AN ASSESSMENT OF CHANGE MANAGEMENT STRATEGIES ON ORGANIZATIONAL PERFORMANCE IN PUBLIC OFFICES IN KENYA: A CASE OF TEACHERS' SERVICE COMMISSION

BY

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JULY, 2019

DECLARATION

I declare that this is my original work and it has never been submitted in this institution or any other institution for the award of any degree or any other form of certification.

_____ _____

SIGNATURE OF STUDENT DATE

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Word Count: 21204

We confirm that the work reported in this thesis was carried out by the student under my/our supervision.

Dr. Julius Kahuthia……. DATE ……

Dr. Godfrey Kinyua…….. DATE ……

DEDICATION

This writing is dedicated to my mother M/s Jane Wachuka, my husband Ashford Kangethe, my sons Nigel Mariu (my cancer warrior!) and Kian Baraka.

ACKNOWLEDGEMENT

My acknowledgement is to Dr. Julius Kahuthia and Dr. Godfrey Kinyua who guided and assisted me in this project as my supervisors. I acknowledge my husband and children who supported me all through this busy schedule as without their support it would have been difficult to complete. Gratitude also to my classmates and friends through their efforts in offering me suggestions, read through drafts and pointed out mistakes as they made the research more accurate with wealth of knowledgeable materials. Finally, to the almighty God for taking care of me throughout this project cycle.

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OPERATIONAL DEFINITION OF TERMS

Empirical-Rational – An assumption that people choose interests that suit themselves when it comes to change, once it becomes cognisant as they are assumed to be rational.

Environmental-Adaptive – A process of decision making during the moment of uncertainty, aimed at reducing uncertainty as time goes by though system monitoring. This process is assumed to be very robust, iterative and structured.

Normative Re-Educative – A strategy that believes in organization norms that influence the interaction system i.e. culture, beliefs and attitudes can be turned into a more productive norm by collaborating the people actions.

Organizational Performance – This is the end result or real output in an organization when it is compared to the goals that the organization had intended.

Power-Coercive – Ability by the manager to command an employee to follow a certain order either by threats and bad consequences follow if the order is not complied with.

Strategic change management – A working tool that is emerging and is being used to provide solutions to problems facing organizations in this modern era

Constitutional office - Is a government office created by a constitution, rather than by a statute.

ABBREVIATION AND ACRONYMS

APA - American Psychology Association

CEO - Chief Executive Officers

KRA – Kenya Revenue Authority

ROA- Return on Asset

ROI- Return on Investment

TSC - Teacher Service Commission

ABSTRACT

Organizations are adopting change management strategy anticipating that this will lead to an increase in performance and subsequent achievement of organizational goals. Similar trends have been observed in TSC that sought to employ strategic change management as means of enhancing programs effectiveness. Evaluation for public offices and the civil service reveal that some public institutions are exhibiting poor performance. The purpose of the study is to establish the effects of change management strategies on performance of Teachers Service Commission, Kenya. The study was guided by the following specific objectives; to establish the effect of empirical rational strategy on organizational performance at the Teacher Service Commission; to assess the effect of normative re-educative strategy on organizational performance at the Teacher Service Commission; to determine the effect of power-coercive strategy on organizational performance at the Teacher Service Commission and to determine the effect of environmental adaptive strategy on organizational performance at the Teacher Service Commission. The study was also guided by Kurt Lewin's Change Model theory; Individual Perspective Theory; System Theory and Evolutionary Theory. The study adopted a descriptive research design because descriptive study gives a description of the features of the population of study and provides answers to what, where, who, when, and how questions. The population comprised of 198 top, middle and lower level management employees at the TSC headquarters and the sample size was therefore 67 respondents. Data collected was analysed through descriptive analysis, correlation analysis, and regression analysis. Content analysis was also used to analyse primary data that was collected. The finding indicted indicated that in their organization incentives had an influence on the employees, those TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new values, the organization had improved on the service delivery, employees were also identified that they always did what they were ordered to do by their supervisor, employees work in teams when there is any change and employees are flexible when it comes to adopting change. The study concluded that in their organization incentives had an influence on the employees, those TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new value, The study recommends that the organization should formulate policies and strategies that make the employees' working condition favourable as they directly have an impact on the performance of the organization and any changes should be flexible and look at employees' preferences. The study therefore suggests that furthers studies should be carried out on other determinants that affect organization performance.

CHAPTER ONE
INTRODUCTION

1.1 Background Information of Study

Performance is a measure of how the management of an organization has utilized the resources at their disposal within a given time period to create value for the shareholders. It is the valued total output realized from a system in the form of goods and services (McCahery, Sautner & Starks, 2016). It is normal practice that at the beginning of any financial period, plans are developed in the form of strategies with clearly outlines outcomes. The organization then arranges its resources and manages them on a day to day basis with the main focus on the strategies formulated. Performance is an underlying measure of why an organization exists Organizational performance is the end result or real output in an organization when it is compared to the goals that the organization had intended. Carnall (2018), organizational performance consists of two areas of a firm result. They include: financial performance (ROA, ROI and profits); and determinant of results (for example efficient service, improved quality, good resource utilization, economic value added). Performance is a measure of how well an organization attains the established goals and objectives within a stipulated timeframe..

Change is a key part in modern development of a business organization as it helps in adapting to new market demands enabling the businesses to cope with and remain relevant in the face of stiff competition. In an ever-changing environment, where competition is dynamic and complex in nature, the functioning of an organization must change. In order for change to be effective, it must be strategic (Atieno & Kyongo, 2017). Globally, when it comes on the influence of change management on performance, there are key areas that are important in the field of strategic management which are internal and external factors (Cummings & Worley, 2014).

Regionally, a study on management changes and their effects in the performance of government owned institutions in the Rwandan revenue authority body believe that changes that had been made in the Rwandan Revenue Authority in a span of four years had been well planned and implemented. As a result, the changes made in the institution had increased the performance of the organization (Ndahiro, Shukla & Oduor, 2015). In the Nigeria’s banking sector, effective change management of organizational performance is achieved when

technological innovation is utilized, resistance to change is reduced and communication is well enhanced (Ifegwu, 2017).

Locally, organizations are in support of the Lewin's change model which assists in identifying results of a change in strategy. The model also helps in handling the results that are negative in the prior stages of changes in strategy implementation in order to prevent the negative effects on organizational performance (Atieno & Kyongo, 2017). Organizations also view the fact that performance is enhanced by a change in strategy. It has also led to an increase in the cash flow, sales, returns on investments and capital whereas it had an insignificant effect on stock prices, ROA and dividends (Gershom, 2013).

1.1.1 Change Management Strategies

According to Cummings and Worley (2014), change management is an initiative undertaken by the stakeholders in a business or a firm to watch over the forces in a business investigate the significance of the controllable forces and adopt appropriate measures to maintain a balance between forces which can be controlled and those that cannot be controlled. Change management is an approach which is well structured and detailed with plans on how to transition staff, people and organizations from the current environment to the future desired state. When a proper change management is implemented, organizations adapt and may not face difficulties when requested for any project, verticals or business processes (Goetsch & Davis, 2014).

Change management process helps an organization in decision making (Piercy, 2016). Some of the strategies in change management include power coercive, empirical rational, environmental adaptive and normal re-educative. Empirical rational involves a situation where incentives are given due to a change that happened and proper communication was passed. Normally, individuals are rational and they chose their self-interests (Kari & Arif-Uz-Zaman, 2013).

Doppelt (2017), emphasized that incentives which are proper should be put forward for people to follow them and the communication should be passed properly. The benefits and disadvantages should be clearly passed to people for them to follow make tangible decision and they usually follow if the benefits are more that disadvantage. The strategy is being in doubt on the current situation and convinces people follow that new change so it can be reverted. Using people who have an influence on others is another strategy that can be

employed (Booth, 2015). Normative re-educative is a strategy that that is influenced by people culture. Mainly, the values and culture in which they are brought up are the ones employees value. An organization can add values to them by defining them to make a change (Helfat & Martin, 2015).

Power-coercive is the strategy where authoritarian leadership is employed to force employees to an order. Generally, employees must do what they have been told, and this strategy has shown to be a success in some organizations. However, culture effect also plays in this strategy (Langley, Smallman, Tsoukas & Van, 2013). The environmental adaptive strategy focuses on people adaptive nature. Generally, losing is not liked by people and instead of changing people, one can build a new organization and move them there where they can work under new rules (Stark, 2015).

1.1.2 Organizational Performance

Performance in a business is the measurement of how a firm/organization is achieving its goals effectively. Strategic objectives in an organization are set up after consideration of both internal and external environment analysis as they seek to bring together both internal capabilities and external opportunities against which measurement of performance will be conducted (Choudhary, Akhtar & Zaheer, 2013). Business performance is the results of the actual output measured against the intended output. The organizations anticipate a performance that brings sustainable competitive advantage. The performance depends on strategic actions adopted within the anticipated environment and if there is a shift to another environment other than the anticipated one, it may result to getting another performance other than the anticipated one (Park & Shaw, 2013).

According to Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi and Rezazadeh (2013), another way of judging an organization performance is in terms of whether the objectives it had set, have been achieved. Various objectives are used to measure access performance including reduction of operation failures, reduction of operational costs, new product creation according to time and resources' target. Others include an increase in revenue improvement of customer service, work force productivity and financial as well as non-financial measures. Another way that can be used to measure the performance of an organization is evaluating the opinions of stakeholders. In this study, organization performance was measured by the

timeliness, in-service delivery, how the internal process has improved and the level of customer satisfaction.

Organizational performance is the end result or real output in an organization when it is compared to the goals that the organization had intended. According to Shaw, Park and Kim (2013), organizational performance consists of two areas of a firm result. They include: financial performance (ROA, ROI and profits); and determinant of results (for example efficient service, improved quality, good resource utilization, economic value added).

1.1.3 Teacher Service Commission

Teacher Service Commission (TSC) was established in 1967 under an Act of Parliament (Cap 212) of the Laws of Kenya. Due to change in law and the new constitution 2010, TSC currently is under Article 237(1). The Kenya Constitution mandates the Commission to employ and recruit trained and registered teachers, take care of transfers, assign teachers to public schools and institutions, disciplinary actions over teachers and finally control over their terms of employment. Execution of the TSC mandate is undertaken by its secretariat staff who are devolved into the 47 counties but co-ordinated at the TSC headquarters (Chepkwony & Oloko, 2014).

According to the constitution, TSC is assigned further responsibilities of reviewing policies involved in education and training of teaching profession, demand and supply for teachers and as a government advisor in matters teaching profession (Duflo, Dupas & Kremer, 2015). It has a vision of being an excellent provider of effective, efficient and quality teaching and its vision is maintaining and establishing professional teaching in the education sector. The development of the Strategic Plan is thus a deliberate step by the Commission to roll out a comprehensive programme of action that engenders enhanced efficiency in operations while at the same time amplifying the legal and statutory provisions in the execution of its mandate (Warui, Mukulu & Karanja, 2015).

1.2 Statement of the Problem

Generally in public offices, performance is viewed as very important in carrying out of duties to clients. Thus the modern world dynamics make it imperative for the public sector to continually improve their performance, so as to be at par with the rest of the world (Warui, Mukulu & Karanja, 2015). Organizations are adopting change management strategy

anticipating that this will lead to an increase in performance and subsequent achievement of organizational goals. Similar trends have been observed in TSC that sought to employ strategic change management as means of enhancing programs effectiveness. Evaluation for public offices and the civil service reveal that some public institutions are exhibiting poor performance (Wanjiku, 2014). Like any other public institution, TSC also faces some challenges. There have been a number of strategic changes in TSC for instance, change in its organizational structure, restructuring that has seen reduction in the existing Directorates from seven previously to three currently, automation of all the teachers' records and the payroll system, a biometric clocking in system put in place and acquisition of a modern file storage system (TSC, 2018). However, the performance has not been impressive. TSC continues to experience challenges of inefficient services, unable to track staff movement such that some are away from their work stations during office hours, teachers' files are not traceable in good time when needed, delay in promotions and resource mismanagement which leads to lack of stationery among other challenges.

Teacher service commission in Kenya must adopt strategies that will make them more efficient and effective to meet their obligations to the citizens (TSC, 2017). Change management strategies must be integrated with the wider strategic management activities to ensure it is part and parcel of the organizational long-term objectives and goals to enhance performance. TSC is charged with the responsibility of offering effective and efficient service to its clients who are mainly teachers. A number of studies have been on how change management and organization performance relate with each other. Ng'eno (2012) examined strategic change management and organizational performance with emphasis on Kenya Commercial Bank. Martin (2016) studied strategic change management and performance with emphasis on Kenya National Highways Authority. Wachira and Anyieni (2017) carried out a study on change management practices and their influence on performance of TSC. Oyier (2016) looked at how strategic change management affected its performance.

From the aforementioned studies, there are evident knowledge and research gaps since some of them were carried out in banking industry (Ng'eno, 2012) while others focused on strategic change management and not the change management strategies (Oyier, 2016). Although other studies (Wachira & Anyieni, 2017) focused on TSC, change management practices were operationalized into communication which differs from the current study that covered empirical rational strategy, normative re-educative strategy, power-coercive strategy and

environmental adaptive strategy. To fill these gaps, the current study sought to establish the effects of change management strategies on performance of Teachers Service Commission, Kenya.

1.3 Research Objective

1.3.1 General Objective

The study sought to investigate the effects of change management strategies on performance of Teachers Service Commission, Kenya.

1.3.2 Specific Objectives

The study was guided by the following research objectives:

i. To establish the effect of empirical rational strategy on performance at the Teacher Service Commission
ii. To assess the effect of normative re-educative strategy on performance at the Teacher Service Commission
iii. To determine the effect of power-coercive strategy on performance at the Teacher Service Commission.
iv. To determine the effect of environmental adaptive strategy on performance at the Teacher Service Commission.

1.4 Research Question

i. What is the effect of empirical rational strategy on performance at the Teacher Service Commission?
ii. What is the effect of normative re-educative strategy on performance at the Teacher Service Commission?
iii. What is the effect of power-coercive strategy on performance at the Teacher Service Commission?
iv. What is the effect of environmental adaptive strategy on performance at the Teacher Service Commission?

1.5 Scope of the Study

The study focused on the assessment of change management strategies and their effects on organizational performance among public offices in Kenya: A case of Teacher's Service Commission. Its main focus was to assess strategic change management strategies and its impact on the performance of public offices in Kenya. The respondents were drawn from the top-level management, middle level managers and low-level managers based at the TSC headquarters in Nairobi who have sufficient knowledge on strategic change management and its resultant influence on the performance of the organization. The study was carried out in Kenya where the TSC headquarters is based.

1.6 Significance of the Study

The results in this study would provide information that would be resourceful to potential researchers and scholars as a foundation for their review of literature, filling the knowledge gaps and availing guidance towards a particular school of thought. This study would contribute to the body of knowledge by filling the existing knowledge gap and providing fact based theoretical foundation for questions relating to strategic change management implementation in the organizational performance. Academicians in the teaching and strategic change management would find this information as a good basis for further research, especially in Kenya and Africa.

Management in educational organizations such as the TSC would be able to make informed decisions regarding adoption of change management strategies by understanding how such practices will enhance their competitiveness and improve organizational performance. It would assist TSC in developing efficient change management strategic plans that would allow them to endure and prosper in the long term, draw donor support and meet the expectations of stakeholders. On the other hand, management in TSC would be able to assess whether there is value for money in investing in change management strategy.

Policy makers are usually informed by research findings that attempt to explain a phenomenon or address an existing knowledge gap. The findings of this study are likely to inform decision to introduce new regulations on the management of TSC if the study findings indicate a strong correlation between change management strategy adoption and enhanced organizational performance.

The Government of Kenya institutes measures that govern the activities of the Teacher's Service Commission (TSC). The findings of this study would show the influence of strategic change management and organizational performance among public offices in Kenya. This would enable the government to ensure the policy formulation framework is in line with the findings which would enable the public offices in Kenya to obtain high levels of organizational performance.

1.7 Limitations of the Study

The study was limited to change management strategies and organizational performance among public offices in Kenya: a case of Teachers Service Commission. The study was also limited to the respondents from top-level management, middle level managers and low-level managers based at the TSC headquarters in Nairobi who have sufficient knowledge on strategic change management and its resultant influence on the performance of the organization. During this study, the researcher faced some challenges especially when collecting data. Some of the respondents were unwilling to participate in the study citing time constraints, to respond to this, the researcher adopted a drop and pick later method during data collection, allowing the respondents time to fill the questionnaire during their free time. Some of the respondents were likely to be reluctant in providing information fearing that the information requested is to be used for other purposes other than academics. The researcher obtained an introduction letter from St Pauls University to assure them that the information collected was only used for academic purposes.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on various strategic approaches used by companies to improve their organizational performance. It will address theoretical foundations, strategic approaches and the challenges that public offices have experienced over the years.

2.2 Theoretical Literature Review

The meaning of a theoretical review is that it helps us to gain understanding on a particular phenomenon that assists a researcher to gain a full understanding about the main points concerning specific events (McAleese, Creed & Zutshi, 2013).Several models and theories have been formulated that comprise the strategic change management theories. These theories form the basis or foundation that will help to explain the concept of strategic change management and its resultant effects on an organization (Mourfield, 2014). The model being discussed in this section is the Kurt Lewin's change model and the corresponding theories include the individual perspective theory and the open system school theory.

2.2.1 Kurt Lewin's Change Model

This change model was developed by Lewin in 1947. This change model involves three distinct steps: unfreezing, changing and refreezing. This model is a simple but practical model that can be used to boost understanding on the change process. This model is used to create the idea that change is required in an organization in order for it to increase its overall performance. This theory is largely used in the process of explaining modern change models (Cummings, Bridgman & Brown, 2016).

Unfreezing: Before an organization undergoes any changes, the process of unfreezing must occur because many people are likely to revert to their original behavior. A general awareness is created in the atmosphere of the organization that will indicate that the current state of the organization is creating a form of hindrance to the rising performance expectation of the organization (Manchester, Gray-Miceli, Metcalf, Paolini, Napier, Coogle & Owens, 2014). At this juncture, the organization is still stuck on old behaviors, thinking processes and individuals. It is the sole task of the organizational structure to enlighten employees that

change is a necessary component to facilitate the creation and maintenance of a competitive advantage in the market place. Therefore, communication is a key element that can assist the employees during the unfreezing stage to gain information about the change and the associated benefits of its adoption. This stage creates a smoother path to accept change (Shirey, 2013).

Freezing: It involves the process of changing or transforming the organization into the new and desirable state. This stage is performed by way of implementation. The change is now being practiced and the initial struggle is a challenge for most people (Hussain, Lei, Akram, Haider, Hussain& Ali, 2016). This stage is accustomed by a certain fear of the unknown and a lack of confidence in the process. It is the hardest stage to overcome. At this stage, new behaviors and ways of thinking are being inculcated into the organization. That is why efficient education, support, communication and time are of great importance to employees so as to gain familiarity with the changing circumstances. This process is seen to be carefully planned and executed. In this process therefore, it is vital to remind the employee of how the change is intended to be of great benefit to the organization as it is being operationalized (Cummings & Worley, 2014).

Refreezing: It is taken to mean the action that reinforces and stabilizes the new state that is the change. At this stage, various changes have already been implemented in the organizational processes. The employees have accepted the new state and have adopted a new behaviorism in line with the organization's current structure. Lewin found that this stage is very important to ensure that people get rid of the old behavior and ways of thinking and are now comfortable with the new state of affairs. At this step, it is also important to bar the employees from going back to old ways of thinking and behaviorisms so as to safeguard the process of implementation of new change. The change also needs to be incorporated into the culture of the organization. This can be done by way of reinforcements by rewarding the behavior that is in line with the change (Zhang, Ali, Mustelier, Gamatche & Zhang, 2016). The Lewin's model however has its fair share of criticisms. One is the model can be difficult and time-consuming to enact, especially at the unfreezing stage. Also, there is the notion that a great deal of care needs to be taken into account as a result of the emotional issues that are being experienced by the employees. A large amount of support needs to be awarded at this stage (McAleese, Creed & Zutshi, 2013).

This theory is applicable in the organizational performance specifically for those companies that wish to revolve in order to gain a competitive advantage. Also, it has the capability of influencing the organizational performance of an organization. This theory is relevant to this study as it helps the organization and employees in understanding why they need change in the organization so for overall performance of the organization can be increased (Bartunek & Woodman, 2015). This theory is relevant to the study as it provide the basic guidelines, procedure and challenges that are involved in organization change. This information is relevant in change assessment strategies that the organization is undertaking.

2.2.2 Individual Perspective Theory

The individual perspective ideology was developed by (Pavlov and Anrep, 1927). It is divided into two groups, namely; the gestalt field psychology and the behaviour. Behaviourists consider that behaviour is triggered when an individual interacts with the environment. This ideology is based on the principle which states that human behaviour is determined by the anticipated consequences (Pavlov & Anrep, 1927). Proponents of this ideology therefore believe that humans embrace behaviours that are likely to be rewarded and suppress behaviours that are likely to be punished.

On the other hand, the gestalt field psychology ideology state that behaviour emanates from the interpretation of external stimuli using reason. According to Burnes (2009) the behaviour theory contributes towards organization change by adjusting external factors that affect employees, while gestalt psychology ideology can be applied in organizational change situation by changing individual's perception towards the change and thus increasing acceptance of the change.

These change theories that focus on individuals imply that organizational change can only succeed if each individual within the organization has accepted and embraced it. Focus should therefore be shifted to each individual's perception about change and how it is affecting him/her. According to Hallgrimsson (2008), organizational change needs individual's involvement and commitment to be successful. This theory is relevant to the study since it helps the organization understand how the employees are going to behave in the adoption of new change and it is linked to the Empirical Rational objective. It is also related to the study in that when individuals are exposed to new values and norms, and when they are

made to interact with the environment, they tend to adapt to the changes that come along and is linked to the Normative Re-educative objective.

2.2.3 System Theory

The system theory was proposed in the 1940's by the biologist Ludwig von Bertalanffy and furthered by Ross Ashby (1964). The systems theory views organizations as entities that comprise of various inter – connected parts. Proponents of this theory believe that change on one component of the organization will automatically provoke change in other components of the system and eventually affect the performance of the organization. Burnes (2009) suggest that the components should be scrutinized to determine how they can be modified to accommodate change in the organization. The author further adds that lines of coordination and interdependence of system components can be achieved using open system approach which has the capability of structuring the functions of the organization.

An open system incepts data that is used in the dynamic interaction with the environment. A myriad of systems characteristics is correlation perception of causes, chain of influence, hierarchy, self-regulation, interdependence, self-regulation and goal orientation, control, interchange with the surroundings, change and adaptability and the need for equity. The change environment in an organization is perceived to be an open system that is influenced significantly by the happenings in the external environment (Oshry, 2008). An understanding of the elements of the external environment that affect performance in an organization such as change management practices will lead to better implementation of adaptive strategic changes to enhance organizational performance.

The theory is relevant to the study in that, an organization that has a system that coordinates its activities effectively can easily deal with the effects of strategic change and thus ensure that it is successful. This theory is relevant to the study since it relates to the Power Coercive and Environmental Adaptive Objectives. Hallgrimsson (2008) identifies four major components of organization when viewed as a system which include; goals and values of the organization, technical component of the organization, culture and climate of the organization, and managerial component of the organization which are helpful in enhancing the performance of the organization.

2.2.4 Evolutionary Theory

In the early 19th century Jean-Baptiste Lamarck (1744 – 1829) proposed his theory of the transmutation of species, the first fully formed theory of evolution. In 1858 Charles Darwin and Alfred Russel Wallace published a new evolutionary theory, explained in detail in Darwin's On the Origin of Species (1859). The theory is used as a predominant framework to clarify how firms and environments vary all the time. Directors can get benefits from firms that evolve with an outlook that is new on their firms and the environment that they work in. In the framework of Aldrich's, four general processes are important and enough for progress to take place: first, difference from the routine that is current and abilities or the firm forms must happen. This can lead to deliberate attempts to produce changes and to seek resolutions to the problems, comprising for example, experiments that are planned and reviews into the future, or from variations that are blind produced by shocks, mistakes and curiosity that is idle.

These differences must be theme to discerning differential removal. This could arrive from the forces of the market, pressures that are competitive or within firm collection forces. These forces could regularly battle with one another and thus leading to problems, such as disparity between forces from market and internal selection measures. Aldrich (1999) gives the example of Facit AB, a company in Swedish that manufactured and sold traded in business machines and office fittings. In the period when the market was being moved from mechanical to electronic calculators, management of Facit AB continued mistakenly to support and reward engineers who were talented at scheming mechanical calculators.

The variations that were selected positively must be reserved, conserved, reproduced or otherwise preserved; otherwise there is no continuity of the firms or memory. Variations that are valuable are lost if there are no retaining mechanisms operating. Before a firm can prosper a basis must arise from the doings of many diverse organizations, institutions and governmental frames. The basis is followed by a pause before the commercial chances are demoralised. Watching Kenya Post Office Savings Bank but the lens of evolutionary model helps banks directors to draw the past to the current: todays practices and structures that were adaptive previously might no longer survive in the present's environment. On the other hand, forms and practices that gave no survival advantage in the past, but continued because they were not chosen previously, might lead to shifting of the firms in the future.

2.3 Empirical Literature

This section reviews material related to the current study on strategic change management and organizational performance. The section reviews literature that is based on the past studies.

2.3.1 Organizational Performance

Performance measuring of service delivery is needed to regulate potential improvements for the organization service, created on the past and the present data. Indicators of the performance can be of huge importance for evaluating the delivery of a business (Awadh & Alyahya, 2013). They are the roots for exposing effective or ineffective delivery of service planning or service delivery and should be analysed closely in case measures of victimization need to be taken to advance the performance of service firm. Indicators of the service performance can be grouped by their planning or service delivery significance (Carter & Greer, 2013).

According to Birasnav (2014) this grouping helps both organization and the planner to discover the origin causes for problems or inefficiencies. In the research, the writer further showed a list of important performance indicators that can be presented, and be distinguished according to the two dimensions; planning relevance and significance performance. The research suggested that companies or other operators should choose their performance service indicators with care. The performance indicators help as a good starting point for organizations that are launching change in strategic management for the very first time within an organization service, but they should be considered to be complete (Tseng & Lee 2014).

Satisfaction of customers on the surface, when the firms makes the client happy, they will continue to be your own customer. Gomez-Mejia, Berrone and Franco-Santos (2014) discovered that many organizations argue, however, that this is mostly for the value of the shareholder than it is for the clients themselves. Multiple performance indicators can be used to measure CSR, involving satisfaction of the customer scores and the percentage of clients that repeat a product. The effectiveness of the organization is an external weigh of performance and shows how well a firm fulfils the different shareholders' demands. In educational institutions, efficiency is measured by students being taught what they want to know. Directors are supposed to make sure that the services or products meet client's satisfactions. When a company's processes are being analysed, efficiency takes priority over

effectiveness. According to Petrenko, Aime, Ridge and Hill (2016) on comprehending the impacts of the teachers on the performance of the students, among factors that are related to school, teachers matter most during academic performance of the students. Factors that are not related to school affect the performance, but teaching that is effective has a possibility to help level the playing field.

2.3.2 Empirical-Rational and Organizational Performance

The experimental rational strategy insists that if the target has a reason that is justifiable to change; change will come from just telling the goal about it. Nowak and Sigmund (2012) in their study of empirical rational strategies in the British public service concluded that societal and institutional change can only be attained if the staffs are accorded enough information from the organization. Kimenyi (2014) focusing on the empirical quality of alteration strategy in Kenya, negated the principle underlying this theory, anchoring his emphasis on the rationale that the collective opts for actions on the basis of the data availed to it and reacts consequently. Hence in this context of organizational performance, the output is directly proportional to the information seeping through to the employees where it can either improve or deteriorate.

Odhiambo (2014) notes that managers need to assess the after-effects of every change of procedure and utilize this investigation to characterize the association's current conditions so they can begin the following change handle in light of gathering progression. Exact discernment way to deal with change has seen well run organizations be always mindful of the need to screen their execution and vital administrators regulate change so they can persistently realign their methodology and structure to suit the aggressive environment. Cummings and Worley (2013) takes note that change can create profound resistance in individuals and in associations, therefore making it impractical, to actualize hierarchical enhancements. At an individual level, change can stir significant tension about giving up the known and moving to an unverifiable future yet not unmistakably at what cost.

Muogbo (2013) researched on the results of strategic change management on the firm growth and development in manufacturing industry in Anambra state in Nigeria. The research concluded that even if change in strategic management is not yet a mutual business practice among the manufacturing industry in the Anambra nation, it has been discovered as a genuine object for competitiveness to improve, levels of performance and also development in

structure of manufacturing industries specifically in Anambra state and in Nigeria. Mwangi (2013) conducted a study on strategic management practices and how large pharmaceuticals perform in Nairobi. This research suggested that there is a postive connection between strategic practices and the performance.

Nickols (2015) states that empirical rational strategy focuses on the risk management and rewarding which in this case means the presence of proper communication and incentives being given so as to ensure that change takes place. Employees are in most cases coherent and will always strive to have their self-interests met. In this case, communicating and sharing the necessary information to the employees will stead their minds to adopt any form of change provided that they are convinced that the said change will influence their personal interests. While putting aside value judgments, people can as well be bought. Incentives will only influence employees if offered in the rightful manner. In this case, the two sides of the incentives, that is, the positivist and nativist sides should not be overlooked so as to have the needs of the employees met by both means (Sabharwal, 2014).

Barwich (2018) did a research on how to be rational about empirical success in ongoing science: The case of the quantum nose and its critics. Empirical success is an essential principle for scientific decision making. This study argues that normative appeals to empirical success in the evaluation of competing scientific explanations can result in unreliable conclusions, especially when looking at the changeability of direction in unsettled investigations. The challenges encountered arise from the inherent dynamics of disciplinary and experimental objectives in research practice. These dynamics discussed inform the evaluation of empirical success by analysing three of its requirements: data accommodation, instrumental reliability, and predictive power. It’s concluded that the assessment of empirical success in developing inquiry is set against the background of a model's interactive success and prospective value in an experimental context.

Kimenyi (2014) states that managers who act as change agents might subscribe to the belief that people are rational and if they understand that the change to be introduced will benefit them, their self-interest will guide them to accept the change. In other words, the rational human being who is motivated by self-interest will react positively to change if the benefits of the change to the individual or the group are properly understood. So, if the manager explains the benefits of change to the employees and then introduces it, it is likely to be a success.

2.3.3 Normative Re-Educative and Organizational Performance

Normative re-educative strategy is at the core of organisational change. The objective of this strategy is to expose employees to new values and norms and the need to adopt these new values and norms. It is based on rational/ scientific evidence or emotional appeals. This strategy is implemented by focusing mainly on system renewal, people in the organisation. Here it is important to employ an educational strategy with learning through experience as its highlight. The strategy also promotes dealing with real problems by using a planned strategy (Mitchell, 2013).

Rothwell, Hohne and King (2018) suggested that for this approach to be effectively implemented, the firms need to discover an agent change at the same to make sure top-level administration is involved. This approach is based on the understanding that people are creatures socially, and cultural standards are key to the identity of their group. This is not only assumed that persons are rational but provides importance that is equal to the influences on socio cultural in a firm. With regards to this strategy there will be an occurrence in change after the workers are involved in bringing about or influenced by change and are in position to change their past normative locations to engage new locations related to the change to be applied in the firm. In this strategy, change is unlimited to knowledge, evidence and logical rationales and also attitudes are covered, values, talents and important connections (Hamann, Schiemann, Bellora & Guenther, 2013).

Samuels (2013) observed that a framework for social changes based just upon sensible advance is not adequate in light of the fact that behavioural patterns are significantly settled by established standpoints and social standards. In the case of the Tanzania Revenue Authority, when diverse perceptions interpolate to share and leverage each other's strengths till the time the requirement is there and then part ways after a particular time period, it makes it necessary for the organization to take reactive steps depending on the contingency or change happening (Turner 2013). Change is based on examining the values and beliefs in the culture and developing interdependence with socially shared norms. Performance in the organization is enhanced when the right mental approach and know how is integrated into the machinations of the entity.

Colwell and Joshi (2013) state that normative re-educative is another strategy that will in many cases rely upon the culture adopted by the people. This is to mean that the strategy

usually focuses on what people believe in based on the work they do, their personal lives and the world at large; therefore for change to be successful, it should focus on definition of the existing norms and values in new dimensions as well as developing other strategic values among the employees. An approach for this strategy is soliciting and connecting the casual frontrunners of the company and making sure that they are well involved in the organizational matters (Verrier, Rose, Caillaud & Remita, 2014).

Keim (2014) reiterates that it must be remembered that conceptual, normative re-educative strategies are being categorized separately. However, in reality, they are highly intertwined since changes in one are likely to require changes in the other. Theuri (2013) highlights the case of the Kenyan insurance sector, where if innovation changes, undertakings excessively change, get rotations in structures, changes in example, power, correspondence and the execution of the specialists. To initiate planned changes, organizations have to remove or lessen the restraining forces and move towards strengthening the driving forces that exist within the organization.

Marshak and Bushe (2013) say that care has to be taken and issues to be considered, before this approach is used to make sure its effective operation. This approach is based largely on culture. Values and beliefs of the workers in a firm are taken into consideration. Culture can be extremely hard to be changed and the whole procedure takes a very long time. However, this strategy will not be real and should not be chosen in circumstances that need modification that is very urgent of issues and problems. Culture of the organization depends on groups that are both formal and informal in the organization. Hence, this approach will be most suitable only when cordial and harmonious relationships are positive between the groups that are both formal and informal in the firm. In case of a battle situation between formal and informal organizations the approach might be useful only after the battle is dealt with harmony is restored. It is also important to put focus and be aware about parallel studying structures in the firm as they can be a core to success of this approach (Turner, Wilson, Ispussinova, Kassymbekov, Sharimova, Balgynbayeva & Brownhill, 2014).

Normative re-educative is a process that uses a cultural approach where relationships, norms, and values are addressed in a culture. It assumes individuals take part in their own change processes in response to cultural norms. The normative re-educative strategy is a change strategy developed by Benne and Chin. It states that change in an organization will only occur once change occurs in the values, attitudes, skills and relationships of the employees or

the followers. Normative Re-education is most effective in producing behaviour change when the behaviour stems from emotional or value-based motivation, and community-level health workers or volunteers are often the most effective at leading the change.

Rothwell, Hohne and King (2018) claim that the normative re-educative approach describes how individuals make decisions based on their culture and values, not rational reasoning. The theory suggests that people are motivated to conform to what they believe are societal standards or typical behaviours and therefore, their beliefs about societal norms influence their behaviour. These normative beliefs consist of an individual's expectation of whether or not people who are important to will approve or disapprove of a particular behaviour. A re-educative intervention would attempt to change behaviour by changing an individual's normative beliefs. Unlike the other processes, this method focuses on the individual rather than the innovation. The values that underpin the normative-re-educative process are that an individual should be a participant in the change process. Change is based on examining the values and beliefs in the culture and developing interdependence with socially shared norms. The process is less focused on giving information and force, and more on collaboration among individuals and the change agent. This method is less common than the other two and is most closely aligned with the work of thinking collaborative.

2.3.4 Power-Coercive and Organizational Performance

According to Doppelt (2017) for change to achieve the set mandate, it is important for the persons in charge to impose sanctions and fully exercise authority among the employees. This is to mean that people will always do whatever they are ordered to do by those who supervise them and if threatened, they will be more committed as a way of securing their positions and jobs to be precise. On the divergent, if self-sufficiency and free enterprise is present, then one will have to fill up some slots in order to effect the change, in the event this approach is taken (Goetsch& Davis, 2014).

Forced power is the capacity of a person to give someone with the things he does not wish and to eliminate those things that he wishes. Hinkin and Schriesheim (2014) defined force power as manager unveiling the character of forcing submission from subordinates over risk, hostility and penal behaviour. The perception is influenced by their satisfaction of job negatively. Least degree of employee's satisfaction is produced by force power. Zameni (2012) recommended that if a director increases his/her use of force power, workers will be

committed lest and satisfied with their job and industry. However, this is not always the situation. Nadaee (2013) indicated a vital positive connection with referent, expert and valid powers but it indicated no important connection with reward and force one.

Muthama (2013) presumed that people encounter hindrances to change as they can't or unwilling to modify since quite a while ago settled demeanour or conduct for different reasons. At the Kenya Ports Authority, burden of the power – coercive procedures brought about the inclination to come back to conventional routes a little while later because of workers' hesitance to embrace new measures. Hayes (2014) underwrites the power-coercive system in the idea that individuals are actually honest and will consent to guidelines issued to them.

On account of the American Banking Sector, effective change is seen to be founded on the practice of power and the inconvenience of authorizations. This can extend from the iron turn in the kid glove to out and out mercilessness. The essential point here will be to diminishing individuals' choices and therefore not building them. Shockingly, individuals really need and will promptly acknowledge a Power-Coercive technique, especially when all are undermined and few realize what to do (Hayes, 2014).

Booth (2015) proposes that if the organization sits aside the legendary "smouldering stage," the risk is grave and the ideal opportunity for activity is restricted. The representation of a smouldering stage is helpful however just if all concerned can in reality observe that the stage is ablaze. Stead (2013) includes that if the way of life is essentially one of an amiable administration that is obviously debilitated; its individuals are probably going to oblige by a sensible program, regardless of how oppressive. On the other hand, if the way of life is bound with self-governance and a business enterprise developed fat, imbecilic and glad, individuals will despise and maybe restrict or oppose tyrant moves. For this situation, key positions may be loaded with new individuals to improve execution.

According to Richmond (2016) coercive and valid power are negatively accompanied with the satisfaction of work whereas prize power had fewer results on work satisfaction. There exists results where force power was not accompanied with workers satisfaction, hence giving suggestions that no significant data between the two objectives. Afza (2015) realised that there is no vital effect of coercive power on workers satisfaction. Despite of these impacts, authors agree that wide use of this power do not lead to workers satisfaction. Similar

connection was found in research by Burke and Wilcox (2013) that showed a negative connection between satisfaction and coercive power. Reliable with these results are the impacts of Elangovan and Xie (2014) that use force power by the manager, lowers workers' satisfaction with the job and also the level of commitment, however rises the level of stress.

Faiz (2014) conducted a study on the impact of manager's reward power and coercive power on employee's job satisfaction: A comparative study of public and private sector. The attitude of employees towards their job differs across the sector of the firm. This research focused on finding out the differences in the attitude of workers in both private and public sectors. For this reason, the reward power from the managers and coercive power were seen as independent variables and their effects on the satisfaction of the workers job was assessed in all sectors. Assessment of both sectors was carried out. Findings revealed that both sectors vary from each other and this variation also affects the attitude of the workers. Managers in private sectors practice more reward and coercive power compared to public sector. Findings from regression analysis revealed that reward power affected job satisfaction of workers negatively in public sector while influenced private sector positively. Connection between coercive power of the directors and junior's satisfaction of job was significantly negative in public sector while there was no significant connection in private sector.

Raven (2017) states that the coercive power in organizations gives a strength in exercising greater management control, possibly by application of autocratic techniques. Subordinates that practice coercive power would tend to be seen as a threat to a superior. However, in employees' perspectives, with such power being imposed in an organization, they seem to be less committed and less satisfied. It yields negative impacts such as fear, discouragement, dissatisfaction, and resentment among employees. Carstensen and Schmidt (2016)investigate on the coercive power by interviewing employees in various companies and the outcome of their statements have stated that employees are willing to accept jobs that they have no expertise on and their fear of obtaining disciplinary actions made them to obey on company's requirements. Such situation occurs when the employees are less educated or based in lower managements. They tend to take orders from top managements frequently and not giving them opportunity to participate in decision making process.

Hofmann, Gangl, Kirchler and Stark (2014) conducted a study on enhancing tax compliance through coercive and legitimate power of tax authorities by concurrently diminishing or facilitating trust in tax authorities. The study builds a model of leadership in which an

informed leader has some degree of coercive influence over the followers (agents). Agents benefit from coordination but face two distinct challenges: dispersed information and heterogeneous preferences. The leader's coercive power facilitates coordination by weakening the effect presented by both of these challenges through binding agents to a strategically chosen policy. The leader's policy choice becomes more informative to the agents about the leader's privately held information as the coercive capacity increases. By adjusting the policy choice in response to available private and public information, the coercive leader achieves the preferred average of agents' actions, and in so doing, neutralizes the possibly deleterious coordinating influence of public information. Development of implications of the analysis for understanding autocratic leadership in different political and organizational contexts.

2.3.5 Environmental-Adaptive and Organizational Performance

Employees will in most cases reject changes and thus a strategy manager will avoid imposing change but instead shift the employees to other organization or departments where they will get new rules which they are supposed to adhere to (Cameron & Green, 2015). According to this strategy, change is mainly meant to bring out a new organization out of the existing one. The strategy therefore focuses on shifting the problem of bringing change from the organizational management and laying it to the employees whereby they will be forced to change not by the management but by circumstances. This scheme is paramount matched for circumstances where fundamental, transformative adjustment is required (Crossman, Futter, Oni, Whitehead, Jin, Butterfield & Dillon, 2013).

Environmental-Adaptive approach depends on the perception that is ordinary, in spite of the fact that persons rush to oppose transform they see as unwanted, are importantly snappier to regulate to the situations that are new. Hrebiniak (2013) adds that therefore, instead of trying to change existing firms, it is regularly easier to build a new one and slowly move people from the old to the current one. Turner (2014) in his learning, issues on legislative control and change takes note of that when a suggestion domain changes quickly situation will arise when its way of life is out of project with the occurrence in progressions. Mwachiro (2013) discovers that change events are just fruitful in the procedures that they fit firm’s present culture, agreements, and standards and qualities that are shared. At the Rwanda Revenue Authority, it is detected that management of the change in strategic must address the powerful effect of the paradigm and the cultural web on the approach that is followed by the firm. This approach is based on the evidence that persons limit misfortune and disruption yet

they easily adjust to the conditions that are new. Change depends on building different association and step swapping persons from the old to the new. This method moves the progress weight from organization and the association to the population that is general.

Enríquez-de-Salamanca, Díaz-Sierra, Martín-Aranda and Santos (2017) opine that an evaluation on environment has a long-built history as an effective device to involve environment into making decision, though it does yet pledge an assessment that is proper to adaptation, because it is still possible to delay or even avoid the processes of evaluating the results of the adaptation of the climate. There is need to address adaptation proactively by involving it in the evaluation of the environment, to update recent plan frameworks and to demand vigorous and dependable assessment of substitutes.

Ambundo (2014) conducted a study on the impact of external environmental forces on strategy development by firms operating in the mobile money market in Kenya. The findings revealed that established that various environmental forces impacted on strategy development to a great extent and there was also consistency amongst the firms in the strategic measures adopted to cope with those forces to a great extent. The study concluded that there was a need to establish more parameters in evaluating the holistic impacts of environmental forces on strategy development. The study recommends that mobile firms need to establish flexible organization wide, yet structured and dynamic integrated environmental analysis systems and reengineer the tools for strategy development and communication across all cadres of staff.

Limo (2015) concluded that education was a major predictor of climate change adaptations and that there was inadequate access to climate change information through training. For farmers to develop more effective climate change adaptation strategies, there is need for the government and tea factories to support farmers by providing necessary resources such as information and extension workers to train farmers on existing climate resilient projects and new infrastructure in climate change monitoring and reporting stations. Effective policies should be put in place such as extension services, consider running programs on television and radios to increase awareness on climate change.

Jensen and Hylland (2019) did a study on environmental adaptive management: application on submarine mine tailings disposal. Marine tailings disposal from mineral production is expected to have an environmental impact. In this case study used a discharge of limestone processing tailings to a Norwegian to describe an adaptive management process. The aim of

the research is to describe the development of an environmental adaptive management system, contrasted with management simply based on the quantity of the discharge. The main driver for developing a new management system for the submarine tailings deposits was a desire to establish a system based on what was perceived as important to all stakeholders, i.e. environmental impact. Involvement of stakeholders is essential, and a resource group with members from fisheries, local interest organizations, scientists, independent experts and managers from the mining company jointly defined common sets of acceptance criteria to evaluate impact. Introduction of an environmental adaptive management system has resulted in a change in the company's view of the impact their activity has on the environment, and an increased willingness to initiate monitoring and research to reduce knowledge gaps and uncertainty and impact on the marine environment. Environmental adaptive management has facilitated the development of a more ecologically relevant, integrated and focused submarine tailings deposits management.

2.4 Critique of the Studies

Kimenyi (2014) focusing on the empirical quality of alteration strategy in Kenya negated the principle underlying this theory. This study only looked at the theories. Odhiambo (2014) notes that managers need to assess the after effects of every change procedure and utilize this investigation to characterize the association's current conditions so they can begin the following change handle in light of gathering progression. This study did not indicate those effects. According to the study conducted by Muogbo (2013) on how CM strategies can affect the firm’s growth and development. This study was conducted on manufacturing firms in Anambra state, Nigeria. This study focused on the strategic change management and and its effect on grow of manufacturing firms in Nigeria.

According to Mwangi (2013) findings on the effect that strategic management on the productivity and performance of large firms, a case study of on the pharmaceuticals in Nairobi, the study only concentrated on the practices in health sector and did not looked at its effect on other sectors in Nairobi. Similarly, Zameni (2012) indicated that if manager increases his/her use of coercive power then the staffs will increase commitment. This in term increases growth of the firm which is not always the case. Nadaee (2013) identified that there is positive link that exist between reward and coercive one.

Olubayo (2014) conducted a study on Nigerian telecoms industry. The findings indicated that there is a need to effectively adapt to basics approach and work environment. These approaches are only done when leaders are able to control of basic management requirement like employees' dismissal, recruitment, incentives and promotion. The leaders should also pay attention to the environmental changes in terms of open feedback. This study only concentrated on local studies.

2.5 Conceptual Framework

According to Karanja, (2013) citation from Mugenda and Mugenda (2003), this concept provides an explanation on the relationship that both the variables have on each other (dependent and independent). In this study organization performance becomes the dependent variable while change management practices are independent variable. The conceptual framework had been given in order to illustrate the link between the explanatory and the response variables.

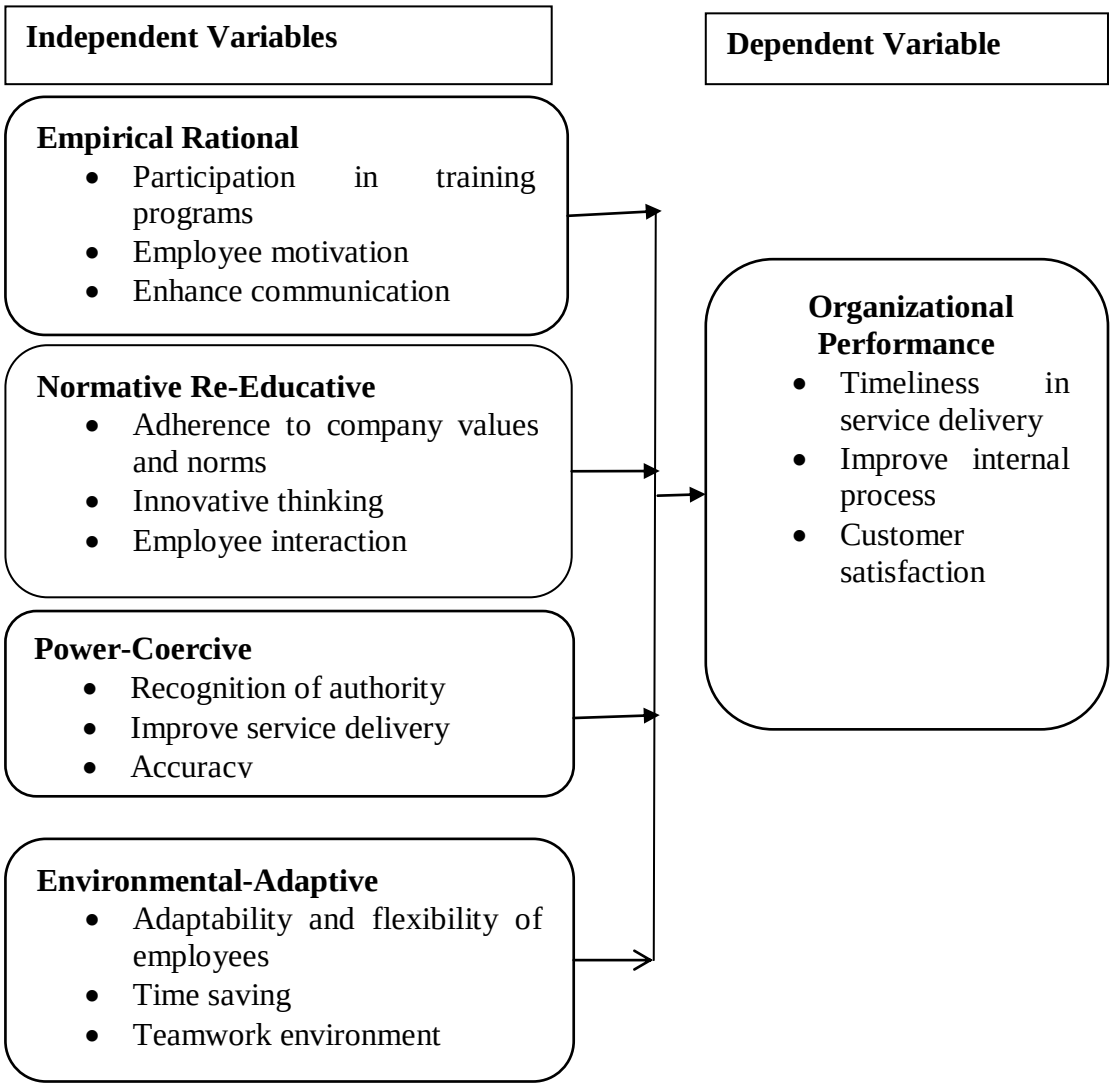


Figure 2. 1: Conceptual Framework

Source: Author (2019)

2.6 Research Gap

Table 2.1Research Gaps

Author	Title	Findings	Research Gap	Closing the Gap
Muogbo (2013)	Impact of strategic change management on organizational growth and development in manufacturing firms in Anambra state in Nigeria.	The study identified that various tools should be used to increase competitiveness of manufacturing firms in Anambra State in particular and Nigeria in general.	This study was conducted in Nigeria, a different contextual framework, therefore, the finding might not be applicable in the current study	The main focus is on the performance of the manufacturing firms and not TSC which is in service sector
Mutham a (2013).	Change management procedures within the Rwanda Kenya Ports Authority	The main finding was that involvement of the staff in terms of seeking their input regarding internal and external reports enhanced compliance and transparency	The study only focused on change management procedure and the study was conducted in Rwanda Kenya Ports Authority	The study focused on organization performance on TSC Kenya.
Mwangi (2013)	Strategic management practices and performance of large pharmaceutica	The study concluded that there is a positive relationship between strategic practices and performance.	The study only concentrated on pharmaceutical firms while our study concentrated on	The current study was on TSC which this study did not work on therefore

	ls in Nairobi.		TSC	providing information the situation at TSC
Turner (2014)	Culture, control legislative issues and change	When an association domain is changing quickly circumstances emerged when its way of life is out of venture with the progressions occurring	The study only looked at the issues involved in change management	Focuses on the culture of the organization, how they communicated with one another

Source: Author (2019)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter represents the research design, the population of the study and the techniques that were used to collect data, the data collection methods, analysis and presentation of the collected data.

3.2 Research Design

This study adopted a descriptive research design. A research design describes a plan that gives a framework for data collection techniques and data analysis (Bryman & Bell, 2003). According to Kothari (2008), a research design refers to data collection as well as the arrangement of the conditions for analysing data in a way that aligns relevance to the purpose of the study with economy in procedure. Again, a research design provides the glue that holds the research project study together by structuring research and showing how the major areas of the project such as the samples, treatments, measures, and methods worked together to provide answers to the research questions.

According to Cooper and Schindler (2006), a descriptive study gives a description of the features of the population of study and provides answers to what, where, who, when, and how questions. Descriptive studies estimate the population proportion and discover the associations among various relationships, and measure cause and effect relationships among the research variables. Other studies that have used a descriptive design successful include Kiiyuru (2014) and Maina (2017).

3.3 Population of the Study

Target population is defined as the collection of subjects that was used in data analysis (Creswell & Creswell, 2017). The target population of the study is also defined as the entire set of groups under study with the same characteristics or observations. The population comprised of 198 top, middle and lower level management employees at the TSC headquarters as shown in the table 3.1.

Table 3.1: Target Population

Management Levels	Frequency	Percentage
Top Management	9	4
Middle Management	63	32
Lower Management	126	64
Total	**198**	**100**

Source; TSC (2018)

For any target population of below five hundred, a representative sample of between 10-30% was included in the study provided it does not fall below 30 elements. The sample size was distributed as shown in the Table 3.2:

Table 3.2: Sample Size

Management Levels	Frequency	Sample Proportion %	Sample Size
Top Management	9	30	4
Middle Management	63	30	21
Lower Management	126	30	42
Total	**198**		**67**

Source; Research Data (2019)

3.4 Data Collection Procedure

The study collected primary data using questionnaires. According to Kothari (2000), data collected fresh for the first time. The questionnaires comprised of structured questions to ease the process of analysis. Questionnaires were used because they have the ability to contain questions requiring fixed responses. The questionnaires were structured into sections based on the objective variables of the study.

Questionnaires were used to collect data. This allows a large number of respondents to respond to the questions concurrently hence saving time unlike other methods (Panneerselvam, 2014). The researcher distributed the questionnaires to the respondents in the TSC headquarters. The researcher then gave the respondents a time frame of two weeks to fill up and return the questionnaires. The respondents were therefore given sufficient time to fill the questionnaires without interfering with their working hours. This time frame was also ideal for the researcher to collect the filled-up questionnaires from all the TSC headquarters.

3.5 Data Collection Instruments, Validity and Reliability

3.5.1 Data Collection Instruments

The study formulated a questionnaire containing both structured and semi-structured questions because it gives the researcher hand time to compare and contrast the responses and it presents the respondents a chance to give their opinion that the researcher might not have covered. The first part of the questionnaire included questions on bio data of the respondents. The second part of the questionnaire contained the 4 research variables of the study. The independent variables included causes and effects of change management strategic. The dependent variable was organizational performance.

The model of questionnaire designed was a modified multi-factored leadership questionnaire as stated (Hartley, 2014). The scale that was used for each variable explored was the Likert Scale of range 1 to 5. This scale was used to measure the extent to which the respondents agreed with the statements. The qualitative part of the questionnaire was included to capture the perceptions and sentiments of the respondents that were not captured in the structured statements that are limited to the Likert Scale measurement. Questionnaires allow a large number of respondents to respond to the questions concurrently hence saving time unlike other methods (Panneerselvam, 2014). They also do not require the presence of the researcher.

3.5.2 Validity

According to Gill and Johnson (2010), validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. It is the degree to which a test measures what it is intended to measure; a test is valid for a particular purpose and for a particular group (Kothari, 2000). According to Berg and Gall (1996), validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study as a measure of the degree to which data was collected using a particular instrument represents a specific domain or content of a particular concept. Gill and Johnson (2010) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. When items are closely linked to the intended purpose, there is high validity. For the purpose of this study, the researcher used the opinion of the supervisors to assess the validity of the research instruments.

3.5.3 Reliability

The research instrument tested for reliability was the Cronbach's Alpha coefficient. Reliability describes the consistency of the results from a test (Hernon & Schwartz, 2009). A reliable research instrument yields comparable scores all the time (Jackson, 2009). Cronbach Alpha was developed by Cronbach Lee (1951) to measure the internal consistency reliability of a research instrument. It is used mostly when the research involves multiple-item measures of a concept (Collis & Hussey, 2014). The values of Cronbach's Alpha range between .00 and 1.0. A value of .00 implies that there is no consistency in measurement whereas a value of 1.0 means that there is perfect consistency in measurement. Cronbach's alpha indicates a mean reliability coefficient for grouping the items in the research instrument and a coefficient level of 0.7 is regarded as satisfactory for determining reliability (Bajpai, 2011). This study adopted a coefficient level of 0.7 to measure the reliability of the research instrument.

3.6 Data Analysis and Presentation

Data analysis refers to the calculation of certain measures and the finding the existing relationships in groups of data (Kothari, 2004). This study produced both qualitative and quantitative data and therefore statistical measures were used. SPSS was employed to analyse data. The benefit of using SPSS is because it can handle huge amounts of data (Castillo, 2009) and again because of its speediness in data analysis (Field, 2005). Data was analysed through descriptive analysis, correlation analysis, and regression analysis. In descriptive analysis, the researcher tries to get the numerical summaries in order to give a better understanding of the characteristics as well as description of the variables. Descriptive analysis produced percentages; frequencies mean, and standard deviations that were interpreted appropriately. Frequencies, percentiles, means and standard deviations were obtained from descriptive analysis. The findings of the study were presented in forms of tables and discussions.

Content analysis was used to analyse primary data that was collected. According to Mugenda & Mugenda (2003), content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the study. The method allowed the researcher to learn and understand the underlying issues as well as get actual facts on strategy implementation, its challenges and ways of overcoming it.

3.7 Ethical Consideration

The researcher sought a letter of introduction from St Pauls University before embarking on data collection. The study also sought from the National Commission for Science, Technology and Innovation (NACOSTI) a letter that authorized data collection. The management of the Teacher's Service Commission (TSC) was notified of the study before actual data collection. Respondents were assured of confidentially of the responses that they gave and no one was required to indicate the name on the questionnaire during data collection. All materials to be used in the study were properly referenced to avoid plagiarism.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Once data from field had been collected, it was cleaned before being entered into the Statistical Package for Social Sciences (SPSS). This helped in analysis of the findings as presented in this chapter.

4.1.1 Response Rate

The study administered 67 questionnaires to the top, middle and lower level employees at the TSC headquarters. Out of this, 56 were dully filled and returned to the researcher. This translated to a response rate of 83.5%. According to Yarchoan, Hopkins and Jaffee, (2017) identified that a response rate of above 70% is viable to draw conclusion on the research. This response rate is appropriate for drawing conclusion of the study as recommended by Yarchoan, Hopkins and Jaffee, (2017) to avoid biasness.

4.1.2 Reliability Test

The researcher carried out a reliability test by use of pilot test to test whether the study variables were reliable and consistent. A Cronbach alpha was computed to measure the reliability and consistency of the research instruments. Shown below are the findings in Table 4.1.

Table 4.1: Reliability Test

Variables	Number of Items	Cronbach Alpha
Empirical-Rational Strategy	6	0.789
Normative Re-Educative Strategy	6	0.823
Power Coercive Strategy	6	0.725
Environment Adaptive Strategy	6	0.799
Performance	3	0.722
Aggregate Cronbach Alpha	**27**	**0.7716**

The findings show that Empirical-Rational Strategy had a Cronbach Alpha of 0.789, Normative Re-Educative Strategy had a Cronbach alpha of 0.823, and Power Coercive Strategy indicated 0.725 and Environment Adaptive Strategy had a Cronbach alpha of 0.799. The aggregate Cronbach Alpha was 0.7716. The findings show that all of the variables had a

Cronbach alpha of 0.7 and above which shows that the variables were consistent and reliable for further studies.

4.2 Background Information Findings

The study sought to identify the background of the respondents before acquiring the data for the case study. This information includes gender, experience and position of the respondent. The finding in Table 4.2

Table 4.2: Background Information

Category	Classification	Frequency	Percentage
Gender	Male	31	55.4
	Female	25	44.6
	Total	**56**	**100.0**
Experience	0-8 years	3	5.4
	8-16 years	19	33.9
	16-24 years	30	53.6
	Above 24 years	4	7.1
	Total	**56**	**100.0**
Position	Top Management	15	26.8
	Middle level management	15	26.8
	Functional management	26	46.4
	Total	**56**	**100.0**

Source; Research Data (2019)

From the finding, 55.4% of the respondents were male and 44.6% were female. This finding is in line with third gender rule on the Kenya constitution. The study determined background information to assess the level at which the respondent were connected to the study. From these findings the respondent gender was adequate to effectively incorporate different views of the respondent which will give an insight on how change management affects different gender.

The study sought to determine how long the respondent had been working with TSC. The finding in Table 4.1 shows that 53.6% of the respondents had been working for between 16-24 years, 33.9% between 8-16 years, above 24 years with 7.1% and 5.4% less than 0-8 years. From these findings the respondents have worked on the organization for a considerable number of times to identify and know information related to change management strategies and how they have influenced their organization performance.

The study also determined the position that the respondents occupy on the organization. The finding on Table 4.1, the finding indicated that 46.4% of the respondents were in functional management position with 46.4% and there was a tie between middle level management and top management with 26.8% .It is clear that the study incorporated all level of management in the study therefore the finding would be reliable.

4.3 Descriptive Analysis

The study sought to assess change management strategies on organizational performance among public offices in Kenya: a case of Teachers Service Commission. The study concentrated on empirical rational strategy, normative re-educative strategy, power-coercive strategy and environmental adaptive strategy and there influence on organizational performance. The findings in this section were recorded in terms of mean and standard deviation.

4.3.1 Empirical-Rational Strategy

The respondents were required to respond to question posed on how Empirical-Rational Strategy affect their organizational performance using a five point Likert. The finding is shown in Table 4.3.

Table 4.3: Empirical-Rational Strategy

	Mean	**Std. Dev**
Employees in our organization always strive to have their self-interests met.	2.78	1.003
Our employees adopt new changes through communication	3.42	1.450
In our organization incentives has an influence on the employees	3.62	1.258
Empirical-rational strategy enhances communication in our organization	3.17	.974
Our employees participate in training programs	2.71	1.107
Our organization knows how to motivate the employees.	2.44	1.142
Aggregate Score	**3.02**	**1.155**

Source; Research Data (2019)

The mean aggregate ranges from 2.44 to 3.62. The men 2.44 was associated with our organization knows how to motivate the employees. This finding is contradicted by Muogbo (2013) who concluded that even if change in strategic management is not yet a mutual business practice among the manufacturing industry in the Anambra nation, it has been discovered as a genuine object for competitiveness to improve, levels of performance and also development in structure of manufacturing industries specifically in Anambra state and

in Nigeria. The mean of 2.71 was associated with employees participate in training programs. This finding contradict Cummings and Worley (2013) who noted that change can create profound resistance in individuals and in associations, therefore making it impractical, to actualize hierarchical enhancements. At an individual level, change can stir significant tension about giving up the known and moving to an unverifiable future yet not unmistakably at what cost.

The mean of 2.78 was associated with Employees in our organization always strive to have their self-interests met. The mean of 3.17 was associated with empirical-rational strategy enhances communication in our organization. This finding contradict Odhiambo (2014) finding that stated that managers need to assess the after effects of every change procedure and utilize this investigation to characterize the association's current conditions so they can begin the following change handle in light of gathering progression. The mean of 3.42 was associated with employees adopt new changes through communication. This study contradicts Kimenyi (2014) who established that the output is directly proportional to the information seeping through to the employees where it can either improve or deteriorate. The mean of 3.62 was associated with organization incentives has an influence on the employees. This finding is in line with Nowak and Sigmund (2012) who concluded that societal and institutional change can only be attained if the staff is accorded enough information from the organization.

At the same time, the SD associated with the proponents on Empirical-Rational Strategy varies from 0.974 to 1.450. The SD is low / small suggesting that the variability of the respondents were small/not wide. The overall aggregate score was 3.02 indicating that majority of the respondent disagreed that empirical-rational strategy affected their organizational performance. This finding is in line with Muogbo (2013) who concluded that even if change in strategic management is not yet a mutual business practice among the manufacturing industry in the Anambra nation, it has been discovered as a genuine object for competitiveness to improve, levels of performance and also development in structure of manufacturing industries specifically in Anambra state and in Nigeria The respondents were also asked to identify what is other effect of empirical rational strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it increase the organization employees coordination which in turn increases organization performance

4.3.2 Normative Re-Educative Strategy

The study also formulated questionnaire on the Normative Re-Educative Strategy. The respondents were required to respond to them using five point Likert scale. The finding in Table 4.4

Table 4.4: Normative Re-Educative Strategy

	Mean	**Std. Dev**
Our organization exposes employees to new values	2.35	1.135
Our organization exposes employees to new norms	3.23	.972
Our organization explains the employees the need for adopting new norms	3.25	.969
Our organization explains the employees the need for adopting new value	3.69	1.219
Our employees have innovative thinking	3.69	1.094
There is a positive interaction between the employees	3.64	1.299
Aggregate Score	**3.30**	**1.106**

Source; Research Data (2019)

The mean aggregate ranges from 2.35 to 3.69. The mean of 3.69 was associated with organization employees' innovative thinking and organization explains the employees the need for adopting new value. This finding is in line with Rothwell, Hohne and King (2018) who suggested that for this approach to be effectively implemented, the firms need to discover an agent change at the same to make sure top-level administration is involved. This approach is based on the understanding that people are creatures socially, and cultural standards are key to the identity of their group. The mean of 3.64 was associated with positive interaction between the employees. This finding is supported by Hamann, Schiemann, Bellora and Guenther (2013) who established that strategy was an occurrence in change after the workers are involved in bringing about or influenced by change and are in position to change their past normative locations to engage new locations related to the change to be applied in the firm. In this strategy, change is unlimited to knowledge, evidence and logical rationales and also attitudes are covered, values, talents and important connections.

The mean of 3.25 was associated with organization explaining the employees the need for adopting new norms. This finding contradict Samuels (2013) who observed that a framework for social changes based just upon sensible advance is not adequate in light of the fact that

behavioural patterns are significantly settled by established standpoints and social standards. The mean of 3.23 was associated with organization exposing employees to new norms. This finding contradicts Turner (2013) who established that when diverse perceptions interpolate to share and leverage each other's strengths till the time the requirement is there and then part ways after a particular time period, it makes it necessary for the organization to take reactive steps depending on the contingency or change happening. The mean of 2.35 was associated with the organization exposing employees to new values. This finding is contradicted by Colwell and Joshi (2013) finding that stated that normative re-educative is another strategy that will in many cases relies upon the culture adopted by the people. On the same breath, the SD associated with the proponents on Normative Re-Educative Strategy varies from 0.969 to 1.299. The SD is low / small suggesting that the variability of the respondents were small/not wide. The aggregate score was 3.30 indicating that majority of the respondent disagreed that normative re-educative strategy affected their organizational performance. This finding is concurrent with Samuels (2013) who observed that a framework for social changes based just upon sensible advance is not adequate in light of the fact that behavioural patterns are significantly settled by established standpoints and social standards The respondent was also asked to indicate other effects of Normative Re-Educative strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it increases the employees' skills and knowledge on their duties which in turn increases the overall output of the employees.

4.3.3 Power Coercive Strategy

The study also formulated a questionnaire on the Power Coercive Strategy. The respondents were required to respond to them using five point Likert scale. The finding in Table 4.5

Table 4.5: Power Coercive Strategy

	Mean	Std. Dev
Employees are always doing what they are ordered to do by their supervisor	3.50	.831
Employees are committed to the authority so that they can secure their job	3.83	.707
Our organization has improved on the service delivery	3.96	.927
Employees are committed to the authority so that they can secure their position	3.32	.833
The employees are producing accurate performance	3.25	1.013
The employees recognize all the authority in the organization.	3.23	1.111
Our organization uses authority to impose change	4.03	.933
Aggregate Score	**3.58**	**0.93**

Source; Research Data (2019)

The mean aggregate ranges from 3.23 to 4.03. The mean of 4.03 was associated with organization using authority to impose change. This finding is in line with Hinkin and Schriesheim (2014) who defined force power as manager unveiling the character of forcing submission from subordinates over risk, hostility and penal behaviour and the perception is influenced by their satisfaction of job negatively including Least degree of employee's satisfaction is produced by force power.

The mean of 3.96 was associated with organization improving on the service delivery. This finding is supported by Nadaee (2013) who indicated a vital positive connection with referent, expert and valid powers but it indicated no important connection with reward and force one.The mean of 3.83 was associated with employees being committed to the authority so that they can secure their job. This finding concurred with Muthama (2013) who revealed that people encounter hindrances to change as they can't or unwilling to modify since quite a while ago settled demeanour or conduct for different reasons and burden of the power – coercive procedures brought about the inclination to come back to conventional routes a little while later because of workers' hesitance to embrace new measures.

The mean of 3.50 was associated with employees always doing what they are ordered to do by their supervisor. This finding contradict Booth (2015) findings that proposes that if the organization sits aside the legendary "smoldering stage," the risk is grave and the ideal opportunity for activity is restricted. The representation of a smouldering stage is helpful however just if all concerned can in reality observe that the stage is ablaze. The mean of 3.32

was associated with employees being committed to the authority so that they can secure their position.

The mean of 3.25 was associated with the employees recognizing all the authority in the organization. This finding contradict Stead (2013) that states that if the way of life is essentially one of an amiable administration that is obviously debilitated; its individuals are probably going to oblige a sensible program, regardless of how oppressive. On the same breath, the SD associated with the proponents on Power Coercive Strategy varies from .707 to .927. The SD is low / small suggesting that the variability of the respondents were small/not wide. The aggregate score was 3.58 indicating that majority of the respondent agreed that power coercive strategy affected their organizational performance. This finding is supported by Nadaee (2013) who indicated a vital positive connection with referent, expert and valid powers but it indicated no important connection with reward and force one. The respondent was asked to indicate other effects that power coercive strategy have on organizational performance at the Teacher Service Commission. Majority of the respondent identified that it increases the job coordination and policy making process by ensuring that there is division of labour**.**

4.3.4 Environmental Adaptive Strategy

The respondents were required to respond to question posed on how Environment Adaptive Strategy affect their organizational performance using a five point Likert. The finding on Table 4.6

Table 4.6: Environment Adaptive Strategy

	Mean	**Std. Dev**
In our organization, employees always reject changes	2.08	.745
Employees are forced to change due to the circumstances	3.55	.951
Employees are flexible when it comes to adopting changes	3.58	.707
Employees are always ready to adapt the changes	3.05	.772
Employees save time when they adopt the change	3.08	.815
Employees work in team when there is any change	3.73	.750
Aggregate Score	**3.17**	**0.79**

Source; Research Data (2019)

The mean aggregate ranges from 2.08 to 3.73. The mean of 3.73 was associated with employees working in team when there is any change. This finding is supported by Cameron & Green (2015) who indicated that employees will in most cases reject changes and thus a

strategy manager will avoid imposing change but instead shift the employees to other organization or departments where they will get new rules which they are supposed to adhere to. The mean of 3.58 was associated with employees are flexible when it comes to adopting changes. This finding is supported by Crossman, Futter, Oni, Whitehead, Jin, Butterfield & Dillon (2013) who established that focuses on shifting the problem of bringing change from the organizational management and laying it to the employees whereby they will be forced to change not by the management but by circumstances.

The mean of 3.55 was associated with employees are forced to change due to the circumstances. This finding contradict Turner (2014) who indicated that in his learning, issues on legislative control and change takes note of that when a suggestion domain changes quickly situation will arise when its way of life is out of project with the occurrence in progressions. The mean of 3.08 was associated with employees save time when they adopt the change. This finding contradict Mwachiro (2013) finding that stated that change depends on building different association and step swapping persons from the old to the new.The mean of 3.05 was associated with employees are always ready to adapt the changes. The mean of 2.08 was associated with employees always rejecting changes. This finding is contradicted by This finding contradict Mwachiro (2013) finding that stated that change depends on building different association and step swapping persons from the old to the new.

On the same breath, the SD associated with the proponents on Power Coercive Strategy varies from 0.707 to 0.951. The SD is low / small suggesting that the variability of the respondents were small/not wide. The aggregate score was 3.17 indicating that majority of the respondent disagreed that environment adaptive strategy affected their organizational performance. This finding is supported by Crossman, Futter, Oni, Whitehead, Jin, Butterfield & Dillon (2013) who established that focuses on shifting the problem of bringing change from the organizational management and laying it to the employees whereby they will be forced to change not by the management but by circumstances. The respondents were asked to indicate what other effects of environment adaptive strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it ensures that the employees environment are conducive to work on and the environment are taken care of thus ensuring that the community is not at risk of diseases.

4.4 Simple Regression Analysis

The study carried out simple regression analysis on each of the study objective. The findings are shown in subsequent sections.

4.4.1 Empirical Rational Strategy and Organizational Performance

The study sought to determine the influence of empirical rational strategy on organizational performance of TSC. Table 4.7 reports the findings of the Model Summary.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837[a]	.700	.694	.39797

a. Predictors: (Constant), Empirical Rational Strategy

Source; Research Data (2019)

The findings in Table 4.7 indicate the value of R square as 0.700; this means that 70.0% change in organizational performance is explained by empirical rational strategy. The findings of the Analysis of Variance (ANOVA) are shown in Table 4.8.

Table 4.8: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.947	1	19.947	125.944	.000[b]
Residual	8.553	54	.158		
Total	**28.500**	**55**			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Empirical Rational Strategy

Source; Research Data (2019)

From Table 4.8, the value of F calculated is 125.944 with $p<0.05$. This means that the overall regression model was significant. Table 4.9 gives the findings of the beta coefficients.

Table 4.9: Regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
(Constant)		10.791	.622		17.341	.000
Empirical Strategy	Rational	.166	.015	.837	11.222	.000

a. Dependent Variable: Organizational Performance

Source; Research Data (2019)

From Table 4.9, the p-value p=0.000 which is less than 0.05 with a postive beta coefficient. This means that empirical rational strategy has postive and significant effect on organizational performance. The finding agrees with Mwangi (2013) who conducted a study on strategic management practices and how large pharmaceuticals perform in Nairobi and suggested that there is a postive connection between strategic practices and the performance.

4.4.2 Normative Re-Educative Strategy and Organizational Performance

The second objective of the study was to establish the effect of normative re-educative strategy on organizational performance. Table 4.10 gives the findings on the Model summary.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850[a]	.722	.717	.38299

a. Predictors: (Constant), Normative Re-educative Strategy

Source; Research Data (2019)

As shown in Table 4.10, the value of R square is 0.722; this means that organizational performance is explained normative re-educative strategy. The findings on the model summary of the study are shown in Table 4.11.

Table 4.11: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	20.579	1	20.579	140.295	.000[b]
Residual	7.921	54	.147		
Total	**28.500**	**55**			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Normative Re-educative Strategy

Source; Research Data (2019)

From Table 4.11, the value of F calculated is 140.295; this implies that the overall simple regression model of the study was significant. The findings of the beta coefficients with the p-values are as shown in Table 4.12.

Table 4.12: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	22.674	.419		54.137	.000
Normative Re-educative Strategy	-.266	.022	-.850	-11.845	.000

a. Dependent Variable: Organizational Performance

Source; Research Data (2019)

From the findings in Table 4.12, the p-value was 0.000 which is lower than 0.05 with a negative beta coefficient. This means that normative re-educative strategy has negative but significant effect on organizational performance.

4.4.3 Power-Coercive Strategy and Organizational Performance

The study sought to establish the effects of power coercive strategy on organizational performance. The findings of the Model summary are shown in Table 4.13.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320[a]	.102	.086	.68836

a. Predictors: (Constant), Power Coercive Strategy

Source; Research Data (2019)

Table 4.13 indicate the value of R square as 0.102; this implies that 10.2% change in organizational performance is explained by power coercive strategy. The findings of the ANOVA are as shown in Table 4.14.

Table 4.14: Analysis of Variance

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	2.913	1	2.913	6.148	.016[b]
Residual	25.587	54	.474		
Total	**28.500**	**55**			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Power Coercive Strategy

Source; Research Data (2019)

As shown in Table 4.14, the value of F calculated is 6.148 with a $p<0.05$. This has an implication that the model of the study was significant.

Table 4.15: Regression Beta Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)		15.028	1.102		13.641	.000
Power Strategy	Coercive	.080	.032	.320	2.479	.016

a. Dependent Variable: Organizational Performance

Source; Research Data (2019)

The findings in Table 4.15 indicate that power coercive strategy has a postive beta coefficient with $p<0.05$. This infers that power coercive strategy has postive and significant effect on organizational performance.

4.4.4 Environmental Adaptive Strategy and Organizational Performance

The study sought to find out the influence of environmental adaptive strategy on organizational performance. The findings of the model summary are shown in Table 4.16.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785[a]	.616	.609	.45034

a. Predictors: (Constant), Environmental Adaptive Strategy

Source; Research Data (2019)

The findings in Table 4.16 indicate that the value of R square is 0.616; this has an implication that 61.6% change in organizational performance is explained by environmental adaptive strategy. Table 4.17 reports the findings of the ANOVA.

Table 4.17: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.549	1	17.549	86.531	.000[b]
Residual	10.951	54	.203		
Total	**28.500**	**55**			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Environmental Adaptive Strategy

Source; Research Data (2019)

From Table 4.17, the value of F calculated is 86.531 with $p<0.05$; this implies that the overall regression model of the study was significant. Table 4.18 gives the findings of the regression beta coefficients with the p-values.

Table 4.18: Regression Beta Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	11.267	.700		16.106	.000
Environmental Adaptive Strategy	.189	.020	.785	9.302	.000

a. Dependent Variable: Organizational Performance

Source; Research Data (2019)

As shown in Table 4.18, the value of the beta coefficient is postive with a p-value $p<0.05$. This means that the environmental adaptive strategy has postive and significant effect on organizational performance.

4.5 Overall Regression Results

This section presented the findings on Beta coefficients and the p values. The finding in Table 4.19

Table 4.19 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	.848	.836	.65829

a. Predictors: (Constant), environmental adaptive strategy, empirical rational strategy, power coercive strategy, normative re educative strategy

Source; Research Data (2019)

From the findings the value of R Square is .848 which correspond to 84.8% indicating that there are other factors apart from environment adaptive strategy environment adaptive strategy, empirical rational strategy, power coercive strategy and normative re educative strategy which affect TSC performance. The value of R Square is .848 which is above 0.7 thence the model is fit (Large, 2018).

Table 4. 20ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.328	4	30.832	71.148	.000[b]
	Residual	22.101	51	.433		
	Total	**145.429**	**55**			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), environment adaptive, empirical rational strategy, power coercive strategy, normative re educative strategy

Source; Research Data (2019)

Table 4.20 shows a number of items including the value of F calculated and the p-value showing significance. From the findings, it can be seen that F calculated is 71.148 while the value of F critical (at degrees of freedom 4, 51) is equivalent to 2.539. Thus, it can clearly be shown that $F_{culculated} > F_{critical.,}$ and hence the overall regression model was significant/fit in estimating the interaction between change management strategies and performance. Table 4.21 gives the beta coefficients and p-values.

Table 4. 21Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	4.002	1.009		3.966	.000
Empirical rational strategy	.419	.017	.107	2.427	.001
Normative re educative strategy	.487	.172	.525	2.826	.005
Power coercive strategy	.317	.086	.051	3.670	.000
Environment adaptive strategy	.494	.239	.380	2.062	.004

a. Dependent Variable: organizational performance

Source; Research Data (2019)

At 5% level of significance, the regression analysis showed that Empirical rational strategy ($p<0.001$) has a positive effect on performance of Teachers Service Commission, Kenya. This shows that Empirical rational strategy has a positive and significant effect on performance of TSC. This finding is concurrent with Carter and Greer (2013) who indicated that they are the roots for exposing effective or ineffective delivery of service planning or service delivery and should be analysed closely in case measures of victimization need to be taken to advance the performance of service firm

The regression analysis also showed that Normative re educative strategy ($p<0.005$) has a positive effect on performance of Teachers Service Commission, Kenya. This can be interpreted that normative re-educative strategy has a positive and significant effect on performance of TSC. This finding is in line with Birasnav (2014) it helps organization and the planner to discover the origin causes for problems or inefficiencies.

The regression analysis also showed that Normative Power coercive strategy ($p<0.000$) has a positive effect on performance of Teachers Service Commission, Kenya. It can be deduced that Power coercive strategy has a positive and significant effect on performance of TSC. This finding is supported by Tseng and Lee (2014) who performance indicators help as a good starting point for organizations that launching change in strategic management for the very first time within an organization service, but they should be considered to be complete

The regression analysis also showed that Environmental Adaptive Strategy ($p<0.004$) has a positive effect on performance of Teachers Service Commission, Kenya. This is a clear indication that Environment adaptive strategy has a positive and significant effect on

performance of TSC. This finding is in line with Gomez-Mejia, Berrone and Franco-Santos (2014) who discovered that many organizations argue, however, that this strategy is mostly for the value of the shareholder than it is for the clients themselves. These findings indicate that change management strategies significantly influence financial performance of Teachers Service Commission.

The overall regression model was therefore represented by

Organizational Performance = 4.002+.419Empirical Rational Strategy +.487 Normative Re Educative Strategy + .317 Power Coercive Strategy + .494 Environment Adaptive Strategy

4.4 Qualitative Data Analysis

The respondents were also asking to identify what is other effect of empirical rational strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it increase the organization employees coordination which intern increases organization performance

The respondent was also asked to indicate what other effects of Normative Re-Educative strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it increases the employees' skills and knowledge on their duties which intern increases the overall output of the employees.

The respondents were asked to indicate other effects that power coercive strategy have on organizational performance at the Teacher Service Commission. Majority of the respondent identified that it increases the job coordination and policy making process by ensuring that there is division of labour**.**

The respondents were asked to indicate what other effects of environment adaptive strategy on organizational performance at the Teacher Service Commission. Majority of the respondent indicated that it ensures that the employees environment are conducive to work on and the environment are taken care of thus ensuring that the community is not at risk of diseases.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of the study finding, discussion of the finding, conclusion of the study, recommendation and suggestion for further studies.

5.2 Summary of the Findings

This section represent summary of the finding according to the study objectives (environmental adaptive, empirical rational strategy, power coercive strategy, normative re educative strategy and how they influence performance of TSC).

Empirical rational was measured using; participation in training programs, employee motivation and enhanced communication. The finding showed that indicated that Empirical rational strategy has a positive and significant effect on performance of TSC, organization incentives had an influence on the employees, TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees in their organization did not always strive to have their self-interests met, TSC employees did not participate in training programs, and their organization knows how to motivate the employees.

Normative Re-Educative Strategy was measured using; adherence to company values and norms, innovative thinking and employee interaction. The finding showed that normative re-educative strategy has a positive and significant effect on performance of TSC, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new value, there is a positive interaction between the employees, their organization explains the employees the need for adopting new.

Power coercive strategy was measured using; recognition of authority, improved service delivery and accuracy. The finding showed that power coercive strategy has a positive and significant effect on performance of TSC. The organization used authority to impose change, the organization had improved on the service delivery, employees were also identified that they always doing what they were ordered to do by their supervisor, employees were committed to the authority so that they can secure their position, employees were not

producing accurate performance and employees did not recognize all the authority in the organization.

Environmental adaptive strategy was measured using; adaptability and flexibility of employees, time saving and teamwork environment. The finding showed that Environment adaptive strategy has a positive and significant effect on performance of TSC, employees work in team when there is any change, employees are flexible when it comes to adopting changes, employees are forced to change due to the circumstances, employees did not save time when they adopt the change, employees were not always ready to adapt the changes and TSC employees did not always reject changes.

5.3 Conclusion

The researcher sought to determine found out what was the effect of empirical rational strategy on performance at the Teacher Service Commission. The study identified that Empirical rational strategy has effect on performance. Based on the findings on Empirical rational strategy, the study concludes that Empirical rational strategy has a positive and significant effect on performance of TSC, organization incentives had an influence on the employees, those TSC employees adopted new changes through communication, empirical-rational strategy enhanced communication in their organization, TSC employees in their organization did not always strive to have their self-interests met, TSC employees did not participate in training programs, and their organization knows how to motivate the employees.

The researcher sought to determine find out what is the effect of normative re-educative strategy on performance at the Teacher Service Commission. The study identified that normative re-educative strategy has effect on performance. Based on the findings on Empirical rational strategy, the concludes that normative re-educative strategy has a positive and significant effect on performance of TSC, TSC employees had innovative thinking and their organization explained to the employees the need for adopting new value, there is a positive interaction between the employees, their organization explains the employees the need for adopting new.

The researcher sought to determine find out what was the effect of power coercive strategy on performance at the Teacher Service Commission. The study identified that power

coercive strategy has effect on performance. Based on the findings on power coercive strategy, the concludes that power coercive strategy has a positive and significant effect on performance of TSC organization used authority to impose change, the organization had improved on the service delivery, employees were also identified that they always doing what they were ordered to do by their supervisor, employees were committed to the authority so that they can secure their position, employees were not producing accurate performance and employees did not recognize all the authority in the organization.

The researcher sought to determine find out what is the effect of environmental adaptive strategy on performance at the Teacher Service Commission. Based on the findings on environmental adaptive strategy, the concludes that Environmental adaptive strategy has a positive and significant effect on performance of TSC, employees work in team when there is any change, employees are flexible when it comes to adopting changes, employees are forced to change due to the circumstances, employees did not save time when they adopt the change, employees were not always ready to adapt the changes and TSC employees did not always reject changes.

5.4 Recommendations for Policy and Practice

With regards, to the effect of empirical rational strategy the study recommends that the TSC should formulate policies and strategies that make the employees working condition favourable as they directly have an impact on the performance of the organization. The organization should formulate incentives such as fair employee's promotion, reward system and symposiums. Employees should also participate in the decision making this increases the employees motivation.

On the effect of Normative Re-Educative, the study recommends that TSC management should form policies that are used to control the company values and norms while on duty. The study also recommends that should support innovativeness of their employees and the overall innovativeness of the organization. In that effect the study recommended that the Government of Kenya should formulate avenues and communication network to communicate effectively to the employees about any changes.

On Power-Coercive and Environmental-Adaptive, the study recommends that the organization should support all inclusive leadership that should incorporated to increase

employee's commitment. Environment is a very important factor in business environment. Favorable strategies should be formulated to that effect. The study recommended that any changes should be flexible and look at employees preferences. Changes in the organization should communicate in advance to reduce the impact of the change to the employee's performance.

5.5 Suggestion for Further Studies

The study therefore suggest that furthers studies should be carried out on other determinates that affect organization performance. The study also suggested that future studies should be conducted on other public institutions to draw concrete conclusion on the effect of environment adaptive strategy environment adaptive strategy, empirical rational strategy, power coercive strategy and normative re educative strategy on the organizational performance.

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APPENDIX

Appendix I: Questionnaire

Please fill out all the questions on:

AN ASSESSMENT OF CHANGE MANAGEMENT STRATEGIES ON ORGANIZATIONAL PERFORMANCE AMONG PUBLIC OFFICES IN KENYA: A CASE OF TEACHERS SERVICE COMMISSION

A. **BACKGROUND INFORMATION**

1. What is your gender?

Male [ ] Female[ ]

2. How long have you been with the TSC?

Less than 1 year [ ] 1- 5 years [ ] 6- 10 years [ ]

3. What is your position at TSC?

Top Management [ ] middle level management [ ] low level management [ ] Other [ ]

B. **ORGANIZATIONAL PERFORMANCE**

4. These are statements on organizational performance at TSC. Kindly indicate the extent to which you agree with the following statements. Use a scale of 1-5 where 1= Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= Strongly agree.

	1	**2**	**3**	**4**	**5**
Our organization helps employees to deliver services on time					
We have really improved on our internal process					
Our customers are always satisfied by our services					

C. **EMPIRICAL-RATIONAL STRATEGY**

5. These are statements indicating the effect of empirical rational strategy on organizational performance at the Teacher Service Commission. Kindly indicate the extent to which you agree with the following. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree.

	1	**2**	**3**	**4**	**5**

Employees in our organization always strive to have their self-interests met.					
Our employees adopt new changes through communication					
In our organization incentives has an influence on the employees					
Empirical-rational strategy enhances communication in our organization					
Our employees participate in training programs					
Our organization knows how to motivate the employees.					

6. What are the other effects of empirical rational strategy on organizational performance at the Teacher Service Commission?

……

D. **NORMATIVE RE-EDUCATIVE STRATEGY**

7. These are statements indicating the effect of Normative Re-Educative strategy on organizational performance at the Teacher Service Commission. Kindly indicate the extent to which you agree with the following. Use a scale of 1-5 where 1= Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= Strongly agree.

	1	**2**	**3**	**4**	**5**
Our organization exposes employees to new values					
Our organization exposes employees to new norms					
Our organization explains the employees the need for adopting new norms					
Our organization explains the employees the need for adopting new value					
Our employees have innovative thinking					
There is a positive interaction between the employees					

8. What are the other effects of Normative Re-Educative strategy on organizational performance at the Teacher Service Commission?

……

E. **POWER COERCIVE STRATEGY**

9. These are statements indicating the effect of power coercive strategy on organizational performance at the Teacher Service Commission. Kindly indicate the extent to which you agree with the following. Use a scale of 1-5 where 1= Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= Strongly agree.

	1	**2**	**3**	**4**	**5**
Employees are always doing what they are ordered to do by their supervisor					
Employees are committed to the authority so that they can secure their job					
Our organization has improved on the service delivery					
Employees are committed to the authority so that they can secure their position					
The employees are producing accurate performance					
The employees recognize all the authority in the organization.					
Our organization uses authority to impose change					

10. What are the other effects of power coercive strategy on organizational performance at the Teacher Service Commission?

……

F. **ENVIRONMENTAL ADAPTIVE STRATEGY**

11. These are statements indicating the effect of environmental adaptive strategy on organizational performance at the Teacher Service Commission. Kindly indicate the extent to which you agree with the following. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree.

	1	**2**	**3**	**4**	**5**
In our organization, employees always reject changes					
Employees are forced to change due to the circumstances					
Employees are flexible when it comes to adopting changes					
Employees are always ready to adapt the changes					
Employees save time when they adopt the change					

Employees work in team when there is any change					

12. What are the other effects of environment adaptive strategy on organizational performance at the Teacher Service Commission?

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