FACTORS INFLUENCING EFFECTIVENESS OF STRATEGIC CHANGE AT THE KENYA NATIONAL ASSEMBLY

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Declaration
This management research project is my original work and has not been presented for a degree or in any other certificate in any other university.

Signed…………………………………………………………Date…………………………

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This management research project has been submitted for examination with my approval as the university supervisor.

Signed…………………………………………………………Date…………………………

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Dedication

To my dear fiancée Mercy, my parents, Mr & Mrs Milton my siblings Brian, Jacqueline and James and friend Isaac for their moral support throughout this journey
Acknowledgement

I am thankful to God my creator for the sufficient grace that he has given me to see the end of this project. May he be praised and honoured by all creation. Secondly, I appreciate my supervisor, Prof. K’Obonyo for his great efforts, guidance, wise counsel and availability among others that he has given me throughout this project. Thanks Prof. for being patient with me and May God who rewards the faithful; richly bless you and all that concerns you. I appreciate my fiancée for her sheer effort and encouragement especially when I was weak or discouraged in this journey. May God bless and protect her all the days of her life that she will live to fulfil all her purposes on earth. Thanks a lot my parents for keeping me accountable to complete this project and exude confidence in me when I felt frail and are unable to finish. Thanks for your prayers and encouragement. May God keep you long to bring hope and comfort across generations. I really appreciate you my brothers and sister for your prayers, comfort and encouragement in this long journey. May you live to witness and enjoy the fruits of your labour and prayers. Lastly I appreciate my friends who have kept me on check to see the end of this paper. You have shared your experiences, borne my pains and shared your joy thus giving me hope and energy to keep on. Thanks a lot and may God shine his face upon you all.
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CHAPTER ONE: INTRODUCTION

1.1 Background
Change always makes things different. In some organizations change just happens as an accidental occurrence while in others, it is intentional, goal oriented activity; meaning that it is a proactive and purposeful organizational activity. Change is inevitable in any organization; and therefore the major aims of an organisation are to facilitate the organisation to adapt to the changing environment in order to survive, to improve the efficiency and effectiveness of an organization. This happens for example, by changing the behaviours of the organization’s stakeholders who determine failure and success of the organization. The Kenya parliament has had major changes since year 2000 which were meant to improve the parliament’s image which has deteriorated over the years and also to improve on the service delivery to the Kenya community. Most of these changes have been planned and have been implemented through the change agents who are both members and non members of the Kenya parliament.

1.1.1 Strategic Change
Change has always been a feature in an organization’s life and it has been on increase among organizations due to the rapid environmental changes around them. Hills and Jones (1999) noted that strategic change is about trying to achieve the overall organizational effectiveness in delivery of its mandate as stipulated in its vision. In addition, change in organizations is usually as a result of either internal or external factors that interfere with the attainment of the organizations’ vision and goals. Davis and Holland (2002) noted that Strategic change is a deliberate process that uses systematic method to ensure that the organisation is guided in the planned direction and conducted in an effective manner and completed with the desired results. Muturi (2006) described that any organization’s strategic change focuses on significant alterations in the strategy, processes, systems, procedures and organization’s culture. Balogun and Hailey (1999) highlighted a number of contextual features that need to be taken into account in designing change programs. They noted some of the features as the scope of the change, the institutional culture, the diversity of experiences within the institution, the preparedness and ability to manage change throughout the different levels of the organization.
Hill and Jones (1999) observes that the causes of change may vary from a strictly decline in performance and effectiveness which ultimately demands a “turn around” to a radical shift. Change is a transition from one state to another which must bring a difference. Change can be reversible or irreversible; hence there is risk which must be managed. Strategic Change can be perceived as a condition and as a process. Marrow (1969) distinguished change as a consciously embarked upon and planned by an organization while other types of change might come about by accident, by impulse or might be forced on an organization. Mintzberg (1983) noted that strategic change is not a regular or continuous process but most often it is an irregular and a discontinuous process.

1.1.2 Factors That Influence Effectiveness of Strategic Change

The causes of Strategic Change are considered as the factors that influence the strategic change. Mintzberg, and Quinn, (1991 pp 759), noted that these factors vary from “an ignored steady decline in performance which ultimately demands a ‘turnaround’ to a sudden radical shift in a base technology that requires re-conceptualization of everything the organization does”. Johnson and Scholes (1993) argue that the environmental factors to any organization can as well act as the factors for its strategic change. In this case, they are the major sources of emergent type of changes for many organizations. They define these factors using the acronym PEST which represents the Political, Economic, Technological and Social-Culture factors. Thus a change in any factor would trigger change in any other part of the organization or the entire organization.

Rowe et. al (1994), noted that “strategic effectiveness is best seen from overall organisational effectiveness and therefore involves evaluating the organisation's ability to meet all its goals, subject to environmental uncertainty and internal politics and constraints. These scholars also argued that strategic effectiveness measures the organisations sustainable competitive advantage. In this regard, strategic effectiveness is concerned with the factors that influence the manner in which strategies are chosen and implemented. Rowe, et, al (1994) discussed that the strategic manager or group must be able to articulate goals and objectives of the organisation, prioritize them accordingly and offer proper and effective leadership. In addition, the managing team should ensure effective and efficient communication, build trust with and among members, utilise all available resources, resolve conflicts and maximise the organisation’s potential to achieve strategic plan.
In reference to Rockart (1979) study, Rowe et, al. (1994) noted that strategic effectiveness should be determined through factors that influence the grand strategy, goals and objectives. Therefore, factors that influence effectiveness of strategic change must be evaluated in respect to the key determinants of performance in relation to the institution's strategy, goals and objectives; armed with the institutions best “strategic-fit” - that is, the strategic thrust and alternatives that best match the institution's capabilities with the demands of the external and internal environments. Rowe et, al (1994 pp 461), noted that “for any strategic change to succeed, it must be accepted and supported by the people involved in the change, the style of the change agent, the values of the individuals, corporate culture as a whole, the structure of the organisation and organisation’s position in its lifecycle all affect the effectiveness of strategic change.”

1.1.3 Kenyan National Assembly (Parliament)

The Kenya parliament became a self accounting unit since 19th November 1999 after the enactment of the constitutional amendment Act of 1999 when Parliamentary Service Commission (PARLSCOM) came into being. Previously, the Kenya National Assembly (KNA) was a department in the office of the president. Its vision is “to be a supreme, effective, efficient and self sustaining parliament as a major participant in the process of good governance,” (Shaida a 2009, pp 6 in KNA issue 2, Vol. 1 2009). The mission of (PARLSCOM) is “to facilitate the members of parliament to efficiently and effectively fulfil the conditional findings in a representative system of government by upholding and ensuring the autonomous status of the parliament in its corporate relationships with other arms of government “, (Shaida a 2009, pp 6 in KNA issue 2, Vol. 1 2009).

The PARLSCOM is chaired by the house speaker and is composed of ten members, three appointed and seven elected. The mandate of the commission is stipulated in the constitution. The KNA Strategic Plan 2008-2018 noted that parliamentary service commission has grown into a strong institution that has guided the Kenya National Assembly to move from a dysfunctional institution in most of the 90s to an arena for policy and legislation negotiations. In addition, the Kenya National Assembly is increasingly the actor in the governance of the country but has been lagging behind its some counterparts in the region in institutional reforms (strategic change). The PARLSCOM has been enthusiastic to make strategic changes on modernizing the Harsand equipment, improving communication, bringing the live broadcasts and capacity
building of both internal members of staff and the MPS through local workshops, training programmes, study tours to countries of best practice and staff being attached to various parliaments in the region and beyond.

PARLSCOM has been refurbishing the chambers to provide conducive working environment and acquiring buildings around parliament to offer adequate offices to Members of Parliament (MPs), installing electronic voting machines, reviewing the house rules (standing orders) and strengthening the parliamentary watch dogs committees, PAC and PIC. The key achievements of PARLSCOM are namely major institutional changes for period 2000-2007, capacity building of members and staff of PARLSCOM, improvement of the MPs and staff welfare and improvement of services and facilities for efficient service delivery by the MPs and staff and finally the establishment of house live broadcast.

The parliamentary service commission has been executing its mandate in segregation of roles through 5 sub committees. It has been committed to implement the strategic plan for modernization of parliament (the blueprint 2000 to 2012). However, this strategic plan has been reviewed to a new strategic plan for the period 2008 to 2018. Shaida (2009, pp 6 in KNA issue 2, Vol. 1 2009), noted that the strategic plan is meant to be implemented in phases for effective strategic change. She explained that the 1st phase targeted to improve the commission, to give necessary management and administrative leadership through exposure of commissioners, establishment of a legal framework and provision of resources. The 2nd phase focused on restructuring and re-alignment of service centres through creation of directorates. The last phase was to focus on creating abundant opportunities for reforms and support the parliament to be more effective in shepherding the Constitutional and Legal sector reforms.
1.2 Statement of the Problem

Mintzberg and Quinn (1991) noted that the causes of strategic change may vary from an ignored steady decline in performance which ultimately demands a “turn around” to sudden radical shift in a base technology that requires re-conceptualisation of everything the organisation does. The reviewed parliamentary Service Commission (PARLSCOM) Strategic Plan (2008-2018) cited key achievements by the KNA from the period 2000 to 2007.

In Farnham (1989) discussion, it is evident that there must be trust in management on the part of employees for effective strategic change. The scholar referred to a poll conducted by Harris for Steelcase Corporation which revealed that employees value respect, management ethics, recognition for contributions, and honest communication above higher pay, better working conditions and benefits. This study was focused on the “management-Employee trust gap” for the employee to accept and be committed to strategic change. An interview that was carried out by Webber (1990) to Compaq’s Chief Executive Officer (CEO), revealed that there was dire need to achieve consensus in an organisation. This is because, “Rod Canion (Compaq's CEO and president) created a culture of teamwork and consensus management which contributed to Compaq's phenomenal growth which fits to rapid changes of his industry” Webber (1990) quoted from Harvard Business Review July- August (1990 pp 115-123).

Many studies have been carried out on the factors that influence strategic change, while I am not aware of a study that has been carried out on the factors influencing effective change in public institution and especially on the three arms of Kenya government, (parliament, Judiciary and Executive) which are the top most organs of the government. Such other studies on other private institution include (Muturi 2002), in his study on Strategic Change focused on the Non-Governmental Organisation (Plan Intl. Inc) in which he identified key factors that influence strategic change. Adieri (2000) also carried out a study on strategic change management in Non-governmental Organisations in Kenya. The study by Kisingu (2006) focused on the “involvement of the stakeholders in the strategic change management at the KNA”. The Scholar observed that, significant changes have been made in the Kenya parliament especially through the PARLSCOM Act.

Gitau (2006), noted that the 7th (1993-1997) and 8th (1998-2002) Kenyan parliaments made important advances in exercising independence rather than legislating at the president's
pressure. The scholar added that the amendment of the constitution to allow the establishment of PARLSCOM in 1999 was an important first step in an attempt to separate parliament from the civil service. In addition Gitau (2006) studied the effectiveness of the parliament in its legislative role which she attributed to its autonomy, particularly through the PARLSCOM Act that was enacted in 1999. The study was focused on the 8th parliament (1998-2002). In addition, Barkan (2003) noted that the parliament made some progress and improved on it’s effectiveness in the 1990s which he attributed to a combination of factors, namely; increased number of MPs with college degrees, multiparty democracy and MPs salary increase.

It is therefore clear that both Gitau (2006) and Barkan (2003) did not study the factors that have influenced effectiveness of changes at KNA parliament, particularly since the establishment of PARLSCOM. It is also not clear whether factors such as proficiency which was described as “the need to increase professional form to carry out tasks with high levels of knowledge and skills” (Mintzberg 1991) had significance in strategic change at Kenya National Assembly. In addition, factors such as concentration force, which he described as the dire need for all individuals in an institution to concentrate their efforts on particular market that it has to serve, innovation and ideology that were discussed by (Mintzberg 1991), were never studied to determine whether they played any role in the strategic changes made in the parliament. Johnson and Scholes (1993) noted that environmental factors such as politics, Economics, Social- Cultural issues and Technology (PEST) contributes to strategic change effectiveness but none of the scholars have studied their significance at the parliamentary changes. This therefore created a gap on the need to study the factors that are influencing effectively the KNA strategic Change in the 9th and 10th Parliament.

The following research question captures the essence of the problem statement: what factors have contributed to the effective strategic changes made by parliament in the last decade?
1.3 Objective of the Study
To establish factors that have influenced effective strategic changes at the Kenya National Assembly.

1.4 Importance of the Study
This study will be of benefit to The Parliamentary Service Commission since it will help them evaluate the factors influencing the strategic change and therefore apply them in future changes and I will recommend the possible way to overcome the existing challenges. It will also be important to other Public Commissions intending to implement strategic changes such as the judiciary since there is cross correlation in their operative environments, the financial donors and advisors to the strategic change; to help them understand the factors they would use to evaluate the success of strategic change in their future ventures and It will provide basis for academicians for the purpose of further future research.
CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Strategy

Mintzberg and Quinn (1991) define strategy as the pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. According to Pearce II and Robison (1991), by use of strategy, managers are able to evaluate their large scale future-oriented plans for interacting with the competitive environment and achieve company's objectives. This means, strategy reflects a company's awareness of how, when and where it should compete; against whom and for what purpose it should compete. A well-formulated strategy, therefore, helps to marshal and allocate an organization's resources into viable ventures based on its relative internal competences and shortcomings, anticipated changes in the environment and contingent moves by its rivals.

Strategy can therefore be perceived as a multidimensional concept that embraces all the critical activities of the firm, therefore giving it a sense of unity, direction and purpose besides facilitating the necessary changes induced by its environment (Hax and Majluf 1996). They discussed the different unified attributes of strategy as follows: firstly, strategy as a means of establishing the organizational purpose in terms of its long term objectives. Secondly, strategy has an attribute of defining the competitive domain of the firm. This means it acts as the basic force that defines the businesses the firm is in or intends to be in. Another dimension of the strategy is that it acts as a response to external opportunities and threats and internal strengths and weaknesses in order to achieve a long term sustainable advantage. It therefore facilitates a viable match between the organization's internal capabilities and their external environment.

The third attribute of strategy is that strategy is viewed to define the distinctive nature of tasks among corporate business and functional strategy units. Since the three dimensions carry different managerial responsibilities, strategy helps to demarcate these roles. Hax and Majluf (1991) noted that strategy has an attribute of being coherent, unifying and integrative pattern of decision. This is because strategy helps to develop plans that assure that the basic objectives (vision) of the overall organization are achieved. In addition, strategy has dimension of defining the economic and non-economic contribution intended for the stakeholders. Hax and Majluf (1991) discussed the 4th attribute of strategy as an expression of strategic intent. This is meant to stretch the organization since it envision a
desired leadership position and establishes the criteria an organization will use to chart its progress. Lastly the concept of strategy envisions developing core competences of an organizations and investing in tangible and intangible resources to develop capabilities that will guarantee sustainable advantage. The concept of strategy therefore embraces the overall purposes of an organization.

Mintzberg and Quinn (1991) concluded that, for any strategy to be considered effective, it must have clear and decisive objectives, must maintain initiative and commitment and must concentrate superior power to the best critical dimension in comparison to the rivals. The effective strategies must also be flexible to ensure easy planned manoeuvring and reposition to use minimum resources besides being under a well committed and coordinated leadership.

2.2 Levels of Strategy
Pearce II and Robinson (1991) defined three levels of strategy. This concurs with Hax and Majluf (1996) view of 3 basic dimension of any formal planning process. These are corporate, business and functional dimensions which are referred to as levels. The corporate strategy level consists of the top most organization’s management, that is, Board of Directors (BOD) the chief executives and the administrative officers. Their decisions address the overall scope of the firm and both financial and non financial performance goals that enhance the firms’ image and fulfilling its social responsibilities. They therefore determine the businesses the organization may engage in and seeks to exploit the firms’ distinctive competencies by developing and adopting long term strategic plans.

The second level of strategy is business strategy level. Pearce II and Robinson (1999) refer to it as the middle level. In this level, the managers must translate the statement of direction and intents generated in the corporate level into concrete objectives and strategies for each individual business unit. This is basically the level that helps a firm to determine how it will compete in the selected product or market arena in relation to the resources and competencies available.

Functional strategies constitute the third level, which are the depositories of the ultimate capabilities needed to develop the unique competences of the firm according to (Hax and Majluf 1996). It is a level that is made up of product, geographical regions and functional
area managers. Its main objectives should be to develop short term strategies in such areas as production, operations, and relations. The major responsibility is to implement or execute the firms strategic plans by “do things right” unlike the corporate levels that seeks to “do the right things” for the organization. It is the level that concerns the efficiency of the firm.

Bowman and Asch (1987) highlighted that when implementing strategic decisions; it inevitably involves changes within the organization. Any organization that anticipates change or is responding to changes in its environment is therefore bound to change in strategy, technology and for structure. Senior (2002) outlined five critical phases for any organization to implement successful strategic change. These phase include first analyzing and planning and then communicating about the change. The third phase entails gaining acceptance of the required changes in behaviour, which ushers in the fourth phase of making initial transition from the status quo to the new situation. Lastly, the organization needs to consolidate the new conditions and continue to follow up.

2.3 Models of Strategic Change
Different scholars have suggested a number of theoretical models of change. Each of these models tries to describe the process through which an organization alters their businesses practices, organizational structures and cultures successfully. These models vary among them based on the approach to change management. This is because change management can broadly be reactive especially for emergent change or proactive for planned change. The emergent change is the type of change which is perceived as a continuous process and is triggered by an already occurred opportunity or threat. Planned change on the other hand is a purposely and intentional alteration of business proactive to avoid a potential future threat or to capitalize on a potential future opportunity.

Robison and Judge (2007) highlight four different models that would be favourable for a planned type of change. They built on Lewin’s 3-step model which highlights that a successful change in an organization should involve the unfreezing of the existing company’s status quo then movement to the desired state and then refreeze the new change to make it permanent. The unfreezing step is meant to overcome the pressures of both individual resistance and group conformity while the refreezing step entails stabilizing a change intervention by balancing driving and restraining forces.
Robison and Judge (1999) discussed Kotter’s works as a model change Kotter J. built on Lewin’s and step model on the steps to implement change. Kotter began by listing common failures that managers make when initiating change. He therefore developed the 8 sequential steps model in order to overcome these problems. Kotter noted the problems to be; firstly manager’s inability to create a sense of urgency about the need for change. Secondly, there is normally failure to create coalition for managing the change process absence of vision for change and failure to communicate the vision for change effectively. Among the problems is the failure to provide short term and achievable goals tendency to announcing victory too soon and failure to anchor the change to the organizations culture. Action research is a model that refers to a change process based on the systematic collection of data and then selecting the change action based on what the analyzed data indicate. This model follows the scientific methodology which involves 5 steps. These are diagnosis, analysis, and feedback action and evaluation organization.

Lastly, Development is suggested as a change model which is used to encompass a collection of planned change intervention that are build on humanistic democratic values that seeks to improve organizational effectiveness and employee well being (Robison and Judge 2007). This is a model whose paradigm values human and organizational growth, collaborative and participative processes and an enquiry state. In Robison and Judge (2007) views the organization's development, upholds the values of respect for people where they are perceived responsible and treated with dignity. Also, the organization must have a trustworthy and supportive culture to create a supportive climate. This model also deemphasizes hierarchical authority and control thus power equalization. The problems are always confronted not concealed and the people participation is highly valued in decisions that surround the change.

The emergent change models emphasize the four features in change management. These are structures, cultures, organization learning and managerial behaviour. These models are ‘processual’ model which uses temporal aspects of change as a means of breaking down the complex process into manageable portions. The temporal aspects of change are; conception of need for change, process of organization transition and the operation of new work practices and procedures (Quick and Nelson, 2008). Mintzberg and Quinn (1991) advanced the Logic Incrementalism model. He argued that managers consciously and proactively move forward but incrementally. This means that managers creates awareness, commitment, builds credibility and legitimizes new points incrementally. They also broaden
political support, overcome opposition, and ensure structural flexibility in a logical incremental manner. The manager then solidifies progress in the same incremental style by creating pockets of commitment, managing coalitions, empowering champions and eroding consensus. Lastly the management integrates the processes to the interest through measuring and rewarding key thrusts.

Senge (1990) developed the learning organization model which perceives that an organization does not suddenly adopt strategic change but it perpetually seeks it. Any learning organization is thus perceived to renew itself constantly through use of learning, experimentation and communication. Lastly, Senge (1990) believed that strategy development involves knowledge creation which is best undertaken through group dynamics.

2.4 Factors influencing effectiveness of Strategic Change

In reference to Rockart (1979) study, Rowe et. al. (1994) noted that strategic effectiveness should be determined through factors that influence the grand strategy, goals and objectives. Therefore, factors that influence effectiveness of strategic change must be evaluated in respect to the key determinants of performance in relation to the institution’s strategy, goals and objectives; armed with the institutions best “strategic-fit” - that is, the strategic thrust and alternatives that best match the institution’s capabilities with the demands of the external and internal environments. Rowe et. al. (1994), noted that “strategic effectiveness is best seen from overall organisational effectiveness and therefore involves evaluating the organisation’s ability to meet all its goals, subject to environmental uncertainty and internal politics and constraints. Rowe, et, al (1994) discussed that the strategic manager or group must be able to articulate goals and objectives of the organisation, prioritize them accordingly and offer proper and effective leadership. In addition, the managing team should ensure effective and efficient communication, build trust with and among members, utilise all available resources, resolve conflicts and maximise the organisation’s potential to achieve strategic plan. Rowe et, al (1994 pp 461), noted that “for any strategic change to succeed, it must be accepted and supported by the people involved in the change, the style of the change agent, the values of the individuals, corporate culture as a whole, the structure of the organisation and organisation’s position in its lifecycle all affect the effectiveness of strategic change.”

2.4.1 Strategic Change and Structure
Modern research on corporate structures started with Chandler’s strategy and structure. Galbraith (1991) noted that an effective organization must blend its structure; management practices rewards and people into a package that in turn fits with strategy. The strategies change and therefore organizations must change and for the firm to remain a high performer a fit between their strategy and the organization must be achieved.

Galbraith (2000 pp 154) noted that “the theory of organization identifies some types of organizational structure as being more changeable than others”. Therefore an appropriate organizational structure can be important facilitator of change. On the structural changes of an organization (Kotter 1996 pp 169) noted that “an organization with more delegation, which means a flat hierarchy is in a far superior position to manoeuvre than one with big change-resistant lump in the middle”. Structures are essential for ensuring organizational survival especially in a highly competitive environments because they facilitate continuous innovations and improvisation and allow intensive real time communication within a structure of a few and very special rules (Brown and Eisenhardt 1997).

The common aspect of structures on structures on strategic change is that structures create a customer focused organization with structures that reflect, and are responsive to, different markets rather than different functions. Cummings and Worley, (2001), agreed to the idea of network organizations which suggested that, for a firm to respond rapidly to changing conditions, it has to break down internal and external barriers, disseminate knowledge and develop synergy across functions. In their view the network-based structure serves the purpose to manage the diverse, complex and dynamic relationships among organizations or units while each specializes in a particular business function or task.

Campbell et. al (2002) discussed organizations structure as the shape of the business. This describes the organization’s structure in terms of height, width, complexity and the method of division. The height of a structure refers to the number of layers that exist within the structure. These scholars noted that the height facilitates the engagement of specialist managers in the middle of an organization who can oversee and direct the many activities that some large organizations are involved in. They described width of an organization as the degree of decision making power in which the centre elects to devolve to other parts of the organization. The complexity of the structure is an aspect that they referred to as the extent the organization observes formal hierarchy in its reporting.
relationships. This determines the degree of employee’s independence. The last aspect of structure was described as methods of division which referred to how the parts of an organization are to be divided. These divisions may be based on functional specialism, geographical concentration, product specialism or customer focus.

**2.4.2 Strategic Change and Culture**

In any organization, both the managers and employees work is governed, directed, and tampered by an organization’s culture. The particular set of values beliefs, customs and systems that are unique to that organization. Peters and Waterman’s (1982) noted organizational culture as the prime determinant of organizational performance which is highly influential. Bowles (1989) in his study on ‘The Success of the West Countries’ noted the absence of cohesive culture in the advance economies in the west and the potential of creating system of beliefs and myths within organizations; provided an opportunity for promoting both social and organizational cohesion. Burnes B (2004 pp 169) quoted Deal and Kennedy that “culture rather than structure, strategy and politics is the prime mover in organizations”.

Organizational culture in relation to change defines how an organization should behave in a given set of circumstances and it legitimizes certain forms of action as it proscribes other. Trice and Beyer (1984) were discussed by Burnes (2004) that ceremonies, rites and rituals have been used to reinforce behaviour. The identified rites include: firstly rite of passage. In relation to strategic change, it is designed to signal and facilitate change in status and role through events such as training and induction programmes. It helps to define the times and roles that change would be adopted. The second rite is rites of questioning. This is a rite that gives direction for the status quo to be challenged. Depending on the culture, this rite may be suppressed or be freely used thus giving room for questioning. It may be either from within or external the organization. The last rite was identified by rites of renewal, which gives way for status quo to be updated and renewed through participative initiatives including strategy development, vision building and job redesign programmes.

Organization culture may be promoted through stories and heroes. In this case, Burnes (2004) noted from the study of Peter and Waterman’s (1982) that the corporate heroes have a role of shaping the futures of their ‘excellent’ companies. The stories on the other hand help in shaping the actions and expectations of employees. Culture therefore, may act as promoter or obstacle of change in an organization. Though culture will always
change, it is normally locked into the beliefs, values and norms of each individual in the organization. This therefore makes the process to change culture to be very slow unless there is a major shock to the organization.

Cummings and Worley (2001) identified six steps that would be vital in case of need to change the culture. They suggested that, the leadership need to formulate a clear strategic vision that supports the intended culture. Also, the top management needs to display commitment by being strongly committed to the new values and create a constant pressure for change. Thirdly, the new culture needs to be modelled from the highest level through senior executive's actions symbolizing the kind of values and behaviours being sought. The organization requires organizational change in areas like human resource systems, information and control systems and management style to support the new culture. In addition, there is need to socialize the ‘new comers’ with desired attitudes and behaviour besides terminating the organizational membership of the deviant or unable to adopt members of staff. Lastly, the organizations need to develop ethical and legal sensitivity which should guide the organization from the potential ethical and legal pitfalls during implementation of new culture for example terminating the membership.

Campbell et. al (2002) described strategy as all about change. This is to mean that in order to bring about strategic repositioning in any organization, the institutions resource base which is Culture and Structure need to be changed. These scholars, referred to Miles and Snows typology and cultural postures, to describe different identified cultures in different organizations. The different identified cultures include, Defender Culture which is usually adopted by institutions in stable and relatively mature markets environments. The organizations best focuses on improving their position but not developing new positions. The second culture was identified as Prospector culture where the constitution is always seeking new opportunities and after creates change. Third culture was analyses culture which was described as a middle culture between prospector and defender culture. The last culture was identified as the reactor culture which was described to sometimes lack strategic focus and consequently sometimes accused of being “blown around” by changes in the environment.

It is evident that culture is a major factor that influences strategic change. This is because the ability of culture to undertake different strategic courses of actions varies. During strategic change implementation the institution than has to choose between changing the
culture and compromising the strategic objective. In conclusion, culture versus strategic change may work for or against the effectiveness and efficiency of the organization. This is because it is highly dependent on the environment stability around and the type of culture cultivated within the firm.

2.4.3 Strategic Change and Leadership

Kotter (1996) defined leadership as the ability to cope with change. This is because leaders establish direction by developing a vision of the future then align resource in towards this vision and inspire the people to overcome hurdles. In my view leadership is the ability to influence a group toward the achievement of a vision or set goals. The source of influence may be the position held in an organization or the inherent person’s capabilities also known as talent. Robison and Judges (2009) noted that, strategic change leadership is critical in that, leadership is central in understanding groups behaviour for if is the leader who provides the direction toward goal attainment. Therefore the strategic change leader should have accurate capability in improving performance. The major roles of a leader are to empower the collective effort of the organization towards meaningful goals, ensuring the reinforcement of learning and competencies, making people feel part of the organization and helping the team to view work as stimulating, exciting and enjoyable.

According to Robison and Judges (2009) the role of strategic change leaders would be easily defined in relation to the project’s phases. This is because during the planning phase the strategic change leader has an obligation to explain why change is happening define the change objectives and scope, select the right people for the team and ensure adequate resource allocation and enlist support from management. Once the planning phase is well done, the leader need to offer the design leadership in this second phase. In this phase, he/she is expected to reinforce why the change is happening, listen and respond feedback from the people and create a positive network of conversation about the change. The leader provides updates on change progress to all shareholders, facilitates training and remove obstacles encountered by the teams. In the last, implementation phase, the leader need to reinforce why change is happening, share the change with all levels in the organization, provided explanations for implications of change to people and what is expected of them. According to Quick and Nelson (2008), the change leader must help the team remain focused to the implementation, ensure adequate resource supply, keep stakeholders informed and involved, recognize behaviour and results, measure results and reward the same and above all reinforce, reinforce, reinforce the change.
In strategic change leadership, the leader needs to have the functional expertise, human relation skills and reward management capability in case of transactional strategy change. This is because it is more focused on operational or organizational change. However, if the strategic change is transformational, the leadership is required to be charismatic, inspirational with high intellectual ability. This is because it is futuristic and the leader is required to ‘frame’ the vision/dream in him to the rest of the organization. Quick and Nelson, (2008) noted that strategic change leadership is not about titles but about purpose. And he cautioned that “neglect the future and no one will thank you for taking care of the present. It is the role of the leader to listen to people and honour what can’t be done and you lead between paradigms; yet you manage within paradigms”. These paradigms are perceived to be anticipation, innovation and excellence.

2.4.4 Strategic Change and Politics

“Organizations often act irrationally, that their goals and objectives emerge through a process of negotiation and influence, and that they are composed of competing and shifting coalitions of groups and individuals”, (Burnes 2004 pp 183). Politics in organizational context would be used to mean an individual capacity to influence decision. It is possible for an individual to influence based on a legitimate position but one doesn’t require authority to have such influence. Pfeffer (1992) pointed out 3 sources of power; namely control over information, formal authority to act and the control over resources. In this regard politics are essential in exercising power and organizational politics would be defined as the efforts to mobilize support for or against policies, rules, goals or other outcomes.

Hitt, Ireland and Hoskisson (1997) described the political and legal factors as the government and non-government policies and laws the affect how and where firms choose to compete. These policies and laws may include: antitrust laws, taxation laws, deregulation philosophies, labour training laws and education philosophies and policies. In this regard, the legal and political factors set the arena in which organisations and interest groups compete for attention and resources and the body of laws and regulations guiding these interactions. These scholars noted that the legal and political factors represent how organisations try to influence government and how government entities influence them. These policies and regulations therefore, can affect the operations and profitability of industries and individual firms.
During the strategic change, the organizational politics plays a major role in the support for or against change either directly or indirectly. The most common ploy to apply as a manager when seeking influence is: reason where facts and information are used selectively to amount seemingly logical or rational arguments. Friendliness is a second ploy which is used prior to make a request. Besides, coalition where one joins forces with others so as to increase his own interest is another ploy of politics. Bargaining is another basic ploy to win politics where benefits and favour are exchanged in order to achieve a particular outcome (Burnes 2004).

Burner (2004) further identified assertiveness as a political play where one uses forceful requests and demands compliance. One can also use higher authority to win a strategic change politics by gaining support of superiors for a particular course of action. Lastly, sanctions can be used to win politics where rewards and threats for punishments are interchangeably used to enhance compliance. According to Robbins (1986), any of the above play would be effective and popular depending on selective use of reason regardless whether the influence was directed upwards or downwards.

The organizational politics may be detrimental to the organizational effectiveness while Mintzberg (1983) maintained that if used in moderation, they can have a healthy effect by keeping the organization on its toes. Mintzberg (1983) however cautioned that if too many people pursue their own personal agenda or aggressively and pervasively use power and politics the organization would be turned into a political cauldron thus diverting it from its main task. Politics therefore require skills and will when exercising power.

2.4.5 Strategic Change and Teamwork

Maxwell (2001) noted that, one of the challenges about teamwork is that even people who have taken a team to the highest level in the their field; sometimes have a hard time identifying what separates a great team from a collection of individuals who can't seem to get it together). A team is not just a collection of individuals; it is constructed and developed in such a way that it comprises a single entity which takes collective responsibility for its performance. Burnes (2004) noted that Japanese companies use both at work and in a social setting techniques to enhance the bond among member to each other and to the organization.
Teams have continually become popular over time since teams typically outperform individual when the task being done require multiple skills, judgment and experience. Teams are the best to utilize employee’s talents. In any strategic change, teams are more flexible and responsive to changing events than are traditional departments since they have the capability to quickly assemble, deploy, refocus and disband (Robison and Judge 2007). Popularity of teams has also increased since they are effective means for management to democratize their organizations and increase employee motivation, thus higher participation in operating decision making process. A team also generates positive synergy through coordinated effort (Robison and Judge 2007).

During strategic change, teams are very critical since they could be used making products, providing services, negotiating deals, coordinating projects, offer advice and make decisions. According to Robison and Judge (2007), effective teams are developed depending on context, composition, the work design and the process. In relation to context, the team must have adequate resources, effective leadership, a climate of trust and a well thought performance evaluation and reward system that reflects the team’s contribution. This form of context increases the team members’ cohesion and commitment during the change process.

Composition of the team is a term used to describe the variables that relate to how teams should be staffed. The team members should be selected based on their ability, personality, preference and flexibility. Also one should consider the members’ diversity in roles performance and the size of the team. Effective teams needs to work together and take collective responsibility to complete significant tasks. The work design therefore should give room for freedom and autonomy and the opportunity to use different skills and talents which is referred to as skills variety. Robison and Judge (2004) further notes that the working on a task or project should have a substantial impact on others, that is, task significance and should have task identify which means one has ability to complete a whole and identifiable task or product. All these characteristics enhance members’ motivation and increase the team’s effectiveness.

Robison and Judge (2004) further noted that, the process for an effective team must embrace a common purpose, specific goals and team efficacy; which mean that the team have confidence in itself and believe it can succeed. In addition, teams should give room for conflict levels which are beneficial to avoid stagnation and becoming apathetic thus
increasing effectiveness. But, this should not be let to grow to animosity, tension and incompatibilities. In conclusion, teams are not always the answer and their costs should be ensured to be lower than the benefits accrued. Also the teams should always differ from firm to firm depending on the form and structures of the organization.

2.4.6 Strategic Change and Communication

Communication is the transference of meaning among intended members (Robison and Judge 2004). These scholars further discussed that good communication is essential to any organization’s effectiveness, since it facilitates transmission of information and ideas from one person to another. In any strategic change communication serves control, motivation, emotional expression and information functions. This is because, the stipulated communication process creates controls on how any communication within the organization should be done and it fosters motivation by clarifying to employees what is to be done. It helps in emotional expression since it is the primary source for social interaction. Communication is a mechanism that members use to show their frustrations and feelings of satisfaction. The last function of information is served in that, it helps in decision making. Communication therefore, provides the information that individuals and groups need to make decisions. They use the transmitted data to identify and evaluate alternative choices. Burnes (2004) noted that, effective and regular communication process can reduce people’s level of uncertainty significantly.

Organizational communication can be formal, grapevine or computer aided communication. The formal communication is dependent on the structures with an organization and the intended purpose and accuracy of the information. Robison and Judge (2007) noted that, grapevine through informal cannot be ignored since in a survey, it was found out that 75 percent of employees hear about matters first through rumours on the grapevine. An effective organization’s communication promotes the organization’s competitive edge and performance since it fosters, trust cohesion, information sharing and reliability in terms of time and content of the information.

2.4.7 Strategic Change, Change Agent and Consultants

For Strategic Change implementation to be successful, it is needful that the right managers be in the right positions to facilitate it. The leader of the strategic change is the agent who should ensure the successful implementation of it. A change agent therefore should be an executive whose values are strong and dominates the culture of the organization. The
agents’ vision is generally so strong and powerful that others “buy in to it” (Quick and Nelson 2008).

Quick and Nelson (2008) further discussed that, the change agent should be competent in the team building abilities besides being sensitive to change in the personnel and top management perceptions, market conditions and the way in which these impacts on the goals of the project at hand. The individual should have networking skills for maintaining appropriate contact within and outside the organization. Other crucial competencies for the change agent are tolerance to ambiguity, strong communication and interpersonal skills, negotiation skills to sell the vision, plans and win resources from key stakeholders. The individual should be judicious on political awareness in identifying and balancing conflicting goals and perceptions. Lastly the individual should have the broadest view of the programs and fully equipped in understanding all facets of the program.

Quick and Nelson (2008) noted that a change consultant on the other hand is an individual who should be different from the departments’ manager so as he/she can be able to stand back and view things differently. He/she may be from outside or within the organization but an expert on the area of strategic change. The individuals’ role is normally to help the organization to define the problem, examine the causes and diagnosis possible ways to overcome the problems and providing direction in implementation of the alternative solutions.

The advantages to use the consultants are that they are immune to internal politics and objectives, they have walked the path (process of change) before and they bring information and best practice from other companies. Lastly, they are good communication paths between frontline workers and customers and the leaders of the organization. However, consultants can as well stand as barriers in a change process. Quick and Nelson (2008) notes that the solution that they give may be viewed as ‘theirs’ not ‘ours’ by the firm to go back to the status quo. In case they take a very strong leading role, they may disengage the organization and at times, the change leader and the stakeholders may fail to define clearly the consultants’ role and terms of reference thus giving rise of conflict within the change process. Quick and Nelson (2008) noted that a consultant in any strategic change should therefore have relevant experience, adequate breath of knowledge of subject matter, successful track record and willingness to transfer
knowledge. The individual should be of integrity with training, implementation and facilitation skills.

Quick and Nelson (2008) noted that the use of internal or external change agent or consultants has both advantages and disadvantages on any change process. For the internal executives, they have advantages on: they know key practices; people and conditions of the organization and their qualities are already known and understood by associates. They normally have already established relationships with peers, subordinates, buyers’ and other stakeholder besides; the use of existing executive symbolizes organizational commitment to individual careers. The disadvantages of using them are that they are less adaptable to major change due to their knowledge, attitude and values. Their past commitments may also hamper them from making hard decisions which may be required in executing a change program. Lastly, they face a challenge of being able to become inspired and credible enough to convey the need for change. These scholars further discussed the benefits that accrue to use of external change agents or consultants are that the individual may already believe in and have lived in the new strategy. The individual are also encumbered by internal commitment to people beside the fact that they come with commitment and enthusiasm. The presence of an outside acts as strong signal of the expended change. However, the external sourcing raises the advantages of cost in terms of compensation and learning the other people, the old (existing employees) may be de-motivated when the role is taken by an outsider ‘good staff’ who may fail to fit in the new organization fully.

According to Hitt, Ireland and Hoskisson (1997), showed in their research that external environment plays a significant role in the growth and profitability of firms. These scholars highlighted that the environmental conditions currently facing firms/organisations are different from those of past decades. These conditions form the external factors that influence an organisation in strategic change. In their discussion, they highlighted the external factors such as technology; social-culture, economic, demographic and global factors influence strategic changes.

2.4.8 Strategic Change and Technology

Hitt, Ireland and Hoskisson (1997 pp 41), noted that “technological changes and the explosion in information gathering and processing capabilities demand more timely and
effective competitive actions and responses”. The changes in technology involves, the institution and activities involved with creating new knowledge and translating that knowledge into new outputs-products, processes and materials. These scholars argued that the pace to adopt technology determines a firm’s ability to achieve higher market shares and earn higher returns. The ability for a firm to adopt its activities and processes to internet helps the firm to have technology advantage in terms for excellent source for data on a firm’s external environment. This also promotes the speed to relay information thus easing communication and improved marketing strategies and networking.

2.4.9 Strategic Change and Demographic Factors
According to Hitt, Ireland and Hoskisson (1997), demographic factors are the population elements such as population size, age structure, geographic distribution, ethnic mix and income distribution among the population besides their levels of education. The firms’ executives must analyse the demographics of global areas potentially relevant to their firms, rather than only those of the domestic population.

These scholars discussed the population size and growth as a factor that will influence immigration and employment policies besides the depletion of natural resources and reducing citizens’ living standards. Age structure is influenced by varying rates of birth rates and life expectancies. These changes create additional pressure on social facilities and systems such as health cares, academics systems thus opening up more opportunities or influencing the government policies in a given country.

In 1997, Hitt, Ireland and Hoskisson discussed geographic distribution and ethnic mix as factors that influence strategic decisions. The geographic distribution may be migration from one area to another. In their view, these demographic changes affect local and state government’s tax bases. In turn, the locations of business firms are influenced by the degree of support different tax agencies offer. These scholars noted that the geographic distribution of populations throughout the world is being affected by the capabilities resulting from advances in communication technologies.

The ethnic mix of countries’ population makes the firms develop and market goods and services intended to satisfy the unique needs and interests of different ethnic groups. “The ethnic mix changes the workforce composition,” (Hitt, Ireland and Hoskisson pp 49 1997). The effective management of culturally diverse workforce can produce a competitive
advantage. These scholars gave an example that “a heterogeneous work teams have shown to produce more effective strategic analyses, more creativity and innovations and higher quality decisions than homogenous work teams. Income distribution and education levels inform firms of different groups’ purchasing power and discretionary income and levels of knowledge and information exposure.

2.4.10 Resistance to Change
Fleming and Senior (2006) noted that there are forces that act to facilitate change and other forces acting against change. The factors that act against change could be categorised as either internal or external in relation to the organisation or could be categorised into individual and organisational responses. The external forces are discussed under the acronym PEST while the internal factors that resist growth are; Organisational growth, pressure for increased performance, managerial aspirations, political coalitions, redesign of jobs and restructuring. The driving forces against change that are at the individual level include; fear of the unknown, dislike of the uncertainty and ambiguity, surrounding change, potential loss of power base, potential loss of rewards, perceived lack of skills for new situation and potential loss of current skills. The second category of organisational forces that resist change includes, internal forces deriving from group norms, potential loss of group power bases, entrenched interests of stakeholders, lack of organisational capability, and of resources and threat of resource allocations.

Cumming and Worley (2008) noted that resistance to change have three sources. These sources include; Technical resistance, political resistance and cultural resistance. In their discussion they described technical resistance as the resistance arising from the habit of following common procedures and consideration of sunk costs invested in the status quo. Political resistance is described as the resistance which arises when organizational changes threaten powerful stakeholders such as the top executives, staff personnel or calls into question the past decisions of leaders. This kind of resistance arises because it implies different allocation of already scarce resources such as capital, training budgets, good people Etc. Finally, the cultural resistance is a form of resistance that generates from the form of systems and procedures that reinforce the status quo, promoting conformity to existing values and norms and assumptions about how things should operate.

In a telling statistics, leading practitioners of radical corporate re engineering report that success rates in fortune 1000 companies are well below 50% while some as low as 20%
These statistics are generated amidst company leaders that are determined to qualify management downsizing or customer value. These managers look for enthusiasm, acceptance and commitment in all organisation levels, yet communication breaks down, implementation plan misses the mark and results fall short. In the change program at IMD, in which executives tackle actual change problems from their own companies, a common root cause for failure was identified as managers and employees view change differently, (Strebel 1996). The scholar further noted that the top management sees change as an opportunity to strengthen the business by aligning operations with strategy, to take on new professional challenges and risks and to advance their career. For many employees, however including middle level managers, change is neither sought after nor welcomed. It is disruptive and intrusive. It is seen to be upsetting the balance.

In any normal organisation, employees and the organisation have reciprocal obligations and mutual commitments both stated and implied, that define their relationship. Any strategic change initiative whether proactive or reactive, alters this relationship. Therefore, management must define new terms and persuade the employees to accept them since it is unrealistic to expect employees to fully buy into changes that alter status quo, (Strebel 1996).

The second reason for strategic change resistance is of involvement and commitment from the staff. As demonstrated in early 1980s Philips electronics, based in Netherlands, employees’ failure to understand changing circumstances drove the organisation to the blink of bankruptcy. Van der Klught reported in the (Philips 1989) report that he had redefined management responsibilities to give product divisions greater freedom to respond to competitive and market pressure, yet by end of his tenure, Philips was facing the biggest operating loss in the company history, (Harvard Business Review May – June 1996).

The resistance to change in Philips electronics was imbedded in the culture of employees were committed to the status quo. After Jan Timmer took over the CEO position in May 1990, he involved the middle level management in setting targets, drawing benchmark on ‘best-in-class’ productivity, Using coercion method of firing employees who did not perform despite calling for town hall question and answer sessions on change agenda which made all subordinate employees feel involved.
Cummings and Worley (2001) discussed three major strategies for dealing with ‘resistance to change’. These strategies are empathy and support, communication and participation and involvement. The empathy and support strategy involves ‘active listening’ which demands willingness to suspend judgement and to see the situation from another perspective. This strategy assumes that when people feel that those who are responsible for managing change are genuinely interested in their feelings and perceptions, they are likely to be less defensive and more willing to share their concerns and fears. Communication is a strategy that helps to curb resistance arising from uncertainty about the change consequence. It therefore helps to give more information so as to avoid gossips and rumours thus reducing speculation and allay unfounded fears.

Lastly, Cumming and Worley (2001) discussed participation and involvement as the most effective strategies for overcoming resistance. This is a strategy that encourages involving organisations members directly in planning and implementation of change. It at times leads to designing high quality changes and overcoming resistance to implement them.

Robins and Judge (2007) discussed more strategies for overcoming resistance to change compared to Cumming and Worley (2001). These scholars identified three tactics which are education, participation and involvement and support and empathy which they described as building support and commitment. They further discussed the tactics such as negotiation. This is described as the process of exchanging something of value for a lessening of resistance. This tactic mostly suits the powerful sources and involves high costs and possibilities of being blackmailed by other individuals in positions of power. Fifthly, manipulation is to correct influence attempts while cooptation could include twisting and distorting facts to make them appear more attractive, withholding undesirable information, and creating false rumour to get employees to accept change. It at times involves threats especially if the mentioned threat is untrue.

Robins and Judge (2007) further discussed another tactic of overcoming resistance to change as selecting people who accept change. This would involve people whose personality is open to change, risks and are flexible in their behaviour. Lastly coercion was identified as a tactic to overcome resistance. The scholars noted that this involves application of direct threats or force on the resisters. This may involve threats of transfer,
loss of promotions, negative performance evaluations and a poor letter of recommendations.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design
The research design used was a case study. This design was considered appropriate because it places more emphasis on the full contextual analysis of few events or conditions and their relations. The issues of interest in the study are largely specific to the Kenyan parliament.

3.2 Data Collection
The researcher used a questionnaire to collect primary data and Parliament periodic magazine, KNA website and Parliamentary Service Commission (2008 to 2018) strategic plan to collect secondary data. The researchers collected primary data from five key respondents in KNA who have been involved in the completion of the targeted strategic change thus they were reliable informants. These key informants will include Clerk of National Assembly, Principal Research officer, Head of Information and Communication Technology, Head of Parliamentary Budget Office and Head of Public relations department. The researcher used a questionnaire to collect primary data which was structured into three sections. The first part comprised questions seeking data on the respondent’s profile; the second part included questions on factors influencing effectiveness of strategic change in PARLSCOM. This section was further subdivided into for sections, where each section carried questions relating to particular successful strategic change. The third section comprised identifiable challenges facing this strategic change so as to assist the researcher in making recommendations at the end of the project.

3.3 Data Analysis
The data was analysed qualitatively using descriptive analysis based on analysis of data on factors influencing strategic change answered in the questionnaire. This descriptive technique has been used in recent studies by Situma (2006), Kombo (1997) and Muriuki (2005). The data was further summarized and presented in tabular forms for ease of reference.
CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This chapter provides the results of the study as it is the objective of the study to establish factors that have influenced strategic changes at the Kenya National Assembly. The researcher collected primary data from five respondents in PARLSCOM who have made major contributions to the strategic changes witnessed in Kenya National Assembly. The data was collected on factors influencing strategic change in KNA. He used Likert scale, which was rated between 1 to 5 where the response 1 represented “no influence” and 5: represented “to a very great extent.” In addition, the KNA website (www.parlimant.co.ke), periodic KNA magazine and Parliamentary Service Commission strategic Plan for the period 2008-2018 were the main sources of Secondary data.

4.2 Factors Influencing Effectiveness of Strategic Change at KNA

The objective of the study was to establish factors that have influenced effectiveness of strategic changes at the Kenya National Assembly. The data was analysed using mean scores of each factor across the four successful milestones and percentages of the frequencies of the respondent’s opinion on the extent of influence on each project. In this regard, the higher the percentage frequency on the rating 5 or 4, which is, to a very great extent or to a great extent respectively, the higher the extent the factor is perceived to influence the strategic change. In the same regard, the higher the percentage frequency on the rating 1 or 2, the lower the extent to which the factor is perceived to influence the strategic changes, that is, no influence or to very less extent.

However, the lower the percentage frequency, the lesser the extent to which the factor is influencing strategic change. Some factors in particular projects had zero percent, eighty percent and sixty percent frequencies in “no influence”, “to a great extent” and on “to very great extent” categories respectively. Among all factors represented; PARLSCOM leadership was perceived to have the highest influence on effectiveness of strategic change while resistance to change and communication among members and staff had the least influence on the strategic change in KNA. Each of the factors is analyzed separately across the four successful strategic changes. Percentage frequency tables have been presented below each factors response’s analysis.
4.2.1 Influence of Bureaucratic Structure on effectiveness of strategic changes at KNA

According to the respondents’ opinion, forty percent of both institutional changes and the improvement of MPs and staff welfare, facilities and services results depicted that bureaucratic structure influenced the effectiveness of strategic changes to a very great extent. Sixty percent of the capacity building, forty percent of the house live broadcast project and twenty percent of improvement of MPs and staff welfare, facilities and services showed that bureaucratic structure influenced the effectiveness of these changes to a great extent. Forty percent of both house live broadcast project and capacity building opinion showed that bureaucratic structure influenced the changes to a moderate extent while twenty percent of both house live broadcast and of improvement of MPs and staff welfare, facilities and services and forty percent of institutional changes influenced the changes to a less extent. Only twenty percent on improvement of MPs and staff welfare, facilities and services gave the opinion that bureaucratic structure had no influence at all.

The person to person guided interview with head of public relations revealed that the structure with PARLSCOM is fairly flat as shown in the appendix iii but bureaucratic structures within other external stakeholders such as the treasury and the national procurement Act slows down the implementation of the PARLSCOM projects. The above findings are summarised in the table 1 below.

Table 1: Extent of influence of Bureaucratic Structure on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvement</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>0%</td>
<td>20%</td>
<td>20%</td>
<td>40%</td>
<td>20%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>40%</td>
<td>40%</td>
<td>0%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>60%</td>
<td>40%</td>
<td>20%</td>
<td>0%</td>
<td>30%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>0%</td>
<td>0%</td>
<td>40%</td>
<td>40%</td>
<td>20%</td>
</tr>
</tbody>
</table>
4.2.2 Influence of Culture of National Assembly on effectiveness of strategic changes at KNA

Twenty percent of the respondents in capacity building, improvement of MPs and staff welfare, facilities and services and institutional changes were in the opinion that culture of the National Assembly influenced the effectiveness of these strategic changes to a very great extent. Eighty percent on capacity building, sixty percent of both house live broadcast and institutional changes and forty percent of improvement of MPs and staff welfare, facilities and services responded that culture had influence to a great extent. Twenty percent of house live broadcast and forty percent of improvement of MPs and staff welfare, facilities and services gave the opinion that culture of the KNA had influence on the effectiveness of strategic change to a moderate extent. Only a twenty percent response on both house live broadcast and institutional changes gave an opinion of that culture had influence to a less extent while no one gave the response that it didn’t have influence at all. Below is the summary of the above analysis on the table 2 below.

Table 2: Extent of influence of Culture of National Assembly on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>0%</td>
<td>20%</td>
<td>40%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>80%</td>
<td>60%</td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>20%</td>
<td>0%</td>
<td>20%</td>
<td>20%</td>
<td>15%</td>
</tr>
</tbody>
</table>

4.2.3 Influence of PARLSCOM Leadership on effectiveness of strategic changes at KNA

PARLSCOM leadership was depicted as the factor that had great influence on the effectiveness of strategic changes in the four achievements. The greatest influence was on capacity building at sixty percent, while house live broadcast, improvement of MPs and staff welfare, facilities and services and institutional changes were at forty percent respectively. Twenty percent of the capacity building, sixty percent of both house live broadcast and institutional changes and forty percent of improvement of MPs and staff

31
welfare, facilities and gave the opinion that PARLSCOM leadership had influence to their changes to a great extent. In addition, twenty percent of the respondents on house live broadcast, sixty percent on institutional changes and twenty percent on improvement of MPs and staff welfare, facilities and services gave the opinion that PARLSCOM leadership influenced these changes to a moderate extent. Only twenty percent on capacity building was on the opinion that PARLSCOM leadership influence these changes only to a less extent while twenty percent gave the opinion that it had moderate extent influence improvement of MPs and staff welfare, facilities and services changes. Below is the summarised data in table 3 of the above analysis.

**Table 3: Extent of influence of PARLSCOM Leadership on Strategic Change at KNA**

<table>
<thead>
<tr>
<th></th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>20%</td>
<td>60%</td>
<td>40%</td>
<td>60%</td>
<td>45%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>60%</td>
<td>40%</td>
<td>40%</td>
<td>40%</td>
<td>45%</td>
</tr>
</tbody>
</table>

**4.2.4 Influence of political Dispensation in the country on effectiveness of strategic changes at KNA**

Forty percent of the respondent on both capacity building and house live broad cast and sixty percent on institutional changes reflected that political dispensation in the country influenced the effectiveness of strategic change to a very great extent. Forty percent on both capacity building and house live broadcast, sixty percent on improvement of MPs and staff welfare, facilities and services and twenty percent on institutional changes depicted that political dispensation had influence to a great extent on these changes. Twenty percent on capacity building showed that this factor had a moderate influence while forty percent on improvement of MPs and staff welfare, facilities and services and twenty percent on institutional changes reflected that political dispensation had influence only to
a less extent. Twenty percent on house live broadcast showed that political dispensation had no influence at all to this change.

The person to person interview also revealed that the ethnicity demographic attribute plays a major role especially after 2007-2008 post election violence. The political dispensation of the country seeks for equal representation of all tribes. The common question among MPs have been “does this reflect the face of Kenya?” and the constant demand for balance between the coalition partners, that is, Orange Democratic Party and Party of National Unity. These analyses are presented in table 4 below.

### Table 4: Extent of influence of Political dispensation in the country on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>0%</td>
<td>0%</td>
<td>40%</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>40%</td>
<td>40%</td>
<td>60%</td>
<td>20%</td>
<td>40%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>40%</td>
<td>40%</td>
<td>0%</td>
<td>60%</td>
<td>35%</td>
</tr>
</tbody>
</table>

#### 4.2.5 Influence of Technology Advancement on effectiveness of strategic changes at KNA

Eighty percent of the respondents on house live broadcast and sixty percent on institutional changes presented that technology advancement had a very great influence on strategic changes in these changes. The opinion that technology advancement influenced changes to a great extent was in the frequency of twenty percent in house live broadcast and forty percent on both improvement of MPs and staff welfare, facilities and services and institutional changes. Eighty percent of capacity building gave the opinion that this factor influenced the effectiveness of strategic change to a moderate extent while twenty percent on capacity building and forty percent of improvement of MPs and staff welfare, facilities and services showed that its influence was only to a less extent.
Only twenty percent on improvement of MPs and staff welfare, facilities and services gave the opinion that technology advancement had no influence on effectiveness of strategic changes. Below is the presentation of this analysis on the table 5 below.

Table 5: Extent of influence of Technology Advancement on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>20%</td>
<td>0%</td>
<td>40%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>80%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>0%</td>
<td>20%</td>
<td>40%</td>
<td>40%</td>
<td>25%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>0%</td>
<td>80%</td>
<td>0%</td>
<td>60%</td>
<td>35%</td>
</tr>
</tbody>
</table>

4.2.6 Influence of Communication among the PARLSCOM members and staff on effectiveness of strategic changes at KNA

Forty percent of the respondent on the improvement of staff, MPs, facilities, welfare and services, twenty percent of capacity building, house live broadcast and institutional changes in KNA were influenced by communication among the PARLSCOM members and staff to a very great extent. Twenty percent of the respondents on the improvement of staff, MPs, facilities, welfare and services and forty percent on both institutional changes and house live broadcast acknowledged that communication to a great extent influenced the effectiveness of strategic change. Forty percent of the respondents on the improvement of staff, MPs, facilities, welfare and services and twenty percent on institutional changes, house live broadcast project and on the improvement of staff, MPs, facilities, welfare and services, acknowledged that communication to a moderate extent influenced the effectiveness of strategic change. Twenty percent on both house live broadcast project and institutional changes and sixty percent of capacity building depicts that communication influenced effectiveness of strategic to a less extent. None of the responses depicted that this factor had no influence at all to these changes. Below is the summarized data in table 6 for the analysis above.
Table 6: Extent of influence of Communication among the PARLSCOM members and staff on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean Percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
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<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>60%</td>
<td>20%</td>
<td>0%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>20%</td>
<td>20%</td>
<td>40%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>0%</td>
<td>40%</td>
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<td>40%</td>
<td>25%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>20%</td>
<td>20%</td>
<td>40%</td>
<td>20%</td>
<td>25%</td>
</tr>
</tbody>
</table>

4.2.7 Influence of Resistance to change on effectiveness of strategic changes at KNA

Twenty percent of the respondents on both improvement of staff, MPs, facilities, welfare and services and capacity building represented that resistance to change have a very great influence on strategic changes. Forty percent of the respondents on capacity building projects and twenty percent of house live broadcast reflected that resistance to change had influence on effectiveness of strategic changes to a great extent. Twenty percent on capacity building, house live broadcast and improvement of staff, MPs, facilities, welfare and services showed that resistance to change had influence to a moderate extent on the effectiveness of strategic changes. Twenty percent on both capacity building house live broadcast, sixty percent on improvement of staff, MPs, facilities, welfare and services and eighty percent of institutional changes depicted that resistance to change had influence on effectiveness of strategic changes only to a less extent. Below is table 7 that presents the analysis above on resistance to change.
Table 7: Extent of influence of Resistance to Change on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>20%</td>
<td>20%</td>
<td>60%</td>
<td>80%</td>
<td>45%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>20%</td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>40%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>20%</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>10%</td>
</tr>
</tbody>
</table>

4.2.8 Influence of PARLSCOM vision and Mission on effectiveness of strategic changes at KNA

Sixty percent and twenty percent of the respondents on institutional changes and forty percent on house live broadcast respectively were in the opinion that PARLSCOM vision and mission had influence to a very great extent on effectiveness of strategic change in KNA. Forty percent on institutional changes, sixty percent on both capacity building and house live broadcast and one hundred percent on improvement of staff, MPs, facilities, welfare and services had influence to a great extent on these strategic changes. Forty percent of the respondents on capacity building were in the opinion that vision and mission influence on strategic changes were to a moderate extent. None of the respondent was on the opinion that PARLSCOM vision and mission had no influence at all. Below is the table 7 that summarises these analyses.
Table 8: Extent of influence of PARLSCOM Vision and Mission on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean Percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
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<td>0%</td>
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<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
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<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>60%</td>
<td>60%</td>
<td>100%</td>
<td>40%</td>
<td>65%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>0%</td>
<td>40%</td>
<td>0%</td>
<td>60%</td>
<td>25%</td>
</tr>
</tbody>
</table>

4.2.9 Influence of Teamwork among PARLSCOM members on effectiveness of strategic changes at KNA

Twenty percent of the respondents on both capacity building and institutional changes had the opinion that teamwork among PARLSCOM members had a very great influence on effectiveness of strategic changes. Twenty percent of House Live Broadcast and sixty percent of all the other projects, that is, capacity building, on improvement of staff, MPs, facilities, welfare and services and institutional changes had influence to a great extent. In addition, twenty percent of the respondents on both capacity building and institutional changes, sixty percent of house live broadcast and forty percent of on improvement of staff, MPs, facilities, welfare and services depicted that teamwork among PARLSCOM members had influence on these strategic changes to a moderate extent. Twenty percent on house live broadcast were on the opinion that teamwork among PSC members had influence to a less extent. Below is table 9 that presents the summary of these analyses.
Table 9: Extent of influence of Teamwork among PARLSCOM members on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>20%</td>
<td>60%</td>
<td>40%</td>
<td>20%</td>
<td>35%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>60%</td>
<td>20%</td>
<td>60%</td>
<td>60%</td>
<td>50%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>20%</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>10%</td>
</tr>
</tbody>
</table>

4.2.10 Influence of Teamwork among PARLSCOM staff on effectiveness of strategic changes at KNA

Twenty percent of the respondent on improvement of staff, MPs, facilities, welfare and services and institutional changes represented that teamwork among the PARLSCOM staff had influence on the effectiveness of strategic changes to a very great extent. Forty percent on both capacity building and house live broadcast and eighty percent on house live broadcast had influence to a great extent. Twenty percent in both capacity building and institutional changes, sixty percent in on improvement of staff, MPs, facilities, welfare and services and forty percent in house live broadcast had the opinion that teamwork among the PARLSCOM staff had influence to a moderate extent. Twenty percent on both institutional changes and house live broadcast had influence to a less extent on these changes and none of the respondents was in the opinion that teamwork among the PARLSCOM staff had no influence at all. Below is table 10 that presents the summary of these analyses.
Table 10: Extent of influence of Teamwork among PARLSCOM Staff on Strategic Change at KNA

<table>
<thead>
<tr>
<th>RATING</th>
<th>Capacity Building</th>
<th>House Live Broadcast project</th>
<th>Staff, MPs, facilities, Services and Welfare Improvements</th>
<th>Institutional Changes</th>
<th>Mean percentage Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO Influence = 1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>To a Less Extent = 2</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>To a Moderate Extent = 3</td>
<td>20%</td>
<td>40%</td>
<td>60%</td>
<td>20%</td>
<td>35%</td>
</tr>
<tr>
<td>To a Great Extent = 4</td>
<td>80%</td>
<td>40%</td>
<td>20%</td>
<td>40%</td>
<td>45%</td>
</tr>
<tr>
<td>To a Very Great Extent = 5</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>20%</td>
<td>10%</td>
</tr>
</tbody>
</table>

4.3 Challenges from the Research Findings

During data collections the researcher sought to identify any challenges that were experienced during implementation of these projects. This was aimed at highlighting issues that need to be addressed in future projects or in other projects that would adopt the style, model or context of PARLSCOM. The respondents highlighted the issues that need to be addressed are namely resistance to change by the old members and KNA staff, high bureaucratic structure in other external structures that co-work with PARLSCOM, low budget allocation, lack of inter-directorate synergy due to low inter-directorate teamwork besides the old existing KNA cultures.
CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion
The objective of this study was to answer the question stated in section 1.2. above, that is, what factors that have contributed to the effective strategic changes made at parliament in the last decade? The research findings presented above, are consistent with Rowe et al (1999) who noted that, strategic effectiveness is highly dependent on the factors that influence the manner in which strategies are chosen, and implemented. It is also clear that the extent to which factors of strategic change influence the effectiveness of strategic change also varies across different change project and the degree of influence varies from factor to factor. This therefore implies all factors of strategic change at KNA were indispensable. As shown on the research analysis above, the strategic vision and mission should be very clear to ensure effective strategic changes. This is because the alignment of strategic change to the organisation’s vision and mission was rated the highest.

The bureaucratic structure of KNA as presented in appendix III is fairly flat, but research findings, on challenges depicted bureaucratic structure as a major challenge. A face to face interview with a respondent revealed that, this factor is necessary in any structure to ensure proper leadership, control and accountability. However since PARLSCOM co-work with other government functions such as procurement, Treasury, Human Resource and other functions, the existing bureaucracies, policies and procedures in these external functions are acting as a major bottleneck to PARLSCOM in its implementation.

All the KNA strategic changes were planned and therefore proactively implemented but the erratic political environment in the country has further accelerated the implementation process since there is no unilateral decision making by one political party. It is also clear that the PARLSCOM leadership has in a great way enhanced effective implementation despite the political challenge after the 2007 general. The leadership has further contributed to boost communication among members and staff of PARLSCOM beside neutralizing the resistance to change at KNA. Teamwork among members of PARLSCOM has been enhanced. However face to face interview revealed that there is need to cultivate inter-directorate or interdepartmental teamwork so as to enhance synergies. It is evident that there is teamwork among department staff but it
is weak among department to department. Technology advancement is a critical factor especially to strategic changes that are technology based but much more efforts are required to improve use technology in enhancing capacity building and improving staff and members welfare, services and facilities. Culture of KNA has been instrumental in enhancing effective strategy changes. As discussed by Campbell et. al (2002), the prevailing KNA culture has been highly influenced by the KNA environment. This includes entry of new educated and professional MPs and directors of PARLSCOM, beside highly informed public that has gained more grounds to question the MPs. On the other hand, the institutional culture of being domineering and among the supreme arms of government in the country, has to some extent created resistance to change especially on changes that seeks to reduce the powers of KNA.

The findings were consistent with the projected factors of strategic change (PESTEL) as discussed in the KNA strategic plan 2008-2018. Kotter (1996) defined leadership as the ability to cope with change which has been so instrumental to reduce the predicted resistance to change. As Quick and Nelson (2008) discussed that the vision of change agent should be so strong and powerful, and it is vital for the right managers to be at the right positions, the profiles of the PARLSCOM leadership reveals that we have the right professional leaders in the directorate leadership. In addition, the PARLSCOM Chairman (Speaker of 10th parliament) has been pro-change and in the KNA magazine and www.parliament.co.ke website, he has been depicted as a successful leader thus a successfully change agent.

The demographic factors such as population size, age, structure, geographical distribution and income distribution have little influence on strategic change but the ethnic mix of the Kenyan population has been influencing the political climate in the country. In this regard though demographic factor does not have a direct influence on strategic change, it is a critical factor in Kenya politics. This was observed in the face to face interview which revealed that if a member of PARLSCOM is invited for a capacity building workshop, tour etc the most prominent question has been, “Does this reflect the face of Kenya ethnically?”
5.2 Summary of the Research Findings

The research findings revealed that the factors that influence strategic change further affect the effectiveness of strategic change. This is consistent with suggested by Rowe et al (1994). This research further revealed that leadership and clarity of vision and mission are of great value for the effectiveness of strategic change. Even though all the other factors are indispensable, the degree of influence varies from project to project and are dependent on the content of strategic change. Several challenges were highlighted in this study which require further research for proper recommendations to be made.

The research findings were consistent with the factors that influence the effectiveness of strategic change as discussed Mintzberg (1983), Robinson and Judge (2007) et.al. It is evident that all the factors of change played a major role to influence the success of strategic change at KNA. In conclusion, the factors that influence strategic change such as politics, bureaucratic structures, technology, communication, resistance to change, teamwork, change agents and clear vision and mission also influenced the effectiveness of strategic changes at KNA. This finding is consistent with what has been suggested by several scholars. These factors should always be taken in account in any strategic change being carried out in a similar or related context. However, the degree of influence may vary across situations since the influence on effectiveness of strategic change is dependent on the prevailing external environments.

5.3 Conclusions

From the findings, it can be concluded that the factors that influence strategic change discussed in the literature review from section 2.4.1 to 2.4.10. have significantly influenced the effectiveness of strategic changes at KNA, especially on the four successfully completed changes. The highlighted challenges, that is, bureaucratic structure of other government functions, lack of inter-directorate synergies, institution’s culture, low budget allocation and resistance to change should not be ignored in any ongoing or future project.

5.4 Recommendations

From the highlighted challenges, the PARLSCOM leadership should develop inter-directorate activities that will promote teamwork among all departments. This will promote synergy between them. In addition, there is dire need to evaluate the existing policies in the procurement department and other functions such as treasury which
should facilitate faster means of operations yet control resources against misuse. The low budget allocation by treasury may require PARLSCOM to develop ways of becoming an independent accounting unit and raise independent funds as was recommended and authorised in 1999 (Shaida a 2009, pp 6 in KNA issue 2, vol. 1 2009). PARLSCOM leadership also needs to educate the public, its members and staff so as to facilitate free flow of ideas that will help to win against resistance to change.

5.5 Suggestions for further research
Future research should focus on challenges facing PARLSCOM in the implementation of the strategic changes besides the change management in PARLSCOM.

5.6 Limitation of the study
The study had a major limitation which was: Lack of availability of most target respondents for face to face interviews thus leading to use of a drop and pick method to administer questionnaire. Therefore there is a probability that the information could have been given by a different person.
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Republic of Kenya Parliamentary Service Commission Strategic Plan 2008-2018


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Appendix I

Questionnaire

FACTORS INFLUENCING EFFECTIVENESS OF STRATEGIC CHANGE AT KENYA NATIONAL ASSEMBLY (The information provided will be treated with strict confidentiality and for research purposes only).

SECTION 1
It contains your personal information.

1. Position held in PARLSCOM
2. The department you are heading in PARLSCOM
3. Years of Experience with PARLSCOM

SECTION B
This section contains questions that relate to factors that influence effectiveness of strategic change. It covers four sections namely capacity building, live broadcast project, improvement of the welfare of the staff and members of parliament, services and facilities and Institutional Changes.

i. Rate the extent to which each of the following factors influenced Capacity Building of the National Assembly. (i.e. Workshops, training programs, internship, study tours to countries of best practice and staff exchange program)

<table>
<thead>
<tr>
<th>No</th>
<th>Factor Affecting Strategic Change</th>
<th>No Influence 1</th>
<th>To a Less Extent 2</th>
<th>To a Moderate Extent 3</th>
<th>To a Great Extent 4</th>
<th>To a Very Great Extent 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Bureaucratic Structure</td>
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Appendix I

ii. Rate the extent to which each of the following factors influenced **Live Broadcast Project** of the National Assembly.

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<tr>
<th>No.</th>
<th>Factor Affecting Strategic Change</th>
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<th>To a Moderate Extent = 3</th>
<th>To a Great Extent</th>
<th>To a Very Great Extent</th>
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iii. Rate the extent to which each of the following factors influenced **improvement of the welfare of the staff and members of parliament, services and facilities** of the National Assembly.

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<thead>
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<th>Factor Affecting Strategic Change</th>
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</table>
iv. Rate the extent to which each of the following factors influenced **Institutional Changes** of the National Assembly. (i.e. establishment of a fully fledged commission’s secretariat, board of management, four directorates and creation of specialized departments of research, legal affairs and independent parliamentary budget office)

<table>
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<th>To a Less Extent 2</th>
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SECTION C
This section aims at facilitating identification of challenges facing in its change efforts.
What are the challenges that you have faced in achieving the strategic change in KNA?
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TO WHOM IT MAY CONCERN

ADRIAN PETER GITAU

The above named student is a bonafide student in the Master of Business Administration Degree course at this University. To meet the requirements for the degree, he is required to conduct a research and write a report on a selected topic from a relevant organization. Your organization has been selected for this purpose and you have been identified as a person well placed to provide the necessary data.

I would appreciate if you could kindly assist Mr. Gitau by providing the information he is looking for.

Yours sincerely,

Prof. Peter O. K’Obonyo
Deputy Principal, CHSS &
Mr. Gitau’s Supervisor
APPENDIX I: The Current Structure of the Parliamentary Service (October 2008)