

**CHALLENGES FACING UNGA GROUP IN IMPLEMENTATION
AND MANAGEMENT OF CHANGE PROGRAMS**

BY

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DECLARATION

The research project is my original work and has not been presented for a degree in any other university

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DEDICATION

This research paper is dedicated to my parents Dollith Okello and Leo Okello, my brothers Edwin and Evans Okello and my Sister Billian Okello. Their encouragements and advice gave me the courage and the motivation to continue studying to the highest possible academic level.

Above all, I dedicate all to the Almighty God for showering me with his blessings during the entire MBA program.

ABSTRACT

In organizations today the rate of change is very rapid and more constant. Whether the change is a small one like the implementing a new system or a much bigger one such as takeovers or mergers the way that change is managed makes all the difference to its success or failure. Good change management program is important for helping leaders and managers to effectively drive change throughout their organizations. Change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired results. It is important for organizational leaders to identify and implement a model for change that will assist their organizations survive and progress in the next century and beyond. Change management has three key areas which include adapting, controlling and effecting change. This paper has been on research on the Challenges Facing Unga Group in implementing and Management of change programs. The design of the Study is a case study and used the Case of Unga Group. Both primary and secondary data was used. Primary data was collected using interview guide with unstructured open ended questions to elicit information from the interviewees. The data was analysed using content analysis because the study solicited data that is qualitative in nature. The study found that the key challenges of implementation and management of Change programs at Unga limited company include; low staffing levels, low morale as a result of poor remuneration, resistance from lower levels, reduced staff morale, staff resistance, and fear of job security and retrenchment, which led to loss of necessary skills especially in production and distribution functions. The company has also suffered from high staff turnovers for both management and subordinate staff and initial supporters leaving the service before full implementation, lack of rewards for achievers, cultural challenges and competing activities that distract attention. This study therefore recommends that in order to deal with the challenges faced by Unga Limited in the implementation and management of change programs, the management of Unga Group Limited should build an internal organization structure that promotes alignment organizational structures that are supportive to the aspects of change in the organization. The researcher suggests further research to be conducted incorporating companies that are operating in other industries. Identifying and documenting the challenges and implementation of change programs in the milling industry in Kenya is not enough. This would be a good evaluation tool of the value of the manager's decisions and other managers even in other industries.

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ABBREVIATIONS

ERP- Enterprise Resource system

GDP-Gross Domestic Product

MBA-Master of Business Administration

SAP -Systems, Applications & Products implementation

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Change is the only constant in life today, for individuals and organizations . In organizations today the rate of change is very rapid and continual. Irrespective if the change is little such as implementing a different system or a larger one like takeovers and mergers the procedure that change is carried out impacts to its success or failure. Nevertheless, all change resulting from sources that are inside or outside the organization, big or little, includes developing fresh mindsets, procedures, regulation, forms and behavior. Regardless of the source of change, change management is the procedure of taking a planned and structured method in aligning organizations with the change in their environment. Good change management program is essential for helping management to effectively drive change throughout their organizations.

Change management use systematic approach to make sure that an organization transformation can be directed in the planned direction, done in a cost effective way and finished within the set time frame and with the desired outcomes” (Davis and Holland 2002). Change management is a problem finding and problem solving process. The problem is the desired state to be achieved, present state to be changed, and organized process for getting from one state to the other.

One of the main objectives of change management is to overcome opposition to change in so that organizational members agree into change and reach the organization's targets of a planned and effective change (Diefenbach, 2006). Change brings with it resistance and conflict from employees due to the uncertainties created

on the status quo. The management must prepare and anticipate possible reactions by the employees, and establish counter-measures.

Change can arise from sources that are external including through social, technological advances, economic or political pressures, or it can come from internal sources including management reaction to various of matters such as changing customer needs, costs or a human resource or a productive matters. It can influence a little part or whole entity. In basic and simple definition change management includes engaging with stakeholder groups and assist them know what the change means to them and assisting them to make and maintain the transition and aiming towards overcoming any obstacles involved. From leadership point of view it includes the organizational and behavioral changes that should be incorporated to support and maintain change.

The change of necessity may either be planned, emergent or in most cases a combination of both. Planned change is “the systematic attempt to re-design an organization in a way that will help it to adapt to changes in the external environment in order to achieve new goals” (Stoner et al,2003). What differentiates between planned/strategic change from operational change or repetitive changes is its magnitude plus scope. Strategic change purposes to get ready the whole organization or a main part of it to adjust to important changes in the organization’s direction plus goals, while operational change is meant at guaranteeing that the activities of the organization are performed in the best way possible. Its emphasis is distinction in every activity the organization performs. According to Stoner et al, change programs are essential today specifically due to change in period and associations that we have all over the organizational world. This study is grounded on the systems theory and the resource based theory. The basis of systems theory is that all the parts of an

organization are interconnected, and that altering one variable might influence many others (Maignan *et al.*, 2012). Organizations are seen as open systems frequently interrelating with their surroundings. They are in a form of dynamic stability and they adjust to changes in their environment. The resource-based view of the firm shows that exceptional, venerable, non-imitable and non-identical firm's resources effect competitive advantage (Miles & Covin, 2010).

1.1.1 The concept of Change Management and Implementation

Change management is a planned way to make sure that changes are implemented well in order to achieve long term outcomes of change. The emphasis of change management is on wider effects of change on individuals and the way people and teams move from the present state to the desired state. Change management is a structured and systematic method to achieve a maintained transformation in people behavior in an organization. Change management is a systematic method in tackling change both from the point of view of an individual and the organization. Change management means implementation of practices and technology to cope with changes in the business environment also benefit from different opportunities. Several factors ranging from cost reduction, redundancy minimization/elimination, technological, cultural change and performance improvement contribute to overall change and the need for change.

Process of change are supported by various strategic options (Schilling and Steensma, 2001), including the need for more integrated methods of performing work (Rugman and Hodgetts, 2001) and the desire to grow the business output (Balogun and Hope Hailey, 2008). These matters result in structured change plans based on the assumption that change management consists of a limited set of interventions which

are regarded as objective, measurable and linearly manageable programs that can be achieved in a relatively short time.

In the present dynamic business environment organizational transformations and ways of dealing with them are important as we seek to maintain change across different areas. The method a businesses manages change and success of managing change will rely mostly on the type of business the transformation and the individuals involved. It also depends on the people knowledge of the importance for the change and the procedures included in change. Applying change management actions can be of help in achieving goals for planned and unplanned transformation both from sources that are internal and external. It also helps diagnose problems that arise due to transition before they become a crisis.

Organizations undergo many inside change processes continually in their life cycle where organizational managers may develop change-driving tactics in the organization. For example some organizations state great change that results in structural change through which businesses try to revitalize its orientations (Chandler, 1962; Child, 1972; Miller, 1982; Miller and Friesen, 1982; Miller and Friesen, 1984) through changing the procedure of reporting. Some changes including mergers and acquisition or new top management teams transforming company methods due to reorganization and restructuring require organizations to make important changes not just in strategy and structure but also organizational culture and procedures (Keifer, 2005). Research shows that current organizational change has resulted into a spiralling effect where organizations are becoming more involved in more than one change and even current inside change processes.

There are many environmental issues that inspire organizations to change in reaction to outside environment threats and opportunities (Kotter, 1996; Lawrence, 1990; Hedberg, Nystrom and Starbuck, 1976) showing that there are many forces that produces change. The most common source result from macro-environmental factors including major economic and political transformation, technological change, fast growth in the global marketplace and changing demographic and social processes (George and Jones, 2002).The need to develop competitive advantage as fast transformation happen both in the external and internal sources. The driving forces for change in organizations results from the importance to continually increase productivity and efficiency (Arnetz, 2005).

The turbulent and competitive environment in the milling industry has prompted the players in the milling industry including Unga Group Limited to come up with effective strategies so as to retain competitive and to survive in the dynamic industry. This has led to various organizational changes that have been experienced at Unga Group. Significant changes has happened at Unga Group and significant shifts in its strategies in response to the changes in the market.

1.1.2 The Manufacturing Industry in Kenya

The flour milling industry is part of the manufacturing industry in Kenya. The Kenyan policy makers acknowledge the need of the manufacturing industry for long term economic growth. Indeed the development goals for manufacturing as outlined by the Kenyan government in its Vision 2030 policy are very big and need huge investment targets eventually reaching targets more than 30% of GDP (Kenya, 2007).The manufacturing industry is very prone to both inside and outside environmental shifts. So as to retain competitive advantage the manufacturing industry must accept changes

and be proactive in dealing environmental threats. Of great importance being the development of environment that make proactive transformation a usual and continuous style of life (Rukumba, 2003). While many organizations acknowledge the positive outcomes that result from transformation process some have inadequate knowledge of what change management is and how to institute change management processes (Conner, 1999).

The manufacturing sector is comprised of above 700 organizations and hires above 218,000 staff in 2000. Kenya mostly exports to East Africa and COMESA regions. The manufacturing industry is a main source of growth this is in reference to the Economic Recovery Strategy for Employment and Wealth Creation document. The industry has high potential of growth and investment. Kenya has a big manufacturing industry that produces for both the local region and exports to the East African market. Subsidiaries to multi-national corporations mostly dominates the manufacturing sector. The future of manufacturing industry will depend on how well these firms are able to adjust their business operations to the turbulent environment.

The flour milling industry in Kenya is based on the free market where prices are influenced by the market forces. The milling industry has two segment of non-governmental stakeholders which are the small stakeholders and large stakeholders with no government owned milling firm (Owuor. 2009). Most big milling companies are found to the big Kenyan cities and the current market permit liberal entrance and exit by various milling companies in to the industry. Shortages of the raw material and also fluctuating wheat price in the international market are negatively impacting the productions of flour milling firms. The flour milling segment has key characteristics things which differentiate it from other segments of the economy. With sales and profits primarily determined by market holding and capacity

utilization the main influents of achievements among its players is cost leadership and organic development (Huxley, 1957).

Some of the challenges that the milling companies face include competing activities that distract focus from performing the decision, changes in tasks of important staff not properly outlined, key developers of the strategic decision not playing an active part in execution, challenges that require leadership commitment not communicated on time, advocates and implementers of the strategic decision dropping out of the organization in the process of implementation and implementation taking more time than initially planned (Al-Ghamdi, 1998).

1.1.3 Unga Group Limited

Unga group limited is among the first organizations in Kenya. It was registered on 28th December 1908 with the purpose of serving the milling needs of the maize and wheat growing sector that was based in the rift valley location. By the 1970's Unga limited had become the biggest grain miller in East Africa with productions in Nakuru, Eldoret, Nairobi, Iringa, Dar es salaam, Arusha and Jinja. The company has been a publicly listed in Kenya since 1956. It is the industry giant in manufacturing and production of high quality human nutrition and animal health feeds within East Africa. The company's products are manufactured from high quality grains sourced locally.

Unga has two business segments which are the consumer and animal nutrition and health. The consumer part of the business manufactures outputs for human consumption while the animal nutrition and health part manufactures mineral and animal feeds supplement products. The company through its subsidiaries is involved in the milling of wheat and maize.

Unga group has its headquartered in Nairobi and is the holding company for three operating companies - Unga limited (human nutrition), Unga farm care (E.A) limited (animal nutrition and health), Unga millers(Uganda) Limited (human and animal nutrition) . In 2014 the company sold all its interest in Bullpalk limited and is currently with the remaining three operations. Unga limited has mills in Nairobi and Eldoret. Unga farm care has production plants in Nakuru and Nairobi. The production plants are maintained by highly developed analytical laboratories (Kalya, 2013) Unga limited major maize brands are Jogoo, hostess, Hodari and Jogoo extra; Jogoo Wimbi, targeting the emerging market for healthy foods. In the wheat category there is the exe family of specialty home baking flours including all purpose, Chapati, Mandazi, self raising, Atta mark 1 and brown bread flour. Unga limited maintains market leadership in the uji porridge category with its range of natural and high quality products sold under the famila brand include, ujimix the original sour porridge, infant weaning and pure wimbi. Also recently from 2014 the company ventured in production and sale of cereals through its brand know as Amana.

There has been a lot of competition in the flour milling industry and the industry has been experiencing many challenges among which include, the high cost of doing business. After liberalization of the Milling industry in the early 1990s, Unga Company adopted outsourcing some of its functional areas to ensure competitive strategy. Because of Intense competition, Unga limited was forced to reassess and redirect scarce resources (Gichohi, 2007).

There are Significant Changes that has happened in the Unga Company and significant shifts in environment Strategy in response to the foregoing changes in the market. Due to changes in its operating environment, increased competitive pressure and the need to compete and thrive in a global market, the Group's Board of Directors

took a decision to radically re-engineer and restructure its entire operations. The aim was to “radically re-engineer and restructure the group’s entire operations to bring in line with modern business practices and to focus more clearly on its line of business.

In 2015 the board of Unga Group Limited approved for the implementation of a new system. This meant that the company would shift from the use of BaaN to the new SAP Enterprise Resource system (ERP). The system was at the development stage from June 2015 and has been fully implemented in January 2016. Unga Holdings Limited deployed SAP, a world class Enterprise Resource system (ERP), in a project that they named VUKA to symbolise the Transition. This significantly improved information exchange and transaction processing between the company and with external partners and stakeholders. Unga Holdings contracted ALTTAB Africa Limited for the supply and implementation of SAP Enterprise Resource system (ERP) system. ALTTAB implemented the SAP application using the prescribed accelerated SAP (ASAP) methodology. This involved a five stage implementation which included; project preparation, Business blueprint, Realization, Final preparation and Go-live & post go-live support. In deploying SAP the company aimed to enhance experience in delivering superior brands to customers and in doing so strengthen the brand equity and improve profitability.

SAP implementation (Systems, Applications & Products implementation) refers to a German firm name SAP SE, and is the entire procedure that describes an entire approach to implement the SAP ERP enterprise resource planning software in an organization. The main obstacle for an organization is about change management which involves developing a planned method to the changes the organization encounters. The goal is to optimize the total inputs of everyone involved in the change and to reduce the threat of failure of implementing the changes in relation to the SAP

implementation. The implementation of SAP in Unga Group did most surely come with many changes and the company expected many natural reactions including denial to these changes. There are challenges in implementing and management of change programs currently at Unga hence my motivation to undertake this study.

1.2 Research Problem

The process of transformation is brought by several strategic issues (Schilling and Steensma, 2001) involving the desire for more integrated method of working (Rugman and Hodgetts, 2001) and the desired to increase business output (Balogun and Hope Hailey, 2008). These lead to structured change programs founded on the assumption that change management involves a few set of interventions, which are regarded as targets, measurable and linearly manageable programs that can be achieved in a short period.

There has been a lot of competition in the flour milling industry and the industry has been experiencing a lot of challenges among which include the high cost of doing business. Because of Intense competition, Unga limited was forced to reassess and redirect scarce resources (Gichohi, 2007). Unga Group Limited is also facing the same challenges and it has a formal strategy which was formulated with the view of remaining relevant in the industry. Successful acceptance to change is important in an organization, it is an crucial feature of any organization regardless in the private or public sector that wishes to remain relevant in the market. Organizational change mainly aims at adapting to the environment and improving in performance.

International studies done on change management include a case study of a construction company on Change management in project based organizations (Christer Gerdin et al. 2010), Helping Employees in Adapting to Change at Texas

Children's Hospital (Stephanie Elam and Tammy Christensen 2009), Organizational change Case study of General Motor (Muhammad Hashim 2014).

Many studies have been done on change management in Kenyan companies including Strategic change management practices at Teachers Service Commission (Mimaita 2010), Strategic Change management at National Museums of Kenya (Kendi 2009) among others. Many studies have also been done in KRA including the following; Change Management Practices adopted by KRA in its Revenue and Administration Program (Odundo 2007), Strategic Responses by KRA to its operating environment (Chemtingen 2009), Management perception of social responsibility at KRA (Korir 2006), Effectiveness of Technology as a strategy in motor vehicle registration by KRA (Owala 2006) and The impact of automation as a structural change strategy on customs procedures at KRA (Sigey 2010) among others.

To this pool of knowledge there is still a need to further study in change management and implementation challenges in Kenya in reference to Unga Group Limited. Unga Group is unique in that it operates in a very complex and dynamic environment. This project therefore seeks to bridge this gap. The research question therefore is: What are the challenges experienced at Unga Group limited during implementation and management of change programs?

1.3 Research Objectives

The research objectives of the study included;

- i. To determine challenges of implementation and management of change programs experienced at Unga Group limited
- ii. To determine the measures that Unga Group Limited has taken to deal with the challenges.

1.4 Value of the Study

This study is a useful reference point to academicians, scholars, and researchers for better understanding of change implementation challenges and how to cope with the challenges. It provides information to future scholars who might need to research on the challenges to change implementation within the milling industry operating in Kenya. The findings will enable to various stakeholders to understand change management and its impact to the organization as a whole.

The study provides an insight to the management to come up with the key technical skills for its management staff so that they can have a pool of talent that can help the management in change management and implementation process. This is a very important basis of coming up with the training programme which when implemented will eliminate the lack of competencies and skills required for implementation.

The study provides the management of Unga Group Limited with the recommendation to build an internal organization structure that supports change programs within the organization and develops strategy of dealing with the challenges of change programs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents relevant literature review on the concept strategic change management and challenges in implementation of change programs. It also covers areas on theoretical foundations, models of change management, and strategies of implementing successful change programs.

2.2 Theoretical Foundations

The turbulent and competitive environment requires that organizations put measures to adapt to changes brought by both internal and external factors. This study is grounded on the systems theory and the resource based theory.

2.2.1 Systems Theory

Systems theory defines the interconnections of the sections of a business and how transformation in one segment can impact several other portions of the organization (Li & Geiser, 2009). In reference to Walker & Brammer, (2009) a business behaves as systems interrelating with their surroundings. Any balance is continuously shifting as the business adjusts to its shifting environment. The basis of systems theory is that all the components of a business are connected, and that a change in one variable might influence several others (Maignan *et al.*, 2012). Organizations are open systems and are frequently relating with their surroundings. They are in a dynamic equilibrium status as they adjust to environmental deviations. In reference to Lozano and Valles, (2013) system theory sees organizational structure as the designs developed of inter connections among the sections of the organization. In reference to Menon and

Menon, (2013) the connection between the organizational and environment structure is particularly significant. Organizations are open systems and are dependent on the environment to survive. The connection between an organization and its surroundings consists of a collaborative flow of information and energy (Marron, 2013). Many organizations try to impact their surroundings.

2.2.2 The Resource-Based View Theory

The resource-based view of the organization shows that valued, exceptional, imperfectly imitable, and non-interchangeable firm's resources produce competitive benefit for the organization (Miles & Covin, 2010). These resources include assets, capabilities, organizational procedures, information, etc. they are grouped into tangible and intangible assets (Dickinson *et al.*, 2010). The theory states that resources that are wholly possessed by the business should be refined so as to increase their input to the organization's competitive advantage in its business framework (Hoffman & Sandelands, 2005).

The resource-based explanation emphasises that the environs might be a limiting factor influencing maintainable competitive advantage and it suggests that organizations which manage the environmental connection well than others might be able to create extra supportable competitive advantage (Li & Geiser, 2009). The theoretical resource based view postulates that the ability of an organization to enjoy a position of advantage relies on the resources in its possession which may be human, financial, technological or physical (David,1997).

2.3 The Concept of Strategic Change Management

Strategy is the scope and direction of a firm over a longer periods which assists to gain advantage for the business through its formation of resources within a changing environment and to meet stakeholder needs (Johnson and Scholes, 2004). They also note that “strategic decisions will very often involve change” (Exploring Corporate Strategy, p.10) and this is because of the changing business environment and the changing Stakeholder expectations. As such, change management and strategic management go hand in hand. Change is a transition from one state to another. Change can influence strategy, structure, behavior and organizational culture. Burnes (2004) states that on the one hand, visions and strategies of an organization direct change by creating the climate and conditions within which change takes place, while at the same time, organizational change is sometimes necessary in the realization of the organization’s strategy and vision. As such, the relationship between strategy and change is a two way street.

For an entity strategic change management involves defining and development of processes and technology that deal with variations in the business environs and help the organization gain due to the unfolding opportunities (Deem and Brehony, 2005). For an organization to survive, the managers must appreciate the change that is taking place in the market place, their competitors, technological change, workforce dynamics, social values of employees and the political environment that have a significant effects on the processes of an organization. Every organization ought to carefully manage this change in the external environment for its survival and attaining of its objectives or else they are absorbed by their competitors.

2.4 Change Management Models and Theories

The various theoretical models of change which try to define the ways through which businesses effectively change their organization practices and the structure or climate of their organizational.

Lewin (1946) first coined Action Research. Action research is study on an action with a objective of making that action more operative. It relates to plans and interventions developed provide solutions or improve a situation. It emphasizes that change needs action and also acknowledges that effective action is founded on investigating the situation, coming up with possible different solutions and selecting the one most conducive to the situation at that time.

He later came up with three step model which are: Unfreezing past behaviour, changing and refreezing the new behaviour. Unfreezing involves removing those factors that support or maintain the past behaviour. It is the readiness to learn new behaviour. Change involves the organization presenting a new alternative. This means introducing appealing alternative for a new pattern of behaviour. Refreezing emphasises that changed behaviour should be strengthened both officially and informally in the organization. In this stage leaders can have a lot of impact by using positive reinforcement.

Bullock and Batten (1985) summarize the steps in four broad stages: Exploration phase which involves awareness of need for change, searching for solutions e.g. searching for outside agents and developing an agreement with the consultant, which describes respective party's responsibility etc.

Preparation stage involves understanding the challenges, gathering information, setting change goals, designing action plans so as to attain these targets and finally, getting crucial decision makers to accept and provide backing to the planned changes. Action stage involves arrangements for managing change, feedback processes and evaluation of results in order to make adjustments or refinements as necessary.

Integration phase involves consolidating and stabilizing change, reinforcing new behaviours, gradually reducing reliance on consultants, diffusing successful areas of change in the business and training executives and staffs to monitor the change continually and aim to progress on them. This model according to its authors is very applicable to change situations since it incorporates key aspects of many change models. It is able to reduce the confusion between the processes and phase of change.

Kotter (1996) came up with 8 steps which can lead to successful change. He explains that the eight steps are a process and not a checklist. Effective change passes through all eight stages. Establish a sense of urgency, forming a powerful guiding coalition, creating a vision, communicating the vision, empowering others to act on the vision, planning for and creating short term wins, consolidating improvements and producing still more change and institutionalizing the new approaches.

Dawson (1984) advanced Processual model which stipulates that temporal aspects of change are used as a means of breaking down the complicated process of organizational change into manageable portions. Beginning of necessity for change, method of organizational changeover, operation of innovative job practices and processes is needed.

Logical incrementalism was advanced by Brian Quinn. He argues that managers consciously and proactively move forward but incrementally. It involves a pattern of change through creating awareness and commitment continuously, increasing knowledge and responsiveness, changing signs, developing reliability, legitimizing innovative ideas, making tactful changes and partial results, increase political backing, overpowering resistance, developing flexibility, methodical trial and waiting. Setting progress progressively; forming pockets of support, concentrating the business, managing alliances, enacting commitments by empowering winners, continuing the changing aspects by eroding consensus, incorporation of procedures and of benefits. An progressive process not disconnected, establishing, measuring and rewarding key thrust.

Senge (1990) advanced the Learning Organization model. A learning organization does not abruptly adopt strategic change, but is continually seeking it. A Learning organization uses learning, experimentation and communication to renew itself constantly, Strategy development involves knowledge creation that is best undertaken in groups, developing shared mental models of an issue through group dynamics.

Kanter et al (1992) proposed Ten Commandments for effecting transformation: Describe organization the necessity for change, generate a sense of urgency ,separate from the past, support a solid leader character, arrangement of political backing, craft an implementation strategy, create empowering structures, communicate, include individuals and be truthful, strengthen and institutionalize change.

2.5 Challenges of implementation and management of change programs

Change irrespective of progressive or quantum may develop many challenges and shifts inside the organizations as a result from trouble with various groups, people and organizations to adjust to change. Organizational achievement and certainly progress is reliant on its capability to respond to and manage deviations in the environment and the identification and growth of effective management to direct the course.

Kotter (1996) identified that numerous ineffective change efforts happen because of various challenges. These comprise of, inability to create a sense of importance; inability to build a strong administrative coalition; lack of vision or policy to lead the change effort; poor communication of the change vision the participants; inability to recognize and remove hindrances to change; inability to develop and acknowledge short-range accomplishments; rejoicing over achievement early, triggering investors to misplace attention; inability to strongly integrate the changes into the business culture.

People react in a different way to change. Other individuals find it thrilling while some fight it. Opposition to change is predictable. It is common all through the development phases of groups experiencing change and at work on improvement ventures. Management should acknowledge these responses and support the groups as they undergo these stages of change. Transformational organizations acknowledge typical opposition to change and put in place plans to allow individuals to work through their struggles (Kohles, Baker and Donaho, 1995).

Change implementation challenges develop from internal and external sources to the organization. The challenges depend on the strategy, the type of organization and circumstances prevailing. Many challenges can be reduced if strategy development is coupled with implementation. Main inhibitors to the execution of Change programs at Unga limited company include execution taking exceedingly long, poor of communication, inadequate synchronization and backing from other levels of administration, opposition from subordinate staff, inadequate control systems and execution being seen as a set of discrete isolated tasks. This has reduced staff morale, staff resistance, and fear of job security and retrenchment, which led to loss of necessary skills especially in production and distribution functions. The company has also suffered from high staff turnovers for both management and subordinate staff.

2.6 Strategies for implementing successful Change programs

Change should not be a throbbing procedure as it could appear, when seeing the volume of unsuccessful change management programs with studies as low as 10% of studied achievement scores (Oakland & Tanner, 2007). Once effective change management approaches are used and prearranged, as well as clear communication policies, operational configuration, willingness to change and implementation these all reduce and overcome opposition to change (Wood et al, 2010). There is a lot of studies on the adverse features and problematic management with workforces fighting change. Though Wood et al (2010) opposes this concept by interrogating the change management procedure as individuals do not oppose change itself but features of the change that distresses them individually for instance fear of the unfamiliar, status, compensation and luxury. Fighting to these changes is a healthy response and can be managed successfully in the commencement by guaranteeing proper channels of communication and using change initiatives.

Doyle et al. (2000: S72) proposes the subsequent tactics for effectively employing organizational change initiatives: Developing effective stress management procedures, pacing and preparation of change initiatives, taking a monitoring overview of several initiatives, evading initiative excesses and permitting those affected time to adjust; Creating methodical and visible preparations plans, monitoring and valuation devices; Creating corporate control over the time.

Robbins (2005) emphasizes that reinforcement is necessary to result in behaviour changes, management should therefore be very involved throughout change stages to establish and strengthening strategies. A method to be used involves is vocal reinforcement. Vocal reinforcement of behavior that are acceptable to the organizational change will growth workers replication of those new change behaviours. Whether constructive or undesirable some reinforcement should be created for personnel to effectively acclimate to change in the organization (Robbins, 2005).

Other studies emphasize on the effective change management measures (Caldwell, Herold and Fedor,2004). A previous research showed that non-tangible aspects including strategy and culture remained the key elements of long-term positive outcomes as contrasting to the precise approaches of implementing changes (Nohrai and Roberson, 2003).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section gives the research design that was used to achieve the objectives of the study, the source of data and data analysis

3.2 Research Design

The research was conducted by way of employing case study. This involved gathering opinions and views of the management of Unga Group Limited on the challenges on implementation and management of change programs. The design is valuable for an in-depth contextual analysis. Koske (2003), Ochanda (2005) and Copper and Schindler (2003) assert that case studies place more emphasis on a full contextual analysis of fewer events or condition since details from multiple sources are secured.

Case study designs was the most appropriate research design because this is a study of a single unit or institution hence it facilitated intensive study and analysis of the same in as far as the research objectives are concerned.

3.3 Data collection

Both primary and secondary data was used. Primary data was collected using interview guide with unstructured (open ended) questions to elicit information from the interviewees. This technique enabled the researcher to collect views, backgrounds, opinions, motivation, interest and feelings about the challenges of implementation and management of change programs at Unga Group Limited.

The primary data was collected through in-depth interviews with Heads of department in the organization which included Human Resource, Production, Operations, Finance, Marketing and Information Technology Department. Open ended questions were administered to the departmental managers by way of an interview guide by the researcher. The secondary sources comprised of internal memos, strategic plans, circulars and minutes, project plans and change programs documentation.

3.4 Data Analysis

This being a qualitative study, content analysis was used. It is a method of making interpretations by systematically and objectively finding specific characteristics of messages and using the same to relate to trends. It offers a qualitative representation of the respondents, concerns, ideas, attitudes and feelings.

Content analysis was carried out to identify key themes as expected through the choice of words by the interviewees. The data was analyzed using content analysis because the study solicited data that is qualitative in nature. Being a case study where respondents were drawn from a single organization and since the interviews conducted was open-ended with no limitation to the respondents in their answers then content analysis was deemed to be the most appropriate type of analysis.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and findings of the study. The research objective was to determine challenges of implementation and management of change programs experienced at Unga Group limited and determine the measures that Unga Group Limited will take to deal with the challenges. The data was gathered through interview guide and analyzed using content analysis. The study interviewed targeted senior managers who are knowledgeable people and with work experience with Unga Group Limited at a senior level.

4.2 Change Management and Implementation at Unga Group Limited

The study was designed to determine challenges of implementation and management of change programs experienced at Unga Group limited. The top management of Unga Group limited is based in the central support office which is headquartered in Nairobi.

The study established that there are two basic types of change forces the unga has been faced with, which are mainly planned change and unplanned change. Strategic change is where the firm starts change proactive. The achievement with which a business deals with unplanned change is subject to mostly on the flexibility of its decision making mechanisms and the capacity to foresee key changes which is a significant feature of strategic management.

According to the study, technological advancement factor necessitated the implementation of change programs that were put in place at unga. The nature of the industry that Unga Group Limited operates is very dynamic and challenging thus the

company has to constantly change its business strategy and internal processes in order to remain relevant in the turbulent environment. The company made a shift from the use of BaaN to the new SAP Enterprise Resource system (ERP). Findings from the study showed that the new system change implementation enabled Unga Group to achieve integration in operation.

According to findings Unga Group Limited carried out changes in its Internal Processes and structures. Various departments have undergone changes programs including; Technology, Production, Marketing & Sales, Human Resources. The new SAP Enterprise Resource system (ERP) introduced new changes in the Internal Processes and structures at Unga.

From the Human resource department, a major change program was the primer of Employee Self Service (ESS) and Manager Self Service (MSS) through the development of the Human Capital Management module in SAP. With the manual paper based leave application and processing, employees have experienced late approvals for the leave applications and supervisors have been made to cancel leave plans for their employees due to unforeseen workloads.

Employee Self Service enabled each employee to apply for leave in SAP while Manager Self Service enabled the supervisors to review and approve leave applications as well as view the leave plans and the impact on staff capacity. ESS and MSS has greatly improved efficiency in leave management. All the Human Resource Officers were trained in Employee and Manager Self Service sub modules with SAP and they carried out training on the same at every site.

Another change included the introduction of Travel Management for individual travelling where employees can perform many of their daily tasks like creation of

travel request and expense reports online. According to Human Resource these change implementation has greatly improve efficiency in management at Unga.

From the Finance department a major change program was the introduction of open Text Vendor Invoice Management. This has led to transition of invoice processing from manual invoice processing to streamline invoice management. This has led to quick, accurate and efficiency in invoice processing.

The study established that the leadership team comprising of the middle level and the top level management both had a role to play in the change implementation and management process. The respondents stated that the leadership team held seminars and meetings for purposes of monitoring and provision of the feedback of the implementation process. The study also found that there was need for communication to the various stakeholders of the changes that were being implemented. Not only the employees within the organization concerned with change but also other stakeholders outside the organization for instance, shareholders, customers and suppliers, were informed about the change programs to be implemented.

From the findings employees were sensitized and prepared for the change programs at Unga Limited. The Plant Managers and the departmental heads acted as the champion of the change implementation process to ensure that the process is as effective and efficient as possible. They also acted as communication agents of the change programs implemented to their direct repotees and the communication was done using the UNITE forums (Unganisha Tukue), plant kamukunjis and through the Kaizen related projects. Site steering committees coordinated the projects that were being used for implementation and most members in the committee where from different departments.

4.3 Change Implementation Challenges at Unga Group Limited

The study was designed to determine the challenges faced by Unga limited in implementation and management of change programs. To respond to this, in-depth interviews were done.

The interview guides were structured in order to suit the various positions of the top level management. This helped in gathering as much information as possible.

The interviews revealed that the key challenges of implementation and management of Change programs at Unga limited company include; low staffing levels, low morale as a result of poor remuneration, resistance from lower levels, reduced staff morale, staff resistance, and fear of job security and retrenchment, which led to loss of necessary skills especially in production and distribution functions. The company has also suffered from high staff turnovers for both management and subordinate staff and initial supporters leaving the service before full implementation, lack of rewards for achievers, cultural challenges and competing activities that distract attention.

4.3.1 High Staff Turnover

The respondents agreed that the office has experienced high staff turnover due to non competitive terms and conditions of employment. This has resulted in Unga Limited being a training platform for employees as they are attracted to better paying jobs in other sectors of the economy. This has also resulted in low morale amongst the staff.

Some of the adverse effects of turnover in the business are increase monetary costs, departure problems, output reduction, adverse influence on client, loss of skills, loss of industry opportunities, organizational challenges, disturbance of societal and communication linkages, work discontent of residual employees, in addition to a negative appearance of the organization. (Phillips, 2003, p. 5-6)

Further, the study established that Unga Limited was being faced with acute staff shortage to ensure successful implementation of the change programs. High employee turnover, where staff frequently leave and are replaced, resulted to increased spending on recruitment and training.

4.3.2 Initial Supporters of the Change Program Leaving as a Challenge

Sometimes level of turnover is commonly considered as fit for organizations, however “the wrong people do stay, while the right people leave”. (Branham, 2000, p. 5-6) This turnover has an adverse influence for the organization which put in time, resources and cash in employment, selection, acquisition, teaching, and in the growth of talent.

From the findings it was also observed that initial advocates and supporters of the change programs left or resigned from service before full implementation. A number of employees were removed from their normal duties and functions in order to be part of intensive trainings in a project that they have named VUKA to symbolise the Transition from the use of BaaN to the new SAP Enterprise Resource system (ERP). These were the employees who were supposed to play a key role in implementation of the change programs.

These included employees who were part of Project VUKA and they underwent intensive trainings. They were to be the Super Users and involved in implementation of the various change program. This has posed challenges because of them leaving the service during implementation of the change programs.

4.3.3 Challenges in Culture

The study established that culture has stifled change implementation and management at Unga Limited. Company-wide undertaking that does not take in to consideration the business units. Management fails to recognize the different sub-cultures that exist within the corporate culture. There is a tendency for different units within a company to act as independent silos, without a common organizational goal (Morgan, 1989). This is because most of the staff still have the old status quo mentality and maintains a particular work ethics.

The existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work. This means that the culture that prevailed in Unga Limited is not supportive of the change programs the staff appeared not result oriented. The study findings are also consistent with the literature.

Culture is the joint programming of the human mindset that differentiates people of one group from the other. It refers to collectively held values and is what is characteristic of the organization, the conducts and behaviours dominant outlooks and developed patterns. Aosa(1992) argued that absence of a match between strategy and culture can result to increase organizational opposition to change and demoralization from employees.

4.3.4 Competing Activities that Distract Attention as a Challenge

It was further observed that Unga Limited was affected by competing activities that have distracted the attention of members of staff from implementing the change programs. Distracting activities mentioned by the respondents include staff commitments to work allocations especially where the staff members were involved

through the Kaizen related projects activities that were simultaneous running at the same time during implementation.

When a business is undergoing transformation, it is time for the administration to exhibit leadership. They must convert to role models on behalf of other staff plus show behaviours that demonstrate that which is expected as of other staff in relation to the change. This shows consistency by social learning theory (Bandura, 1986; Miller and Dollard, 1941) and the theory that people acquire new behaviours through observation of others.

4.3.5 Employee Resistance

The study established that Unga Limited was being faced with, employee resistance to change. Some employees had become comfortable with the way the business is run. Implementation of a major change interferes with their familiarity. They don't want to change the way they do their work. Forms of employee resistance included; Psychological Resistance which is founded on feeling and outlook, it is inside logical from the viewpoint of the employee approach and emotional state about change. Logical and rational opposition which are the results of disagreement with rational facts, rational reasoning, logic and science. These develop from the real time and energy essential to adopt to change including new job duties that must be learned.

People do not fight change but the effect resulting from change (Conner, 1998). Waddell and Sohal (1998) reason that “people do not resist change *per se*, rather they resist the uncertainties and the potential outcomes that change can cause.” People have fear that they might not be talented to adopt in the different environment because they might have to acquire fresh technology or learn different sets of abilities to be able to do their work in the new environment. One of the main objectives of change

management is to overcome opposition to change so that organizational members accept change and accomplish the organization's targets of a logical and successful transformation (Diefenbach, 2006). Change brings with it resistance and conflict from employees due to the uncertainties created on the status quo.

4.3.6 Fear of Job Security and Retrenchment

The challenges faced by the human resource department in the implementation of change programs were in addressing the fear of employees in regards to Job Security and Retrenchment. The study determined that most employees at Unga Limited were afraid of losing their jobs with the implementation of the new ERP system. The employees felt that the new efficient process would result in their jobs becoming redundant.

Fear frequently has great impact, making the staff nervous and indefinite about present and upcoming employment. Since employees depend on their work for revenue and other monetary profits, anxiety on the job can cause financial stress. As workers cope with anxiety and job worries, they mostly get a sense of doubt. The fear of loss of job, pay reductions, layoffs and reduced remunerations make workers questions the future of the company and their future career objectives.

The employees also feared that would not have the required skills and technical knowledge that is required in the implementation of the change program. This resulted in decrease in staff moral and reduced employee motivation in Unga Limited. This has posed challenges in implementation and management of the change programs.

4.4 Measures to Mitigate the Challenges of Change Implementation

The study was designed to determine the measures that Unga Group Limited has taken to deal with the challenges implementation and management of change programs. A successful change implementation and management requires that the organizations administrative elements have a change structure that is supportive, a supportive financial plan, qualified staffs in correct careers, well-structured performance goals, in-house supportive organizational structures, and farsighted management that inspires and guides the change course in a favourable, inventive and approachable job atmosphere.

In order to cope with these challenges, the human resources department undertook better planning and optimum use of the available personnel, encouraged officers to develop their skills and competencies through training and also reviewing of the organization structure, encouraged team work, open door policy, frequent meetings and conducting of motivational talks.

People as one of the main important component as a resource is nurtured at Unga Group by a way of developing the required technical skills through training within industry which has mentored and cultivated its talent pool to guarantee that they will not lack important expertise required in the near prospect. Developing of the essential skills and expertise is being established by the Human Resources Section through the profession development strategy which is destined to promote career development and succession planning.

These skills are natured and developed through the teaching within industry platform which includes the work preparation training, work procedures training and work relations training. Evaluations of these important competencies are carried out

periodically and the accomplishment objectives are laid out which forms the foundation of the training requirements that is used in developing the training schedule.

The study findings reported culture as important for enhancing organizational performance. All those interviewed felt culture was critical to successful change implementation and the need to influence action of employees to support the current change programs so that resistance is reduced. Unga Limited is overcoming the above by encouraging employees to gain new skills and also having workshop trainings of employees. Aggressive training policies have been enhanced to provide employees with the required competencies and technical understanding that is required in the implementation of the change program.

The study also established that there were some employees who were reluctant in embracing change implementation activities and they were resistant in participating in the change related projects. The measure for mitigating this challenge was done through establishing reward system whereby the employees get the bonus from the savings generated as a result of implementation of the projects. These are aimed at improving staff morale.

The leadership of Unga Limited recognizes the importance of communication with the staff. This study reported that participation and involvement is the widely used method by managers to positively influence others. It is hard for people to oppose a change resolution in which were involved in preceding to making the change, those who resist can be taken into the decision development. A description of the impact of participation in reducing resistance is ego-involvement. Providing an opportunity to participate may give affected groups a feeling of individual identification with the

planned change therefore leading to a commitment that will enable the change to be effectively implemented.

To overcome the challenge associated with the inadequate staffing levels, new posts have been introduced such as of Head of Marketing and New Product Development, Change Manager, Customer Service Centre Manager, Head of Strategic Planning & New Business Development. Introduction of these new roles are aimed at ensuring that the organization is equipped with skilled workforce to drive the implementation and management of changes program in order to achieve organizational Vision and objectives.

The findings of the study on high turnover rate for the employee reveal that Unga Group Limited is losing the intellectual capability and that the company has invested most of its resources in regards to training and developing careers of the employees. The staffs that leave the organization are either in charge of change projects or they are members of the various change implementation projects and this affects the change implementation activities. There is a measure to mitigate this challenge through the retention strategy adopted by the human resource department.

4.5 Discussion

The findings of the study at Unga Group Limited reveal implementation and management of change programs at the company was faced with employee resistance to change. The findings support the literature related to resistance to change as a challenge to execution and managing change programs. One of the well findings documented from research of individuals and organizational behaviour is that members of the organizations resist change (Robbins, 2003). Among the factors that contributed to resistance, the following were the major ones in their order of

influence; threat to job status, low tolerance for change, threat of established relationships, organizational culture, fear of the unknown, organizational structure, lack of enough information, parochial self interest, competing commitment, different assessment and timing. People may lose job security as a consequence of change. Changes in formal structure or work flow may drastically reduce the power and status of certain administrators, which may result in an undesirable loss of autonomy because of new procedures, controls and constraints.

The study established poor and ineffective communication did not pose as a challenge to change implementation and management. This is because the company has a communication escalation structure with lateral, bottom up and top down structure which is utilized by both the leadership team and the employees. All the activities within the company are communicated through the company intranet, news letter and also through UNITE (Unganisha Tukue) events where the management meets employees to discuss the progress of the company change implementation projects and corporate social responsibilities initiatives. Change implementation progress is communicated to the staff and employees are told of the activities of the next phase of the change implementation and what is expected from the staff.

The findings of the study on poor and ineffective communication as a challenge to Change implementation reveals that the findings do agree with the literature related to poor or ineffective communication where clearer and efficient channels of communication help the employees to be more productive, along with enhancement in technology. Further positive outcome of this structure were people work in groups, using efficient communication while guidelines, techniques and strict regulation were reduced as described in (Tushman, Anderson & O'Reilly, 1997).

The transformations were accomplished by top administration by means of a mixture of change strategy approaches as described by Wood et al (2010) that include adoption of top down approach command, efficient communication, forced reward and punishment approach, reasoning approach and participative decision making method and empowered employees approach.

The findings from the study on the decision of Unga Limited to introduce a Change manager to manage the change process contributed as a measure to mitigate the challenges of implementation and management of the change programs.

The findings support the literature as agents of change are individuals who take obligation of transformation of behaviours and prevailing patterns in the organization in a helpful way (Wood et al, 2010). Additionally, management employed more competent employees and developed procedures of which actions were then put in place.

The findings from the study determined that culture has stifled change implementation and management at Unga Limited, the existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work. The findings support the literature related and agree with the conclusion of (Robbins, 2003).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary, conclusion and recommendations drawn from the study. Limitations of the study are also highlighted and recommendations provided both for the study and the future research. This is established on the objectives of the study- determine challenges of implementation and management of change programs experienced at Unga Group limited and determine the measures that Unga Group Limited will take to deal with the challenges.

5.2 Summary

Implementing change is an expensive task, thus the organization needs to be certain that the planned courses of action are timely, necessary and will impact positively to its operations by increasing effectiveness and efficiency. Assessing the organizations capability ensures that change programs initiated are completed without delay and thus deliver their objectives. The entire change program must be well thought through and clarified before the change is enacted (Odundo, 2007).

Findings from the first objective revealed that the key challenges of implementation and management of Change programs at Unga limited company include; low staffing levels, low morale as a result of poor remuneration, resistance from lower levels, reduced staff morale, staff resistance, and fear of job security and retrenchment, which led to loss of necessary skills especially in production and distribution functions. The company has also suffered from high staff turnovers for both management and subordinate staff and initial supporters leaving the service before

full implementation, lack of rewards for achievers, cultural challenges and competing activities that distract attention.

The finding of the study determined that resistance to change was a challenge to implementation and management of change programs. Behavioural resistance contributed more to implementation of change in Unga Limited. This could be reduced by effectively managing the people dimensions of change. This is done through providing consciousness of the importance for transformation, arousing interest to support and contribute in the change, providing information of in what way to change, enabling people act and behave as expected in the new situation and reinforcing to keep the change in place.

This study reported that participation and involvement is the widely used method by managers to positively influence others as in the case at Unga Limited. As Robbins (2003) points out, it is hard for people to oppose a change decision in which they were involved in before making the change, those who resist can be brought into the decision process. A description of the impact of participation in reducing resistance is ego-involvement. Providing an opportunity to be involved in the change process may give parties affected a feeling of individual identification with the planned change therefore creating a commitment to see the change implemented effectively implemented.

The findings of the study indicate that high turnover rate for both the management and the subordinate staff is a challenge because the company is losing the intellectual capability and human personnel that the company has invested much resources in regards to training and career development. Initial supporters of strategic plan going away from the organization before full implementation of the change programs also

posed as a challenge to the success of change implementation. The measure to mitigate this challenge is through the retention strategy in order to retain the staffs that are distinguished and strong with potential that could be help the company in change implementation and management activities.

The study established poor and ineffective communication did not pose as a challenge to change implementation and management. This is because the company has a communication escalation structure with lateral, bottom up and top down structure which is utilized by both the leadership team and the employees. All the activities within the company are communicated through the company intranet, news letter and also through departmental meetings where the management meets employees to discuss the progress of the company on change implementation projects. Change implementation progress is communicated to the staff and employees are told of the activities of the next phase of the change implementation and what is expected from the staff.

5.3 Conclusion

The study concludes that a number of challenges were faced during the implementation and management of change programs at Unga Limited company include; low staffing levels, low morale as a result of poor remuneration, resistance from lower levels, reduced staff morale, staff resistance, and fear of job security and retrenchment, which led to loss of necessary skills especially in production and distribution functions. The company has also suffered from high staff turnovers for both management and subordinate staff and initial supporters leaving the service before full implementation, lack of rewards for achievers, cultural challenges and competing activities that distract attention.

A successful change implementation and management requires that the organizations administrative elements have a change structure that is supportive, a sufficient budget, qualified staff in right jobs, well outlined performance objectives, supportive internal organizational structures, and farsighted top leaders that inspire and lead the transformation process in a beneficial, inventive and approachable work atmosphere.

For any organization to successfully implement and manage its change programs, it must above all ensure there are existence and alignment organizational structures that are supportive to the aspects of change in the organization. It therefore means that for any organization to experience successful change implementation and achieve its targeted performance there must be a tight fit between the organization skills, competencies and resources or budgets, the strategy and internal policies such as communication policy and reward systems and the organizational culture.

5.4 Recommendations for Policy and Practice

The organization should consider all the important elements that mitigate the challenges in implementation and management of change programs in order to correctly apportion resources, build assurance and nurture a positive culture to ensure successful implementation and management of change.

This study therefore recommends that in order to cope with the challenges encountered by Unga Limited in the implementation and management of change programs, the management of Unga Group Limited should come up with the key technical skills for its management staff so that they can have a pool of talent that can help the management in change implementation and management process. This will be a very important basis of coming up with the training plan which when applied will remove the poor talents and competences which are essential for execution. The

management should form an internal organization structure that upholds alignment organizational structures that are helpful to the aspects of change in the organization.

5.5 Limitation of the Study

The major limitation of the study was that the Respondents who are senior managers at Unga Limited were busy hence the inclination not to give in-depth devotion to the interview. Interviewing managers at this level in organization on change implementation and management is like asking them for a self evaluation, expected responses therefore are likely to be more positive than the true situation. Views from the lower level would have added the necessary balance on the challenges and how the firms were responding to them.

5.6 Recommendations for Further Research

Following the geographical limitation of this study, a more comprehensive study could be carried out, incorporating companies that are operating in other geographical areas to give a conclusive view of the challenges and implementation of change programs.

The researcher suggests further research to be conducted incorporating companies that are operating in other industries. This would be a good evaluation tool of the manager's decisions and other managers even in other industries.

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APPENDIX I: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS MBA PROGRAMME

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P.O. Box 30197
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DATE 25/05/2016

TO WHOM IT MAY CONCERN

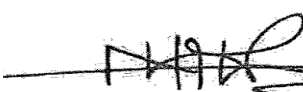
The bearer of this letter OKIELLO OLIVER AKINTI
Registration No. 081/72575/2014

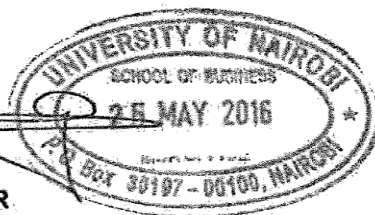
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


**PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS**



APPENDIX II: INTERVIEW GUIDE

Part A: General Information

- 1) Department
- 2) Designation
- 3) How many years have you worked in UNGA Group LTD?

Part B: Challenges of Implementation and Managing Change Programs

1. What change has taken place in UNGA pertaining the following?

Internal Processes: Technology, Structure: Marketing & Sales, Human Resources
2. Were the changes necessary? Why?
3. What role did the UNGA's Top Management play in the implementation of change program in the organization?
4. Who were involved in the implementation of the changes?
5. Were the changes properly communicated to the stakeholders and staff involved?
6. Were the staff adequately sensitized and prepared to handle the new systems operations?
7. What challenges have UNGA faced in managing change program and in their Implementation?
8. How has UNGA been able to deal with the challenges in item 7 above?
9. What are the major outcomes/ successes of strategic change management at UNGA?
10. In your view, is there any other way the management could best deal with the challenges?