

**RELATIONSHIP BETWEEN STRATEGIC CHANGE AND ORGANIZATIONAL  
PERFORMANCE OF LARGE PRINTING FIRMS IN NAIROBI KENYA**

**BY**

**RUNOH GEOFFREY KAMAU**

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## DECLARATION

I declare that this research project is my original work and has not been presented to any other University or college for academic purposes.

Signed.....

Date.....

**Runoh Geoffrey Kamau**

This research project has been submitted for examination with my approval as University supervisor.

**Supervisor**

Signed.....

.....

**PROF. PETER K'OBONYO**

Date

**SCHOOL OF BUSINESS**

**UNIVERSITY OF NAIROBI**

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## **DEDICATION**

This project is dedicated to my dear wife and child, Damaris and Ayden, whose inspirations keep me going.

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## **ABBREVIATIONS**

BPR -Business Process Re-engineering

CBD - Central Business District

NSE - Nairobi Stock Exchange

TQM - Total quality management

## **ABSTRACT**

Given the many challenges and opportunities in the global marketplace, today's managers do more than set long-term strategies and hope for the best. Strategic change in organizations has been linked to the organization's competitiveness and response to changes in the environment. The study seeks to answer the question; what is the relationship between strategic change and organizational performance of large printing firms in Nairobi Kenya? This study used a cross sectional survey which was descriptive in nature. The study sample was 40 large printing firms out of 110 large printing firms in Nairobi. The study used questionnaire to collect primary data. The questionnaire contained both closed and a few open ended questions. Effective strategic change has become essential for the survival of printing firms in Nairobi Kenya. The study revealed that firms experienced success in strategic change. The study established that change in strategic decisions influence organizational performance. Strategic change influences achievement in organizational performance in the printing firms. The study concludes that for high performance in printing firms, management often initiate and lead, not just react and defend. They launch strategic change to secure sustainable competitive advantage and then use their market edge to achieve superior financial performance. Aggressive pursuit of a creative opportunistic strategy, propels a firm into a leadership position, paving way for its goods and services to become the industry standard. The study recommends that organizations should focus on taking the right measure in strategic change in an organization so as to improve organizational performance through increasing firm customer base, asset quality, quality of service, increase in production and increased market share. This was as a result of management taking appropriate measure at the rightful time where strategies seems to fail in achieving set goals, energies and abilities to explicitly enhance strategies that propel organizational performance positively.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

In order to remain competitive in the long term, enterprises are compelled to undertake complex changes with increasing speed, efficiency and success (Lilie, 2002). Strategic management, though often used as a generic term to describe the process by which managers identify and implement their organization strategy, was originally applied only to quantitative, mathematical approaches to strategy (Burnes, 2004). Management of strategic change is a method, or process of facilitating change and development in culture, structure, process, people and technology in use, leadership styles and even the physical aspects of the work environment. The strategic change process should aim at successful implementation of strategy. Successful implementation of strategy involves putting the strategy in place and getting individual and organization submits to go about executing their part of strategic plan (Thompson; Strickland and Gambler, 2008).

The idea of stakeholders management, or a stakeholder approach to strategic management, suggests that managers must formulate and implement processes which satisfy all and only those groups who have a stake in the business. The central task in this process is to manage and integrate the relationships and interests of stakeholders, employees, customers, suppliers, communities and other groups in a way that ensures the long-term success of the firm. A stakeholder approach emphasizes active management of the business environment, relationships and the promotion of shared interests (Freeman and McVea, 2001).

Stakeholders are people who have some form of interest in the change, whether they are the targets of the change, managers or other interested parties. A lack of stakeholder management is one of the key reasons why change projects fail, so understanding them and ensuring they are addressed in all plans and activities is a crucial activity. According to Freeman (1984) a stakeholder approach to strategy emerged in the mid 1980s. One focal point in this movement was the publication by Freeman. The purpose of stakeholder management was to devise methods to manage the myriad groups and relationships that resulted in a strategic fashion.

### **1.1.1 Strategic change**

Strategic change can be defined as a difference in the form, quality, or state over time (van de Ven and Poole, 1995) in an organization. Alignment with its external environment is defined as the “fundamental pattern of present and planned resource deployments and environmental interactions that indicate how the organization will achieve its objectives. Changes in this strategic alignment encompass a change in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages and synergy (Hofer and Schendel, 1978) and secondly changes in external environment of the organization brought about to initiate and implement changes in the content of strategy. The common aim of all these strategic change concepts is to supply managers with better recipes for how to deal best with impending changes and problems which arise. Whether it is re-engineering, total quality management, restructuring or whatever other re-organization program, the aim is almost to initiate or promote the required change processes in the company (Pfeifer & Bisenius, 2002).

Kotler (2008) says that organizational change is any alteration of activities in an organization. This alteration of activities may be the result of changes in the structure of the organization, transfer of tasks, new product introduction, or changes in attitudes of group members or process, or any number of events inside and outside the organization. Today, the term change management takes on a variety of meanings. The most practical and useful definition states that, change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize business change effectively within the social infrastructure of the workplace (Hofer and Schendel,1978).

A multitude of different management concepts have been developed in recent years to help meet the challenges posed by such rapid change in the business environment. Organizations in different contexts are likely to emphasize different aspects of the strategic management process. For some organizations the major challenge will be developing competitive strategy, for others it will be building organizational structures capable of integrating complex global operations, for yet others it will be understanding their competencies so as to focus on what they are especially good at, and for still others it will be developing a culture of innovation. Strategic priorities need to be understood in terms of the particular context of an organization (Johnson and Scholes, 2010).

### **1.1.2 Organizational performance**

Lusch and Laczniak (2009) define organizational performance as the total economic results of the activities undertaken by an organization. Walker and Ruekert (2007) found primary dimensions of business performance could be grouped into the three categories

of effectiveness, efficiency, and adaptability. But there is little agreement as to which measure is best. Thus, any comparison of business performance with only these three dimensions involve substantial trade-offs: good performance on one dimension often means sacrificing performance on another (Donaldson, 2004).

There is vast knowledge on strategic change. Kaplan and Norton (1992) developed a system in which measurements are meant to drive performance where they cited productivity, employees' motivation and cost efficiency as the rightful measure of performance. Davenport and Harris, (2007) on the other hand, suggest that organizations will determine the level of performance by the overall organizational performance. They argue that the frontier for using data is not just in measurement but also in identifying the most profitable customers, determining the right price, accelerating product innovation, optimizing supply chains, and identifying the true drivers of financial performance (2007). More high-performance studies are likely to emerge in the future, partly because the business environment continues to shift and partly because the science of analysis continues to improve.

In many research situations it is impractical or impossible to access objective measures of organizational performance. Even if such measures were available it does not guarantee the accuracy of the performance measurement. For example, when a sample contains a variety of industries, performance measurement and comparisons can be particularly problematic. What is considered excellent performance in one industry may be considered poor or middling performance in another industry. If researchers limit themselves to a single industry, the performance measures may be more meaningful, but the generalizability of the findings to other industries is problematic (Sharma, 2006).

### **1.1.3 Strategic change and organizational performance**

The ability of an organization to anticipate and respond to opportunities or pressures for change, both internal and external, is one of the most important ways in which its productivity are ensured. The nature and effectiveness of organizational responses vary in part with how top management triggers and interprets strategic issues (Dutton and Duncan, 1987; Kiesler and Sproull, 1982). Managements role in defining the developments and events which have the potential to influence the organizations current or future strategy” (Duffon and Duncan, 1987) provides a major link between a firm and its external environment.

The formulation of strategy entails aligning a firm’s strengths and weaknesses with the problems and opportunities in its environment (Andrews, 1971). As the strategic decision making process is by its very nature ambiguous, complex, and unstructured, the perceptions and interpretations of top management team’s members critically influence strategic decisions. A team’s decision to initiate changes in strategy will be based on member’s perceptions of opportunities and constraints (Tushman and Romanelli, 1985).

Receptivity to change suggests openness to pursuing different business approaches, Essential to strategic change is willingness to take risk which is important because changing firm strategy involves risk; Established ways of conducting business are abandoned in favour of making commitments to strategic directions for which the payoffs are not guaranteed. Novelty, and therefore change, result from a creative, innovative decision making style. Finally, diversity in information sources and perspectives suggests

differentiation in an organizations belief structure that leads to a perception of the feasibility of change and momentum toward change (Hambrick and Mason, 1984).

## **1.2 Research problem**

Strategic change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment have a significant effect on the processes, products and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond (Burnes 2000). Clearly if organizations are ever to experience a greater level of performance, managers need to have a better framework for thinking about strategic change for improving organizational performance in terms of productivity, improved profitability, increase in market share, quality production of goods and services and increase in customer base.

Strategic change in organizations has been linked to the organization's competitiveness and response to changes in the environment (Ansoff and McDonnell, 1990). The structural changes to the printing industry are occurring as a result of technology changes and market forces on a global scale (Bruch and Ghoshal, 2004). Addressing the attitude and behaviour of a printing organisation in addition to the operating system and management infrastructure could boost production and printing efficiency and improve stock, lead times, quality and capacity (Nyamache, 2003). The printing industry in Kenya is currently and continue to experience many transitions due to the advance in

technological development, rapid restructuring of companies and increase in new emergent competitors in the printing industry. It is on this premises that printing firms within the Nairobi CBD embarked on new corporate visions and missions, the purchase of new technology and change in leadership in response to changes in the environment (Nation Media Group, 2012). Despite adopting strategic changes in printing companies, there is scanty study that has focused on establishing influences of strategic change on performance in the printing industry.

Various local studies focus on management of strategic change in organizations. For instance, Mbogo (2003) who studied strategic change management process in Hybrid private public organizations focusing on Kenya Commercial Bank limited and found that banks ensured defined objectives, assessed both external and internal situations to formulate strategy, implement the strategy, evaluate the progress, and make adjustments necessary to stay on track as a strategic change management process. Gekonge (1999) carried out a survey of the strategic change management practices of companies quoted in NSE. Gekonge's study of 54 companies listed in the NSE found that over time the use of the strategic change management practices has increased in the companies listed with the Nairobi Stock Exchange and that it is particularly important to be able to implement new re-engineered processes with a minimum amount of difficulty. Ndope (2010) also investigated the strategic change management process at the Nairobi Stock Exchange. However, a review of all these studies shows that there are scanty empirical studies on influence of strategic change on organizational performance within the printing firms in Kenya. This study therefore seeks to fill the existing knowledge gap by determining relationship between strategic change and organizational performance for the printing

firms in Nairobi Kenya. The study seeks to answer the question; what is the relationship between strategic change and organizational performance of large firms in Nairobi Kenya?

### **1.3 Research Objective**

To establish the relationship between strategic change and organizational performance of large printing companies in Nairobi Kenya

### **1.4 Value of the study**

The study will provide a blue print, which in turn provides valuable information on the strategic changes adopted by the printing firms. Understanding how the printing firms adjusts to strategic change and its relationship to performance will provide an incentive to further study this industry which has been a mystery to many people for a long time.

The study will be of benefit to various stakeholders of printing firms who comprise of the government, local community organizations, and customers (clients), employees, media, competitors, suppliers and consumer advocates. The groups will get to understand the advantages and disadvantages of stakeholders' involvement in strategic change within the printing industry and will have an insight to change management processes in a printing organization as well as have the ideas to change management processes in such printing organizations. Through this study the printing firms will be able to adopt the necessary strategic change and thus remain relevant and competitive in the market through enhanced and improved performance.

The study will assist and guide the present and future government to determine strategic policies to be adopted on press and print production especially in the state owned printing houses such as the Government Press, Kenya Literature Bureau among others to improve their performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section reviews past studies regarding strategic change and how it influences organizational performance. Past literature in the area of strategic change has been presented lighting the importance of adopting and maintaining appropriate strategic change in an organization.

#### **2.2 Theoretical Foundation of the study**

The idea of planned interventions to bring about changes in individual behaviours, team and organizational performance was popularized by Kurt Lewin, Rensis Likert and other US-based figures in the organizational development movement of the 1950s to the 1970s (Waddell, 2000). In the 1980s and 1990s the dominant approaches to planned change were premised on the assumption that structures, processes, technology and human skills, capabilities and knowledge can be reconfigured to support or optimize the achievement of identified strategic goals. These included total quality management (TQM); Business Process Re-engineering (BPR) and various forms of strategic Information Technology (IT) interventions including Enterprise Resource Planning (ERP) and e-commerce systems (Burnes, 1996).

The structural (Re-engineering) approach is one commonly used approach in implementing the TQM. It deals initially and directly with the systems barriers. Using this approach, senior management forms a steering committee, who then designate a

design team made of a diagonal slice of the company. This design team then assesses the company's culture, systems and environment and develops recommendations for the steering committee. Such recommendations can include self-directed work teams, profit-based pay, pay for knowledge and reorganizing the company away from the "functional stovepipes" of manufacturing, engineering, sales and service towards a more product, customer or geographically based orientation. This approach is also referred to as organizational design and the "socio-technical" approach.

Companies which use this approach to launch strategic change usually enjoy the capability of dealing with major issues up-front rather than avoiding them. They are also able to change aspects of the firm that have a substantial effect on productivity as well as demonstrating the seriousness of the top management in strategic change. These require a lot of courage to launch and tackle issues head on which lacks in most of managers.

The same approach seems to be supported by Dawson (1996) through the process/contextual perspective. It states that to understand the process of change, we need to consider the past, present and future context in which the organization functions, including external and internal factors. The substance of the change itself and its significance and timescale including the transition process, tasks, activities, decisions, timing, sequencing, political activity, both within and external to the organization and the interactions between these factors. Dawson identifies five specific aspects of the internal context which are human resources, administrative structures, technology, product or service, and the organization's history and culture. He also identifies four key features of the substance of change which are the scale, its 'defining characteristics', its perceived centrality, and the timeframe of change initiatives. The substance of change influences

the scale of disruption to existing structures and jobs. The transition process may be slow and incremental, or rapid. In addition, managers can draw upon evidence from the context and substance of change to marshal support and to legitimize their own proposals through organizational political action. It's therefore the interaction between context, substance and political forces which shape the process of strategic change.

Lewin (1951) also developed the three - step model, which states that successful change in organizations should follow the steps of freezing the status quo, movement to a new state and refreezing the new change to make it permanent. The status quo can be considered to be an equilibrium state. To move from this equilibrium, there is need to overcome the pressure of both individual resistance and group conformity - unfreezing is necessary. It can be achieved in one of three ways where the driving forces, which direct behavior away from the status quo can be increased, the restraining forces, which hinder movement from existing equilibrium can be decreased or a combination of first two approaches (Robbins, 2003).

However, Huczynski and Buchanan (2003) state that refreezing no longer seems to be an option given constant transformation which is now the norm. Permanent thaw is perhaps a more appropriate metaphor. Many organizations now face a 'high velocity' environment. They continue to say that turbulent and rapidly changing external conditions are translated into a complex, multi-faceted, fluid and interlinked streams of initiatives affecting work and organization design, resource allocation, and system procedures in continuous attempts to improve performance. The environment for most organizations is likely to remain volatile, or become even more turbulent. Current trends do not lead to predictions of continuity and stability in the near future.

Kotter (1996) came up with the eight-stage change process whose initial step is establishing a sense of urgency crucial in gaining needed cooperation. This is because when urgency is low, it's difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision. The second step is creating the guiding coalition since a strong guiding coalition is always needed. The coalition must have the right composition, level of trust and shared objective. Building such a team is always an essential part of the early stages of any effort to restructure, reengineer, or retool a set of strategies. Four key characteristics seem to be essential to effective guiding coalitions these are position power, expertise, credibility and leadership.

The third step is developing a vision and strategy. Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future. In a change process, a good vision serves in clarifying the general direction for change, it motivates people to take action in the right direction and it helps coordinate the actions of different people. A strategy provides both logic and a first level of detail to show how a vision can be accomplished (Huczynski and Buchanan2003).

The fourth step is communicating the change vision since the real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and direction. That shared sense of a desirable future can help motivate and co-ordinate the kind of actions that create transformations. The fifth step is empowering broad-based action to empower a broad base of people to take action by removing as many barriers to the implementation of the change vision as possible at this

point in the process. The biggest obstacles that often need to be addressed are structures, skills, systems and supervisors.

Generating short term wins is the sixth step, this is necessary as major change usually take a lot of time. There is need to have convincing evidence that all the effort is paying off especially to non-believers who require even higher standards of proof. They want to see clear data indicating that the changes are working and that the change process isn't absorbing so many resources in the short term as to endanger the organization. Running a transformation effort without serious attention to short-term wins is extremely risky. Seventh step is consolidating gains and producing more change since the first major performance improvement will probably come well before the halfway point, the guiding coalition should use the credibility afforded by the short term win to push forward faster, tackling even more or bigger projects (Burnes, 2009).

### **2.3 Drivers of strategic change**

There seems to be two types of change projects: those focusing on changing the business and those changing business practices. Strategic level changes are required, when companies have to react to new competitive situations, or when taking the initiative to reposition the competitive edge of a firm. Correspondingly, the drivers of business (strategic) changes are various; they include external changes uncontrollable and unpredictable to the industry, such as tighter economic conditions, new legislation, advanced technology and changed customer/ supplier requirements. Some of the drivers call for radical changes, sometimes a more evolutionary approach is preferable (Jarrenpaa and Stoddard, 1998). The key drivers for changing business processes are often due to

internal inefficiency within a company's current operations observed, for example high cost or low quality.

Throughout their existence organizations encounter many forces/drivers of change. The origin of these forces may be internal or external to the organization. Weick (2000) postulates that, internal forces for change usually originate from inside the organization and may manifest themselves in signs such as low morale, low productivity as well as conflict. Basically internal forces for change can originate from problems related to human resource as well as managerial behaviour. Usually such problems would arise from the way an employee perceives his treatment at the workplace. Dissatisfaction among employees might be catalyst for change and must be addressed to avoid loss of productivity.

As Kotler (2008) points out, there is a difference between leading change and managing change. If leading change revolves around conceiving a clear goal as well as logic for how to achieve it, managing change deals with the actual realization of that logic in a controllable process. Another critical factor for the success of a change process is top management credibility (Simons, 2009). Davenport and Beck (2000) talks of the major economic and social forces driving change as, the increasing pace of technological changes that hinges on the information technology, a more advanced transport system, globalization, and the maturing markets in the developed countries, hence the need to explore new opportunities. Thus according to Kottler (2008), the resultant effect has been globalizations and increased competition, which has diminished the insulation previously enjoyed by firms.

## **2.4 Typology of strategic change**

Creating a feeling for the urgency of change is crucial in order to get the required cooperation of employees and managers. If the need for change is not understood, it will be difficult to put a group together which has enough power and credibility to initiate the required change program (Kotler, 2008). One widespread and widely acknowledged typology of strategic change categorizes forms of organizational change according to different dimensions. A first dimension is the intensity of change, ranging from no change required to radical renewal of the company (Fopp and Schiessl, 2009). In this context, Nadler differentiates between incremental and radical change.

The second dimension is the chronological positioning of the change. Here, a difference is made between anticipative and reactive practices. Using these two dimensions, Nadler (1994) draws up a matrix in which he positions the basic types of change of company strategy. In so-called tuning, future environmental developments are anticipated to increase company efficiency. In contrast to this, adoption means the adaptation of the company to the environmental changes. What tuning and adoption have in common is that the change is evolutionary and starts off in subsections of the company. If the whole company is restructured anticipatively through fundamental transformation, we speak of a re-orientation. The alternative to this is reactive redesign, in which environmental changes are reacted to which have already taken plan (Nadler, 1994).

Experts have proposed various approaches to change management. Predominant among them is the planned and the emergent approach. The planned approach, which has been popular till the 1980s, views organizational change as a process of moving an

organization from one fixed state to another through a series of pre-planned steps. The three step model by Lewin (1947) proposes that permanent change in behaviour and system within an organization involves un-freezing previous behaviour, changing and freezing the new patterns. Central to the planned change is the stress patterns. Central to the planned change is the stress placed on the collaborative nature of the change effort, the organization, managers, recipient of change and consultants jointly diagnose problems and plan and design the implementation of the specific change.

## **2.5 Strategic Change in Organizations**

Strategic change occurs in firms when changes of external environment occur. For their survival, firms should adapt to their external environment. The changes of external environment may motivate firms to alter their strategies. The strategic change in response to environmental change might be obvious strategic decision making in firms. Those situations would be suitable to test the effects of corporate governance on strategic decision making.

Mohrman and Mohrman (1991) have suggested that it is time for a new paradigm to understand the organization-environment relationship. They suggest that environmental trends like increased competition, changing expectation of shareholders and technological development require organizations to radically rethink how best they can “fit” most effectively with the environment.

Huber and Glick (1993) have emphasized that the environment is getting increasingly more complex and turbulent and that the quantum of knowledge (or information) is increasing rapidly. These, according to them, have major implications on the design of

organizations. While commenting on the different aspects of the environment and its extremely volatile and dynamic nature, scholars are generally in agreement with the fact that business organizations are likely to be most affected by the many powerful changes in the external environment.

The second set of changes is internal forces emanating from within organizations. Organizations have somewhat greater control over these forces and in many cases can be proactive in handling these forces. Proactive actions include training, development, redesign, recruitment, compensation, investment in plant and equipment, modernization, joint ventures, contracting, mergers and strategic reorientation. Thus, the focus of organization development should include the management of these internal forces and the transition to organization forms that are most appropriate within the context of the new environment.

The internal changes affecting organizations are perhaps better understood with a newer understanding of organizational effectiveness. Organizational effectiveness in today's context implies that not only are the organization's goals to be met, but also that the goals of the individual, both organizational and non-organizational, must be seriously considered. In line with the issues raised in this paper and based on the changing nature of the environment and individuals, Connolly et al. (1980) have suggested a multiple constituency approach, which defines effectiveness as the extent to which an organization satisfies its strategic constituents or stakeholders.

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Using these two dimensions, Nadler draws up a matrix in which he positions the basic types of change of company strategy. In so-called tuning, future environmental developments are anticipated to increase company efficiency. In contrast to this, adaption means the adaptation of the company to the environmental changes. What tuning and adaption have in common is that the change is evolutionary and starts off in subsections of the company. If the whole company is restructured anticipatively through fundamental transformation, we speak of a reorientation. The alternative to this is reactive redesign, in which environmental changes are reacted to which have already taken place (Nadler, 1994).

Strategic change process has been characterized as being highly complex, politically laden, affecting large parts of an organization and driven by the upper level managers, Hamel and Prahalad (1994). Lippitti (2007) argues that in the rush to act on strategy, too little attention is paid to finding the best implementation initiatives. Shortcuts such as repackaging existing projects which appear to support the new strategy, cannot work because while strategic plans can be copied, execution cannot be duplicated. Execution must address the intangibles of cross functional integration, reward systems, and cultures as well as the tangibles captured in most planning documents. For many firms, false starts, delays and confusion characterize implementation.

## **2.6 Organizational Performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes such as financial performance profits, return on assets, return on investment, product market performance, sales, market share and shareholder return (total shareholder return, economic value added (Davenport and Harris, 2007). An analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed (Rhyne, 2005).

External environmental conditions and industry structure are largely assumed to shape the firm's performance. In recent years, however, other streams of research emphasizing a "resource-based" bundle of capabilities perspective on organizational performance have evolved to characterize the firm's evolution and strategic growth alternatives (Mahoney and Pandian, 1992). The resource-based view of the firm suggests that the firm's internal characteristics, especially the cultural patterns of learning and human capital asset accumulation, have significant impact on the firm's capability to introduce new products and compete within disparate markets (Donaldson, 2004). Moreover, these same characteristics define firm heterogeneity through strategic intent and their knowledge base. Consequently, how a firm strategically deploys asset allocation in support of its unique comparative advantage is significant in determining its future strategies. Thus, a firm's competitive advantage is derived from its unique knowledge (Spender, 1993).

## **2.7 Strategic Change and Organizational performance**

Strategic change is fundamental to modern business organizations as a means of keeping up with evolving market demands and to stay competitive (Day 1994). However, implementing strategic change is a double edged sword because it simultaneously generates expected performance gain and unexpected performance loss (Goolsby, and Arnould 2003). To realize the performance benefits of strategic change, an organization must detect and diagnose performance in strategic change implementation. The impact of strategic decision-making activities by management has been found to influence firm performance. Mintzberg, (1994) in analyzing two organizations for over two and a half years, found that there was an increase in revenue turnover and profits especially when top management increased their involvement in successful strategic change management.

In a study involving 139 companies from Fortune 500 firms, Pearce II and Zahra (1991) found that there is a positive relationship between participative top management and earnings per share of firms, increase in firm customer base, asset quality, quality of service, increase in production and increase in market share. They argued that in taking appropriate measure at the rightful time where strategies seems to fail in achieving set goal, energies channeled and abilities to explicitly enhance strategies that propel firm's performance positively.

High levels of performance in firms may result in strategic change, as strategic change in organization strategies allows for change of taking a different course of action to ensure achievement of organization goal (Welch, (2000). Mintzberg (2004) puts it “only rich organizations can afford planning, or at least planners. While Rhyne (2005) in his study

found that firms which adopted strategic change were found to exhibit superior long-term performance, both relative to their industry and in absolute terms, he concluded that “whether strategic change resulted in superior performance, increase profit, increasing market share, customer base and increase asset based (Rhyne, 2005) .

Firm response to changes in their external and internal environments should be undertaken in strategic approach. It is their choice as to what actions to take, if any. Those actions, or choices of inaction, continually have performance implications in the organization. Strategic change help organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization. Thus the assessment of strategic change becomes very crucial for firms seeking to improve their performance (Salamon, 2002).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter sets out various stages and phases that were followed in completing the study. Specifically the following subsections include research design, target population, data collection and finally how data analysis was presented.

#### **3.2 Research Design**

This study used a cross sectional survey which was descriptive in nature. This helped in understanding the effects of strategic change and firms' performance. This design was selected since it allows for space to check the change in trends over an accepted period of time and give room to other factors that may affect the performance.

Cross section research design portrayed an accurate profile of persons, events, or situations. This design described the characteristic of variables (Kothari, 2004). It generated detailed information regarding the key aspects in order to develop a profile of the phenomenon. Facts were generated from experiences and observations. The design was expected to portray clear pictures of the influence of strategic change on organizational performance of large printing firms in Nairobi Kenya.

### **3.3 Population of the Study**

The population consisted of the 110 large printing firms in Nairobi (Nation Media Group, 2012). According to Ngechu (2004), a population is defined as a set of people, services, elements, and events, group of things or households that are being investigated.

### **3.4 Sampling Procedure**

The study sample was 40 large printing firms out of 110 large printing firms in Nairobi. Kothari (2004) indicated that a sample of 30 units of the population will be sufficient representation of the population of the study.

### **3.4 Data Collection**

The study used questionnaire to collect primary data. The questionnaire contained the questions which were both closed ended and also a few open ended. These types of questions were accompanied by a list of possible alternatives from which respondents were required to select the answer that best describes the situation. The main advantage of close ended questions is that they are easier to analyze since they are in an immediate usable form, easy to administer also time saving.

The questionnaires were administered through drop and pick to 40 respondents who were production managers of the printing companies. The choice of production managers as respondents was considered appropriate since they are the people who are involved in the implementation of strategic management decisions and therefore suitable to offer information on the influence of strategic change on organizational performance.

### **3.5 Data Analysis**

This study adopted qualitative and quantitative data analysis tools. The collected data was thoroughly examined and checked for completeness and comprehensibility. The data was then summarized, coded and tabulated. Data presentation was done by the use of tables for ease of understanding and interpretations. Descriptive statistics techniques such as means and standard deviation were used to analyze the data.

The study further analysed the data using correlation analysis to establish the relationship between strategic change and market share as a measure of performance. The content analysis was used to analyze data of qualitative nature in the respondents' views on influence of strategic change on organizational performance of the large printing firms in Nairobi.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSIONS

#### 4.1 Introduction to Data Analysis

This chapter presents the results and findings of the study based on the research objective which was to establish the relationship between strategic change and organizational performance of large printing firms in Nairobi Kenya. Of the 40 expected respondents who were production managers of the printing companies, 38 responded in time for data analysis. This represented 95% response rate. This rate was considered appropriate based on Mugenda & Mugenda (2003) who indicated that respondents of 50%, 60% and 70% response rate is sufficient for a study. The researcher administered the questionnaire with the help of research assistants and hence the high rate of response.

#### 4.2 Background Information of the Respondents

##### 4.2.1 Highest level of education

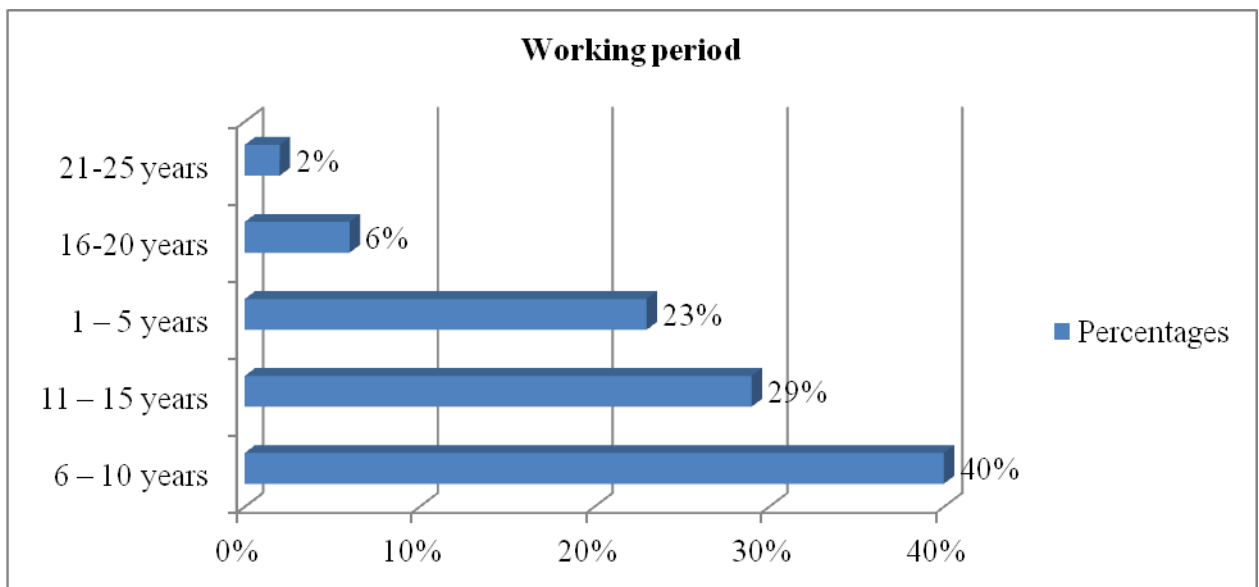
**Table 4.1 Respondents highest level of Education**

	Frequency	Percent
Bachelor's Degree	11	29
Diploma Level	22	57
Master's degree	3	9
Doctorate	2	5
Total	38	100

The respondents were requested to indicate their highest level of education, from the findings, majority 57% of the respondents indicated that they were diploma holders, 29% of the respondents indicated that they were degree holders, 9% were master's graduates while 5% of the respondents indicated that they had attained doctorate level of education. This implies that large printing companies in Nairobi Kenya have highly educated and qualified personnel as part of their staff management and could contribute to the strategic change for improved organizational performance.

#### 4.2.2 Working period in years in the firm

**Figure 4.1 Working period in years in the firm**



The study requested the respondents to indicate the working period in years that they had been working at the firm as indicated in figure 4.3 above. From the findings, most 40% of the respondents indicated that they had been working in the firm for 6-10 years, 29% of the respondents indicated that they had worked for 11-15 years, 23% had worked for 1-5 years while 6% of the respondents had been working in the firm for 16-20 years as 2%

indicated 21-25 years. This implied that majority of the respondents had worked at the firm for a long period and had experience on impact of change and organizational performance.

#### **4.2.3 Year's organization has been in operation**

**Table 4.2 Year's organization has been in operation**

	Frequency	Percentage
10 and above	18	46%
7-9years	11	30%
4-6 years	5	13%
1-3 years	4	11%
Total	38	100.0

The study sought to know the number of years the organization has been in operation. From the findings, majority 46% of the respondents indicated that the firm had been in operation for over ten years, 30% of the respondents indicated that they had been in operation for 7-9 years, 13% said 4-6 years while 11% of the respondents indicated that the organizations had been in operation for 1-3 years.

### 4.3 Strategic change adopted by printing firms

#### 4.3.1 Strategic change that has influenced market share in the firm

**Table 4.3 Strategic change that has influenced market share in the firm**

Statement	Very great extent	Great extent	Moderate extent	Mean	Std. Deviation
Embracing total quality management in the printing firm	20	14	4	4.88	0.89
Regular reviewing of strategies implemented in the printing firm	13	22	3	4.81	0.76
Reengineering of printing operations	22	11	5	4.71	0.77
Introduction of employees empowerment programs	25	5	8	4.62	0.66
Adapting to technological change to enhance efficient printing services	20	7	11	4.43	0.56
Encouraging employees to develop planning and evaluation strategies for their own operations units	23	8	7	4.86	0.83
Building competitive firm structures capable of integrating complex printing operations	12	21	5	4.67	0.62
Allocating more resources to strategic activities	29	4	5	4.50	0.52
Enhancing employees training to improve on competencies in printing operations	20	13	5	4.72	0.64
Outsourcing inputs and services to cut on cost of printing operation in the firm	4	23	11	4.19	0.30

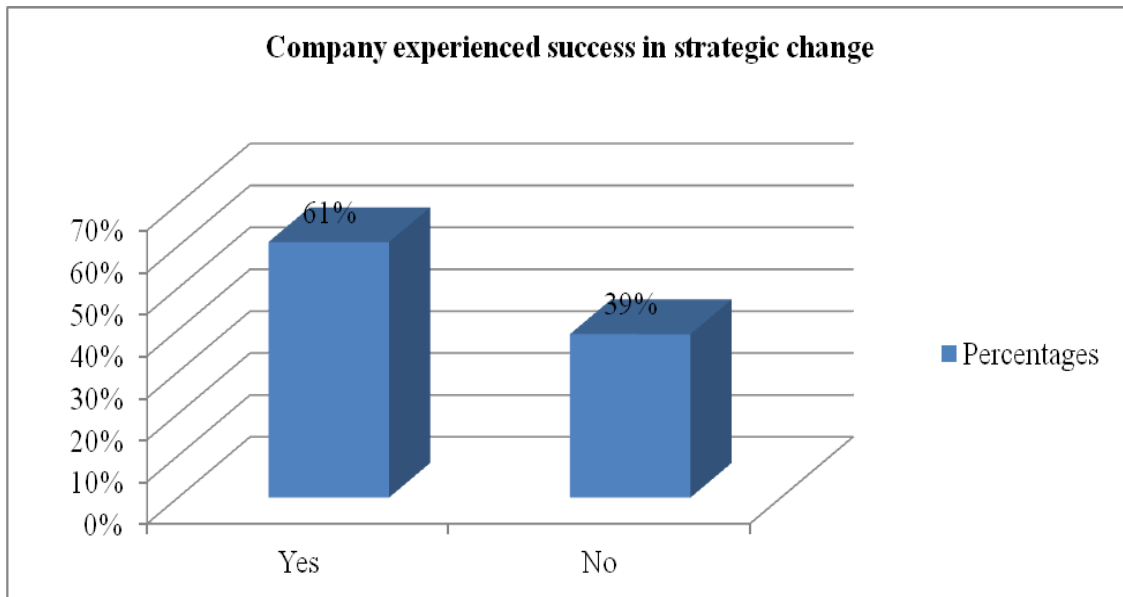
The study sought to investigate the extent to which respondents agreed with the given factor concerning strategic change that has influenced market share for the firm. From the findings, majority of the respondents agreed that embracing total quality management, encouraging employees to develop planning and evaluation strategies for their own operations units, regular reviewing of strategies implemented and enhancing employee

training to improve on competencies in printing operations has influenced market share for the firm to a very great extent as indicated by a mean of 4.88, 4.86, 4.81 and 4.76 with a standard deviation of 0.89, 0.83, 0.76 and 0.64 respectively.

Most of the respondents agreed that re-engineering of printing operations, building competitive company structures capable of integrating complex printing operations, introduction of employee empowerment programs and allocating more resources to strategic activities has influenced market share in the firm to a great extent as indicated by a mean of 4.71, 4.67, 4.62 and 4.50 with standard deviation of 0.77, 0.66, 0.62 and 0.52. The study further found that outsourcing inputs and services to cut on cost of printing operations in the firm is a strategic change that has influenced market share in the firm to a moderate extent as indicated by a mean of 4.19 with standard deviation of 0.30. This implied that printing companies in Nairobi engage in strategic change through embracing total quality management, encouraging employees to develop planning and evaluation strategies for their own operations units, regular reviewing of strategies implemented and enhancing employee training to improve on competencies, reengineering of printing operations, building competitive company structures capable of integrating complex printing operations, introduction of employee empowerment programs and allocating more resources. The study concurred van de Ven and Poole, (1995) who indicated that organizations engage in strategic change through alignment and fundamental pattern of present and planned resource re-engineering, total quality management, restructuring or whatever other re-organization program, with an aim to initiate or promote the required change processes in the company.

#### 4.4 The firm's experienced success in strategic change

Figure 4. 2 The firm's experienced success in strategic change



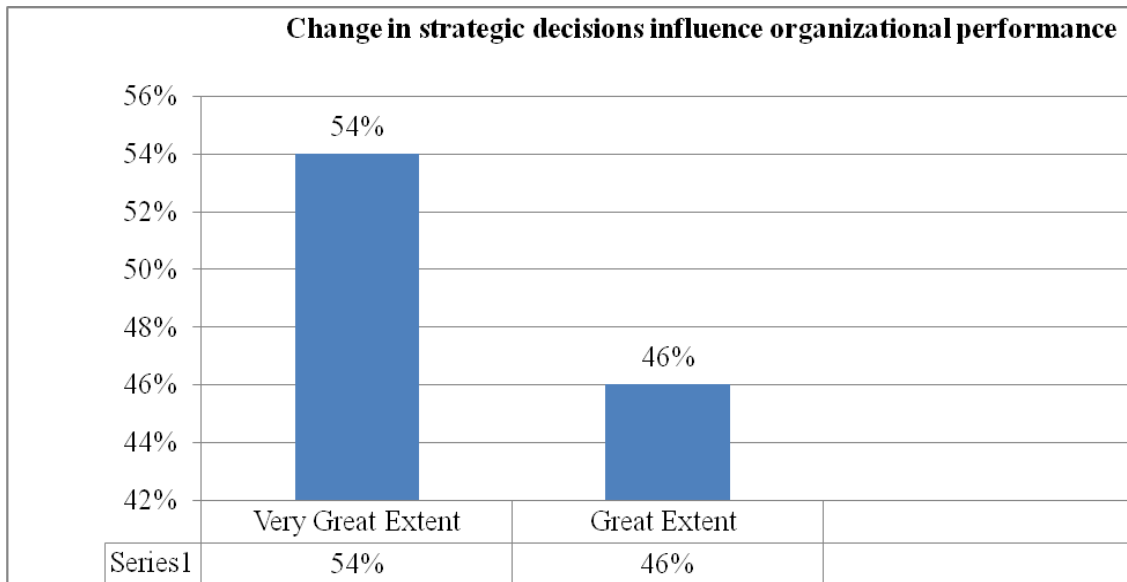
The study sought to know whether the firm's experienced success in strategic change. From the findings, majority 61% of the respondents indicated that firms experienced success in strategic change while 39% of the respondents indicated that the firm did not experience success in strategic change.

This implies that effective strategic change has become essential for the survival of printing firms in Nairobi Kenya.

## 4.5 Strategic change and organizational performance

### 4.5.1 Extent to which change in strategic decisions influence organizational performance

**Figure 4.3 Extent to which change in strategic decisions influences organizational performance**



The study sought to investigate the extent to which change in strategic decisions influence organizational performance in printing process in the firm. From the findings, majority 54% of the respondents indicated that change in strategic decisions influence organizational performance to a very great extent while 46% of the respondents indicated that change in strategic decisions influence organizational performance to a great extent.

#### 4.6 Influence of strategic change in achievement of organizational performance

**Table 4.4 Strategic change influenced achievement in organizational performance**

	Very great extent	Great extent	Moderate extent	Mean	Std. Deviation
The printing firm has increased profitability	3	9	26	4.63	0.61
The firm gain high returns due to effecting strategic change	6	26	6	4.59	0.52
Adopt effective strategic responses towards external and internal changes faced by the firm	0	9	27	4.78	0.64
There is increase in number of customers in the firm	5	12	21	4.23	0.39
The firm has quality printing services compared to rivals in the industry	2	4	32	4.80	0.70
The firm has increased volume of prints	4	4	30	4.54	0.55
The firm has achieved competitive advantage over its rivals in the market	4	6	28	4.66	0.65
The firm has increased market share compared to other printing companies	16	2	20	4.44	0.45
The firm has increased its market network to other regions in the country	0	2	36	4.92	0.82
The firm has experienced high customer satisfaction	3	6	29	4.67	0.65

Table 4.6 shows the respondents response of the extent to which strategic change influenced achievement in organizational performance in the printing firm. From the findings, majority of the respondents indicated that the firm has, increased its market network to other regions in the country, quality printing services compared to rivals in the industry, adopted effective strategic responses towards external and internal changes faced by the company and has experienced high customer satisfaction to a very great extent as indicated by a mean of 4.92, 4.80 4.78 and 0.67 with standard deviation of 0.82, 0.70, 0.64 and 0.61. This implies that high levels of performance in printing companies in Nairobi may result in strategic change, as strategic change in organization strategies

allows for change of taking a different course of action to ensure achievement of organization goal. The finding concurred with Mintzberg (2004) who found that adopted strategic changes were found to exhibit superior long-term performance, both relative to their industry and in absolute terms, he concluded that “whether strategic, a change resulted in superior performance, increased profit, increased market share, customer base and increased asset base.

Firm response to changes in their external and internal environments should be undertaken in strategic approach. It is their choice as to what actions to take, if any. Those actions, or choices of inaction, continually have performance implications for organization. Strategic change helps an organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization. Thus the assessment of strategic change becomes very crucial for firms seeking to improve their performance (Salamon, 2002).

The study found that the firms achieved competitive advantage over their rivals in the market; the firm has increased profitability, gained high returns due to effecting strategic change and increased volume of prints to a very great extent as indicated by a mean of 4.66, 4.63, 4.59 and 4.54 with standard deviation of 0.65, 0.61, 0.52 and 0.55. The study further found that the firm has increased market share compared to other printing companies and that there is increased number of customers in the firm to a great extent as indicated by a mean of 4.44 and 4.23 with a standard deviation of 0.45 and 0.39. This clearly indicated that effective strategic change impact positively on organizational performance. The findings concurred with Pearce II and Zahra (1991) in a study involving 139 companies from Fortune 500 firms and found that there was a positive

relationship between strategic change and earnings per share of firms, increase in firm customer base, asset quality, quality of service, increased production and increased market share. They argued that in taking appropriate measure at the rightful time where strategies seems to fail in achieving set goals, abilities and energies channeled to explicitly enhance strategies that propel firm's performance positively.

On the respondent's opinion on other ways through which changes of strategies in the firm has impacted on performance, the study found that printing firm that embrace strategic change are usually triggered in response to a firm's dissatisfaction with current processes and/or outcomes. As such, the underlying motivation for implementing change processes is to positively enhance printing companies' productivity and quality performance. Strategy formulation activities enhance the firm's ability to prevent problems. Managers who encourage subordinates attention to planning are aided in their monitoring and forecasting responsibilities to be aware of the needs of strategic planning. The strategic changes results in better decisions because they generate a greater variety of strategies and because, forecast based on the specialized perspectives of group members improve the screening of options.

## 4.7 Correlations Analysis

**Table 4.5 Correlation of the study variables**

		Leadership change	Reengineering	Adapting to technological change	Employees training
Leadership change	Pearson Correlation	1			
	Sig. (2-tailed)	0.02			
	N	38			
Reengineering	Pearson Correlation	.768*)	1		
	Sig. (2-tailed)	.001			
	N	38	38		
Adapting to technological change	Pearson Correlation	.0835(*)	.590(*)	1	
	Sig. (2-tailed)	.001	.007		
	N	38	38	38	
Employees training	Pearson Correlation	.839(*)	.580(*)	.430	1
	Sig. (2-tailed)	.002	.037	.003	
	N	38	38	38	38
Organizational performance	Pearson Correlation	.751(*)	.680	.430	1
	Sig. (2-tailed)	.001	.022	.042	
	N	38	38	38	38

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

The study conducted a Pearson Correlation analysis for all the study variables and noted that there existed a very strong positive correlation between strategic change and organizational performance at 95% confidence level.

The strength of association between leadership change and organizational performance in printing firms was strong and positive having scored a correlation coefficient of 0.768 and a 95% precision level. The correlation was statistically significant since it had a P-Value of 0.002 which was less than 0.05 hence statistically significant. This implied that change in leadership is a turnaround strategy, such as putting effective charismatic leaders who are often capable of communicating a vision and mobilizing the energy necessary for a strategic change with the focus of achieving organizational goals.

There also existed a strong positive correlation between reengineering in the printing firm and performance in printing companies with a correlation coefficient factor of 0.839 and a significance level of 0.01. This correlation was statistically significant since its P-Value was less than 0.005.

The strength of association between adopting technological change and performance was strong and positive having scored a correlation coefficient of 0.835 with a P-Value of 0.01 and a 95% confidence level. The correlation was statistically significant since it had a P-Value of less than 0.005 and therefore statistically significant. This clearly indicated that adoption of technology in strategic change impact positively on organizational performance.

The strength of association between enhancing employee training and performance of the printing companies in Nairobi was strong and positive having scored a correlation

coefficient factor of 0.839. This correlation had a precision of less than 95% and a P-Value of less than 0.005 and therefore statistically significant.

This implied that there existed a strong and positive correlation between strategic change and organizational performance because the firm increased its market network, improved on quality printing services, adopted effective strategic responses towards external and internal changes faced by the firm and experienced high customer satisfaction, increased its profitability, increased its customer base and market share. The study concurred with Hill and Jones (2000) who found that strategic change through restructuring, adoption of flexibility, total quality management, adoption of technology and re-engineering led to increase in organizational market share, increase in customer base, enhanced production of quality services and gaining competitive advantage over rivals in the market.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provided the summary of the findings from chapter four, conclusions and recommendations based on the objective of the study

#### **5.2 Summary of the findings**

From the findings, the study established that embracing total quality management, encouraging employees to develop planning and evaluation strategies for their own operations units, regular reviewing of strategies implemented and enhancing employees training to improve on competencies in printing operations has influenced market share in the firm. Reengineering of printing operations, building competitive firm structures capable of integrating complex printing operations, introduction of employee empowerment programs and allocating more resources to strategic activities has influenced market share for the firm.

Effective strategic change has become essential for the survival of printing companies in Nairobi Kenya. The study revealed that companies experienced success in strategic change. The study established that change in strategic decisions influence organizational performance. Strategic change influenced achievement in organizational performance in the printing firms. The firms increased their market network to other regions in the country; quality printing services compared to rivals in the industry, adopted effective strategic responses towards external and internal changes faced by the firm and have experienced high customer satisfaction. Firms have further achieved competitive

advantage over its rivals in the market, increased profitability, gained high returns due to effecting strategic change and increased volume of prints.

The study found that high levels of organizational performance in printing firms in Nairobi resulted from strategic change, because the strategies allows for a different course of action to ensure achievement of organizational goals. The companies which adopted strategic change achieved superior long-term performance, increased profit, increased market share, customer base and increased asset base.

Firm's response to changes in their external and internal environments should be undertaken in strategic approach. It is their choice as to what actions to take, if any. Those actions, or choices of inaction, continually have performance implications in organizations. Strategic change helps an organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization. Thus the assessment of strategic change becomes very crucial for firms seeking to improve its performance (Salamon, 2002).

The study revealed that there existed a strong and positive correlation between strategic change and organizational performance where the firm increased its market network, improved on quality printing services , adopted effective strategic responses towards external and internal changes faced by the firm and experienced high customer satisfaction , increased its profitability , increased customer base and market share.

The study revealed that strategic change in an organization leads to an increase in firm customer base, asset quality, quality of service, increased production and increased market share due to management taking appropriate measure at the rightful time where

strategies seems to fail in achieving set goals, abilities and energies channeled to explicitly enhance strategies that propel firm's performance positively.

### **5.3 Conclusions**

The study concludes that for high performance in printing companies, management often initiate and lead, not just react and defend. They launch strategic change to secure sustainable competitive advantage and then use their market edge to achieve superior financial performance. Aggressive pursuit of a creative, opportunistic strategy propel a firm into a leadership position, paving the way for its goods and services to become the industry standard.

Study concludes that fast-moving markets pose on-going challenges for firms. Entry of new competitors and customers and rapidly evolving technologies combine to create constant pressure for strategic change to stay competitive.

Managers pay attention to change processes in the front lines of organizations when implementing strategic change. Company leaders are striving to continuously formulate new strategies that will help them deliver more value to their customers and other stakeholders. The one thing that is certain in the organizations of today is that there will be more, not less, change. All managers need to have an ability to manage such change. The organization must do all it can to explain why change is essential and how it will affect everyone. Moreover every effort must be made to protect the interests of those affected by change. On the other hand performance indicators are defined as statements of the performance expectations or requirements necessary for achieving the critical results of the position.

The study concluded that strategic changes in the organization's situation, either from inside or outside or both, constantly drive strategic adjustments. The task of evaluating performance and initiating corrective adjustments are found in both the end and the beginning of strategic management cycle. In a dynamic and uncertain environment, strategic management is important because it can provide managers with a systematic and comprehensive means for analyzing the environment assessing their organization's strengths and weakness and identifying opportunities for which they could develop and exploit a competitive advantage.

#### **5.4 Recommendations**

The study recommends that organizations should focus on taking the right measure in strategic change in an organization so as to improve organizational performance through increasing firm customer base, asset quality, quality of service, increased production and increased market share. This was because management taking appropriate measure at the rightful time where strategies seems to fail in achieving set goals, energies channeled and abilities to explicitly enhance strategies that propel firm's performance positively.

The solution for managers does not lie in learning a series of change recipes or formulas. They need to have analysis skills so that they can understand their context of operation, judgement skills so that they can use this knowledge to determine what is key about their context and the implications of this for their change design, influencing and interpersonal skills so that they can sell their change ideas to others.

The study recommends that management should clearly communicate to employees what has to be done and employees should be involved in setting the standards under which

their performance will be evaluated. Performance indicators include quality, teamwork and customer service measures. Indicators organize information in a way that clarifies the relationships between a project's impacts, outputs and inputs and help to identify problems along the way that can impede the achievement of project objectives.

With rapid and unpredictable change in the global marketplace, firms of all sizes must continue to seek out opportunities for growth as well as find new ways to renew their organizations.

### **5.5 Limitations of the study**

The researcher encountered various challenges that tended to hinder access to information sought by the study. The study was limited to determining the effects of strategic change on performance of printing companies in Nairobi. More printing companies across the country could have been studied so as to provide a broad base analysis. The study also faced constraints time and financial resources. The researcher budgeted and only focussed on completing the study in specific period of six months to achieve the objective of the study.

The respondents approached were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image of the institutions. The researcher handled the problem by carrying an introduction letter from the University and assured them that the information they would offer would be treated confidentially and it was to be used purely for academic purposes.

## **5.6 Recommendation for further study**

The study sought to establish the relationship between strategic changes on organizational performance focusing on printing companies in Nairobi. A further study should be carried out to establish challenges facing organizations in implementation of strategic change in large printing firms.

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## APPENDICES

### Appendix I: Questionnaire for printing firms in Nairobi

Please tick (✓) the box that matches your answer to the questions and give the answers in the spaces provided as appropriate. The information you provide will be treated with utmost confidentiality.

#### PART A: Personal Information

#### PART A: GENERAL INFORMATION

1. What is your highest level of education?

- i. Diploma Level [ ]
- ii. Bachelor's Degree [ ]
- iii. Master's degree [ ]
- iv. Doctorate [ ]

Any other, kindly specify.....

2. How many years have you worked in your company?

- 1-5 years [ ]                      6-10 years [ ]
- 11-15years [ ]                      16-20 years [ ]
- 21-25 years [ ]                      26-and above [ ]

3. How many years has your organization been in operation?

- 1-3 years [ ]                      4-6 years [ ]
- 7-9years [ ]                      10 and above [ ]

#### PART B: STRATEGIC CHANGE ADOPTED BY PRINTING FIRMS

4. To what extent do you agree with the following statement concerning strategic change that has influenced market share in your company? (Indicate the appropriate variable by putting a cross [X]. 1= Not at all, = little extent, 3= Moderate extent, 4= Great extent, 5= Very great extent)

Statement	1	2	3	4	5
Embracing total quality management in the printing company					
Regular reviewing of strategies implemented in the printing firm					

Reengineering of printing operations					
Introduction of employees empowerment programs					
Adapting to technological change to enhance efficient printing services					
Encouraging employees to develop planning and evaluation strategies for their own operations units,					
Building competitive company structures capable of integrating complex printing operations					
Allocating more resources to strategic activities					
Enhancing employees training to improve on competencies in printing operations					
Outsourcing inputs and services to cut on cost of printing operation in the firm					

5. Has your firm experienced success in strategic change?

- i. Yes [ ]
- ii. No [ ]

Explain your answer,.....

**PART C: STRATEGIC CHANGE AND ORGANIZATIONAL PERFORMANCE**

6. To what extent does change in strategic decisions influence organizational performance in printing process in your firm?

- i. No extent [ ]
- ii. Less extent [ ]
- iii. Moderate Extent [ ]
- iv. Great Extent and [ ]
- v. Very Great Extent[ ]

Explain your answer.....

.....

.....

7. To what extent has strategic change influenced achievement in organization performance in your printing firm? (Indicate the appropriate variable by putting a cross [X]. 1= Not at all, 2= little extent, 3= Moderate extent, 4= Great extent, 5= Very great extent)

	1	2	3	4	5
The printing firm has increased profitability					
The firm gain high returns due to effecting strategic change					
Adopt effective strategic responses towards external and internal changes faced by the firm					
There is increase in number of customers in the firm					
The firm has quality printing services compared to rivals in the industry					
The firm has increased volume of prints					
The firm has achieved competitive advantage over its rivals in the market					
The firm has increased market share compared to other printing companies					
The firm has increased its market network to other regions in the country					
The firm has experienced high customer satisfaction					

8. In your own opinion, indicate other ways through which changes in strategies in your firm has impacted on performance in your firm.....  
 .....  
 .....

**THANK YOU FOR YOUR COOPERATION**

## **Appendix II: List of Printing Firms in Nairobi**

1. Ramco Printing
2. Kulgraphics
3. Rodwell Press
4. Inkpaste Printers And Stationers
5. Kenya Litho
6. Solo Worldwide
7. Moven Kester
8. Kalzmart
9. Icon Printers
10. Stima Printers
11. Stallion Manufacturers
12. Economic Industries
13. Ipress Ltd
14. Kenafric Diaries Manufacturers
15. Pressmasters Ltd
16. Colour Packaging
17. Karatansi Industries
18. Brand Printers
19. Kisumu National Printing Press
20. Kitale Printers
21. Colourprint
22. Manipal International Press
23. Pareto Printing Works
24. Acme Press
25. Lino Typesetters
26. Printing Industries
27. Government Press
28. Printwell
29. Modern Litho

30. Graphic And Allied
31. Print Maxim
32. Smart Printers
33. Kenafric Industries
34. Vimit
35. Paper Converters
36. Penta Converters
37. Rainbow Manuafcturers
38. Bizone Printers
39. Adpack International
40. Yastat Printers
41. East Africa Packaging
42. All Pack Industries
43. Asl Packaging
44. Green Wood Printers
45. Majestic Printers
46. Talent Graphics
47. Zakuna Printers
48. Elite Offset Printers
49. Business Forms
50. Fortune Printers