect change, powerful support is required from individuals or groups combining both power and interests. This may be the executive, a powerful member of the board or an influential outside

CHAPTER THREE- RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design that was used in this study. It also outlines the instrument and procedure that was used for data collection and those interviewed. Finally, it provides with the method used in data analysis after the data was been collected.

3.2 Research Design

This project is a case study based on Teachers Service Commission of Kenya. This study required an in depth understanding of strategic management at TSC and the data collected is qualitative nature. In view of this, case study research design was appropriate to use. A case study is a very powerful form of qualitative analysis that involves a careful and complete observation of social units. It is defined as an examination of specific phenomena such as a program, an event or an institution. Case studies place more emphasis on a full contextual analysis of fewer events on conditions and their interrelation. Other research studies that have used this design conducted in Kenya are Nyororo (2006), Keya (2007),

3.2 Data collection

Data for this project was collected from primary sources through personal interview. Kothari, (2004) refers to data collection as those which are collected afresh and for the first time and thus original in character. The procedure was done through personal interview which requires an interviewer asking questions face to face. This method was preferred as it allowed the researcher to utilize the probing technique assisting in collection of a vast and rich amount of data. The respondents were drawn from the top level management staff based at the Teachers Service Commission Headquarters in Nairobi. The heads of five departments were interviewed since they are more familiar with change management practices at the Commission. They included the Senior Deputy Secretary Finance, Senior Deputy Secretary Human Resource Management, Seniors Deputy Secretary Administration, Deputy Secretary Information Technology`, Assistant Deputy Secretary integrated payroll and personnel database (IPPD).

3.3 Data Analysis

Since the data collected was qualitative in nature content analysis was used to do the analysis. This is a systematic qualitative description of the composition of objects or material of the study. It involves observation and detailed description of the objects, items or things that comprise the study. Cooper and Schindler (2003) state that content analysis may be used to analyze written, audio or video studies.

CHAPTER FOUR - DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This section details the findings of the research as captured by the interview guide that was used as a tool of data collection. The main areas of discussions are the urgency for

change in Teachers Service Commission of Kenya which involved understanding what necessitated those changes. There is a discussion on the vision for change which describes the aspirations for the future of the organization. The discussion is followed by implementation execution which include awareness for the need for change, strategies put in place to facilitate change, structures put in place for change implementation and plans laid down for the changes. Institutionalization of change and factors affecting implementation process are also among the issues discussed. In addition, this chapter highlights the impact of changes to the organization.

4.2 Urgency for Change

Teachers Service Commission has been affected by the speedy changes in its environment. The pressure and direction for change come from both external and internal environment as a result of rapid technological changes, trade unionism; increased demand for better services and ineffective management styles TSC has been affected by the wider public reforms in Kenya just like any other government institution. The organization has been able to undergo several changes in order to streamline its functions and management systems for effective service delivery and stringent accountability measures. The researcher found out that this was done by the management examining the market and the competitive realities. The Commission has over the past few years observed a general decline of its service which has been manifested in large numbers of teachers visiting the headquarters, and complaints received. Subsequently, surveys were carried out in on order to determine the courses of the decline in service delivery; performance of the district units, evaluation of the Secretariat medical scheme, employee/customer satisfaction survey as depicted in the table below.

Satisfaction Levels of TSC Customers

CORE FUNCTIONS STATEMENTS	SATISFACTION INDEX%	
	SECRETARIAT STAFF	TEACHERS

The Commission's employees serve you with courtesy, honesty, integrity and fairness.	76	68
TSC handles transfer requests in an acceptable manner without exhibiting any bias	61	64
The areas I visited at the Commission I was served satisfactorily	74	70
The current TSC recruitment process is clear, concise, easily understood and free from bias	53	58
TSC handles transfer requests in an acceptable manner without exhibiting any bias	61	52
The current deployment procedures are transparent and acceptable	65	58
Reinstatement to the TSC payroll is handled on timely basis	65	59
Erroneous salary deductions, missing salary claims and other payments are handled with urgency deserved	51	52
The procedure for granting leave within TSC is comprehensive, timely and does not exhibit and form of favoritism	80	66
TSC carries out promotion in a transparent manner without exhibiting any bias	61	53
Processing retirement benefits has not been a tedious exercise.The procedures are clearly stipulated, easily understood and the information is accessible to all.	55	47
Discipline cases are handled with professionalism they deserve and are determined without delay	78	69
The current teachers registration process is well understood by teachers and is acceptable	73	69
SATISFACTION INDEX	66	60

Table 1

Adapted from TSC-customer/employee satisfaction survey 2009/2010

The survey targeted all the teachers in public institutions which stood at 254,647, employees of TSC secretariat staff which stood at 2,500 as representative and customers from rural and urban, arid and semi-arid areas of Kenya, day and boarding public institutions as well as tertiary institutions under the Commissions' mandate.

The research findings reveal that TSC has been implementing many changes in response to the changing environment. There has been decentralization of human resource management functions by establishing TSC operation units to the district levels to

provide service closer to its customers. This was necessitated by the need to minimize the number of teachers visiting the headquarters and the wasted man hours that go with it. There was establishment of AID control unit (ACU) to which was aimed at reducing the number of deaths of employees and to reduce expenditure on health care and absenteeism as well. With time TSC has been able to develop policies that guide day to day operations which include; safety and health environment policy, communication policy, training and development policies and registration of teachers' policy. The policies were necessitated by unhappy employees and other stakeholders seeking legal redress and the Commission was losing the cases. They were also necessitated the need for uniformed decision making.

The researcher learnt that the management of the Commission has been assessing the organizations' need for change by identifying the gaps and strong points in the change programs that the institution need to tackle systematically by re-examining the current situation and recommending appropriate paradigm shift meant to bring in new strategic changes for TSC to fulfill its mandate. Among the issues that emerged out of the survey include; inefficiencies in processes and procedure leading to a large number of teachers visiting the headquarters due to poor service delivery, ineffective TSC units. The table below shows the number of times teachers visited TSC headquarters to complain within the last one year.

Number of times services were sought at TSC Headquarters in the last one year	Percentage
Never	34.2%
1-2 times	40.2%
3-4 times	14.5%

5-6 times	5.5%
7-8 times	1.0%
9-10 times	0.7%
More than ten times	3.8%

Table 2 adapted from TSC- customer/employee satisfaction survey 2009/2010

A large number of the respondents (65.8%) had visited the Commission at least once in the last one year. Over a third (34.2%) respondents did not visit the Commission in the last one year. It is gratifying to note that fewer employees are seeking services at the headquarters; however a significant proportion (3.8%) visited the Commission more than ten times.The need to automate and integrate systems, process and communication procedures and to enhance processing, storage, accessibility and retrieval of information and link them to the units is apparently clear.

According to the respondents, more gaps have been identified with time and they include the following; inaccurate school staffing data, non-compliance to commitments in the customer service charter, poor procurement services, underperformance of some service areas, delays in the payment of teachers' salary arrears, ineffective communication systems, inadequate coordination of programs and activities at the headquarters, poor planning of human resource, limited impact of capacity building activities, stagnation of teachers in one grade, inadequate network with the key education stakeholders, negative attitude towards work, low staff motivation weak complaints management systems, inefficient file movement, inconsistence performance appraisal systems and resistance to change. With all the identified gaps the management of the Commission faces realized the need to embrace better strategic change management practices.

4.3 Vision for Change

Strategic change in one that that involves fundamental changes in the business of the organization and its future direction. It is about moving to the future state which has been defined generally in terms of vision and mission. A vision is a succinct and inspiring statement of what the organization intends to become and to achieve at some point in the future and clarifies the purpose of for the existence of an organization. It is about the ideal future position envisaged by an agency providing forward direction. Every modern organization has a mission statement that clearly spells out the purpose of the organization and as the driver to the vision of that organization. The mission statement forms the basis for corporate strategy and should inspire and nature the human spirit. The TSC vision is '*to be an institution of excellence in the provision of efficient and effective service for quality teaching'* and the mission is '*to establish and maintain a sufficient professional teaching service for educational institutions*'. The researcher findings reveal that the Commission has had a share of challenges emanating from the changes in the environment. The recognition by the management of the need to adapt to changes made it possible to embrace better way of managing change. The vision and the mission statements were crafted to provide direction. The organization also has values namely customer focus, professionalism, integrity, innovativeness, and team spirit. The organization has also undertaken changes in as far as customer focus is concerned by establishing a customer service charter pledging its commitment to improve service delivery to customers, - secretariat staff, teachers and other stakeholders. There has been acknowledgement that the customer is the king and is the core business as service provider. The researcher found out that TSC vision and mission are in line with the Kenya vision 2030 (strategy) which has three pillars namely; economic, social and political aimed at making Kenya a newly industrialized nation. Education and training is under social pillar and the relevant programs include; recruitment of additional 28,000 teachers by 2012, establishment of computer labs that will equip students with information technology skills and by implication teachers.

4.4 Implementation of Changes in TSC

The pressure and direction for change come from both external and internal environment .They include rapid technological changes, inadequate resources, increased demand for

better services and ineffective management styles. According to the respondents, there has been realization of the need for change which has been accelerated by public awareness of their rights and the demand for quality products and service. TSC exists in a dynamic world and therefore the greater the need to adopt the better change management practices. The most important part of change process is the implementation because any planning that ignores implementation is of no consequence. During the interview, the respondents highlighted that much assessment has been done to identify the gaps and the strong point in the change programs that the institution needs to tackle systematically. This was done through re-examining the current situation and recommendation of appropriate paradigm shift that should bring in new strategic direction for TSC to effectively fulfill its mandate.

Change is about learning of which if successful should result in permanent adoption of the desired behavior meant to institutionalize change. Burness (2004) and Worley (2008) both agree that change is a continuous process and involves the long-term persistence of organizational change.

One of the major changes undertaken in TSC is the development and implemented is the strategic plan. In response to the wider public sector reforms TSC developed a strategic plan for the period 2005 -2010. The policy planning and research division was created to spearhead the planning and develop the strategic plan. The overall purpose was to add value to the quality of the teaching profession. These changes are in response to customers' high levels of awareness of their rights hence the need to improve service delivery. Other changes recently instituted are the adoption of open offices and the introduction of international standardization organization (ISO) processes in response to international community call for standardization of goods and services. The purpose is also to monitor customer satisfaction and for quality management. The organizations' adaptation of ISO was to become more competitive in the global market and to justify its existence to remain in business. The researcher found out that TSC was one of the first government parastals to introduce integrated payroll personnel database system aimed at automation of operations in line with global community need for speed, effectiveness and quality products. The establishment of integrity division was to change the perception

that TSC is one of the most corrupt corporations. Also in line with this there was the introduction of open office layout to enhance supervision.

The latest change that has been introduced in the organization is its transformation from a semi-autonomous to an independent institution by the new constitution that was promulgated in August 2010. The management has been looking forward to the change as they have been seeking its autonomy that comes with direct funding and free from political interference. Proposals have already been made on the new organization structure and a committee has been established to oversee the implementation of the changes. Senior management officials have attended workshops for the purpose of coming up with modalities and logistics of how to manage the new changes.

4.4.1 Change Awareness creation.

The respondent informed the researcher that the management has been trying to be committed to preparing the employees for the desired changes in working styles, attitudes and work ethics to facilitate implementation process. There has been commitment to service delivery as stipulated in the service charter. The management has been stressing the need to adhere to the set standards as stipulated in the service charter, policies, rules, regulations and the upholding of core values. It emerged that of late the management has realized the importance of sensitizing the employees and the stakeholders the new changes. This is being done by way of workshops, seminars, meetings and encouragement of individual growth and development of individual employees. The management holds meetings with teachers, trade unions and other stakeholders to inform them on the changes carried out. To disseminate more information there has much use of magazines, memos, website and pamphlets. In the recent past workshops and sensitization meetings have been held to introduce international standardization organization (ISO) and re-engineering process to employees. To ensure that all share in the vision of change, meetings are held within departments to share vision and progress. The committees' mandate was to develop action plan for the expected changes and to sensitize other employees on the need for change. It was clear from the interviewed respondents that change management shared common features with those found in Kotters' (1996) model of change.

4.4.2 Strategic for Change Management

Strategic leaders must continually communicate the vision for change to key internal and external constituencies as well as know about and plan for the unexpected as emphasized by Fellow (1985). The researcher found out that the respondents identified themselves with the change process and they are clear on the vision for the change. The vision and mission were crafted geared towards making TSC an' institution of excellence in the provision of effective service for quality Teaching' and the mission 'to establish and maintain a sufficient professional teaching service for educational institutions'. The statements are aimed at establishing guidelines for formulating and executing strategic changes responsive to environmental changes.

To ensure that all share in the vision of change, meetings are held within departments to share vision and progress. The management also set up committees in order to create sense of urgency. The committees are mandated to develop action plan for the expected changes and to sensitize other employees on the need for change. It was clear from the interviewed respondents that change management practices in TSC share common features with those found in Kotters' (1996) model of change.

The research findings indicate that TSCs' strategic intent throughout the organization is to provide adequate teachers to primary and post primary institutions, pay all teachers in time, appoint new teachers within one month and increase customer satisfaction by understanding their needs and expectations and managing customer relationships. There has been focus on the strategies established such as the strategic plan, service charter, policies, practices and effective communication throughout the organization. The intention is to contribute towards moving TSC to a high performing organization under equally a high performance human resource.

Cascading strategic intent throughout the organization

<div style="border:1px solid black; width:300px; padding:10px;">

MISSION

Ensure the mission is a success and corporate objectives.

</div>

DEPARTMENTAL/UNIT OBJECTIVES
Each department /unit contributes to the mission.

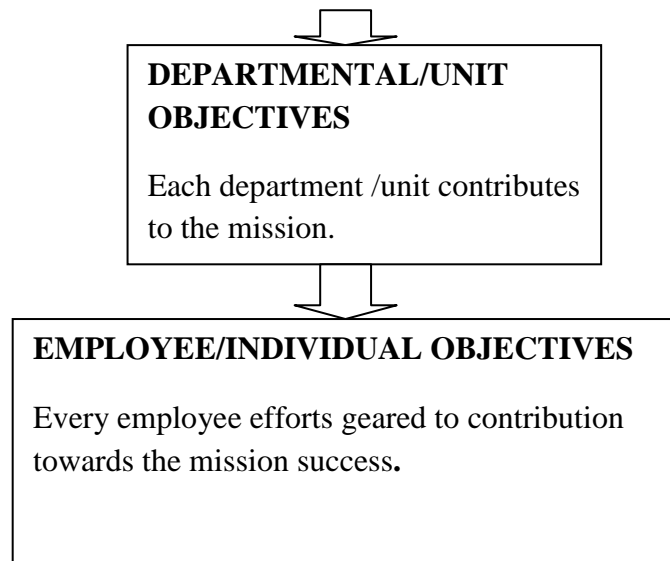| EMPLOYEE/INDIVIDUAL OBJECTIVES |
| --- |
| Every employee efforts geared to contribution towards the mission success. |

Figure 1

The researcher established that the senior management is usually involved in initiating, developing and implementation of change. As practiced in TSC change has been characterized by formation of steering committees to sensitize employee on changes being undertaken. There has been introduction of monitoring and evaluation committees to ensure implementation of change is done according to plan.

4.4.3 Structure for change implementation

Organizations today are focusing on work processes and the mindset of their human resource in order to have a competitive edge. In order to survive, TSC is no exception and has therefore followed that direction to be able to adjust to changes as they come and to have a more proactive approach towards change management. The findings reveal that there has been poor supervision at all levels which have resulted in low achievement of set targets and inefficiency, non compliance to policy guidelines, non compliance of the service charter and slow process of automation of core functions. There has been a review of existing processes, customer requirements and identification of existing gaps. This is meant to bring to the surface underlying issues that will support or inhibit change. There has been prioritization of identified gaps in relation to service areas and their significance in bringing about the desired change that will translate to improved service

delivery. There has been removal of unproductive activities through realignment, merging and creation of new units to streamline operations. Development of new processes and training of staff to equip them with knowledge and attitude to drive new processes has been going on. The researcher also found out that monitoring and evaluation mechanism has been set up to assess and review progress of instituted changes.

New structures have been put in place for change management and one of the latest if the re-engineering unit comprising of the management team. The team is comprised of Secretary/Chief Executive, the Senior Deputy Secretaries (SDS) and the Deputy Secretaries. Their role is to lead the change process by setting the aims and objectives and communicating to the steering committee and the rest of the Commission staff. The steering committee comprises of officers appointed by the TSC management team to coordinate the processes on its behalf. This team coordinates the program teams from the service areas in the implementation and redesign processes. The programs teams (monitoring and evaluation teams) are selected teams from all service areas that require process redesign. These teams are required to implement change and report to the steering committee. The process user teams are the functional teams responsible for implementing and operating successfully and the redesign processes.
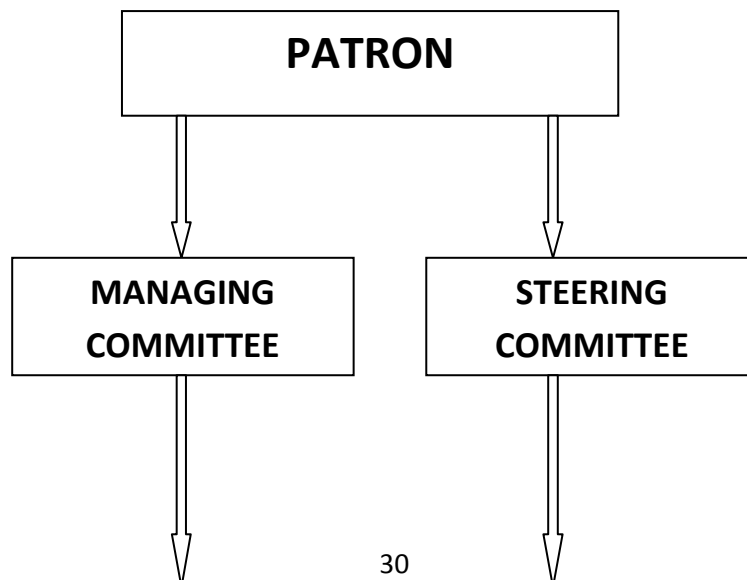
Structure of the re-engineering Committee

PATRON

MANAGING COMMITTEE

STEERING COMMITTEE

PROGRAMME COMMITTEE

Figure 2

4.4.4 Plans for Change Management

Respondents indicated that TSC has taken matters of planning for change management seriously and has created a department called Policy, Planning and Research (PPR). It is mandated to initiate, promote and support the Commission's Planning, Policy, Research, and Statistical analysis functions. These functions are cross cutting and interlink with other service areas in provision of technical support with a view to assigning economic value to Management Information Systems and re-engineering service delivery processes. The PPR consists of four main sections, namely, Corporate Planning; Policy Analysis; Research and Development; and Monitoring and Evaluation.

It also emerged that the operations of the PPR are constrained by inadequate technical and human capacity and high staff turnover. Other challenges include inadequate automation to facilitate sharing of data and information for planning making preparation of planning documents and survey reports difficult. Weak monitoring and evaluation systems within the various service areas also hamper effective tracking of performance targets and generation of periodic management reports. The Service Area is also constrained by inadequate funding to carry out various research activities, service delivery surveys and monitoring and evaluation programs.

Over the last 3 years the service area has injected a structured process of policy analysis and development. Through this process, fifteen (15) new policies have been documented and have been approved for implementation. In addition, the TSC Monitoring and Evaluation guidelines have been developed and are operational. Corporate Planning at the Commission has also been institutionalized for improved management of the various reforms. A more structured planning process has seen closer linkages forged with the heads of various service areas in identification of programs and annual targets for incorporation in the Performance Contracts.

4.4.5 Impact of changes to the organization

The strategic changes adapted had some impact on how the organization operates. The decentralization of services to the units made impact in human resource management as functions were devolved to lower level structures; however, teachers continue to visit the headquarters though not in large numbers as before. The adaptation of IPPD systems brought with it fears of layoffs. The system is subject to manipulation and misuse but the good thing is that the system has improved significantly on the speed of payments, quality of data, retrieval of information and storage of huge amount of data.

The establishment of ACU has been a blessing for many as attitude toward HIV/AIDS has changed resulting to reduce number of death cases and better management of those affected and those infected. Consequently, there has been reduction of absenteeism and desertion of duty. In the case of policy planning and research division, its role involves interpretation of Commissions' objectives and targets and coordinating them in the annual performance contract and the strategic plan The employees were initially enthusiastic to deliver; however, the rewards and sanctions attached to it have not been realized hence the process is viewed by the staff as merely a formality of no consequences. The establishment of the integrity division has been of little or no success since sensitization of employees has been inadequate and therefore no change of attitude has been realized. The introduction of open office layout has enhanced some level of supervision but lack of privacy does not encourage counseling and reprimanding of individual employees.

4.4.6 Institutionalization of changes

Strategic leaders must continually communicate the vision for change to key internal and external constituencies as well as know about and plan for the unexpected as emphasized by Fellow (1985). The researcher found that the respondents identified themselves with the change process and they are clear on the vision for the change. The vision and mission 'to be an institution of excellence in the provision of efficient and effective service for quality teaching' and the mission 'to establish and maintain a sufficient

professional teaching service for educational institutions were crafted geared towards in response to environmental changes. The statements are aimed at establishing guidelines for formulating and executing strategic changes.

Worley and Cummings (2008) say that change is a continuous process and appraising performance needs to persist. The research findings reveal that the management at the TSC has not been left behind in embracing reform initiatives by responding to the various changes taking place both locally and globally. Some of the reforms the Commission has undertaken include; Developed and reviewed the TSC service charter, developed and reviews strategic plan, Institutionalized performance management through performance contracting, embracing quality through adoption ISO process and standard and adoption of the open office plan system.

Institutionalization is made for the purpose of ensuring that programs last for long to serve the organization in the best way possible. In the past, the Commission has been ignoring the employees' participation in the introduction of changes, however, there has been change of heart and there has been a deliberate move to involve them in all the stages of the change management by informing them on the need for change. This is meant to inspire sense of ownership and participation of all the employees in the change programs. This is helps the implementation with minimal resistance to change and sustainability of the program. To manage change the management instituted participatory process of change management. The process has instilled ownership and enabled the staff to raise any objection, clarification and inputs. There were training programs aimed at improving the employees' perception of ideas through workshops, seminars, encouragement of self development and sensitization meetings.

For the purposes of institutionalization of the changes at the commission various management teams have been set up to lead the change process by setting the aims and objectives and communicating to the rest of the Commission. Steering committees are set comprising of officers appointed by the management team to coordinate the process on its behalf. The team coordinates the programs teams from the service areas in implementing the designed process. Program teams for monitoring and evaluation are selected from the service areas that require process redesign. These are the teams that are

required to implement changes and report to the steering commission. The process user teams are functional teams responsible for implementing and operating successfully the design process. The creation of these teams enables the employees to own the changes and to ensure the continuation of the programs.
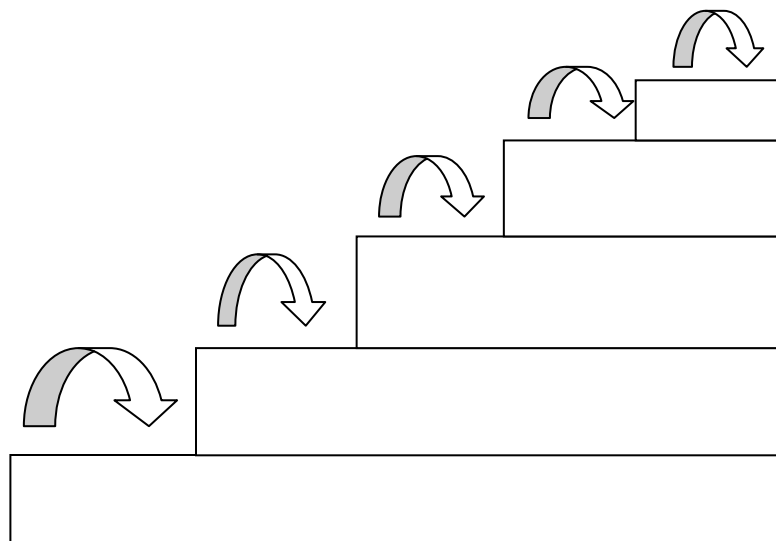
Continuous Improvement

Figure 3 Adapted from millennium management Consultants

The Commission adapted the quality management process through ISO 90001:2000. This is the continuous improvement of process, products and systems which should be incremental against established criteria. Continuous improvement facilitates efficiency and effectiveness in service delivery and promotes prevention based activities. It is also meant to provide training on continual improvement tools and to establish measures and goals to guide and track improvement. All this is geared towards ensuring the changes are sustained and made part of the organization continuously as depicted in the above figure.

4.4 Factors affecting implementation of change

The external environmental factors affect the way in which change management is practiced in TSC in matters relating to policies and operations. The policies of the MOEST in particular, as a key stakeholder, have a major bearing on the operations and performance of the Commission. The researcher was able to establish a number of factors affecting the implementation of changes. It was clear that TSC has not been able implement strategies as planned as result of perpetual dependency on the MOEST for financial support. Many a times the Commission finds itself with limited finances to facilitate change process leading to delays in implementation of change programs. Another challenge is lack of accountability in as far as use of resources is concerned and In some instances finances are misappropriated causing stalling of programs while others are poorly implemented.

Implementation of change programs is expensive as it involves training the employees for ease of adaptation of the changes and purchasing of new equipments such as computers as well as hiring, promoting and developing people who can implement change vision as Kotter (1995) puts it. On the other hand, customers are getting enlightened by the day meaning that their needs are also changing very fast as well as increasing their demands to the Commission. This has made it difficult to adjust to the fast pace of changes resulting to more dissatisfied customers. The speed of change in the environment is very high and in some instances changes being implemented are overtaken by events. This has been felt mainly in the adoption of the latest technology resulting to the need to keep purchasing new equipment as the older ones are rendered obsolete and also the need to keep training employees as need arises. The TSC has limited capacity for ICT at the Secretariat and is also unable to provide adequate ICT teachers. Most systems in the TSC headquarters are manual in nature. There are deliberate efforts being be made to enhance ICT capacity at the TSC headquarters and the units in order to automate some of the systems for the improvement of service delivery.

For the management, it has been difficult to influence and change the attitude of some of the employees because many people prefer to remain in their comfort zones and do not want to go an extra mile as may be required by the change. This is a major challenge since people not prepared for changes. Effective change management requires ample motivation, according to Cole (1995) and this has not been adequately addressed. The researcher found out adaptation of changes is usually slow since those in championing change are busy officers who are involved in other activities and therefore not very effective. Some of the respondents indicated that a few managers are not in support of change as they feel it threatens their position and power, hence they become a stumbling block to change progress. Weak monitoring and evaluation teams have failed in the past in implementation of change management due to inadequate follow ups of programs in progress.

Bureaucracies involved in procurement procedures cause unnecessary delays in the implementation process. Rewards and Sanctions system is not yet institutionalized, hence loss of enthusiasm and motivation on the process slowly creeping in. The researcher established that the greatest challenge experienced in the organization in implementation is resistance towards change. The institution faces some form of resistance whenever there is departure from historical behavior, culture and power structure. It was evident that the culture is not very supportive of change because whenever changes were made some employees viewed it with suspicion and uncertainty. Others take considerable length of time to accept changes. Some employees looked at change from a different perspective from the management especially in terms of costs than benefits resulting from the change. This has been continually reflected in the low performance by the staff and the failure by departments to meet their deadlines. This is agrees with what Armstrong (2009) say about resistance that it introduces delays, additional costs and instabilities into the change process. This results from the threat to familiar patterns of behavior and financial rewards.

Ivancevich et al (2005) says that fear of lose of position, power, status and economic security results to resistance to change. For the, commission resistance to change emanates

from lack of trust, belief that change is unnecessary and believe that the change is not feasible but just an economic threats, fear of personal failure and loss of status and power

CHAPTER FIVE –SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

There were two objectives to be achieved through this study which included; establishing strategic change management practices and challenges of implementing the same at the Teachers Service Commission. Having analyzed the research findings, this chapter will have summary discussion, conclusion, limitations, recommendations for further study and recommendation for policy and practice.

5.2 Summary

Strategic change can be said to be the movement of an organization away from its present state to some desired future state to increase its competitive advantage. Strategic change also involves fundamental changes in the business of an organization and its future direction. Crafting a good strategy and Implementing it successfully is of vital importance for any organization, however, transforming the strategies into action is far more complex and difficult task as said by Pearce and Robinson (2005). For effective change management requires change motivation and which includes creating readiness for change and helping organization members to manage resistance to change. The management should ensure that the staff well understands the mission and vision of the

organization so that they may not lose the direction of the change. The organization should be proactive in response to the external and internal circumstances.

Leadership in change programs must perform and create urgency for change be able to create ownership by accepting responsibility and involving everybody else accepted. Communication in change management is of utmost importance as it is the way of management to disseminate information of their intent and they get the necessary feedback.

One of the researchers' objectives was to establish the strategic change management practices at the TSC. The findings show that there was strategic change management formulated in the organization in order to initiate and oversee the implementation of change. Change management in TSC has been an ongoing activity in response to the changes in its environment. The second objective was to understand the challenges faced during implementation of the strategic changes. The need for change, setting of objectives to be achieved, organizations intentions and long term and short-term targets are usually set, however, the actual implementation of the laid down strategic changes are not well followed. The issues of reinforcement and institutionalization are not effectively done which results to business slow implementation or no continuation of the change process all together. It is important for management to identify parameters for success, suitability and sustainability of changes in the organization.

5.3 Conclusions

From the findings, the study concurs with most available literature on how to manage strategic changes. It is important for management to identify parameters for success, suitability and sustainability of change process. TSC is seen to practices strategic change management; however, better levels of success would have been achieved if there was more emphasis on focusing on people by analyzing and understanding their concerns as this would have helped in countering resistance and would have been easier to introduce the desired culture. In addition, establishment of strong monitoring and evaluation teams and effective institutionalization of change would have made change have more positive impact. The study reveals that change is inevitable and the organization cannot afford to

take it for granted and it is most appropriate to be prepared for change and take the necessary measures to ensure it adaptation proactively.

5.4 Recommendation for further study

The researcher carried out the study to establish strategic change manage practices in TSC and to understand the challenges it faces in implementation but the findings reveal that the culture of the organization has effect on the strategic implementation of change and therefore a case study on the same can be done. In addition, a study to establish the effect of reward on performance can also be carried out. Future research should also focus on the role of monitoring and evaluation in the implementation of changes in TSC. Such investigations would reveal the strength of the secretariat in leading the implementation of strategic changes. A comparative study should be done to investigate the extent to which State Corporations and the Ministries are implementing strategic changes in Kenya. Comparing the differences in the successes or failure in State corporation s and Ministries would be an interesting area to explore to gain insights into factors that enhance or inhibit the implementation strategic changes in Kenya.

5.5 Implication on Policy and Practice

TSC should strengthen the monitoring and evaluation of change programs to ensure gains achieved do not erode and business as usual returns in the organization. There should also be better resource mobilization to facilitate initiation and implementation of change process to the fullest. Change consultants should be used to facilitate better understanding of change process and to equip the organization members with basic skills to diagnose to ensure the change is always on course. Moreover, change should be understood well since it dynamic and complex and should therefore be perceived as an ongoing process and not just an event. TSC should be a learning organization to enable its employees have a better understanding of issues and be able to embrace change without much resistance. The management should always highlight the past success and milestones with a view of encouraging the employees to accept more challenges that come with changes and make them proud of their achievements. The management should always be proactive during

implementation of change programs and be fast at coming up with strategies to tackle challenges. There is need to for competitive remuneration package to reduce high turnover and increase morale in the working environment. There is need for the organization to fully computerize the system up to the district level to be able to fulfill its mandate with effectively. To survive and succeed, the organization should turn itself into a change agent. The most effective way to manage change is to create it as stated by Peter Drucker (1954)

5.6 Limitations of the study

This project is a case study and data was collected from five members of the top management who are mainly involved in change management programs. These are very busy people in the organization and therefore it proved to be difficult to get them for an interview. The interview guide requires probing and deep understanding of the issues and this was sometime difficult since some of the respondents were giving answer in a hurry due to the pressure of time. Time factor was a problem because it was taking long to interview one respondent exhaustively and to gather the relevant data. Basically, the study was an interview with the top management while the middle and lower level and other staff members were not interviewed. It would have added more value to the study if they were also included since they are the implementers of change.

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Appendices

Appendix 1- Letter of introduction

Mary Karimi Kimaita

September 2010

Dear Sir/Madam

I am a student at the University of Nairobi studying Masters of Business Administration. I am conducting a management research on strategic change management practice within Teachers Service Commission of Kenya.

In order to undertake the research, you have been selected to be one of the respondents. This is therefore to request for your assistance in collecting information to facilitate carrying out of the research study. The information you will provide will be treated with confidentiality and will only be used for academic purpose.

Thank you.

Interview Guide Part 11

Respondent's Profile

1. State your position/Title in the Commission?

2. What is your Department?

3. How long have you worked for the Commission?

Part 11

Change management practice in Teachers Service Commission.

4. Are you aware of any changes the organization has been undertaking?

5. If the answer is yes, which changes are you aware of?

6. In your own view what necessitated the changes? Explain.

7. Do you think the changes are impacting positively or negatively? Explain

8. Is there any aspect that needed change that was not exhaustively addressed?

9. In your own opinion, what are the factors that accelerated the changes and what factors reduced the speed of change?

10. What are the major successes of the changes?

11 Is the organization still adapted to changes within the operating environment?

12 Does the senior management initiate changes in the organization?

Part 111 Implementation of change and the challenges

13 Did the organization anticipate the changes it is undergoing and how were the changes carried out?

14 Did your organization consider aligning the changes to the organizations culture, situation, vision and goals?

15 Was there any consideration of whether the changes will be accepted and the possible resistance?

16 What was done to ensure the acceptability of the change amongst its various stakeholders and to minimize the possible resistance?

17 What was done to ensure that change was institutionalized?

18 Was change communicated to the staff? And if yes, how was it done?

19 Did the top management support the change process?

20 Were the mission and vision articulated and well understood by the staff?

21 Were you part of change Implementation in your organization? If yes, what role did you play?

22 What are the major challenges in implementation of change in your own opinion?

23 Are the staff members involved in planning and implementation of change?

24 Now that TSC has become a constitutional office, is the management prepared for the changes that go with it?

25 What challenges is the management expecting to experience in implementing the

new changes in adapting the new constitution?

Eight steps of Kotters' model for change management

1   Establishing a sense of urgency Examining the market and competitive realities Identifying and discussing crises, potential crises, or major opportunities
2   Creating the guiding coalition Putting together a group with enough power to lead the change Getting the group to work together like a team
3   Developing a vision and strategy Creating a vision to help direct the change effort Developing strategies for achieving that vision
4   Communicating the change vision Using every vehicle possible to constantly communicate the new vision and strategies Having the guiding collation role model the behavior expected of employees
5   Empowering broad-based action Getting rid of obstacles Changing systems or structures that determine the change vision Encouraging risk taking and nontraditional ideas, activities and actions
6   Generating short-term wins Planning for visible improvements in performance, or "wins" Creating those wins Visibly recognizing and rewarding people who made the wins possible
7   consolidating gains and producing more change

	Using increased credibility to change the system, structures, and policies that don't fit together and don't fit the transformation vision, hiring, promoting, and developing people who can implement the changes vision
	Reinvigorating the process with new projects, themes, and change agents
8	**Anchoring new approaches in the culture**
	Creating better performance through customer- and productivity-oriented behavior, more and better leadership, and more effective management
	Articulating the connections between new behaviors and organizational success
	Developing means to ensure leadership and development and succession

Figure 1Source: Adapted from John P. Kotter , "why transformation efforts fail," Harvard business review (march-April 1995)