



**EFFECTS OF CHANGE MANAGEMENT STRATEGY ON PERFORMANCE IN PUBLIC UNIVERSITIES IN KENYA, THE
CASE OF THE TECHNICAL UNIVERSITY OF KENYA**

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ABSTRACT

Higher Education in post-independence Kenya from 1963 to 2015 has undergone through a lot of changes characterized by rapid expansion both in terms of students' enrolment and in sharp increase in the number of both private and public universities against a backdrop of diminishing financial support. The study aimed at determining the effects of change management strategy on performances in Public Universities in Kenya (PU-K) with reference to the Technical University of Kenya (TUK). The study was guided by the following objectives; to determine the effect of Change communication strategies, to establish the effects of change leadership strategy, to analyze the effect of change planning strategy, and to determine the effect of change execution strategy on performance in Public Universities in Kenya with reference to Technical University of Kenya. The study adopted case study research design. The population was divided into set or strata and which was mutually exclusive. The study population was 215 employee of the Technical University of Kenya. Stratified random sampling technique was used to select the sample size of 140 respondents consisting of University Management Board Staff (i.e Vice Chancellor, Deputy Vice Chancellors, Executive Deans and Executive Directors), Directors of Academic and Administrative centres, Heads of Academic and Administration Departments. The study used the questionnaire as the data collection instrument. The researcher carried out a pilot study of 10 subjects to pretest and validates the questionnaire. Quantitative data collected analyzed using SPSS (Version 20) and presented through percentages, means, standard deviations and frequencies. Content analysis was used to test data that was qualitative in nature or aspect of the data collected from the open ended questions. The study concluded that communication strategy had significant effects on performance of the TUK. Through effective leadership, the leaders clearly outlined the strategy for change in TUK, they were clear on university mission for change and leaders articulated management vision for change that influenced performance at TUK to a great extent. Finally the study concluded that the change planning strategy had positive impact and change execution strategy impacted positively on performance of the Technical University of Kenya. The study demonstrated that management strategies impacted most positively on Service delivery, Innovation/Application and automation, satisfaction and resolution of public complaints and increased student enrollment and student graduation rates. The management of the institution should enhance utilization of change communication strategy as it had a greater positive impact on performance of the Technical University of Kenya.

Key Words: Change communication strategy, Change Leadership Strategy, Change planning strategy, Change Execution Strategy, Performance

Background of the Study

Higher Education in post-independence Kenya from 1963 to 2015 has undergone through a lot of changes characterized by rapid expansion both in terms of students' enrolment and in sharp increase in the number of both private and public universities against a backdrop of diminishing financial support. Change is an inevitable part of existence for individuals and organizations. In a highly competitive environment, the drive for changes in any large organizations becomes crucial for greater success and excellence. Most business leaders and top executives in various industries have been vigilant toward the modification of business strategies along with effective and continuous changes so as reach their potential. In addition, nowadays, pressures for change are not merely limited from the organizational elements but also the international forces moved by the belief of globalization, technology, and competition.

There is research saying that organizational changes mean organization transformation (Kotter & Schlesinger, 2008). Therefore, radical changes have been prioritized as one of the most important agendas needed for discussion in a parallel relationship with other management issues. It can affect one small area or the entire organisation. Nevertheless, all changes whether from internal or external sources, large or small, involves adopting new mindsets, processes, policies, practices and behaviour.

Lewis (2000a) argues that the systematic research about the effectiveness of communication strategies about change is thin. Though the various researches on change management has been produced in reflection of diverse organizational angles, the communication strategy, which serves as a critical instrument in facilitating changes, falls short of academics' attention. A difference exists

concerning the frequency and level of communication shared with employees and the proper delivery modalities (Kupritz & Cowell, 2011). Given the improvements of communication and information sharing technologies, organizations have more resources through which to communicate change.

Effective communication entails an understanding of the hint of organizational operations as well as the organizational culture (Summers, Humphrey, & Ferris, 2012). Communication strategies that work well in one organization are not necessarily transferable to other organizations (French & Holden, 2012). Although no communicational principles universally apply, the following section provides an overview of organizational change communication examples. To create positive perceptions or perceptions of opportunity among employees during organizational change, organizational leaders need to frame organizational change as an opportunity to enhance the employees' skills, and provide direction for the post change organization (Nelissen & van Sale, 2009).

Global Perspective of Change Management Strategy

Ukraine, like many European countries, has reformed its higher education over the last 22 years in order to increase its effectiveness and efficiency and to meet the changing demands of the market economy. The reform is based in part on the principles of the Bologna Declaration. The Bologna Declaration is a pledge by 29 countries to reform the structures of their higher education systems in a joint way. External pressures from the central government and the market require changes in university governance, restructuring operations collaborations and others. The process of reform faces many challenges, including defining a new role for the state in the education sector, fighting

corruption, establishing university autonomy, and further developing private education which in a sense affect the employee performance (Osipian, 2009).

Market environment is very flexible and has a high degree of unpredictability of action and changing conditions and its impact on political decisions within the universities and the central government. The language of instruction is also a challenge. The state urges all state Higher Education Institutes (HEIs) to conduct instruction in Ukrainian and encourages private HEIs to do the same.

Local Perspective of Change Management Strategy

The environmental and related changes present a number of competitive challenges to organizations. One of these challenges is that firms have to ensure that they have the capacity to find, assimilate, compensate and retain human capital in the shape of talented individuals they need to drive the organization. In the traditional work environment, employees were employed for 'a life time'. Today this is being replaced with short-term contracts and part-time employment. Khainga (2005) in her study on job satisfaction and organization commitment, noted that this major shift from 'life-time' employment to contract (short-term) employment has affected the level of employee participation in decision making and degree of satisfaction and commitment.

Helms (2006) observed that organizational restructuring and the accompanying cultural change has caused management styles to come in and go out of fashion. Armstrong, (2006) define participation in decision making as the inclusion of the employees in the decision-making process of the organization. Evidence shows that when employees are involved in decision making, staff absenteeism is reduced, there's greater

organizational commitment, improved performance, reduced turnover and greater job satisfaction (Luthans, 2005).

The inception of the school of business University of Nairobi dates back to 1956/57 academic year in the Royal Technical College of East Africa, where the School of Business trained students for professional examinations in Accountancy and Secretarial practice. Students throughout Kenya and the region received training from the faculty. This practice continued until the Faculty of Commerce was established in its present form in 1964, producing the first graduates with Bachelor of Commerce degree in 1967. The School of Business underwent changes after 1970 when the University of Nairobi was inaugurated. . From the 1972/73 academic year the school began offering the Master of Business Administration degree programme (MBA), an additional compliment to its offerings. The School marked another milestone in its development with the move to Lower Kabete Campus in 1998 which is located 12 km from Main Campus. The School continues to meet the demand of training Human Resources in the broad areas of Business Management.

Public Universities in Kenya

According to Commission for University Education Section 28 (4) of the Act there are Twenty Three (23) Public universities and Nine (8) Public University Constituent Colleges. Public universities in Kenya are established by an Act of Parliament (Cap 210b) to make better provisions for the advancement of university education and for connected purposes (Cap 210). With increased population of young men and women graduating from High School with excellent grades and desire for higher education, the existing public and private universities are not able to absorb all those

qualified to join university to kick-start a new and rewarding career.

With the influence of 'good governance' in public sector, the government on its part began to rethink its role and position in the market, initiating deregulation, privatization and devolution (Hamlin 2001) to cater for increasing number of citizen and non-citizen desiring for higher education. This chartering and establishments came with changes and change management is inevitable for individuals, the organizations, and the society.

Technical University of Kenya

Kenya aims at providing globally competitive and quality education, training and research. The government has developed a policy for polytechnics and vocational training centre's which aims to mainstream polytechnics into a national education and reposition them to take a leading role in the development of youth for employment and life-long learning education.

The government facilitates the availability of the university education by increasing the number of universities through upgrading colleges into public universities and increasing the number of the polytechnics (Universities Act Chapter 210b). The Government of Kenya gazetted Kenya Polytechnic University College (KPUC) as a Constituent College of University of Nairobi under the Kenya Gazette Supplement No. 82 of 27th August, 2007; it was incorporated in Kenya under the Legal Notice No 159.

This marked the beginning of the dream for establishment of the first Technical University in Kenya that was expected to provide opportunity for students who had qualified with diploma in technology from the national polytechnics and technical training institutes to advance to degree level. It is out of this that the Technical University

of Kenya (TU-K) was born when His Excellency the President of the Republic of Kenya elevated Kenya Polytechnic University College to full University by awarding it a University Charter on the 15th January 2013. (Website: www.tukenya.ac.ke). In order to remain competitive and achieve organizational performance in the long term, enterprises are compelled to undertake strategic change management practices with increasing speed, efficiency and success (Chapman, 2005).

Statement of the Problem

Competitive performance is the main motivation to establish any business and public universities are no exception. In order to accomplish their missions public universities in Kenya need superior strategies that will help them gain a competitive edge against their competitors (Calleb, 2014). Change management strategies is undertaken to achieve desired results within a specified time frame (Davis and Holland 2002). Institutions of higher learning have been implementing change management strategies with focus on improving student enrolment; enhance efficient delivery of services and provision of quality education.

However, the impact of such change management strategies in Kenya is not yet understood. According to Universities Act 201b there were 7 public universities in Kenya. The Commission for University Education (CUE) Section 28 (4) of the Act, No. 42 of 2012, indicates that currently there are twenty three (23) public universities and nine (8) public university constituent colleges showing an increase of 23%. Reports indicate that enrolments to public universities rose by 41%, from 195,428 in 2012 to 276,349 by the end of 2015. This however, failed to indicate whether it was as result of change management strategies adopted in Public universities in Kenya.

Previous local studies have not focused on determining effects of change management strategy on performance in public universities. Sifuna (2012), while investigating leadership in Kenyan public universities and the challenges of autonomy and academic freedom found out that there are numerous challenges facing public universities in Kenya today that require strategies and continuous change in order to cope effectively. Gudo, Olel and Oanda (2011) also in their study on university expansion in Kenya and issues of quality, although focusing on challenges and opportunities, came up with similar findings. Studies focusing on effects of change management strategy on performance in public universities in Kenya remain scanty. This study therefore sought to fill the existing research and knowledge gap by determining effects of change management strategy on performance in public universities focusing on Technical University of Kenya

General Objectives

The general objective of the study was to determine the effects of change management strategy on performance in public universities with reference to the Technical University of Kenya

Specific Objectives

The specific objectives of the study were:

- To determine the effect of change management communication strategies on performance at Public Universities in Kenya with reference to Technical University of Kenya
- To establish the effects of change leadership strategy on performance at Public Universities in Kenya with reference to Technical University of Kenya
- To analyze the effect of change planning strategy on performance at Public Universities in Kenya with reference to Technical University of Kenya

- To determine the effect of change execution strategy on performance at Public Universities in Kenya with reference to Technical University of Kenya

LITERATURE REVIEW

Theoretical Framework

Theoretical framework provides a rationale for predictions about the relationships among variable of a research study. It plays an important role in guiding the entire process of the research study. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress (Samuel 2013).

Lewin's Three-Step Change Theory

Lewin (1951) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change. According to Lewin (1951), the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. The unfreezing also prepares people to acquire or learn new behavior. According to Maalu (2008) people are willing to accept new ways of doing things but this requires a trigger, for example declining sales or profits or threat of closure.

The second step is the change itself whereby the organization presents a new alternative. This means introducing a clear and appealing option for a new pattern of behavior (Maalu 2008). This occurs when people perceive need for change and so try out new ideas. The changes need to be properly planned and a strategy in place for implementation. The implementation may be gradual or drastic. The final step is refreezing which requires that changed behavior be reinforced both formally and informally in the organization. Managers can positively reinforce the new behaviors to consolidate the new practices.

Lewin indicates that there are three fundamental types of conflict: Individuals stand midway between two positive goals of approximately equal strength. A common symbol is the donkey starving between two heaps of silage because of the inability to choose. In change management, if there are two "good" strategies to choose or options to pursue, then we must be willing to choose. Individuals find themselves between two approximately equal negative goals. This certainly has been a conflict in many organizations that wish to manage change or initiate change in their organization. A combination of the economics, the available technologies, the organizational issues, among other factors, may well mean that the organization's change management cannot be satisfied with any available strategy, whether in place or adopted. Thus, the decision makers must make a choice of a strategy they know will completely meet their needs. Their choice will probably be the lesser of two evils. Individuals are exposed to opposing positive and negative forces. This conflict is very common in public organizations today, especially regarding leadership. This conflict usually occurs between the leadership and the employees of the organization.

Lippitt's Phases of Change Theory

Lippitt, Watson, and Westley (1958) extend Lewin's Three-Step Change Theory. Lippitt, Watson, and Westley (1958) created a seven-step theory that focuses more on the role and responsibility of the change agent than on the evolution of the change itself. Information is continuously exchanged throughout the process. The seven steps are: (1) Diagnose the problem; (2) Assess the motivation and capacity for change; (3) Assess the resources and motivation of the change agent. This includes the change agent's commitment to change, power, and stamina; (4) Choose progressive change objectives. In this step, action plans are developed and strategies are established; (5) the role of the change agents should be selected and clearly understood by all parties so that expectations are clear. Examples of roles are: cheerleader, facilitator, and expert; (6) maintain the change. Communication, feedback, and group coordination are essential elements in this step of the change process; and (7) gradually terminate from the helping relationship. The change agent should gradually withdraw from their role over time. This will occur when the change becomes part of the organizational culture (Lippitt, Watson and Westley, 1958).

Social Cognitive Theory

Individuals can learn by direct experiences, human dialogue and interaction, and observation. Social learning theory, later renamed social cognitive theory, proposes that behavior change is affected by environmental influences, personal factors, and attributes of the behavior itself, according to Alicia Kritsonis (2005) quoting (Robbins 2003) the individual must possess self-efficacy. They must believe in their capability to perform the behavior and they must perceive that there is an incentive to do so. Social learning theory is an extension of operant conditioning. In other words, behavior is a result of consequences. Individuals react to how

they perceive consequences of their behavior. Consequently for social learning to exist, the individual's positive expectations of the behavior should outweigh their negative expectations. The consequences or outcomes may be classified as having immediate benefits such as feeling energized or long-term benefits such as experiencing improvements in cardiovascular health. Self-efficacy is believed to be the most important characteristic that determines a person's behavioral change because these expected outcomes are filtered through a person's expectations or perceptions of being able to perform the behavior in the first place. Self-efficacy can be increased in several ways. Three methods to increase self-efficacy include: provide clear instructions, provide the opportunity for skill development or training, and model the desired behavior when implementing employee-training programs, there are four processes that should be exercised that can significantly increase the likelihood of success.

Kotter's 8-Step Change Theory

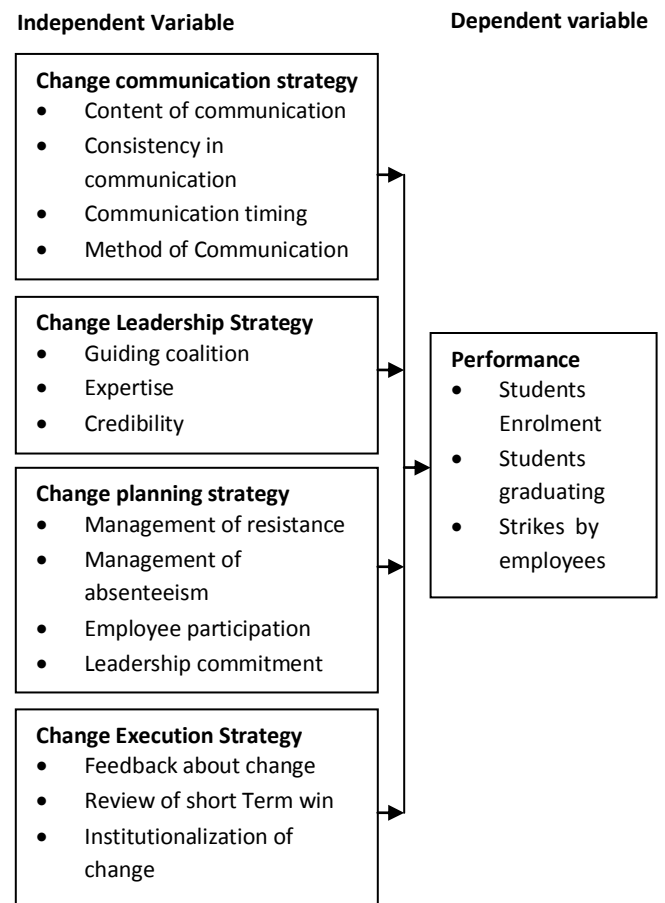
Kotter (1996, 1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. Its approach to change management is as follows: (1) People typically prefer the status-quo. Change means uncertainty about what the future lookslike. To encourage people to assist with the change, you must create a sense of urgency (Kotter, 1996, 1998). (2) To counteract resistance, one option is to form a powerful coalition of managers to work with the most resistant people (Kotter, 1996, 1998). (3) Since the status quo is more comfortable for most people, they are likely to revert to business as usual and not flow with changes without a plan in place. Creating a vision and the strategies for achieving

the vision will help expedite the change (Kotter, 1996, 1998). (4) If people do not-know that change is coming or has occurred; they are more likely to resist the change.

If that is the case, it is probably because management failed to communicate the vision throughout the organization change (Kotter, 1996, 1998). (5) People must be encouraged or inspired to change.

Conceptual Framework

Figure 1: Conceptual Framework



Change Communication Strategy

Communication is a critical matter in aspects of corporate life (Clock 2006). Communication is the key way that people are engaged in the change and

different strategies can increase the organization's success (Self and Schraeder, 2009).

Change Leadership Strategy

A well balanced organization should have a mix of leaders and managers to succeed, and in fact what they really need is a few great leaders and many first-class managers (Kotterman, 2006). They implement new processes, train employees on new procedures, and act as role models to demonstrate new and better ways to work

Change planning strategy

Change management research (Branson, 2008) indicates that if a proposed change cannot be aligned with the core vision, mission or goals of an organisation then the collective commitment of organisation members to the change may be difficult to obtain. It can also be the point at which an assessment is made about whether or not a proposed change should proceed.

Change Execution Strategy

Franken, Edwards, and Lambert (2009) described strategy execution as having two primary parts: creating the organization of initiatives and providing the resources to fund and implement those initiatives. It includes more frequent strategy redefinition due to stakeholder pressure for greater profitability, and balancing the needs for change with the needs of ongoing operations.

Performance

According to Richard et al. (2009) performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.)

Empirical Review

Greasley, Watson & Patel, (2009) conducted a study to examine the impact of organizational change on public sector employees utilizing the implementation of the UK Government's "Back to work" programme (BTW) as a case study example. A qualitative approach was adopted for this study, employing in-depth interviews across the UK. The interview strategy sought to focus on the individual experiences and perceptions of those involved in the operation of the programme. The findings highlight how the interviewees face organizational change as part of their everyday life, with the pace of change increasing and becoming more radical. Many of these organizational changes are related to the introduction of new initiatives that require amendments to existing working practices. It was found that a lack of permanency and constant switching of initiatives, imposed by central government, could result in cynical attitudes towards a new initiative as interviewees await the newer, bigger and brighter programme.

Haydn & Mark (2000) did a study on the effects of organizational change on employee psychological attachment: An exploratory study. Employee commitment is a concept which has attracted much attention in recent years. Research has focused on relationships between commitment and various facets of individual performance and on the psychological basis of the commitment itself. Profiles the pattern of employee commitment found in an exploratory study of employees of a large retail bank which is undergoing a process of both structural and cultural change. Three bases of employee commitment – internalized commitment, identification commitment and compliance commitment – are profiled against the pattern of commitment which the literature suggests will be found across various employee grades. Evidence from the exploratory research is presented which

suggests that major change may result in the (at least partial) dissolution of internalized commitment on the part of employees, coupled with a corresponding increase in compliance commitment. Implications for the organization and the future success of the change process are examined, together with recommendations for further research.

Tuan & Malcolm (2011) conducted a study to examine how the relationship among competitive environment, manufacturing technology and organizational strategy affect performance. Using a contingency approach, this study investigates the changes in competitive environment, manufacturing technology and organizational strategy in small and medium Malaysian manufacturing companies. The data is collected using a mailed questionnaire survey of manufacturing companies in the Klang Valley. Results of the study revealed that the majority of responding companies have recognized changes in their competitive business environment and advanced manufacturing technology, which have impacted on organizational strategic behavior. Structural equation modelling shows positive relationships among competitive environment, manufacturing technology and organizational strategy, with a positive impact on performance.

Ngure (2012) did a study on the effect of change management initiatives on total quality management implementation in Kenya's manufacturing sector: a case of central glass industries, *Kenya*. The study used descriptive survey in selecting the samples through which data was collected. Study population consisted of the entire staff of CGI numbering 215 and some 24 customers within Kenya. Both open and close-ended questionnaires were used to collect data but where necessary researcher made observations of quality activities and also interviewed some respondents.

The major finding from study was that changes taking place in CGI affects TQM implementation as demonstrated by changes in top management commitment, low evaluation of staff against TQM principles, overstretching of production facilities upon implementation of a change, confusion that accompanies a change and poor planning in TQM implementation as a result of other changes.

Change Communication Strategy

There are some key issues that need to be taken into consideration while managing change because they trigger a high performance. It is not easy to manage change, but it does not mean that it is impossible; different strategies can increase the success (Self and Schraeder, 2009). Communication is one of the most important elements to a successful change effort—it sets a tone of transparency and openness. Proper communication can serve a myriad of functions, including: Conveying the vision, goals, and motivation for change; Sharing information about organizational changes and providing stakeholders with details about the nature, timing, and significance of the change; Eliciting participation and specific actions from stakeholders; Providing social support by addressing concerns, alleviating fears, and encouraging support systems among employees; and Providing feedback to employees about their performance during change initiatives and providing feedback to implementers regarding strengths and weaknesses of the change initiative (The World Bank, 2009).

Organizations involve “people interacting in some kind of structured or organized way to achieve a defined purpose or goal” (Senior and Fleming, 2006). Communication is a critical factor in all change management activities. Communication is one of the toughest issues in an organization, so it is important to develop a carefully constructed

communication strategy. The purpose of the strategy is to define the overall approach that will be used in conducting the communication activities for the initiative. The communication strategy, prepared as the first step in the communication process, lays the groundwork for the Communication Program prior to the development of specific message content. A good communication strategy should be at the heart of any successful change management process. It is important that an effective communication strategy is defined around the reasons, benefits, plans, and proposed effects of the change. This communication strategy should be updated as necessary and maintained throughout the duration of the change management program. It is almost impossible to over-communicate when leading change. One of the most challenging and demanding aspects of any change is communication.

Change Leadership Strategy

The starting point and focus of successful change management leadership is having a clear vision about what the scope and impacts of the future changed state will be. If the change vision is not clear or shared, commitment is unlikely, and change efforts will be short-lived at best and will likely fizzle out. Change management research (Branson, 2008) indicates that if a proposed change cannot be aligned with the core vision, mission or goals of an organisation then the collective commitment of organisation members to the change may be difficult to obtain. The vision should provide the direction, which ties everything together, showing where individual projects and initiatives fit into the big picture. The change vision must align with the organisations' and the government's overall vision and mission. A vision that is misaligned will bring about early resistance and a lack of support for resources and for change.

According to Wang *et al.*, (2011) leaders who perform multiple leadership roles will enjoy a high

level of organizational effectiveness. The leadership can help to develop the organization's vision in the future in terms of managerial styles, marketing concept and ethics service, skills of the people and technical management. (Wehab *et al.*, 2009, Walumbwa *et al.*, 2008) found that the employees' performance will be affected by the leadership changes. The role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. Leadership is about influencing others in pursuit of the achievement of organizational goals (Senior & Fleming, 2006). When an organization is going through change, it is time for management to exercise leadership. They should become the role models for the rest of the staff and exhibit behaviours that demonstrate what is expected from employees in relation to the change. This would be consistent with social learning theory and the concept that people learn through observation of others.

Change Planning Strategy

Critical to successful change is good planning. Successfully managing the complexity of change is virtually impossible without a robust plan that is supported by strong project management. Fundamentally, planning ensures that organisations are aware of the implications of what they want to do, and are prepared for all reasonable eventualities. Change management research (Branson, 2008) indicates that if a proposed change cannot be aligned with the core vision, mission or goals of an organisation then the collective commitment of organisation members to the change may be difficult to obtain. It can also be the point at which an assessment is made about whether or not a proposed change should proceed.

However, even in situations where change results from a directive and is therefore not subject to

testing whether or not it should proceed, planning is still an important way to scope out the likely impacts of the change and the strategies that can be used to accommodate them. The formal procedure of applying a planning process in preparation for change helps organisations to: Take stock of their current position; identify what is to be achieved, and what the future position following the change is expected to be; managing change encompasses understanding the drivers of the change and developing strategies to control both external and internal impacts on the organization while taking account of human factors; particularly attitudes and behaviors of people involved and organizational psychology. Change has to do with the human being, and sometimes great effort must be spent on changing the values that people have internalized. When there is a change within the organization it may affect their behavior, shared beliefs, the way they do their jobs or the rules that shape mental models. Shared mental models are a part of organizational culture (Hayes, 2007), so to achieve the desired result it is important to consider human factors and organizational culture.

Change Execution Strategy

Franken, Edwards, and Lambert (2009) described strategy execution as having two primary parts: creating the organization of initiatives and providing the resources to fund and implement those initiatives. They also discussed the reasons why successful strategy execution is difficult. These include more frequent strategy redefinition due to stakeholder pressure for greater profitability, and balancing the needs for change with the needs of ongoing operations. Franken et al. mapped 10 generic elements of successful strategy execution to three overall capabilities: alignment of the organization with the strategy; executing the initiatives in the organization; and identifying and implementing lessons learned to improve the process.

Strategy execution may be impacted by both changes in the organization and changes in the external environment. Changes in the organization occur naturally as projects are completed and resources are redirected to other projects. Organization changes can also occur by terminating projects that are underperforming or no longer contributing to the organization's current strategy. An organization may modify its strategy due to changes in the external environment. These may have rendered the current strategy suboptimal, or created strategic opportunities that were not obvious when the strategy was originally created. Institutionalization encompasses the actions surrounding keeping changes that are effective in place after sustainability. It is defined as the process of initiating, executing, and managing change for the appropriate length of time Buchanan *et al.* (2005). Institutionalization should happen when a company can identify changes that result in higher levels of competitive advantage this highlights the importance of consistently reviewing change initiatives and continually asking the question, "Is this program still offering us a competitive advantage?" A risk of institutionalization is the loss of leadership attention and the subsequent depreciation of the value that the change holds Buchanan *et al.* (2005). To avoid this, HR must keep a pulse on what is happening with change programs. HR must bear in mind the program's intended aim and assure the results are still moving toward that end. If the change is no longer effective or no longer in alignment it needs to be reviewed, revamped, or discontinued.

Change Management Strategy and Performance

Change management strategy is a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change. Organization performance is based upon the idea that an organization is the voluntary association of

productive assets including human, physical and capital resources for the purpose of achieving a share purpose (Adams, Bessant, & Phelps, 2006). Machuki & Aosa (2011) observed that, Performance gives indication of the effectiveness of an organization. Organization performance can be measured using financial measures such as return on assets, return on equity among others. In addition, performance can be measured by qualitative measures such as research and knowledge creation, resources generation, teaching and learning as well as competitiveness.

One of the goals of change management is with regards to the human aspects of overcoming resistance to change in order for organizational members to buy into change and achieve the organization's goal of an orderly and effective transformation (Diefenbach, 2006). As the pace of change accelerates, Pearce and Robinson (2007) observed that the nature of strategy planning work has shifted from emphasizing analysis and forecasting to communication, co-ordination, and control. Change management strategy involves working with an organisation's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved. Change management research (Branson, 2008), indicates that if a proposed change cannot be aligned with the core vision, mission or goals of an organisation then the collective commitment of organisation members to the change may be difficult to obtain.

RESEARCH METHODOLOGY

Research Design

Dooley (2007) notes that a research design is the structure of the research, that holds all the elements in a research project together. A case

study research design was adopted in this study. The study hence considered case study design suitable since it would help narrow down a very broad field or population into an easily researchable one, and sought to describe a unit in details, in context and holistically.

Population of the Study

According to Ogula, (2005), a population refers to any group of institutions, people or objects that have common characteristics. For purposes of this study the target population was stratified through University Management Board staff (i.e. Vice Chancellor, Deputy Vice Chancellors, Executive Deans and Executive Directors), Directors of Academic and Administrative Sections, Heads of Academic and Administration Departments totaling to 215 employees of the Technical University of Kenya.

Data Collection Instruments

The researcher used questionnaires as data collection instrument. The questionnaire was used to collect mainly quantitative data. Secondary data involved the collection and analysis of published material and information from other sources such as annual reports, published data etc.

Data Analysis and Presentation

The research perused the completed questionnaires and document analysis recording sheets. Quantitative data collected were analyzed using SPSS (Version 20) and presented through percentages, means, standard deviations and frequencies.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

This chapter presents the analysis and presentation of the study findings

Response rate

The study sample population was 140, where 121 respondents filled and returned the questionnaires. This constituted to 86.4% response rate.

Current position at Technical University of Kenya

The respondents were requested to indicate their current position at Technical University of Kenya. From the findings, 57% indicated that they were holding head of department positions, 35% were holding position of directors while 8% indicated that they were holding executive dean position at the University.

Period Respondents worked at Technical University of Kenya

The respondents were requested to indicate period they had worked at Technical University of Kenya. From the findings, 69% of the respondents indicated that they had worked at the university for 0 to 5 years, 23% indicated 6 to 10 years , 6% indicated 16 and above years while 2% indicate 11 to 15 years.

Highest level of education attained

The respondents were requested to indicate the highest level of education attained. From the findings, 53% of the respondents had attained PHD as their highest level of education, 31% indicated they had attained masters, 15% had attained degree while 1% indicated that they had attained diploma as their highest level of education respectively.

Change Communication Strategy

The study sought to find out the extent to which respondents agreed on perceived effects of change communication strategy on performance. From the

findings, it was noted that majority of the respondents strongly agreed that Management established very clear communication system through which important information was relayed to the employees regarding change progress in the organization and the University Management Board staff understood the need for communication during the transition in order to avoid confusion which influenced performance at the university as indicated by a mean of 4.719 and 4.563 supported by a standard deviation of 0.510 and 0.400 respectively.

The respondent agreed that communication was coherent, accurate and honest messages, University Management Board consistently communicated to the employees the change progress, enhancing retention of employees in the organization and quicker performance results being achieved and communication was considered as an important factor their performance as indicated by a mean of 4.426, 4.330 and 4.082 with a standard deviation of 0.882, 0.758 and 0.420 respectively as indicated in table 4.3 The higher standard deviation .882 and 0.758 indicated that the variance in responses were spread to a great extent while standard deviation of 0.420 indicated that the variance in respondents' response were least hence less spread of the responses.

The respondents further agreed that the University Management Board staff gave direction on change to employees verbally and through written communication as indicated by a mean of 3.611 with a standard deviation of 0.925.

Change Leadership Strategy

The study sought to find out the extent to which respondents agreed on the perceived effects of change leadership strategy on performance. From the findings, the respondents strongly agreed that

the change leaders clearly outlined the strategy for change in TUK, change leaders were being clear on their mission for change and change leaders articulated their vision for change in TUK as indicated by a mean of 4.558, 4.523 and 4.505 with a standard deviation of 0.535, 0.912 and 0.837 respectively. The higher standard deviation .912 and 0.837 indicated that the variance in responses were spread to a great extent while standard deviation of 0.535 indicated that the variance in respondents' response were least hence less spread of the responses. This demonstrated that response variance was reliable and descriptive results ascertained.

Change Planning Strategy

The study sought to find out the extent to which the respondent agreed on the perceived effects of Change planning strategy on performance. A five point likert scale was used to interpret the respondent's extent accorded to scale. Those responses which were not considered at all were awarded 1 while those which were considered to a strongly agreed were awarded 5. Within the continuum of 2 for disagree, 3 for moderate neutral and 4 for agreed. Mean and standard deviation were used to analyze the data. According to the researcher those responses with a mean above 4.50 were rated as to a strongly agreed, 3-5 to 4.49 were rated agreed, 3-2.5 were rated neutral while those with a mean close to 2.0 and 1.0 were rated to a disagree and strongly disagreed or even not considered at all. The results indicated that respondents strongly agreed that at the Technical University of Kenya there was enough information about the change process, flexible scheduling was adopted by the University Management during the change process at the Technical University of Kenya and that senior management gave the supervisor full support to ensure that they were comfortable and competent in their role of managing absenteeism influencing performance indicated by

a mean of 4.628, 4.598 and 4.574 with a standard deviation of 0.857, 0.629 and 0.769 respectively.

The results also indicated that respondents agreed that leadership provided feedback regarding the university's change management processes, decision and its implementation, the management made sure that all employees were fully aware of the organization's policies and procedures for dealing with the absence and that the Members of the change management process were drawn from the various faculties and departments in TU-K influencing performance as indicated by a mean of 4.456, 4.357 and 4.265 supported by a standard deviation of 0.529, 0.487 and 0.928 respectively. The higher the standard deviation of 0.928 indicate high level of variance in responses while standard deviation of 0.529 and 0.487 indicated that the spread in response was large hence results reliable.

The findings further indicated that respondents agreed that change strategy were being developed by defining roles and responsibilities for each department and faculties influenced performance as indicated by a mean of 3.889 supported by a standard deviation of 0.106 indicating that the variance in response was least hence results reliable to a great extent. This clearly implied that change planning strategy influenced performance of the Technical University of Kenya to a great extent.

Change Execution Strategy

The study sought to find out the extent to which respondents agreed on effect of change execution strategy on performance. A five point likert scale was used to interpret the respondent's extent accorded to scale. Those responses which were not considered at all were awarded 1 while those which were considered to a strongly agreed were awarded 5. Within the continuum of 2 for disagree, 3 for moderate neutral and 4 for agreed. Mean and standard deviation were used to analyze the data.

According to the researcher those responses with a mean above 4.50 were rated as to a strongly agreed, 3-5 to 4.49 were rated agreed, 3-2.5 were rated neutral while those with a mean close to 2.0 and 1.0 were rated to a disagree and strongly disagreed or even not considered at all.

From the findings, respondents strongly agreed that employees' involvement in change gave feedback to guiding coalition about the viability of their vision and in particular, their strategies, employees' Feedback was sought for and incorporated in the change of programmes and that the guiding coalition paid attention to training of employees influencing performance at the University as indicated by a mean of 4.667, 4.574 and 4.504 with a standard deviation of 0.463, 0.743 and 0.509 respectively.

This clearly indicated that change execution strategy had positive effects on performance at Technical University of Kenya.

Performance

The study sought to find out the extent to which change management strategy affected the given performance indicators. From the finding, the change management strategy impacted most positively on Service delivery Innovation/Application/Implementation and automation at the University as indicated by a mean of 4.561 and 4.513 with a standard deviation of 0.857 and 0.601. The standard deviation of the results was large at 0.857 and 0.601 indicating that the variance from the mean was large to a very great extent. The study found that change management strategy impacted positively on customer satisfaction and resolution of public complaints as indicated by a mean of 4.342 and 3.554 with a standard deviation of 0.753 which indicate that there existed a large variance from the mean and 0.339 which indicated that the variance

from the mean was small. The standard deviation is a measure of the dispersion of a set of data from its mean. The more spread a part the data is, the higher the deviation. This can be applied to the performance of the Technical University on student graduating and enrolment in the institution. A large dispersion tells of how much the number of students graduating and enrolling is deviating from the expected performance. This implied that change management strategies impact positively on performance at Technical University of Kenya. The finding were supported by Machuki & Aosa (2011) who observed that, performance gives indication of the effectiveness of an organization and achieving of institution competitiveness to success in change strategies implementation.

Data Transformation

Data was transformed since the individual independent variable; student graduating trend influenced Technical University performance based on the linear multiple regression model. According to Xhuan, (2011), data transformation is used to make data conform to the assumptions of the statistical methods. The assumptions of most parametric methods are; homoscedasticity, normality, additivity, linearity. For the purpose of this study, data transformation that was done was the logarithmic transformation, Log_{10} for normality of the data.

Regression Analysis

A multivariate regression model was applied to determine effects of change management strategy on performance in public universities with reference to the Technical University of Kenya. The average mean for the change management strategies computed indices based on the responses derived from the Likert-Scaled questions were

regressed against logarithmic transformed (Log_{10}) student graduating tend to get regression results.

The study adopted linear equation model as presented.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.72(a)	.518	.489	0.24	1.841	6	.001(a)

a. Predictors: (Constant), change management communication strategy, change leadership strategy, change planning strategy and change execution strategy

b. Dependent Variable: performance at TUK

R-Squared is the proportion of the variance in the dependent variable .R-Squared indicate the correlation between the observed and predicted values of dependent variable implying that there existed a significant correlation between change management communication strategy, change leadership strategy, change planning strategy and change execution strategy and performance at TUK with a correlation factor = 0.518 at significant level at 0.05.

Adjusted R^2 is called the coefficient of determination and indicates variation in performance at TUK varied with variation in change communication strategy, change leadership strategy, change planning strategy and change execution strategy. From table above, the value of adjusted R^2 is 0.489. This implies that, there was a variation of 48.9% of performance at TUK varied with change management strategy in the TUK at a confidence level of 95%.

ANOVA (b)

Table 2. 1 ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.428	4	.607	11.191	.001(a)
	Residual	14.157	117	.121		
	Total	16.585	121			

a. Predictors: (Constant), change management communication strategy, change leadership strategy, change planning strategy and change execution strategy

b. Dependent Variable: Performance at TUK

The Total variance (16.585) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit between variable as F-test (F=5.832, P=0.01< 0.02). The calculated F=11.191far exceeds the F-critical of 5.832. This implied there the level of variation between change management strategy and Performance at TUK was significant at 95% confidence level.

coefficients and indicate the extent to which the given change management strategies influenced Performance at TUK. The Standard error is a statistical term that measures the accuracy with which a sample represents a population. The dependent variable mean had a standard error of 0.275 indicating that the smaller the standard error, the more representative the sample will be of the overall population; this was subject to 95% confidence interval. This is also inversely proportional to the sample size, the larger the sample size the smaller the standard error because the statistics will approach the actual value.

Coefficients (a)

From the below regression model the values, 0.557, 0.519, 0.542 and 0.403 are the standardized

Table 3 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.000	.275		3.640	.001
	Change communication strategy	0.601	.195	.557	11.931	0.020
	Change leadership strategy	0.828	.128	.519	7.102	0.010
	Change planning strategy	0.758	.501	.542	10.638	0.040
	Change execution strategy	0.647	.429	.403	8.115	0.030

a. Predictors: (Constant), change management communication strategy, change leadership strategy, change planning strategy and change execution strategy

b. Dependent Variable: Performance at TUK

The established regression equation was;

$$Y = 3.000 + 0.557X_1 + 0.519X_2 + 0.542X_3 + 0.403X_4 + e$$

The 3.000 represented the constant which predicted value of Performance at TUK when all other change management strategies variables affecting Performance at TUK were constant at zero

(0). This implied that Performance at TUK would be at 3.000 holding change management communication strategy, change leadership strategy, change planning strategy and change execution strategy constant at zero (0).

The study established that change management communication strategy had a significant effects on Performance at TUK as indicated by $r = 0.557$, $p = 0.02 < 0.05$, $t = 11.931$. The finding were supported by Kanter (2006) whose finding revealed that enhanced information shared, had clear communication systems forging better connections between innovators and mainstream operations, and cultivating communication and collaboration skills. The regression model revealed that change leadership strategy had a significant effects on performance at TUK as indicated by $r = 0.519$, $p = 0.01 < 0.05$, $t = 7.102$. The finding concurred with Collins and Clark, (2003) who found that change leadership strategy exhibited by administration commitment, motivation of employees, improve on employees support and relations facilitate the adoption of workplace flexibility practices that require higher trust between employees and supervisors to enhance the firm's flexibility capabilities and hence its performance.

The regression findings also revealed that change planning strategy had a significant effects on Performance at TUK as indicated factor $r = 0.542$ with a $P = 0.04 < 0.05$, $t = 10.638$. The finding were similar to Ford *et al.* (2008) who found the relationship between change planning strategies to increase intensity and performance not only to be strong, but also reinforced the importance of strategic planning intensity to the financial success in the financial service firms and that change planning strategy positively and significantly improve financial success and improve service delivery in an organization. The regression results further indicated that change execution strategy

had a significant positive effects on Performance at TUK as indicated by regression factor $r = 0.403$, $P = 0.03 < 0.05$, $t = 8.115$. Previous empirical evidence does support the views of the study. Lyles *et al.*, (2003) noted that formalized change execution strategy insignificantly increases performance. This clearly demonstrated that change management strategies had significant positive effects on Performance in public universities. This implied that change management communication strategy, change leadership strategy, change planning strategy and change execution strategy would increase university student enrollment, the increase in student graduating from university, increase in resolution of public complaints, improvement on provision of quality services and increase customer satisfaction.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter describes the summary of the study, conclusions and recommendations of the study based by the study objectives which was to determine effects of change management strategy on Performance in public universities in Kenya focusing on Technical University of Kenya

Summary of the findings

The main objective of this study was to determine the effects of change management strategy on performance in public universities focusing on Technical University of Kenya.

Change Communication Strategy

The study revealed that change communication strategy had significant effects on performance of the Technical University of Kenya. The study found that management established very clear communication system through which important information was relayed to the employees

regarding change progress in the organization and University Management Board staff understood the need for communication during the transition in order to avoid confusion influencing performance at the university.

The study exhibited that coherent communication, accuracy and honest messages were used by the University Management Board consistently communicating to the employees on change progress, enhancing retention of employees in the organization and effective communication influence attainment of university objectives, efficient service delivery and which led to increase in student enrolment. From regression analysis, the study established that change management communication strategy had significant effects on Performance at TUK.

Change Leadership Strategy

The study established that change leadership strategy had positive impact on performance of the Technical University of Kenya. Through the change the leaders clearly outlined the strategy for change in TUK, being clear on university mission for change and leaders articulating management vision for change in TUK influencing performance to a great extent. The findings revealed that change leaders motivated employees and made them see the need for change, adopting personal communication on the need for change, explaining the change strategy clearly to all employees and creating a sense of urgency on need for change influenced performance at the Technical University of Kenya. The study also revealed the change leaders sought to understand employee's fears as a result of change and calmed those fears which had a positive effects on performance as it led to successful implementation of automation, improving customer satisfaction as well as improving resolution of public complaints at Technical University of Kenya. Through regression

analysis, the study revealed that change leadership strategy had a significant effects on performance at TUK .

Change Planning Strategy

The study found that change planning strategy had positive effects on performance of the Technical University of Kenya. The study found out that sufficient information about the change process, flexibility scheduling adopted by the University Management during the change process and management support to supervisors and creating a conducive working environment and management competent in their role of managing absenteeism influenced performance at the university. The results also revealed that effective leadership through provision of feedback regarding the university's change management processes, decision and its implementation, the management making sure that all employees were fully aware of the organization's policies and procedures for dealing with absence and that the Members of the change management process drawn from the various faculties and departments influenced performance to a great extent at TUK. The findings establish that change strategy was being developed by defining roles and responsibilities for each department and faculties that influenced performance at the Technical University of Kenya. The regression findings also revealed that change planning strategy had significant effects on Customer satisfaction, enhanced Service delivery and improved automation of services at TUK

Change Execution Strategy

The study established that change execution strategy impacted positively on performance of the Technical University of Kenya. The employees' involvement in change, provision of feedbacks so as to guide the coalition about the viability of their

vision and in particular, their strategies, employees' Feedback was sought for and incorporated in the change programmes and the guiding coalition paid attention to training of employees influencing performance at the University. Leadership at TUK played an active role in the formation and nurturing of values and integrity, change evaluation and regularly modification during the change as well as after the change and positions were being reclassified as a result of changes which changed deeply the ingrained routines at TUK. This impacted positively on performance at TUK to a great extent demonstrating change execution strategy had positive effects on performance at Technical University of Kenya.

The change management strategies impacted most positively on Service delivery Innovation/Application/Implementation and automation, satisfaction and resolution of public complaints and increased student enrollment and student graduation rates. The regression results further indicated that change execution strategy had significant positive effects on Performance at TUK. This clearly demonstrated that change management strategies had significant positive effects on Performance in public universities. This implied that change management communication strategy, change leadership strategy, change planning strategy and change execution strategy would increase university student enrollment from secondary level, the increase in student graduating from university, increase in resolution of public complaints, improved provision of quality services and increased customer satisfaction.

Conclusions

There is no doubt that Change communication strategy adopted by organizations help them to contribute to the highest level possible to achieve their performance. By adopting change management strategies organization improve on

their communication, leadership, planning and execution of strategies to meet their ultimate goals including productivity, service delivery, solving public complains, automation and customer satisfaction. Public universities should be able to manage their workforce with the adopted change management strategies to achieve their missions and goals of higher performance. When organizations create coherent change management strategies they are likely to demonstrate how the strategies can add value to the organization in their changing environment.

In today's dynamic and ever changing environment higher performance has emerged as the most important aspect of achieving the organization's goals, missions and objectives. To compact present changes and upcoming challenges, organizations must identify the strategies that have profound impact on organization's performance as well as customer satisfaction. Involving employees during change can improve service quality and enhance performance. In this circumstances policy makers and managers have turned their attention to provide different kinds of strategies in order to satisfy their employees to enhance employee retention.

This study tested change management strategies that influenced performance at public universities. The results suggests that the given change management strategies has satisfactorily explained performance and that the policy maker and the leaders should focus on them if they want to their employee's conditions. Based on the results for the standardized values, we are able to see that change communication strategy, change leadership strategy, change planning strategy and slightly change execution strategy are the main change management strategies that influence performance.

From this study, it was clear that change communication strategy, change leadership strategy and change planning strategy are the main change management strategies that influenced performance. Nevertheless, change execution strategy was found to have positive impact but not significant to performance. Public universities hope that they achieve higher performance through their employees. If public universities enhanced motivation of employees, make them see the need for change, adoption of personal communication on the need for change, explaining the change strategy clearly to all employees, existence of sufficient information about the change process and creating a sense of urgency on need for change as well as eliminating fears among employees would have a positive effects on performance as it would lead to successful implementation of automation, improve customer satisfaction as well as improving resolution of public complaints at public universities.

Recommendations

Based on this study, and analysis of effects of change management strategy on performance, this study suggests the following recommendations to the policy makers and the management of the public universities and in particular TUK for achieving their performance.

- The management of TUK should enhance application of change communication strategy by putting clear communication system.
 - The management of the TUK should enhance utilization of change leadership.

- Effective application of change planning strategy should be embraced by provision of sufficient information about the change process, flexibility and scheduling of change tasks, creating a conducive working environment, provision of feedback regarding the university's change management processes and decision implementation.
- They should create scientific performance appraisal systems to appraise the staff. Utilize the other developed countries' scientific performance appraisal systems, and use these systems to evaluate service quality. On the basis of appraisal motivation must be provided.
- Management in public universities should enhance utilization of change management communication strategy, change leadership strategy, change planning strategy and change execution strategy.

Recommendations for further study

The study focused on determining effects of change management strategy on Performance in public universities in Kenya focusing on Technical University of Kenya. A further study should be carried out to determine the effects of change management strategy on achieving competitive advantage in public universities in Kenya

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