CHALLENGES OF IMPLEMENTING MANAGEMENT OF STRATEGIC CHANGE AT NATIONAL INDUSTRIAL TRAINING AUTHORITY (NITA)

BY

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DECLARATION

I declare that this research project is my own original work and has not been presented in any university or college for the award of a similar degree or related qualifications.

Signed...   Date...12th November, 2022...

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D61/5694/2017

This project has been submitted for examination with the approval of the university supervisors.

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DEDICATION

I dedicate this project to my dear wife Emilly Tracy, my present children Joel Justice, Hadassah Jeadeannah, Joshua Gideon and any other that would come after, to my siblings, extended family members and friends.

That any time they go through this research project they shall be reminded that its sacrifice, hard work and commitment that bring achievements to human beings while still on this earth for in heaven there will no longer be any hard work and toiling.

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ABBREVIATIONS AND ACRONYMS

CHRP	College of Certified Human Resource Professional
DCS	Director of Corporate services
DG	Director General
DITSD	Director of Industrial Training and Skills Development
GTT	Government Trade Tests
HOD	Head of Department
HOS	Head of Section
IBTA	Industry Based Training and Accreditation
ICPAK	Institute of Certified public Accountants of Kenya
IHRM	Institute of Human Resource Management
KIM	Kenya Institute of Management
KISM	Kenya Institute of Supplies Management
KRA	Kenya Revenue Authority
KSG	Kenya School of Government
KYEOP	Kenya Youth Employment and Opportunities Project
MIT	Manager Industrial Training
NITA	National Industrial Training Authority
NITB	National Industrial Training Authority Board of directors
NITC	National Industrial Training Council
PC	Performance Contracting
PS	Principal/Permanent Secretary
SAGA	Semi - Autonomous Government Agency
TSC	Teachers Service Commission
TVET	Technical, Vocational Education and Training

UPR   Unified Payroll Return

ABSTRACT

Today's rapidly changing business environment has made the management of strategic change an inevitability for organizations. Organizations fail to implement large parts of its strategy they formulated as they face a lot of challenges. This study sought to point out the challenges of managing strategic change and come up with mitigation measures to improve its effectiveness. To achieve the aforementioned objectives, a case study design was used which provided a platform for in-depth investigation on the possible challenges and how they manifested. Qualitative primary data was obtained through interview guides, analysed, interpreted and discussed to comprehensively describe the phenomena of challenges of managing strategic change. The theoretical anchorage of the study were the Structural Contingency, Population Ecology, and Complexity theories respectively. The study findings revealed that NITA had undergone significant strategic changes that were done through incremental and revolutionary approaches and in a planned and linear fashion. The study established that NITA faces challenges in implementing strategic change in the form of inadequate resources, staff resistance to change, transition bottlenecks and understaffing. On the issue of mitigation measures to the aforementioned challenges, the study revealed that NITA conducted staff suitability tests to align them with the new organization structure, regular communication, sensitization and more trainings and implementation of a new organization structure to smoothen the transition challenges. The study recommended that to reduce resistance to change, more attention should focus on the people aspect of change through regular communication and relevant trainings on change management. A conceptual limitation of the study was that it only focused on the management of strategic change, while the contextual limitation was that the study was conducted in one government training institution, hence, the findings cannot be generalized to apply to other government training institutions with different mandates. The study suggests that more research be conducted on the business and people dimension of change and extended to other government training institutions for purposes of validating the present study findings.

CHAPTER ONE: INTRODUCTION

1.1   Background of the Study

In this dispensation where business environments is rapidly changing, strategic change has become inevitable for organizations. Consequently, organizations that fail to wholesomely implement its strategy will most likely face quite a number of challenges (Feldberg, 2014). Management of strategic change is not an activity that abruptly occurs but must be planned in a proactive and purposeful way despite the challenges faced in managing such changes (Robbins, 1990). According to (Hussein, 2018), management of strategic change involves fundamental organizational renewal and growth which must equally have development of strategies, structures and systems, (Buchanan & Boddy, 2009) argue that for organizations to succeed, they must overcome the challenges of managing strategic change based on the situations they face and which are actually attainable in respect to their resources, skills and capabilities and desirable to the stakeholders. Atkinson (2006) states that more than 50 percent of the strategies developed by organizations are not implemented. Farias & Johnson (2000) point out that only about 50 percent of all large-scale change interventions are successful.

This study was anchored in the Structural Contingency theory (Lawrence & Lorsch, 1967) which suggests that organizations will be effective if managers fit characteristics of the organization, such as its strategy and structure, with contingencies in their environment. It will be complimented with the Organizational Ecology theory (Hannan & Freeman, 1989), which posit that changes in the environment forces organizations to change strategies and organizational forms or do away with certain strategies and organizational forms. It will as well be complimented with Complexity theory (Kaufmann, 2017) that postulates that organizations as adaptive systems must continuously evolve between order and chaos for superior performance.

NITA is a state corporation established under the Industrial Training Act Cap 237 following the amendment of year 2011 with its mandate being, ensuring properly trained manpower in a particular industry at all levels for enhanced productivity. This is provided for in Section 3A which includes regulating the apprenticeship and training of persons engaged in industry in Kenya and training levy administration. Industrial Training plays a crucial role in supplying the skills required by the industry for productivity to attain the required development. Where Kenya under vision 2030 is aiming that by the year 2030 it becomes a globally competitive

and prosperous nation, this role of skills development is important. NITA plays very key role in establishing strategies to promote collaborations between employers or the industry and training institutions to offer demand driven skills that targets Kenya, regionally and globally. Nevertheless, whereas some of the targets have been realized as planned, a good number of initiatives have not been implemented successfully, while others are still in various stages of progress, thus limiting role in skills development (Strategic Plan 2018-2022).

To address the bottlenecks, NITA changed its operations, activities and programmes in order to retain its relevance and position itself strategically to deliver on its mandate. These changes have been considered critical in enabling the Authority play its rightful role in delivering Kenya's goal of rapid industrialization by 2030 (Strategic Plan 2018-2022). It is within this context that a study is warranted to investigate the challenges of implementing strategic changes at NITA, Kenya

1.1.1 Strategy Implementation

Strategy implementation has several definitions from different scholars. Harrington (2006), defines it as a process of putting in place strategies, programs, action plans and policies that will allow a firm to utilize its resources in order to take advantage of opportunities in the competitive environment. Schaap (2006) defined it as decisions and activities that will transform a working plan into reality. It is a set of decisions and actions resulting in the formulation and implementation of long term plans designed to achieve organizational objectives (Pearce & Robinson Jr, 2007). Juneja (2015) on the other hand gives a definition as translation of chosen strategy into organizational action to achieve strategic goals and objectives. Cohen et al. (2020) defined strategy implementation as process by reaching desired outcomes through turning plans into actions. Hence, in this study, strategy implementation is defined as the expanse by which an organizations implemented strategies correlate to its strategic intentions.

Strategy implementation can be described as building chain of fits connecting strategy to structure, budget allocations, competencies with skills, systems for reward, corporate culture, policies and procedures (Crosby & Bryson, 2005). According to Godiwalla et al. (1997), successful strategy implementation requires human element to play a key role. Therefore, both employees and managers of the organization must be involved. David (1997) observes that implementation of strategy focuses on decisions such as allocating resources based on

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political or personal factors. Strategy implementation involves aligning the organization's structure with the strategy, resources allocation to the plan of actions or activities, formulating and putting in place policies and programs for constant improvement, connecting of rewards to results achieved and offering strategic leadership. Gavurová (2010) asserts that effective implementation of the strategy involves communicating the strategy through the whole organization, employees involvement in the implementation of the strategy, assigning responsibilities and rewarding employees, changing the organizational structure and implementing effective controls. Peters & Waterman Jr (2011) points out that a comprehensive approach used in strategy implementation is anchored on seven hard and soft factors which are internal which are positioned jointly for a company's successful strategy implementation. The model's hard elements include managing strategy, structure and systems, while the soft elements which are influenced by company's culture include leadership style, employees and their basic skills and shared values enforced in the strategy that will support implementation of the strategy.

1.1.2 Management of Strategic Change

Various scholars have provided different definitions on management of strategic change. Management of strategic change is a process where change is managed in systematic manner to meet a firm's objectives, goals and ultimately the mission (Tichy, 1983). Tushman & Anderson (2004) defines management of strategic change as the implementation of alternate actions to predominant characteristics to a firm's product to respond on emerging opportunities and threats in a new market. Thus, it is possessing a definite strategy then creating changes on it in order to gain competitive advantage in a highly evolving market. It is defined as a dynamic process that occurs in an organization in response to managerial interpretations of external or internal events (Boyne & Meier, 2009). Zhang (2006) postulates that it is the complete overhaul in an organization's style in allocation of resources in multiple key strategic facets. Management of strategic change is an undertaking that involves either a redefinition of the mission of the organization or a total shift in the prioritization of goals to reflect the new direction (Müller & Kunisch, 2018).

Management of strategic change encompasses shifting the content of strategy for a company as elucidated by its scope, resource allocation, synergy and competitive advantage (Hofer & Schendel, 1978). They are decisions that only focus on changes that are considered strategic

(Rajagopalan & Spreitzer, 1997). Management of strategic change predominantly influence key components of the organization, like strategy or structure and mostly initiated then led by the top management team (Kunisch et al., 2017). Thus the description of management of strategic change involves changing dimensions in areas of product or geographic diversification, research and development, and intensity of investment (Zhang & Rajagopalan, 2010). Mantere et al. (2012) describes management of strategic change as a manifestation in the shift in an organization's mission, or its scope, goals and priorities. Mantere et al. (2012) further assert that it involves creating a shift in the major activities or structures between deliberate and emergent processes. While management of strategic change is effectual operation involving contradictions, complexity and ambiguity, for some reason, it could be conscious, predictable, planned and linear or unconscious, unpredictable, unplanned, and nonlinear. According to (Jaleha & Machuki, 2018), management of strategic change may involve the business and people dimensions of change. Other scholars have described management of strategic change to include changes in financial resource allocation, equipment used, profitless fixed costs, any borrowed capital and inventory levels. Such changes indicate a clear exit from a firm's initial form or shape and insinuate strategic change. (Finkelstein & Hambrick, 1990; Quigley & Hambrick, 2012; Oehmichen et al., 2017).

1.1.3 Overview of National Industrial Training Authority

National Industrial Training Authority (NITA) is a state corporation established under the Industrial training (Amendment) Act Cap 237 Laws of Kenya, whose mandate is to facilitate industrial training in Kenya, which plays a critical role in supplying the skills required by industry for national development. NITA continues to play a critical role in ensuring that Industry in Kenya is adequately equipped and supplied with a properly trained, competent, competitive, quality, relevant and skilled workforce for enhanced productivity. NITA has made significant progress in its core mandate of industrial training as it has consistently implemented its functions including assessment and collection of training levies from employers, industrial attachment coordination, apprenticeships and indentured leanership programs, skills upgrading programmes and assessing competencies and awarding certificates including GTT. Notwithstanding, it is important to note that whereas some of targets and objectives have been realized as planned, a good number of initiatives planned and implemented have been unsuccessful such as increasing levy collections, establishing a

reward system for levy payers, while other plans are in various stages of progress (NITA Strategic Plan 2018-2022).

To address the challenges highlighted, the Government transformed NITA into a Semi-Autonomous Government Agency (SAGA) to augment its capacity to achieve its mandate of industrial skills development in the country. The transformation of NITA strengthened its financial base by improving the levy collection system which culminated into the implementation of UPR in December 2020. This financial strength has broadened funding to complement Government grants, improved reimbursement of training costs to employers, integrate technology in the management systems, attract and retain adequate qualified personnel, formulation and development of internal policies. In return, this has improved the efficiency and quality of training to personnel engaged in industry. To remain relevant and strategically position itself, NITA has continued to align its operations, activities and programmes to the envisaged changes in order to deliver on its mandate. The alignment is critical to enable it play its rightful role in delivering Kenya's goal of rapid industrialization by 2030 (Strategic Plan 2018-2022). It is within these contextual settings that a study is warranted to investigate the challenges of implementing management of strategic change at NITA, Kenya

1.2   The Research Problem

Owing to changing business environments, management of strategic change is necessary for organizational survival and success. Feldberg, (2014) study on German small and medium sized enterprises, established that setting short - term goals, ineffective communication and lack of employee participation were the most critical implementation challenges in the management of strategic change. The study however used a multiple case design on private German firms as opposed to a single case study on a government institution this present study used, thus filled a contextual and methodological gap. Similarly, Indiaz (2016) on state corporations in Kenya concluded that leadership, structure, culture and unavailability of core competencies as key challenges to the management of strategic change. However the study adopted a survey while this present study has adopted an in - depth qualitative research design, thus a methodology gap has been filled. Other studies have differed in their findings as to whether the challenges were informed by the exogenous or external environmental factors (Amburgey & Dacin, 1994), by the role of strategic leadership (Nakauchi & Wiersema, 2015), or structural restrictions and strategic leadership measures put in place

(MacKay & Chia, 2013). Thus, the continued aggregation of contradictory findings creates a further need for a comprehensive understanding of the implementation challenges in the management of strategic change.

NITA plays a vital role in promoting closer collaboration between the institutions involved in industrial training and the industry in offering curricular which is market and demand driven that targets not only Kenya, but regional and global space. While NITA has made gainful milestones in its mandate; that notwithstanding, it is critical to note whereas some of the targets set out might have not be achieved or realized as planned, others were successfully realized. To address the challenges, the Government transformed NITA into a SAGA to augment its capacity to lead the mandate of industrial skills development in the country. The aforementioned transformation was meant to create an environment favorable for enterprise development by simplifying the regulatory approaches to skills development, reinforce related training programmes as a basis for employment creation and enhance productivity at workplace, acquire the capacity to generate its own funds, hire adequate human capital and integrate appropriate technology, put up the necessary infrastructure to service the industrial training programmes.

Numerous empirical researches have been conducted in the area of management of strategic change and its attendant implementation challenges: A study by Cater & Pucko, (2010) on factors influencing effective strategy implementation in Slovenian companies established poor leadership skills and employees' reluctance to share their knowledge due of commitment as significant factors. The study however, focused on challenges of strategy implementation while this present study now focused on the challenges of implementing management of strategic change, in order to address a conceptual gap. A study by Higgins & Thomas (2016) on challenges and opportunities for change and sustainability in Australian universities identified inadequate financial resources and lack of clarity about roles and activities for different actors, leading to poor coordination and limited implementation time frames. While the study focused on the general aspects of change this study pivoted on narrow construct of strategic change to establish the challenges so as to fill the conceptual gap. Errida & Lotfi (2021) on the determinants of successful management of organizational change established that lack of a clear and shared change vision and strategy, management resistance, ineffective communication, lack of both employee motivation and stakeholder

engagement, ineffective leadership, lack of reinforcement to sustain change and poor monitoring/measurement systems were major determinants that could impede successful change. The however the study focused on the construction sector while this present research now zeroed in on a government owned training institution to bridge the contextual gap.

A study by Namoso (2013) on the challenges affecting organizational change management in the Kenya police service in Mombasa County, Kenya, established that organizational culture, leadership, resources and organizational structure were the prominent challenges. The study did not focus on management of strategic change, thus a conceptual gap. Njoki (2011) on challenges of implementing strategic change at the Kenya Revenue Authority argued that the unsupportive repacking of existing projects to the new strategy, leadership complexity and resistance to change were the critical challenges. Odenyo & Kerongob (2014) on the challenges of strategic change management at Taifa Cables and Retreads Limited established that lack of effective communication and well-articulated training as major challenges. Gathondu (2015) on factors affecting change management at Kenya Trade Network Agency (KENTRADE) found out that unclear communication of the goals, failure by management to strengthen employees skills and lack of empowerment hindered successful management of change. However, the studies cited above were done in different contextual settings whose findings could not be generalized to apply to NITA that raised a contextual gap.

Study findings on the challenges of implementing management of strategic change are inconclusive. While most studies have adopted a case design, other studies have used the survey design, which raised a methodological gap. Studies have also operationalized and equated organizational change as strategic change, thus a conceptual gap. Studies have also been done in different contextual settings including private organizations and their findings may not apply to a government owned training institution. To address these gaps, the following research question emerged: What are the implementation challenges in management of strategic change at NITA?

1.3 Research Objectives

The objectives of this study were to:

i) Determine the management of strategic change undertaken by NITA

ii) Establish the challenges of implementing management of strategic change at NITA

iii) Identify how the challenges of implementing management of strategic change were mitigated at NITA

1.4 Value of the research

For the researchers and academicians, the study findings will enable them highlight critical implementation challenges in the management of strategic change. The Contingency theory as applied in this study will provide a theoretical framework in the management of strategic change and integrate arguments from the Population Ecology and Complexity theories, to get a more complete picture of the inferences of implementation challenges by making clear linkage with management of strategic change.

The study findings will aid practitioners and management consultants to have clear understanding of implementation challenges in management of strategic change. The findings will further aid the consultants, to offer advice to senior managers of NITA operating today's dynamic environment, on the management of strategic change and offer recommendations on how to mitigate the implementation challenges.

Conclusions from this study are a useful starting point of information to the top policy formulators in NITA and government. Since NITA plays a critical role in Kenya of supplying the skills required by industry for national development, the study now contribute to a policy framework on how NITA can retain its relevance and position itself strategically to deliver on its mandate by aligning its operations, activities and programmes to the envisaged strategic changes. The study findings will aid the top management of NITA to formulate a policy framework for the seamless alignment with the external environment through management of strategic change in order to achieve sustainable desired results. The study particularly will also enable the government through the Ministry of Labor and Social Protection to formulate innovative policies for the mobilization of resources to intensively

and effectively drive the agenda of turning labour market information into skills development for the industry.

CHAPTER TWO: LITERATURE REVIEW

2.1   Introduction

This chapter justified the theoretical foundations and the review of empirical literature on the challenges of implementing management of strategic change. The aim was to establish the status of current knowledge and emerging research gaps that would be addressed by this study. The chapter is organized as follows: section 2.2 theoretical foundation; section 2.3 review of the empirical literature; 2.4 summary of the knowledge gaps

2.2   Theoretical Foundations

The Structural Contingency Theory (Lawrence & Lorsch, 1967) was the main theory of this study, which posits that managing strategic change enables the organization characteristics to be aligned with environmental contingencies. The theory was complimented by the Population Ecology theory which examines how organizations in different dynamic environments, manage strategic change and develop over time through stages of birth, growth, transformation, decline, and death (Hannan & Freeman, 1989). The Complexity Theory postulates that in turbulent environments, effective management of strategic change ensures organizations continuously evolve to a natural state between order and chaos (Kauffman & Kauffman, 1995).

2.2.1 The Structural Contingency Theory

The theory's main postulation is that there is no single better way to manage strategic change rather, the appropriate way to manage strategic change is dependent on the contingencies facing the organization (Miles, 2012). The theory states that organizations are effective if managers fit characteristics of the organization, such as its structure and strategy, with contingencies in their environment by managing strategic change (Lawrence & Lorsch, 1967). The implication of the theory is that managers need to meticulously analyze the organization's environment, taking into account the inherent attributes of the firm, and change and redesign their practices accordingly. Thus, a firm's success does not mean changing to reach maximum limit, but changing the pertinent proportion of structural or strategy variables that is dependent on some extent of exigency variable (Donaldson, 2001). Thus, the theory further argues that organization success is as a result of suitability of the organization and its environmental exigencies (Thai, 2015). While the theory has been

criticized for reinforcing the management's lack of choices since choices are solely determined by contingencies, the theory was critical to this study as changes in contingencies forces organizations to adopt new and better structures or strategy that fits the new level of the contingency.

2.2.2 Population Ecology Theory

This theory posit that in dynamic environments, organizations change and develop over time from birth to decline (Hannan & Freeman, 1989). The theory suggests that environmental factors forces organizations to either create new organizational forms, or do away certain organizational forms via competition for survival. Thus, unsustainable strategic change management practices and strategies may be selected by ecological pressures, and that such organizations may face a decline in their population (Salimath & Jones, 2011). The theory explains the impact of the environment on the organizational forms distributions and the rate of change of those organizational forms (Reydon & Scholz, 2009). The theory focuses on understanding how management of strategic change causes variation in numbers of organizations in a particular population or industry over time (Carroll & Swaminathan, 1991).

However, the theory has been criticized for its contention that the level of analysis should be populations or collectives of organizations, instead of the actual unit of analysis being individual organizations and the forces that influence them (Miles, 2012). Despite its criticism, the theory's implication is that it enables managers to examine how their organizations should be changed and developed over time.

2.2.3 Complexity Theory

Complexity theory posit that organizations operating in dynamic environments which are complex adaptive systems characterized by self-organizing and emergent that evolve between order and chaos (Kauffman & Kauffman, 1995). The theory helps managers understand how organizations as complex systems could learn to effectively and unconsciously manage strategic change into emerging structures and sophisticated designs that adapt better to their environments (Brown & Eisenhardt, 1997). Thus organizations must continuously manage strategic change by remaining at the edge of chaos which oscillates between order and disorder through creativity for agility and survival (Stacey et al., 2002).

Despite its value, the application of Complexity theory to organizations as systems has been criticized due to its development in relation to natural and physical systems, without considering the fundamental differences between the them (Levy, 1999). However, the theory still averse that faced with environmental volatility, organizations must have management of strategic change on real time basis to enable organizations to self-organize for survive and success.

2.3   Challenges of Implementing Management of Strategic Change

Discerning organizations can handle strategic changes and vagaries through the implementation of effective management of strategic change. Managing strategic change is inevitable given that companies that fail to implement the strategy they developed encounter immeasurable challenges. A study conducted by National Audit Office (2021) on the challenges in implementing digital change in the Public Service, United Kingdom, established that supplier performance, over-optimism, shifting business requirements, and lack of capability at the senior and operational level as key challenges. Lack of top management support, lack of proper interdepartmental communication and collaboration, lack of the use of consultants, and lack of training and careful software selection are critical challenges in implementation of management of strategic change which is also according to an exploratory by Pollard & Cater-Steel, (2009) on the justifications, strategies, and critical success factors in successful IT infrastructure library implementations in US and Australian companies. The studies cited adopted survey designs and limited to change in technology as the only aspect of strategic change, framing it as a single-dimensional strategy. This present study has framed change as a multidimensional strategy by focusing on the various dimensions of strategic change, which addressed existing methodological and conceptual gap.

Madinda (2014) on the challenges facing management of change in Tanzania's Public Sector found out that lack of relevant information and communication, resistance to change, technological costs and limited technical capacities and skills as the major implementation challenges. The study adopted a survey design, focused on E – Government as the sole dimension of strategic change in Tanzania'a public sector, hence a methodological, conceptual and contextual gap. Absence of guiding principles in a change process, clashing subcultures of the various units, lack of involvement and engagement of the employees, lack of post-integration plan, and absence of communication are challenges associated to

managing strategic change postulates a study by Maharaj & Pooe (2021) on overcoming challenges associated with managing change towards Digital Banking in a South African bank. However, the study was limited to a single bank in South Africa and focused on technological change as the only dimension of strategic change, thus raising a contextual and conceptual gap that this study poised to address.

A study on the challenges that resulted in the failed implementation of a prolonged turnaround strategy at South African Airways was attributed to slow decision making by shareholders, under - capitalization, lack of political stability, detrimental board agitation, unpredictable leadership, and lack of management skills (Nyatsumba & David Pooe, 2021). However, the study only focused on change in strategy, while the present study has addressed various aspects of strategic change such as structure, technology and product markets to eliminate the conceptual gap created. Namoso (2013) on the challenges affecting organizational change management in the Kenya Police Service in Mombasa County, identified culture, leadership, resources   and structure as the main challenges. Odenyo & Kerongob (2014) on the challenges   of dealing with strategic change management at Taifa Cables and Retreads Limited brought it out that training and communication were main challenges. However, unlike the majority of the studies, ineffective leadership was not found as a major   impediment.

A study on the challenges of strategic change management on strategy implementation among state corporations in Kenya by Indiaz (2016), established a lack of effective leadership, ineffective structure, lack of organizational culture and unavailability of core competencies as major challenges. Lack of a strategic vision, strategic leadership, communication and staff empowerment were major challenges in implementing strategic change according to study on effect of change management practices on the implementation of enterprise resource planning at the United Nations Office, Nairobi, Kenya (Flevian 2017). A study on NITA by Soi (2019) on the influence of management practices and performance established human dimensions of team work, participation in decision making, communication and delegation positively influenced performance. Kakucha (2019) study on the determinants of strategic change management in Mombasa County Government, Kenya concluded that structure, leadership, organizational climate and culture as major challenges. A research by Yusuf (2021) on determinants of implementation strategic change among

telecommunication companies in Kenya, established that leadership, market positioning, government policy, and organizational structure had a significant direction on implementation of strategic change. Mwale (2021) study on the effect of strategic change pointed that strategic choice in International Non – Governmental Organizations in Kenya demonstrated positive and significant influence of strategic change on performance. Similarly, a study by Kai (2021) on management of strategic change practices and performance of organization at Agriculture and Food Authority, Nairobi City County, Kenya, found out that value chain management, technology adoption and strategic alliances positively and significantly affected performance.

2.4   Summary of the Knowledge Gaps

An empirical review of literature of implementation challenges in the management of strategic change presents mixed findings. This may be attributed to the differences in the operationalization of management of strategic change, the differences in contextual settings and difference in research designs. While most studies reviewed have prominently adopted technological change as the only dimension of strategic change (Maharaj & Pooe, 2021; Madinda, 2014), other studies have used the cross sectional descriptive design to address their study objectives (Yusuf 2021;Indiaz 2016), thus emergence of conceptual and methodological gaps. Studies have tried to demonstrate the influence of management of strategic change on various outcomes and done in different contextual settings, thus emergence of conceptual, methodological and contextual gaps. This study adopted various dimensions of strategic change and conducted indepth investigation in the implementation challenges in management of strategic change.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1   Introduction

In this chapter, the manner in which the study was undertaken is discussed that is methods, steps and whole plan. The discussion is on the research design, how the qualitative primary data was collected with the offices interviewed, and how the data analytic technique was used.

3.2   Research Design

A case study approach was adopted for purposes of this study. It was the preferred design since the research required an in depth understanding of the challenges faced in implementation of management of strategic change at NITA (Stake, 1995). Additionally, the researcher preferred the use of a case study research design since the unit of analysis was a single organization, where researcher had the opportunity to examine in detail the phenomena and the context. The benefits derived from use of this methodology of case study is that it aid the researcher to get a holistic view of a phenomenon, through in-depth exploration of context of restricted episodes and the associated correlations (Yin, 1994).

It is only a case study that could lead a researcher to an extensive understanding of some aspect of a person, group, event or situation due to the methodology richness in detail. A case study provide valuable insights into phenomena or situations and are used to explore and investigate contemporary real-life phenomena. Studies (Soi, 2019; Kai, 2021) have been conducted in this field using case studies.

3.3   Data Collection

This study mainly collected qualitative primary as well as secondary data. Primary was collected by conducting personal interviews with the use of interview guide as main tool where questions were exploratory in nature. The primary data was collected from the Director General, Manager Industrial Training, Chief Planning officer, Head of IBTA, and heads of sections. Secondary data in the form of strategic plans, bulletins and neswletters and minutes on strategy were used to validate the primary data given by the interviewees.

3.4　Data Analysis

The collected data was largely in qualitative disposition hence content exploration was necessary for data analysis. This analysis supports systematized and unbiased theorization in addition to distinguishing characteristics and correlations of trend (Frankfort-Nachmias & Nachmias, 1996). Neuendorf (2005) actually describes this conceptual content exploration as impartial quantitative examination of characteristics substance.

Content analysis is a technique that presumes observation and explicit elucidation of objects where the errors that may arise in the course of research are detected with ease and rectified. Content analysis measures semantic content or facet of message. Additionally, the researcher is enabled to shift through magnitude of data with a lot of ease in a standardized mode. This approach of analysis was chosen compared to others since it gives results that are comprehensive. The collected data was explored then evaluated to ascertain its efficacy, dependability consistency, validity and credibility.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1   Introduction

In this chapter, the following were presented; findings, analysis and discussion of the results based on the objectives of the study.

4.2   Strategic Change Management Undertaken

On the issue of the management of strategic change, all the interviewees agreed that NITA had undergone organizational change, which were both strategic and operational. It was revealed that most of the changes affected the entire organization and not focused on individual staff or departments. According to one interviewee;

> "The changes fundamentally affected NITA due to the amendment of the Industrial Training Act in 2011 which brought in fundamental changes in the structure of the organization by transferring it from being a directorate of a state department in the Ministry of Labour to a whole Semi - Autonomous Government Agency. This had a major impact on the future directions of the organization. There was equally change of name from directorate of industrial training to National Industrial Training Authority. This brought in clear definitions of mission and vision statements" (Head of IBTA).

The interviewees also revealed that the nature of change was not quite radical but incremental since the change was based on some routine functions, activities, existing skills and beliefs of the workforce concerning industrial training.

> "The functions from the former directorate of industrial training became more progressive and successive, industrial attachment was mounted on to our existing employee base and NITA was given the mandate to coordinate the industrial attachments for all students in Kenya. The skills upgrading programmes were gradually incorporated into the training for the industry programs and the mounting of master craftsperson programs progression from the Trade Test grades three, two and one "(Head of IBTA)

According to the Chief Planning officer at NITA, there were revolutions and realignments. There were components with major strategic shift and instant culture change. His response was;

> "There was a major shift from the former National Industrial Training Council to the now NITB, changing from council to board to me was a major shift and change if you look at the structure, functions, roles and even the membership. More importantly, also there was the instant change of name and roles of chief executive officer from

DIT reporting to the PS in the Ministry of Labour to a DG. The DG is now directly responsible to the NITB for the day to day operations of the authority. It was a bit difficult at that time to familiarize, many people would still refer to the DG as DIT, and use NITC and NITB interchangeably" (Chief Planning Officer)

The management of strategic change at NITA was done to improve several functions through mobilization of its own resources and finances involving the collection and administration of the training levy, the assessment and certification of government trade test, coordination of industrial attachments and conducting of industrial training both at the NITA centers and at the workplaces which included engaging more accredited training providers. The interviewees highlighted that the enactment of the amendment Act of 2011 changed NITA fortunes in a positive way but equally with bottlenecks. According one interviewee,

> "The amendment of the Industrial Training (Amendment) Act 2011, followed by the executive order of 2016 and the implementation of a unified payroll led to profound changes in the organizational structure which included creation of new positions, scrapping of positions of principals and replacing with center managers. This further led to designing of new job descriptions, responsibilities and new salary structures/scales" (Head of Human Resource and administration)

The interviewees also observed that the strategic changes were conducted through several phases where awareness for need for change was done, goals for the changes were set, action plans were designed by implementing the transformation agenda through the development of the strategic plan. Interviewees' response revealed that there staff were apprehensive of the changes as they were not fully aware of the consequences. According to one interviewee:

> "Awareness on need for change was done to employees through sensitization meetings and communication at all levels, I remember it took former DIT time to go to NITA Athi River formerly known as Technology Development Centre and convince the employees there who were teachers under TSC on this need for change to authority. After that is when the Athi River group developed some desire to participate in the change process and support for it were expressed since they were now aware of better fortunes in terms of new salary structures established. Employees across NITA now got knowledge on how employees were expected to change, through their willingness and participation, Some trainings were done so that our abilities and competencies to cope up with the changes were enhanced through including reskilling. There was also recognition of officers who displayed the expected culture change and improved efficiency". (Manger Industrial Training Centre).

According to another interviewee, several documents and reports that guided the change processes were developed.

"The amendment was initiated through parliament some several years before the 2011, after the amendment, drawing of a transformation document, delinking report and strategic plan 2018-2022, was done. This gave roadmap on what was to be done with time. Empowerment and execution was entrenched by assigning accountability and roles to various officers like director general, director of industrial training levy administration, and sector training committees spelling what is to be done by who and by what time" (Head of IBTA).

"So far, I consider NITA is successful since it has remained afloat just by seeing the need for change, changing from a directorate in the Ministry of Labour to a state corporation and remaining the only state corporation relevant in industrial training arena, this suitability has made NITA to attract more partners such as the world bank funded KYEOP in the period 2017-2022" (Chief planning Officer).

4.3 Challenges of Implementing management of Strategic Change

As much as the interviewees attributed that the management of the strategic change at NITA resulted into positive fortunes by enhancing self-governance, improved decision making, improved resource generation and mobilization, enhanced regulatory roles, improved visibility where they became more efficient and effectivity, there were other several challenges that accompanied the process of implementing management of strategic change. There were both systemic and behavioral resistance at any instance of implementing management of strategic change. Many interviewees expressed that top Management started with full support including resources allocated for the change activities, later on the resources seemed not to be adequate.

> "When it started, the executive support was fully there and availed resources required for implementing the changes, however with time, it seemed like the support was diminishing and the resources became scarce. If you look at the structure that was proposed, there is understaffing particularly in the industrial training officers, the number is not enough to cope up with industrial training demand and inspections at workplace trainings." (HOS Mechanical).

> "Transition clause in the Act provided that the old staff were presumed to be automatically staff of the authority but through a mutual consent of the two parties. The staff inherited from DIT felt that their jobs were being taken away. New staff were being recruited and engaged as ITOs, while the old staff still retained their designations and titles as per the ministry of Labour. This resulted into resistance as there was fear and suspicion" (Head of IBTA).

> "There was resistance, blending or bonding of the newly recruited staff and the staff from defunct DIT took some time since there looked to be some mistrust and pulling in different directions" (Chief planning officer).

"I think inadequate resources has affected the implementation of recommendations from the consultant. The recommendations were partially implemented causing operational challenges. The optimum employee establishment or capacity is 720 while we are currently at about 450. This tells you that we are understaffed and some of our operations are not up to what is expected. But then, even the office space and other infrastructure would be a challenge if this capacity would be achieved, additional drivers would mean additional vehicles" (HOS Electrical).

"Turnover of Chief executive Officers between 2008 and 2013 when a substantive DG was appointed must have affected most of transition, transfer of knowledge, expertise and the realignments to the new structure and culture" (DG).

According to the interviewees, there were mixed reactions among staff, while as much as the majority agreed with the changes, part of the establishment and stakeholders wished to maintain status quo as in they were used to the old system of doing things and embracing new culture was an issue.

"Working with New documents like new PC formats was a challenge to many people as people would still use the old formats then being corrected. I think Unfreezing was done but changing and refreezing were not properly done and that is why we had several challenges" (Chief Planning Officer)

The interviewees revealed that the delinking report and transformation document were yet to be fully implemented. The general observation from the interviewees was that as much as the changes had brought some positive results, the desired results were yet to be met.

"On whether we have achieved the desired results, partially, we are not yet there" (MIT)

4.4 Mitigation measures to the challenges of implementing management of strategic change

The management and NITB had tried to mitigate the challenges encountered in several ways as were expressed with the interviewees. There were suitability tests conducted to the DIT staff, and those who were found to be competent to undertake the new roles were promoted and given appointments that fully incorporated them into the new NITA structure.

" When the DIT staff felt new staff and ITOs came to take up their jobs, there was fear and expression of resistance, and this forced management to intervene and

subject them to a suitability tests where they were promoted and converted to NITA job groups to allay the fear of the unknown" (Human Resource manager).

According to a Chief Industrial Training Officer, effecting section 7 of the Act allowed accreditation of training providers like ICPAK, IHRM, CHRP, KISM, KIM, KSG to help further the agenda of industrial training at different professional backgrounds coupled with engagements of part time trainers at NITA to bridge the gaps in understaffed ITOs.

> "There has been continual improvements of manuals and strategic plan reviews to cope up with the emerging trends. Regular communication to all staff through internal memos, emails and meetings" (Chief planning Officer)

Sensitizations and trainings on various aspects of new products, corporate service charter, maintenance of QMS and capacity building of employees were among the measures that were put in place to mitigate the challenges according to head of IBTA. There was also the development of new organizational structure and job establishment that was as well sensitized at all levels of the Authority all in an attempt to mitigate the challenges.

4.5   Discussions on the Findings of the Study

The findings have revealed that managing strategic change help organization to align its functions, activities and structure with its environmental threats and opportunities. Through management of strategic change, NITA was able to reduce the chances of losing business, value and its stake in government and on the other hand it has remained an active state corporation ring-fencing its industrial training functions and considered one of the major body in Kenyan government as pertains industrial training. According to Lawrence & Lorsch (1967) on organization and environment also stated that management of strategic change enables and organization to align its characteristics to the environmental contingencies. The theory also posits that organizations are effective if managers fit characteristics of the organization, such as its structure and strategy, with contingencies in their environment by managing strategic change. Contingency theory also argues that organization success is as a result of suitability of the organization and its environmental exigencies (Thai, 2015). The findings also reveal that suitability of the organization to its environmental exigencies resulted in attracting more partners, be the government-implementing agency in major government's projects like World Bank funded KYEOP in the period 2017-2022.

This research study findings supports the complexity theory where organizations operating in dynamic environments are complex adaptive systems characterized by self-organizing and emergent that evolve between order and chaos (Kauffman & Kauffman, 1995). It is true that the theory helps managers understand how organizations as complex systems could learn to effectively and unconsciously manage strategic change into emerging structures and sophisticated designs that adapt better to their environments (Brown & Eisenhardt, 1997). There must be oscillation between order and disorder through creativity for agility and survival (Stacey, 2002).

This study agrees with the literature reviewed on the study conducted by National Audit Office (2021) on the challenges in implementing digital change in the Public Service, United Kingdom and supported by Pollard & Cater-Steel, (2009). That lack of top management support, lack of proper interdepartmental communication and collaboration, lack of the use of consultants some key challenges. This study finds that change in Chief executive officers during a change process has adverse effects on the management of strategic change. This study asserts the conceptual gap of arguing that technology is the only aspect of change or single dimensional strategy (Maharaj & Pooe, 2021; Madinda, 2014). Strategic change is multidimensional and technology is just one aspect, it take business and people dimensions as well (Jaleha & Machuki, 2018). Studies have used the cross sectional descriptive design to address their study objectives (Yusuf 2021;Indiaz 2016), This study confirms that in-depth investigation in the challenges of implementing management of strategic change is one of the best methodology and design as it helps in probing the interviewees to get to deeper observations on various dimensions of strategic change and how the challenges manifest.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of this research work, consclusions, recommendations, limitations of this study and suggested areas for futher studies that researchers and academicians would cnsider inorder to build on the body of knowledge in the field of Management of strategic change.

5.2 Findings Summary

NITA has undergone organizational change, which were both strategic and operational and were incremental and revolutionary in nature and extent. This strategic change was planned and linear, it changed NITA fortunes in a positive way to a larger extent in regards to autonomy, self-governance, decision-making, enhanced revenues, diversification and efficiency and effectiveness in service delivery.

Challenges of implementing management of strategic change included turnover of chief executive, Top Management support, inadequate resources, systemic and behavioral resistance, poor staff engagement, partial implementation of delinking reports and poor refreezing process. Challenges were mitigated by conducting suitability tests to the old staff, accreditation of training providers, employment of more staff, continual improvements on manuals, strategic plan reviews, regular communication to all staff sensitizations, trainings and implementation of new job structures.

5.3 Conclusions

Challenges of implementing management of strategic change take different forms even as much as the challenges may be similar, organizations are different and what is applicable in one may not be for the other. People dimension of change is very interesting since people behave differently in different organizations, in different environments and in situations. The way organizations mitigate challenges will automatically not be the same since capabilities, skills and cultures are different in each organization. It is for this reason that there is room for much discussion and study on this topic on challenges of implementing management of strategic change.

5.4 Recommendations for Practice and Policy

People aspect of change is critical, the staff should not only be informed or communicated to the changes but be fully engaged and involved in any strategic change. Therefore going forward NITA should ensure that staff are thoroughly engaged in change processes. That NITA should in the future consider suitability tests to be done to take stock and enhance the capabilities of existing expertise and staff and not as remedy to avert behavioral resistance. It should precede any strategic change and not vice versa. NITA to consider fully implementing its new structure, embark on various aspects of delinking and benchmarking reports, pumping more resources in to the strategic change managements and appointing change agents.

5.5 Limitations of the Study

The study had a conceptual limitation since it only focused on the strategic change while within the same set up interviewees' revealed existence of other types like business and people dimension of change. The study might have had a narrow scope by focusing only on one institution in Kenya and on industrial training. Other institutions, state corporations and TVET sector were not explored posing a methodological gap. There could be a contextual limitations since findnings in NITA cannot be used to generalize in other places considering context of NITA mandate and functions.

5.6 Suggestions for further Research

Since the study only focused on the strategic change other studies could look into business and people dimension of change, other state corporation or training intuitions in Kenya. It is suggested that other studies could be done to address contextual limitations since findnings in NITA cannot be used to generalize in other places

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APPENDICES

APPENDIX I: MANAGEMENT LEVEL – OFFICES OF DG, DITSD, MANAGERS AND HODs

1. How did the enactment of the Industrial Training (Amendment) Act, 2011 on transforming DIT into a SAGA called NITA and Executive Order No. 1 of 2016 on the reorganization of government affect the fortunes of the organization?

2. How did the implementation of UPR affect training levy and NITA as a whole?

3. Can you outline the changes or measures which NITA has undertaken in the face of enactment of the Act and executive order and the implementation of UPR?

4. In your opinion what has been the effect of these measures?

5. Did the NITB appoint consultants for planning the strategic change in 2011 2016 and 2020?

6. If the consultants were not used in any instance, were the internal resources effective?

7. Were the recommendations implemented

8. If the consultants were used in any instance, Why were consultants used instead of using internal resources?

9. Have the recommendations of the consultants been implemented?

10. Were all the stakeholders especially the staff adequately informed and involved in the process in the planning and or implementation process

11. What mechanisms did or has the NITB put in place to monitor the change process? Has there been specific benchmarks and time frames for the change process and how have they been evaluated?

12. Were the changes communicated to all stakeholders and what medium was used?

13. Was there feedback from the concerned stakeholders? How was this feedback incorporated into the on-going change process?

14. What challenges have or were encountered during the change process? What measures were put in place to overcome these challenges?

15. In your opinion have the changes brought the desired results within the set time frames?

APPENDIX II: HEADS OF SECTIONS

1. In your opinion what was the need and urgency of the change process?

2. How was the process of implementation designed? Who was involved in the formulation stage?

3. How was the change process put in place to involve stakeholders of the organization into the change process?

4. What tools did the organization provide to ensure smooth implementation of the change process?

5. In your opinion how was the change process taken by the various stakeholders (especially the you as HOS and staff under you).

6. Were there any change agents?

7. What was the role of the change agent and how did this role complement the roles of the line managers/HOS.

8. How were the activities of the change agent blended with those of the HOS?

9. What mechanisms were put in place to monitor the change process? Who was responsible for their evaluation?

10. How was the evaluation results handled? Were they communicated to other stakeholders and via what medium

11. What corrective measures were taken to correct any deviations and consolidate any gains? Who was involved in consolidating gains and designing the corrective action?

12. What challenges were encountered in implementing the change process. What measures were set up to counter the challenges?

13. In your opinion was there adequate Executive support for the change process?

14. In your opinion what would have been done better in implementing the change process