STRATEGIC CHANGE MANAGEMENT PRACTICES IN KENYAN PARASTATAL ORGANIZATIONS

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DECLARATION

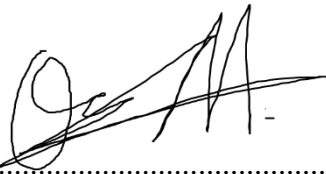This research project is my original work and has not been presented for a degree in any other university.

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This research project has been submitted for examinations with my approval as the university supervisor

Signed... Date: 01/12/2021

Prof. Martin Ogutu

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DEDICATION

I dedicate this project to God Almighty my creator, my strong pillar, my source of strength, knowledge, wisdom and understanding. He has been my source of strength throughout the program and by His grace I soared. I also dedicate this work to my family and especially my daughter, Emmaculate, for their constant encouragement and support which has made sure that I give it all it takes to finish that what it takes to finish what I have started. Thank you and God bless you.

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LIST OF ABBREVIATIONS

COVID   Corona Virus Diseases

ICT   Information Communication Technology

KPLC   Kenya Power and Lighting Company

MNC   Multinational Corporation

NHIF   National Hospital Insurance Fund

OD   Organization Development

SME   Small and Medium Enterprises

SPSS   Statistical Package for Social Sciences

ABSTRACT

In Kenya, parastatal organizations have experienced poor change management in the recent years, which has hindered the realization of sustainability of these parastatals. This study sought to determine the strategic change management practices in Kenyan parastatal organizations. Specifically, the study adopted strategic communication, strategic leadership, strategic resources and strategic cultural integration as the key strategic change management practices. This study was based on Schein's organization culture model and resources-based theories. The study adopted a descriptive research design was used in this work. This research targeted 247 parastatals in Kenya. The researcher sampled eight parastatals that had experienced change management in each of the sectors in which they operated. This research utilized primary data sources using an interview schedule where data was gathered through telephone and face to face interviews with the COVID-19 protocols. The schedule contained open ended questions where the interviewees gave their opinions on the various strategic change management practices in the parastatals. The interview schedule was administered to the managers. Thematic analysis was used in analyzing the data in form of content analysis. The study concludes that the Kenyan parastatal organizations adopt strategic leadership, strategic resources and strategic cultural integration as strategic change management practices. The study further concludes strategic leadership, strategic resources and strategic cultural integration influence change management in the organizations. The study also concludes that the effectiveness of strategic change management among Kenyan parastatal organizations is heavily influenced by finance as well as its administration. The study recommends that parastatals should adopt strategic change management in order to remain competitive. The parastatals also need to adopt modern technologies which would ensure that the strategic change is easily communicated and the costs relating to strategic changes are reduced. The study also recommend that the top management and the government allocate adequate funds and resources for strategic change in their parastatals. The study also recommends that the culture of relying on the government in decision making should not be part of the strategic change management strategy. Similar research in other organizations is recommended.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations, like people, deal with change on a daily basis. Change is ingrained in today's businesses, and managing it is not only vital to their success and survival, but also at the center of the field of Organization Development (OD) (Fisher, Porod & Peterson, 2021). Along with significant changes in the social fabric in which organizations function, vital forces are affecting companies in the context of their business activities (Chiva, 2021). These include factors that originate from the external environment as well as forces that originate from within the organization, which we describe as the internal environment.

This study will be based on Schein's organizational culture model and resource-based theory. Schein's organizational culture model states that cultural integration is critical to a common organizational culture and development. Resource Based Theory states that a company achieves a competitive edge by not just acquiring but also developing, putting together, and effectively utilizing its resources in ways that add unique value and are difficult to copy by competitors.

In the recent years, parastatals in Kenya have been experiencing performance issues (Chepng'etich, Waiganjo & Ismail, 2020). For example, the ministry of finance has put 18 parastatals on notice for their continued loss making in their operations (Ministry of Finance, 2021). The government has called to the parastatals to come up with change strategies that would enable them make a turn around. This study sought to fill this gap by determining the strategic change management practices adopted by parastatals in Kenya. This is literature showing that parastatals adopt strategic change management practices and there is need to understand which practices are adopted by the parastatals.

1.1.1 Strategic Change Management Practices

Strategic change management is a systematic method to coping with change from both an organizational and human perspective (Hanelt, 2020). Strategic change management techniques refer to the activities that managers engage in as they deal with various aspects of change (Hubbard, Rice, & Galvin, 2015). The process of transitioning an organization from its current condition to a desired future one in order to improve its competitive advantage is known as strategic change (Ali & Anwar, 2021).

Organizations go through strategic changes as their leadership tries to improve current core skills and develop new ones in order to compete more effectively. Strategic transformation, according to Ali and Anwar (2021), strives to align structures, systems, processes, and behavior with the new strategy. Reengineering, restructuring, and innovation are the three types of strategic changes that have been attempted in recent years (Carter, 2021).

Change management is defined as the actions, processes, and decisions taken by members of an organization to achieve its strategic goals (Peter, Kraft & Lindeque, 2020). Organizations must adapt their plans in response to changing internal and external contexts in order to attain strategic fit. In today's dynamic environment, a source of competitive advantage in one time may become not only irrelevant, but also a cause of competitive disadvantage in the next. Core competencies become core rigidities, and essential information and abilities deteriorate at a rate that is often faster than many people's learning capacities.

Change processes are compliant by nature, but in order to be managed, they must have defined priorities (Valackienė et al, 2020). Excessive complexity and a skewed focus are fatal to the executability of a program, especially one that affects the entire organization. Organizations must methodically establish what the focal points of the change will include and what those focal points will not entail when they question themselves what the correct change would be. Strategic change management practices include change in leadership, strategic leadership

change, cultural integration, corporate communication change and strategic resource allocation changes.

1.1.2 Kenyan Parastatal Organizations

The compendium is a beneficial resource for parastatal organizations. In Kenya, the term prastatal is used to refer to both an individual organization and the functional areas in which governmental participation is utilized to help strengthen state economic control and regulations beyond what the conventional public service administrations can provide. Each parastatal is responsible to a ministry inside the state, with parastatal's executive director reporting to the Permanent Secretary of the Ministry. The state may provide rules that describe a parastatal institution's purpose in great depth from period to period. In terms of national ideas and goals, the government's position is that legislative mandates should be viewed as arrows pointing in the right direction.

According to Miles (1997), transformational change is vision-driven rather than problem-driven. As per Christensen and Overdorf (2000), Sull (1999), and Miller and Morris (1999), the strategy concerns expressed by the tradeoffs institutions face while dealing with disruptive or disjointed change are illustrated by tradeoffs institutions face while trying to deal with disruptive or disjointed change: execute existing business effectively or adjust to fulfil emerging requirements.

In the face of rising competitiveness and uncertain economic opportunities, parastatal change management and its influence on the transitional phase must be investigated. The impact of such a transition on management, communications scheduling, and staff management approaches must all be considered. A smooth transition would almost always necessitate the execution of a communication strategy, resistant management plans, and a change resistance strategy.

1.2 Research Problem

Change is inherently present in today's companies, and its management is not only crucial to their success and survival, but also to their evolution. Because the fit between an organization and its environment determines its performance, changes in the environment necessitate enterprises adapting to the environment (Schmidt et al, 2017). There are pressures affecting organizations in the context of their operations, in addition to significant changes in the environment in which they operate (Thompson & Strickland, 2019). These include external forces that originate from the external environment, as well as internal forces that are classified as the internal environment (Stacey, 2013).

Over the years there has been poor change management in the public sector, which has hindered the realization of sustainability of these parastatals (Mutegi & Ombui, 2016). Corruption, misappropriation of resources, tight regulations, political patronage, and policy gaps are only some of the issues that parastatal management in Kenya encounters, all of which have an impact on organizational performance (Ethics and Anti-Corruption commission, 2020). Many areas of the economy, as well as Kenya's socio-economic well-being, have suffered as a result of these difficulties. Increased need for accountability, improved service delivery and service quality in the public sector is forcing many parastatals to rethink their change strategies (Cummings & Worley, 2019). However, there is little knowledge on how the change management practices relate to the performance of parastatals.

Studies have been done on change management with their focus mainly being on private sector and other organizations other than parastatals. Globally, Chen (2017) studied strategic management of government affairs in China while Ugwu, Osisioma, Onwuzuligbo and Nnaji-ihedinmah (2020) studied change management and firm performance of deposit money banks. Locally, Kanano and Wanjira (2021) focused on supermarkets; Mairura and Atambo (2019) on Secondary schools and Njeri (2015) on SMEs. This showed that there is a knowledge and

research gap that in the area of strategic change management. This creates a gap in research which this study sought to fill by answering the question;

    i.   What are the strategic change management practices adopted by Kenyan parastatal Organizations?

1.3 Research Objective

The objective of the study was to determine the strategic change management practices in Kenyan parastatal organizations

1.4 Value of the study

Research findings here creates value to a number of stakeholders. The first group to benefit from this research will be the scholars and other researchers. The researchers will find this study of value as a basis for further research on strategic change management practices. The scholars could find the study important as a source of literature for academic assignments relating to strategic change management.

The management of the Kenyan parastatals would also find this study to be valuable. This study will create an understanding on the strategic change management practices available for parastatals. The study also gives recommendations for improved strategic change management among parastatals. This will create a basis for the strategy development by the management of the Kenyan parastatals for improved change management.

The policy makers like the National Government would also find this paper crucial. The paper would form a basis for policy making in order to enhance the strategic change management practices adopted by parastatals. This will be based on the findings relating to the strategic change management practices adopted by parastatals.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter sought to review both the theoretical and empirical literature relating to strategic change management practices. The knowledge gap was also be developed in the study based on the empirical literature.

2.2 Theoretical Foundation

This section shows the theories on which this research was based on. They include organizational culture model and resource-based theory.

2.2.1 Schein's Organizational Culture Model

Schein came up with this approach in 1985. Culture occurs on three levels, according to Schein (1985): artifacts, values, and underlying assumptions. conceptions regarding realities and humanism are taken for granted. Values are social conceptions, beliefs, goals, and standards that are thought to have intrinsic worth. Artefacts are the visible, tactile, and aural results of actions based on ideals and assumptions. Humanistic theorist may have valued the informal, non-material, interpersonal, and moral roots of cooperation and commitment more than the formal, material, and instrumental controls stressed by rational system theorists. The human relations viewpoint was influenced by earlier anthropological and sociological studies of culture in groups and communities (Geertz, 2016).

In organizational contexts, several cultural conceptions stemming from two separate schools, anthropological and sociological, were employed. These two concepts describe two different methodologies and have contributed to the emergence of distinct organizational culture hypotheses and systems in scholarly writing. Human studies use an interpretive lens to understand culture as a representation for groups, thereby classifying them as societies. Humanism, on the other hand, adopts a functionalist perspective and defines culture as

something that exists within an organization. Despite the many different explanations of corporate culture, there seems that progress is being made toward common understanding (Gray & Densten 2015). As a result, the theory was crucial in understanding the strategic cultural integration component of change management in the current study.

2.2.2 Resource Based Theory

Resource-Based Model was founded on Penrose's works (1959). As per Barney (2017), a corporation gains a competitive advantage through no just obtaining but also creating, assembling, as well as efficiently employing its technical, personal, and operational resource in manners that offer distinctive benefit and are hard to emulate by rivals. The resource-based concept states that a firm's internal resources provide it with a competitive advantage (Wernerfelt, 2014).

As per Wright, McMahan and McWilliams (2014), valuable, rare, distinctive, and non-substitutable resources create competitive advantages. Human resources are the resource that allows an organization to acquire a competitive advantage. HR processes or HR systems, according to this viewpoint, are easily replicable by other organizations, and only the knowledge, skills, and abilities possessed by personnel in a firm meet the aforementioned need (Barney, 2017). Government corporations have either tangible or intangible assets. Physical, financial, and human resources are examples of tangible resources. The theory fitted the study in that it explains the need for strategic change in resource allocation. This created an understanding on how the utilization in the resources creates strategic change.

2.3 Strategic Change Management Practices

2.3.1 Strategic Communication

Any plan for improving performance must incorporate excellent communication. Companies that really are genuine in attaining overall strategic goals create communication strategy which

are well defined. If the plan is well-defined and connected with company objectives, workers would be more committed (Thorpe & Morgan, 2017).

Communication is vital in organization's core operations as well as interactions with the outside world (Andrew, 2015). Inside an institution, communication's purpose is always to influence transformation and actions in the firm's mutual benefit (Cole, 2017). Because it unites the managerial activities, communication is critical for the internal operation of a company. Communication is especially important for establishing and disseminating an organization's goals; developing plans for achieving them; Organizing personnel as well as other resource in the utmost efficient as well as effective way; managing, guiding, inspiring, and establishing an environment where people desire to assist; and cooperating.

2.3.2 Strategic Leadership

The eyes of a strategic leader are always on the horizon, not simply on what is right in front of them. According to the study, strategic leaders affect the organization through aligning systems, culture, and structure to achieve strategy consistency. The most crucial aspect of strategic leadership is persuading people to make voluntary decisions that benefit the company (Lufthans, 2016). According to Ombui and Mwende (2014), the effectiveness of every change endeavor depends on visionary leaders' comprehension of the change. Change, no matter how little, will almost always face some type of opposition.

Leadership commitment to an organization's strategic direction is vital, according to Waititu (2016), and top management must make every effort to convince, stimulate, engage, and support individuals to provide valuable ideas for effective strategy execution. Effective leaders achieve change by articulating their vision, fostering team acceptability, providing customized service and inspirational motivation, and defining performance objectives (Gudo, Olel, & Oanda, 2015). Rather than making a change, strategic leaders assess the situation. They take

preventative steps rather than reactive ones. The principle underpinning the practice of leadership, according to Okibo and Agili (2015), was the utilization of strategy in each action of choice. If numerous aspects are addressed before taking action, a more thorough management strategy can lead to higher performance and efficiency in the workplace.

2.3.3 Strategic Resources

The effectiveness of strategic change management is heavily influenced by finance as well as its administration (Okumus, 2015). Management for purpose, financing strategic growth, and financial aspirations of stakeholders are indeed the main difficulties that companies confront in regards to relationship of strategy with finance, according to Johnson, Scholes, and Whittington (2016). Punniyamoorthy and Murali (2018) present Kaplan and Norton's Balance Scorecard, which considers both financial and non-financial factors while managing strategic change. The financial aspect assesses the strategy's profits. A well-designed budget should facilitate implementation by specifying the costs and benefits that should be obtained as a result of implementing the strategic change management plan. This budgeting is where institution may recognize that certain initiatives, in of spite how beneficial, are economically out of reach for the organization (Katsioloudes, 2012).

Overall business spending is subdivided into important phases throughout the cycle of innovation, and the percentage expended on effective versus failed policies, as per Wang, Lee, and Chung (2017). Researchers arrived to the conclusion that in the early stages of implementation, successful businesses invest more time and money. Okumus (2015) identified the need for a framework to ensure that all necessary time, money resources, skills, and experience are granted access in their strategic change management process. Resources remain intimately linked to planning and control and have a substantial influence on communication, training, and rewards in the strategic change management process.

When distributing funds in strategic change management, the processes for safeguarding and assigning monetary resources for fresh strategic plan, data and awareness prerequisites, the time allowed to complete the operation, and political and cultural concerns inside the corporation and their effect on resource allocation are indeed the primary aspects to take into account. As per Sterling (2013), some approaches fail because not enough resources are allocated to properly implement them.

2.3.4 Strategic Culture Integration

Strategic shared meaning, shared understanding, and shared sense making are all terms used to describe strategic cultural integration. The importance that any organization places on role models, as measured by the complementing system and employee expectations, has a significant impact on employee morale development (Cole, 2014). The profoundly potent sets of norms, beliefs, presumptions, convictions, and practices that influence the determination, planning, and execution of critical activities, as well as development and operational procedures, are referred to as strategic cultural integration.

Misaligned societies create friction that stutters the execution of the organization's development engines, preventing techniques from reaching their full potential. Alignment initiatives are critical tasks that leaders must perform both collectively and individually in order to build the groundwork for the implementation of strategic priorities (Donald, 2015).

The most obvious link between strategic change management and organizational performance is at the organizational level of strategic culture integration. The depth of the integral aspects of the present organizational culture determines how easy or difficult it is to change it. Behavioural standards, unspoken assumptions, and human nature are all examples of culture. In the broader culture, each of these characteristics occurs at a different depth (Shah, 2015).

Deeply ingrained cultural values are difficult to modify, and themes from both the industrial and society levels have a great influence on them.

Most cultural aspects, are subject to some degree of change. Corporate culture has been far best used for competitive edge as an aspect of strategic change management, wherein critique and evaluation perform a recurring role, through either using a planning methodology to achieve maximum existing organizational culture, or delicately developing the culture via mediation once needed key change creates a disparity (Thorpe & Morgan, 2017).

2.4 Empirical Review and Knowledge Gap

Chen (2017) investigated strategic government affairs administration in 25 Chinese multinational corporations (MNCs) from the viewpoints of public relations with business political action. Thirty in-depth interviews were conducted. As per the results, government affairs managers are included in strategic management in 16 of the 25 MNCs. Government affairs adds to the process by coordinating their corporate objectives with policy and regulatory development. According to the level of regulation and the frequency of external environmental changes, government affairs managers perform four roles in the process: business developer, expert prescriber, senior adviser, and internal consultant. To obtain information for environmental scanning, government affairs specialists employ both direct and indirect sources. The findings also reveal a link between government affairs engagement in strategic management and government affairs excellence. However, organizational management procedures, organizational expectation and culture, and the nature of the MNC's business all have an impact on the integration of government affairs with overall strategic management.

Ugwu, Osisioma, Onwuzuligbo and Nnaji-ihedinmah (2020) studied change management and firm performance of selected deposit money banks in Owerri, Imo State, Nigeria. Data was collected using a descriptive survey approach and a questionnaire. There were 124 employees

from Fidelity Bank, Access Bank, Eco-Bank, and United Bank for Africa Plc in total. Only 116 of the 124 copies of the questionnaire sent to the participants were returned and used for the analysis, while the remaining six were not. To get the results, the study hypothesis was tested and analyzed using a simple regression procedure. At a 5% level of significance, the null hypothesis was rejected. The study discovered that the variable of change management (leadership change) had a considerable positive impact on bank performance (competitiveness) in Owerri. The study was done in Nigeria with the current one done in Kenya. The study was based on change management and firm performance other than strategic change management practices. The study was further done in deposit taking banks other than parastatals as per this study. The study was based on quantitative data with the current study basing analysis on qualitative data. A questionnaire was used other than an interview schedule that will be used i this study.

Chumba (2018) studied the influence of change management practices on quality service delivery At Kenya Power and Lighting Company. Descriptive survey research design was employed, targeting staff and top managers KPLC in Uasin Gishu County. Census method was selected staff. Questionnaires administered on the staff and management was the data collection instruments. Cronbach's Alpha formulae was employed to assess these tools' reliability, whilst validity of tools was assessed by two specialists from the University of Nairobi. Data were examined and presented in tabular form utilizing descriptive, correlation, and regression analysis. The results showed that communication of change process; resource allocation; Participation in change process; and management direction of change had significant influence on quality service delivery at Kenya Power and Lighting Company. This study relates to the current study in terms of change management. The study, however, related change management practices to quality of service with the current study focusing on the strategic aspect of the change management practices. However, the study was done as a case study of KPLC while

current study is a survey involving various parastatals. The study further adopted a census method in selection of sample with the current study using purposive sampling. Quantitative analysis was used in the study with the current study using quantitative data analysis method.

Nyambweke (2020) studied the effects of change management on adoption of ICT systems on parastatals in Kenya with reference to the national hospital Insurance fund (NHIF). The study uses a descriptive research design. The target population was 300 NHIF headquarters employees. A sample size of 90 people was chosen using stratified and simple random selection techniques. A systematic questionnaire was used to obtain primary data. Quantitative data, such as means, frequencies, and percentages, were analyzed using descriptive statistics. The data was analyzed using SPSS. Tables and figures were used to tabulate and present the data. The research findings indicate that employee training and communication both had a positive and significant effect on the adoption of ICT system and other changes in parastatals in Kenya. Change of organizational structure however was found to have a non-statistically significant effect in determining adoption of ICT system in parastatals in Kenya. This study focused on change management and adoption of ICT systems on parastatals in Kenya. The study was done in NHIF with the current study done on all the parastatals. The study adopted descriptive and inferential statistics. The current study, however, adopted content analysis in data analysis.

Kipesha and Koech (2020) looked explored the impact of strategic change management upon the performance of a few state businesses in Mombasa. The study's populace consisted of 47 state enterprises in Mombasa County, with a target group of 141 executives, including senior executives, heads of departments, and supervisors. A multiple questionnaire based on a customized Likert were created. To improve the instrument, a pilot test was done. Cronbach's alpha was used to evaluate the study's accuracy and reliability. The SPSS 25 was used to analyze the data. The findings suggest that a significant proportion of parastatals possessed strategic leaders which inspired employees towards strategic mission; parastatals showed great

cultural cohesion, and personnel from many departments shared a common vision. The majority of state businesses possessed a well corporation communication plan in place. This study focused on strategic change management and performance in Mombasa County while the current study focuses on strategic change management practices. Data analysis was done quantitatively while in the current study it was done qualitatively.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research approach which was employed to meet the survey's goals is covered in this section. It discussed the study design as well as the study's targeted group. The respondents were also be indicated in the research. The chapter also gave the methods of data collection adopted by the researcher. This related to the data collection instrument and procedures adopted in the administration of the instrument. The data analysis techniques were also indicated. This related to the methods adopted to analyses the various data used in the study.

3.2 Research Design

The framework for the methodologies and strategies that an investigator will use is referred to as the research design (Creswell & Creswell, 2017). Because of the architecture, researchers can concentrate on research designs that are relevant for the subject issue and established their investigations for success. A descriptive research design was used in this work. A descriptive research design describes and investigates the status of data (Apuke, 2017). The outcomes are neither influenced or changed by the researcher; rather, they are observed and explored (Siedlecki, 2020). This study fitted the study in that the researcher sought to describe the status of strategic change management practices adopted by Kenyan parastatal organizations without manipulating the outcome.

3.3 Population

This research targeted parastatals in Kenya. According to the individual ministries, there were 247 parastatals in Kenya. The parastatals were based on the industries of operation which defines what the parastatals do. The researcher sampled eight parastatals, one from each industry of operation. This was based on the industry in which the parastatals operate. They included financial; commercial/manufacturing; regulatory; public universities; training and

research; service; regional development authorities; and tertiary education and training sectors (Ministry of industrialization, trade and enterprise development, 2020).

The 8 parastatal organizations were used since the researcher cannot be able to interview all the parastatals. The organizations were selected through purposive sampling where the researcher used her judgement to select the most fit parastatals and respondent for the interview.

3.4 Data Collection

This research utilized primary data sources. Researchers gathered the data straight via primary evidence utilizing techniques like interviews, surveys, and experiments (Wilcox, Gallagher, Boden-Albala & Bakken, 2012). The present research used an interview schedule where data was gathered through telephone and face to face interviews with the COVID-19 protocols. Telephone interviews enabled the researcher to conduct interviews without having to travel or meet the interview (Zhang, Kuchinke, Woud, Velten & Margraf, 2017). This enabled the researcher to save on time and resources while at the same time enhancing response rate.

The schedule contained open ended questions where the interviewees gave their opinions on the various strategic change management practices in the parastatals. The interview schedule was administered to the managing directors/managers from the Kenyan parastatal organizations. The interview schedule enabled the researcher to collect the data.

3.5 Data Analysis

Because primary data in the form of raw data from the field is difficult for readers to grasp and interpret, it is prudent for the researcher to arrange and analyze it for other people to evaluate (Munch, 2017). The data collected through an interview schedule was cleaned and edited for completeness.

Thematic analysis was used in analysing the data collected in the study. This was in form of content analysis. Content analysis allowed the researcher to group qualitative data based on the concepts or themes (Erlingsson & Brysiewicz, 2017). This made it easy for an average reader to glimpse the findings and easy for the researcher to draw conclusions for the study. Given that the data was qualitative in nature, the analysis technique fitted this study.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This section presents the data analysis and interprets the data based on the objective of the study. This study sought to determine the strategic change management practices in Kenyan parastatal organizations. Strategic communication, strategic leadership, strategic resources and strategic culture integration were the key strategic change management practices considered in this research. The interviewers indicated their organizations had undergone various strategic changes in change. Interviewer B noted that *"there is change in management in my organization through having a change budget and a communication plan"*.

On the other hand, interviewee D noted "we are adopting the use of technology in order to remain competitive". Interviewee A indicated "My organization has been working on a strategic change plan that seeks to transform my organization to be a regulator in industrial training". The interviewees also indicated the various strategic change management practices to include communication plan, leadership plan and budgeting. Interviewee C indicated "my organization has a communication plan and fits culture to the organization structure". This shows that parastatals have undergone strategic management change in the last five years. The interviewees indicated that their organization had adopted strategic change management practices to a great extent. However, they indicated that the implementation of the strategic change management practices was a challenge among their organizations.

4.2 Strategic communication

The researcher sought to establish whether parastatals adopted strategic communication in change management. The interviewees indicated that their organizations had created a well-defined communication strategy for strategic change. For example, interviewee D indicated that *"my management has come up with a corporate communication department where the*

strategies are well communicated to all the staffs". They also indicated that their organizations had strategic communication plans on which the change management was based. The interviewees also indicated that change, despite the plan being put on paper, was not well communicated across the organization. This was found to cause a problem in the implementation of the strategic change communication plan existing across various parastatals. For example, Interviewee E indicated *"there is flow of information from up to bottom on change"*.

The interviewers also agreed that communication strategy influenced change management in their organizations. They noted that communication strategy enabled the management to make faster decision making and prompt responses on change. They also indicated that they were communication champions when it came to strategic change management in their industries. The interviewees also noted that strategic communication plan created smooth communication that ensure all staffs are involved in change management. For example, interviewee G noted *"in my organization, strategic communication strategy has enabled the employees to support change strategy adopted in my organization"*.

4.3 Strategic Leadership

In the attempt to check on strategic leadership as a strategic change management among parastatals the researcher sought to enhance performance. From the interviews, the interviewees disagreed that the leadership of their organization was committed to strategic change. They also indicated that strategic leadership was not effective in change management. Interviewee G said *"Status quo prevails in terms of placement"*. They noted that they failed to allocate resources and support the implementation of strategic change. In addition, the interviewees added that the management took so long to formulate the change management strategy. They also noted that the leadership made change decisions on their own which made

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it hard for the employees to accept and support the change strategy. This has made the change strategy to fail at the implementation level.

For the interviewees who agreed that strategic leadership enabled their organizations meet their goals. The interviewees agreed that organizational leadership played a key role in strategic change management. Interviewee A said *"they supported the change strategy through allocation of resources for change"*. In addition, interviewee F noted *"the leadership ensures that resources are available and also information is transmitted to all the staffs"*. The interviewees agreed that strategic leaders affected the change management in their organizations. Interviewee E noted that organizational leadership was constantly being on top of things trying to bring the ability to stand the environment and maintain external mindset. The interviewees also noted that organization leadership play a key role in strategic change management as they ensure that the information available and resources available is communicated to all the employees.

4.4 Strategic Resources

The researcher also sought to explore strategic resources as a strategic change management strategy across parastatal organizations in Kenya. From the interviews, the interviewees indicated that their organization had strategic resources for change management. One of the interviewees said *"Yes, because if there changes in job description and structure then the organization to adopt the changes there must be resources allocated"*. The interviewees indicated strategic resources for change management to include human resources, financial resources, equipment and technological resources like internet, online platforms and sites. The interviewees also noted that time, information and leadership were critical resources that were required in strategi change management in their organizations. The interviewees strongly agreed that the effectiveness of strategic change management is heavily influenced by finance as well as its administration.

The interviewer asked whether their organization had budgets for strategic changes. From the findings, the interviewees indicated that their organizations for changes in the organization. However, the interviews showed that the parastatals had inadequate budgets for change in the organizations. On the extent to which the interviewees agreed on the statement: "The effectiveness of strategic change management is heavily influenced by finance as well as its administration". The interviewees agreed that the effectiveness of strategic change management was heavily influenced by finance as well as its administration. They noted that finances and administration of strategic change management played a key role in successful change management strategy. One of the interviewees noted *"where the funds are available for strategic change, it's very easy to implement the strategy"*. Another interviewee noted that *"lack of finances and poor administration of change creates hiccups in the implementation of change strategy"*. One of the interviewees said that *"effectiveness of strategic change management is affected by finances because it is an enabler and the strategy that is adopted require funds and other resources to implement'*.

The interviewees were asked to indicate the extent to which they agreed *"Strategic resource is linked to planning and control and have a substantial influence on communication, training, and rewards in the strategic change management process"*. The interviewees agreed that strategic resource is linked to planning and control and have a substantial influence on communication, training, and rewards in the strategic change management process. For example, one of the interviewees indicated *"in an organization that is fully dependent on its self when you bring in change, there is always that worry where finances will come from. But when there is reward system which is influenced by scheme of service, proper communication there is improved income"*.

The interviews sought to establish whether strategic resources influenced strategic change in their organizations. The interviews said that strategic resources influenced strategic change in

their organizations. One of the interviewees indicated that *"strategic resources enabled an organization to come up with activities since these activities require finances"*. Another interviewer said, "*When there are resources there is improvement in performance*". On the other hand, the interviewees noted those strategic resources were enablers of change while creating adaptive strategic change across the organization.

4.5 Strategic Culture Integration

On whether their organizations adopted strategic integration of culture, the interviewees noted that their organizations adopted strategic integration of culture as a strategic change management strategy. The interviews showed that their organizations adopted strategic integration of culture. One of the interviewees said *'they are norms you can't run away from'*. They also noted that the corporate culture of their organization been integrated into the change management strategy.

All the interviewees said that corporate culture of their organization been integrated into the change management strategy. The interviews indicated that culture integration influenced change management in their organization because it has led to on boarding of diverse cultural values. An interviewee said *"Adoption of norms acceptable by majority of members of organization and encouraging the staff to adopt the new performance framework"*.

The interviews recommended that parastatals should adopt strategic change management in order to remain competitive. They also recommended that parastatals take strategic change seriously and ensure resources are available. The parastatals also need to adopt modern technologies which would ensure that the strategic change is easily communicated and the costs relating to strategic changes are reduced. This would enable the parastatals to have more funds allocated to the strategic change budget in the parastatals. The interviewees also recommend that the top management and the government allocate adequate funds and resources for

strategic change in their parastatals. The parastatals should also avoid political appointments, ensure fair recruitment and involve leadership in all levels of strategic change.

The interviewees also recommended that the parastatal organizations in Kenya adopt a privatization strategy towards strategic change. This will ensure that there is effective administration of change. They also recommended that the culture of relying on the government in decision making should not be part of the strategic change management strategy. This is because the culture of overreliance on government ministries by parastatals has led to poor implementation of strategic changes in the parastatals. Environmental analysis should be done to check on the elements of culture that needs to be done away with for effective change management strategy.

4.6 Discussions

The study found that the interviewees indicated that their firms adopted strategic communication as a strategic change management practice. They noted that their organizations had created a well-defined communication strategy for strategic change. If the plan is well-defined and connected with company objectives, workers would be more committed (Thorpe & Morgan, 2017). They noted that communication strategy enabled the management to make faster decision making and prompt responses on change. This is in line with the findings of Chumba (2018) who noted that communication of change process significantly influences implementation of change. The interviewees also noted that strategic communication plan created smooth communication that ensure all staffs are involved in change management. Nyambweke (2020) noted that communication had a positive and significant effect on change management in parastatals in Kenya.

Strategic change management among parastatals enhances performance. Ugwu et al (2020) supported the findings that the variable of change management (leadership change) had a

considerable positive impact on bank performance (competitiveness). On the strategic leadership, the interviewees agreed that strategic leadership enabled their organizations meet their goals. As per Ombui and Mwende (2014), the effectiveness of every change endeavor depends on visionary leaders' comprehension of the change. They also noted that organizational leadership played a key role in strategic change management. Okibo and Agili (2015) noted that strategic leadership address numerous aspects before making change decision which can lead to higher performance and efficiency.

The interviewees strongly agreed that the effectiveness of strategic change management is heavily influenced by finance as well as its administration. The effectiveness of strategic change management is heavily influenced by finance as well as its administration (Okumus, 2015). The interviewees agreed that strategic resource is linked to planning and control and have a substantial influence on communication, training, and rewards in the strategic change management process. Nyambweke (2020) showed similar findings where he found that employee training and communication positively affected change in parastatals. The interviews also found that strategic resources influenced strategic change in their organizations. Chumba (2018) noted that resource allocation was a critical in change management.

The interviews showed that their organizations adopted strategic integration of culture. Chen (2017) noted that organizational culture impacted on the integration of government affairs with overall strategic management. The interviews indicated that culture integration influenced change management in their organization. Corporate culture has been far best used for competitive edge as an aspect of strategic change management (Thorpe & Morgan, 2017).

CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the study and the results from the interviewees, the following discussions, conclusion and recommendations were made in the study. The responses were based on the objective of the study which was to determine the strategic change management practices adopted by Kenyan Parastatal organization.

5.2 Summary of the Findings

The researcher sought to establish whether parastatals adopted strategic communication in change management. The study found that the organizations had created a well-defined communication strategy for strategic change through strategic communication plans. The study also found that strategic change was not well communicated across the organization. The study also found that communication strategy had an influence on change management in the organizations.

Findings also noted that communication strategy was an enabler in decision making and prompt responses on change. The study also found that strategic communication plan created smooth communication of change. The study also found that leadership of the organizations were neither committed nor effective in strategic change management.

The study also found that strategic leaders affected the change management in their organizations. Organizational leadership played a key role in strategic change management enabled their organizations meet their goals. The interviewees also noted that organization leadership play a key role in strategic change management ensuring availability of resources and information is communicated to all the employees.

The interviewees indicated that their organization had strategic resources for change management. They included human resources, financial resources, equipment, technological resources, time, information and leadership. The study also agreed that the effectiveness of strategic change management is heavily influenced by finance as well as its administration. The organizations had budgets for strategic change management though inadequate. They also noted that the effectiveness of strategic change management is heavily influenced by finance as well as its administration.

The study also found that strategic resource is linked to planning and control and have a substantial influence on communication, training, and rewards in the strategic change management process. Interviews showed that strategic resources influenced strategic change in their organizations. The interviewees noted that strategic resources were enablers of change while creating adaptive strategic change across the organization.

The interviews showed that the organizations adopted strategic integration of culture as a strategic change management strategy. They also noted that the corporate culture of their organization been integrated into the change management strategy. The interviews indicated that culture integration influenced change management in their organization because it led to on boarding of diverse cultural values.

5.3 Conclusions

Study concludes that Kenyan parastatal organizations adopt various strategic communication practices. The study found that the organizations had created a well-defined communication strategy with strategic change not well communicated across the organization. Hence, the study concludes that strategic plans of Kenyan parastatal organizations are not well communicated across the organizations. The study also found that strategic communication strategy had an influence on change management in the organizations. This leads to the conclusion that

strategic communication influence on change management strategy in Kenyan parastatal organizations.

Findings also indicated that communication strategy facilitated decision making and created smooth communication of change. This leads to the conclusion that communication strategy improves change management in Kenyan parastatal organizations.

The study also found that strategic leadership affected the change management in their organizations. This study, hence, conclude that strategic leadership influence change management in Kenyan parastatal organizations. The findings indicated that their organization had strategic resources for change management. The study also concludes that the effectiveness of strategic change management among Kenyan parastatal organizations is heavily influenced by finance as well as its administration. The study also concludes that Kenyan parastatal organizations have inadequate budgets for strategic change management. The study also found that strategic resource is linked to planning and control. Interviews showed that strategic resources influenced strategic change in their organizations.

The findings showed that the organizations adopted strategic integration of culture as a strategic change management strategy. The study also found that the corporate culture of their organization been integrated into the change management strategy. This study concludes that there is strategic culture integration across Kenyan parastatal organizations. The also indicated that culture integration influenced change management in their organization. Hence, this study concludes that culture integration influence change management strategy of Kenyan parastatal organizations.

5.4 Recommendations

The study recommends that parastatals should adopt strategic change management in order to remain competitive. They also recommend that parastatals take strategic change seriously and

ensure resources are available. The parastatals also need to adopt modern technologies which would ensure that the strategic change is easily communicated and the costs relating to strategic changes are reduced. This would enable the parastatals to have more funds allocated to the strategic change budget in the parastatals. The study also recommend that the top management and the government allocate adequate funds and resources for strategic change in their parastatals. The parastatals should also avoid political appointments, ensure fair recruitment and involve leadership in all levels of strategic change.

The study recommended that the parastatal organizations in Kenya adopt a privatization strategy towards strategic change. This will ensure that there is effective administration of change. The study also recommends that the culture of relying on the government in decision making should not be part of the strategic change management strategy. This is because the culture of overreliance on government ministries by parastatals has led to poor implementation of strategic changes in the parastatals. Environmental analysis should be done to check on the elements of culture that needs to be done away with for effective change management strategy.

5.5 Limitation of the Study

The study was limited by the reluctancy of the interviewees in providing the information required by the researcher. This was attributed to the fact that the managers feared that the data would be misused. The interviewer assured the interviewees that the information would be kept private and would be used for academic purposes only. The interviewer also faced a shortcoming from the gathering of information.

The interviewees were reluctant in being recorded for transcribing of the interviews. However, an assurance was given to the interviewees that the recordings would not be shared to anyone and would be shared to nobody. The research was also limited to the time given for data collection. The researcher sought appointments with the interviewees and did the interviews at

a place convenient for the interviewee. This gave them the confidence to do the interviews. The research was also limited to the strategic change management practices in parastatals. This may limit the generalizability of the findings to other sectors.

5.6 Suggestions for Further Research

This study sought to determine the strategic change management practices in Kenyan parastatal organizations. Similar research is recommended in the private sector and independent organizations like the Council of Governors. Similar research in government corporations is recommended for comparison of results. Similar research can be done on how strategic change management influences parastatals. Other strategic change management practices can be considered in future research.

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APPENDICES

Appendix I: List of Parastatals in Kenya

Ministry	Parastatals	
1	Financial	• Kenya Investment Authority • IDB capital • Agricultural Finance Corporation • Consolidated Bank • Deposit Protection Fund Board • Industrial and Commercial Development Corporation • Industrial Development Bank • Kenya Industrial Estates • Kenya National Assurance Co. • Kenya Re-Insurance Corporation • Kenya Revenue Authority • Kenya Roads Board • Kenya Tourist Development Corporation • National Bank of Kenya • National Hospital Insurance Fund • National Social Security Fund
2	Commercial & Manufacturing	• Agro-Chemicals and Food Company • Chemelil Sugar Company • East African Portland Cement Company

		- Gilgil Telecommunications Industries
		- Jomo Kenyatta Foundation
		- Kenya Airports Authority
		- Kenya Broadcasting Corporation
		- Kenya Electricity Generating Company
		- Kenya Literature Bureau
		- Kenya Ordinance Factories Corporation
		- University of Nairobi Enterprises and Services Limited
		- New Kenya Co-operative Creameries Ltd
		- Kenya Electricity Transmission Company
		- Kenya Pipeline Company
		- Kenya Ports Authority
		- Kenya Power and Lighting Company
		- Kenya Railways Corporation
		- Kenya Civil Aviation Authority
		- Kenya Safari Lodges and Hotels
		- Kenya Seed Company Limited
		- Kenya Wine Agencies
		- Kenyatta International Convention Centre
		- National Cereals and Produce Board
		- National Housing Corporation
		- National Oil Corporation of Kenya

		• National Water Conservation and Pipeline Corporation
		• Numerical Machining Complex
		• Nzoia Sugar Company
		• Postal Corporation of Kenya
		• Pyrethrum Board of Kenya
		• School Equipment Production Unit
		• South Nyanza Sugar Company
		• Telkom Kenya Limited
3	Public Universities	• Chuka University
		• Cooperative University
		• Dedan Kimathi University
		• Egerton University
		• Embu University
		• Garissa University
		• Jaramogi Oginga Odinga University of Science and Technology
		• Jomo Kenyatta University of Agriculture and Technology
		• Karatina University
		• Multi-Media University of Kenya
		• Kenyatta University
		• Kibabii University College

		• Kirinyaga University College
		• Kisii University
		• Laikipia University College
		• Maasai Mara University
		• Machakos University College
		• Maseno University
		• Masinde Muliro University of Science and Technology
		• Meru University of Science and Technology
		• Moi University
		• Murang'a University
		• Pwani University
		• Rongo University
		• South Eastern Kenya Universtiy- SEKU
		• Taita Taveta University
		• Technical University of Mombasa
		• The Technical University of Kenya
		• University of Eldoret
		• University of Kabianga
		• University of Nairobi
4	Training and Research	• Kenya Universities and Colleges Central Placement Service
		• Coffee Research Foundation

		- Kenya Agricultural Research Institute - Kenya Forestry Research Institute - Kenya Industrial Research and Development Institute - Kenya Institute of Administration - Kenya Institute of Public Policy Research and Analysis - Kenya Marine and Fisheries Research Institute - Kenya Medical Research Institute - Kenya Sugar Research Foundation - National Museums of Kenya - Tea Research Foundation - Kenya Institute of Education - Kenya Education Staff Institute
5	Service Corporations	- Agricultural Development Corporation - Bomas of Kenya - Central Water Services Board - Coast Water Services Board - Higher Education Loans Board - Kenya Accountants and Secretaries National Examination Board - Kenya Ferry Services - Kenya National Library Services - Kenya Tourist Board

		• Kenya Wildlife Service
		• Kenyatta National Hospital
		• Lake Victoria North Water Services Board
		• Local Authorities Provident Fund
		• Moi Teaching and Referral Hospital
		• Nairobi Water Services Board
		• National Aids Control Council
		• National Council for Law Reporting
		• National Sports Stadia Management Board
		• Northern Water Services Board
		• Rift Valley Water Services Board
		• Water Resources Management Authority
		• Water Services Trust Fund
		• Lake Victoria South Water Services Board
		• National Authority for the Campaign Against Alcohol and Drug Abuse
		• Athi Water Services Board
		• Kenya National Examination Council
6	Regional Development	• Coast Development Authority
		• Ewaso Ng'iro North Development Authority
		• Ewaso Ng'iro South Development Authority
		• Kerio Valley Development Authority
		• Lake Basin Development Authority

		• Tana and Athi Rivers Development
7	Tertiary Education & Training	• Cooperative College of Kenya • Kenya College of Communications Technology • Kenya Medical Training College • Kenya Utalii College • Kenya Water Institute
8	Regulatory	• Kenya Veterinary Board • Kenya Leather Development Council • Unclaimed Financial Assets Authority • Capital Markets Authority • Catering and Tourism Development Levy Trustee • Coffee Board of Kenya • Commission for University Education • Communication authority • Council for Legal Education • Energy Regulatory Commission • Export Promotion Council • Horticultural Crops Development Authority • Kenya Bureau of Standards • Kenya Dairy Board • Kenya Industrial Property Institute • Kenya Plant Health Inspectorate Services • Kenya Sisal Board

		• Kenya Sugar Board • Maritime Authority • National Environment Management Authority • National Irrigation Board • Public Benefits Organizations Regulatory Authority • Tea Board of Kenya • Water Services Regulatory Board • Transport Licensing Board • Catering Training & Tourism Development Levy Trustees • Export Promotion Council • Export Processing Zones Authority • Kenya Bureau of Standards

Appendix II: Interview Schedule

Section I: Demographics

1. What is your highest level of education?

2. How long have you worked in the public service?

3. How long have you worked with the current organization?

Section II: Strategic Change Management Practices

4. Has your organization undergone strategic changes in the last five years?

5. If yes, which strategic changes has your organization undergone?

6. To what extent has your organization adopted strategic change management practices?

7. Has your organization created a well-defined communication strategy for strategic change?

8. How does the communication strategy influence change management in your organization?

9. Is the leadership of your organization committed to strategic change?

10. How effective is the organizational leadership in change management?

11. How does strategic leaders affect the change management in your organization?

12. Does your organization have strategic resources for change management?

13. To what extent do you agree on this statement? "The effectiveness of strategic change management is heavily influenced by finance as well as its administration"

14. Does your organization have a budget for changes in the organization?

15. To what extent do you agree? "Strategic resource is linked to planning and control and have a substantial influence on communication, training, and rewards in the strategic change management process"

16. How does strategic resources influence strategic change in your organization?

17. Does your organization adopt strategic integration of culture?

18. Has the corporate culture of your organization been integrated into the change management strategy?

19. How has culture integration influenced change management in your organization?

20. What would you recommend on strategic change management in parastatals?