THE ROLE OF SELECTED MANAGEMENT PRACTICES IN FACILITATING STRATEGIC CHANGE IN TELKOM KENYA HEADQUARTERS

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A Research Project Submitted to School of Business and Economics in Partial Fulfillment of the Requirement for the Award of Degree in Business Administration (Strategic Management) of Kabarak University

NOVEBER 2018

DECLARATION

Declaration by the Candidate

The research project report is my original work and is not presented to any faculty of learning for the award of academic masters or bachelors.

Signature…………………………… Date……………….

SARAANE CHEBET RONO

GMB/NE/ 0097/01/17

DEDICATION

This proposal is dedicated to my family especially my father for his financial and moral support towards the completion of my master's program in Business Administration and to all my friends who encouraged me to pursue the course successfully.

RECOMMENDATION

To the Institute of Postgraduate Studies:

The research project entitled "**Role of Selected Management Practices in Facilitating Strategic Change in Telkom Kenya Headquarters**" and written by **Saraane Chebet Rono** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend it be accepted in partial fulfillment of the requirement for award of the degree of Master of Business in Strategic Management.

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ACKNOWLEDGEMENTS

This research project was developed by the help of my supervisors Dr. Hellen Sang and Dr. John Tanui who guided me in the process of the preparation of this proposal. Second, my appreciation goes to my classmates who advised me and gave me teamwork spirit to complete this proposal. I also thank the management of Telkom Kenya where I have carried out the study.

Thank you all and be blessed.

ABSTRACT

Strategic change management has been gaining ground in organization recently, including technology based firms like Telkom Kenya. The general objective of the study was to the role of selected management practices in facilitating strategic change in Telkom Kenya. This study was undertaken to seek; the function of utilizing incentives as a management practice to facilitate strategic change in the business. The study adopted the following theories; Resource-Based-View Theory, Strategic Grouping Theory, The Dynamic Capability Theory. Further, the study analyzed the way in which top management decision making eases strategic change in Telkom. The analysis employed a case study research design. The target population included the management of Telkom Kenya Limited. The target population of the study was 270 top and middle managers at Telkom Kenya. The study used sampling formula recommended by Nassiuma (2000) to calculate the 32 managers who formed the sample size. The research then randomly picked any 2 top management and 30 middle managers. Data was collected using structured questionnaire designed using Likert Scale. Data was analyzed using descriptive statistics and inferential statistics, specifically Pearson Correlation and Regression Analysis. The results from the study were beneficial to the management of Telkom Kenya in re-formulating policies in the management of strategic change. Scholars might find it significant as it might boost the body of knowledge within this region. It is estimated that the understanding gained from the analysis could serve as a foundation for preparation and also a point of reference to additional research on the subject of the strategic shift. The study established that two practices, that is managing transition and employees empowerment contributed significantly in facilitate strategic change in Telkom Kenya. The study recommends that Telkom Kenya should review its strategic change plan so as to practically entrench the use of incentives as a catalyst for facilitating strategic change. Second, the study recommends that Telkom Kenya should appraise its communication policy in order to incorporate communication strategies that enable the company handle the right communication that can reduce resistance to change.

Key Words'; *Management Practice, Strategic Change, Decision making, Resistance To Change, Employee Empowerment, Managing Transition.*

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LIST OF ABBREVIATIONS AND ACRONYMS

CCBA	Coca Cola Business Africa
CCK	Communication Commission of Kenya
EAPT	East Africa Post and Telecommunication
EAT	East Africa Telecommunication
EMEA	Europe, Middle East and Africa
KPTC	Kenya Post and Telecommunication
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Change transition - refers to passing from one stage to another in the change process. It's moving from the undesirable state to a favorable one (Srour, Baird and Schoch, 2016),. The study will use this definition as it is.

Decision making - is defined as selecting the best choice out of several depending on logic, negative and positive consequences of the choices. The study will use this definition as it is.

Employee empowerment - is defined as the process of allowing employees to have control and input on their work, autonomy on decision making, appreciation for jobs well done and direction for unaccomplished tasks. The study will use this definition as it is.

Global strategy –This a designed work tactics employed by organization to push their product in the worldwide market. The study will use this definition as it is.

Incentives - are defined as a monetary gift given to employees with the intention of inciting them to perform better, achieve organizational goals or in our case adapt to the changes in the company. Incentives are also offered to employees who perform well on the tasks assigned. The study will use this definition as it is.

Management practices–Work procedures put in place to achieve organizational goals. The study will use this definition as it is.

Resistance to change - is defined as an action taken by employees of an organization when they feel that the change implemented by the organization will pose as a threat to their jobs or will not bring the expected result. The works of Haas, Swan & Haynes (2013) and Kasim (2016) that resistance to change brings about unexpected costs and delays to the change process which are difficult to anticipate. The study will use this definition as it is.

Strategic change - is the restructuring of an organization's business or marketing plan that is typically performed to achieve a significant objective. The study will use this definition as it is.

Top management - refers to the highest-ranking executives responsible for running the entire business. They include the Chief executive officer, the managing director, chief operating officer, and the vice president among others. The study will use this definition as it is.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter consists of the background of the study, the statement of the problem, purpose, objectives and research questions of the study. It also contains justification of the study, scope, limitations and assumptions of the study.

1.2 Background of the Study

Strategic change management practices are tools, processes or techniques that are used by firms to align employees to the business set objectives and achieve the required business outcomes as well as ensuring the business work efficiently. Strategic change management practices are also defined as techniques, instruments, and mechanisms that help the firm manage the technical and human elements of an intervention and that they are also adopted with the aimed at improving the organizational performance through helping it meet its strategic goals (Nyachoti, 2013). Strategic change management practices are mostly designed by firms to set the firm's course of action, recognize the strategies which the firm should use to contend in the market and also to help the firm organize its internal activities (Hill & Jones, 2001).

Nyariki (2013) suggested that majority of SMEs have adopted strategic management practices such as strategic product pricing, technology adoption, cost control, market strategy, product reputation, customer service, product quality and product and service innovation to attain competitive advantages. Williamson and Williams (2011) suggested that because of competition, companies have opted to adopt strategic management practices such as product differentiation, diversification of products and markets, adoption of product focus strategy.

Murphy (2003) identified several strategic management practices as common among firms. These include; job descriptions, incentive plans, hiring practices, career management practices and training programs. Effective and efficiency technology management practices are important to firms during all life stages of the firm. This is attributed the crucial role that technology plays in the firms operation activities (Sahlman & Haapasalo, 2009).

Organizations are faced with challenges on how to introduce change, manage the change momentum and deliver the necessary change to increase organization performance. Ulrich (2012) observe that the main difference in change management is managing change momentum. According to Mckinsey Survey on Change Management (2010) change management help organization in cost management, performance improvement, directional change and management of competitions.

Facilitating strategic change in both public and private organizations will be a challenging task without management practices today. (Wheelen& Hunger, 2004). According to Schultz et al., (2011) it is the role of top management in providing strategic direction for their organizations. Strategic direction is a formal process of utilizing strategic thinking to move organizations forward (Thompson et al., 2012). Private enterprises and public organization provide policies that make them become competitive (McKiernan, 2006). Leadership styles, technology in use, employee skills, strategies, structural factors, and employees are internal factors that influence change implementation in a firm (Pearce & Robinson, 2007). Strategic change brings transformation in organizations and makes them achieve their goals. Organizations must invest in people in order to achieve the desired change (Thomson, Strickland & Gamble, 2007).

Strategic change is looking forward towards the organization's realization of its goals In order to achieve the outcome of strategic change; organizations must look at the external environmental factors that may hinder the change. Internal factors on the other hand must be taken into consideration (Hait & Creasey 2003). Many organizations global are involved in some change to improve their performances. The strategic change process In order for firms to achieve the change they desire they must change organizational culture and process. Strategic change may involve radical changes the organization entire plan, structure, systems, procedures, and culture (Kazmi, 2012). The success of strategic change in organizations has been low due to lack of visioning of such change.

Johnson & Scholes (2003) contend that firms must develop new competencies as in order to embrace new changes creeping in. Change being constant in organizations, managers must continuously plan for it. Drucker, (1999) observes that the survival of organizations therefore is dependent on how they manage change. Burke (2013) observes that organizations operate in open system environment with input from and into the same environment making them vulnerable to changes. Effective change therefore requires: recognition of external environment that challenges change, ability to embrace change, ability to contend with change consequences; ability to manage resistance and developing strategic leadership which can manage the envisaged strategic change.

Globally, several organizations are today faced by change brought about by the changing business environment necessitating strategic change as an option for purposes of repositioning themselves to face competition. Strategic change therefore requires radical transitions of strategy and structure for organization success (Kazmi, 2002).Study by Coyle, Shapiro and Kessler (2010) established that managers were more aware of employees' fulfillment their obligation compared to employees.

Regionally, Heymans and Pycroft (2003) carried out a study on drivers of change in Nigeria: A preliminary overview. Their study established that the drivers of change approach hinges on the various aspects: 'Pro-poor change' is taken to mean sustained economic growth; broader access for poor people to services, markets, assets and safety nets; and the state and service providers becoming more accountable to the public, particularly the poor. Change processes are driven through or make an impact upon a society's structural features, its institutions and the behavior or interests of agents.

Several studies have been carried out in Kenya on change management including Mwiriki (2015) who found that the large supermarkets in Nairobi County have implemented strategic change programs. The supermarkets have adopted various strategies in managing of change with majority of them using effective communication as the major strategy. The use of change agents as a strategy in change management has not been used in majority of the supermarkets. Sang, Komen & Korir (2017) established that leadership change impacts positively on firm performance. It is therefore important for firms to have leadership change since it helps the firms to achieve their objectives effectively by linking job performance to valued rewards. Firms should therefore keep those managers that bring new changes to the firm. Also, hotel leaders need to be willing and able to recognize change experiences and the value derived. Firm performance is enhanced when there is flexibility in terms of employee adaptation of change. Firms should therefore allow new innovative ideas among its employees and ensure that they are regularly trained. Obudo (2015) carried out an empirical study on factors influencing change in Public Sector in Kenya and observes that effective communication, strong leadership and team work and stakeholder's involvement significantly affects change management.

1.2.1 Telecommunication Sector in Kenya

Kenya telecommunication sector evolved in the 1900. Independence of East African States brought East African posts and telecommunication (EAPST) with the advent of East Africa Community. At the collapse of the community in 1977 the giant EAPST collapsed in different states companies where Kenya telecommunication sector became Kenya Posts and Telecommunication Company (KPTC). Later, Communication Commission of Kenya (CCK) granted a permit to 2 cell phone supplier firms namely Safaricom and Kencell. Back in 2003 CCK gave licenses to a third cellular subscriber community that the ECONET communications (GoK, 2011). Presently, the Kenyan telecommunication business has four main players are; Safaricom, Airtel Jamii Telecom and Telkom Kenya (Orange) with Safaricom, holding dominant market share at 75%. Telecommunication sector in Kenya is currently going through tremendous changes in the last 10 years due to technological changes, competition, liberation of the sector and regulatory framework. There is a general shift in telecommunication market brought about by different products offered by the service providers. (CCK, 2012).

Telkom Kenya Limited is a registered as a telecommunications service provider providing integrated services including; data, fixed network services, cellular and online services and voice running in a well-established telecommunication infrastructure. In 2008, France Telecom acquired 51% shares in Telkom Kenya Limited under its brand name Orange. The company has 5 million eight hundred and forty-seven employees (18,847) now, after restructuring before this year. Our knowledge is anchored through a legacy of 18 decades. We provide services to companies that offer world-class solutions for the current business customer. Telkom has a broad network spanning across the country, and it has undergone renewed growth in the development of its product portfolio.

The company has implemented a variety of modifications to improve its services as a means of facing the existing competition. These have necessitated change including organization restructuring, rebranding, and shift in ownership structure and company size in order to face competition, technological changes and regulatory requirements. The company has shifted its business structure, its strategic focus, its worker size and makeup and its management orientation. The changes are caused by competitors, market liberalization, technological advancements and changing customer requirements. The challenges in implementing modifications at Telkom Kenya include an absence of a clear-cut strategy in handling the retrenchment, limited resources to fund the downsizing, resistance to change by workers as well as the dynamism of their telecommunication market. Others incorporate cutthroat contest, politics as well as technological advancement (Telkom Kenya Limited, 2012).

1.2.2 Management Practices

According to Srour, Baird and Schoch (2016), management should come up with practices that embrace change while making the optimum use of the firm's resources. Change is the tool that an organization can use to enhance their service provision to the demanding customers (Green, 2005). Leadership is vital to the facilitation of strategic change in an organization, the way in which managers carry out their roles, supervise and set structures to determine whether the change process will be successful or not. Some of these management practices include decision making, training of employees on what to do during the change process, empowering the staff with skills and technological techniques as well as offering incentives to the best-performing employee. It is also important for them to set realistic targets for them during this process, listen to their grievances and find the best solution for them. Managers need to come up with new ways of motivating employees during a strategic change process so as to prevent resistance to change and underperformance.

1.2.3 Mobile Phone Sector in Kenya

Kamau (2008), CCK is an independent body with a vision of enabling all Kenyans to access reliable communication services. On the other hand, it also ensures that Kenya's economy is developed through efficient communication. It performs this mission by regulating and ensuring public participation. Waema (2007) argued that once the CCK mandate is executed, there will be an increase in the development of the ICT sector in Kenya hence quality services.

As in many other developing countries, inexpensive handsets have made it possible for more and more people in Kenya to get a phone connection. This is a trend that is still valid; the number of mobile phone connections has risen from 4.5 million in 2005 to more than 17 million in 2009 (KNBS, 2010). Currently, there are three providers of mobile telephony; Safaricom, Airtel and Orange with corresponding mobile banking service, namely; M-pesa, Airtel Money and T-Kash. M-pesa is the predominant service for sending money and had more than 12.6 million registered users by August 2010. The service has experienced staggering growth during 2010; on average half a million new users have been registered every month (Eriksson, 2010).

1.3 Statement of the Problem

According to (Omondi, 2012), Telkom has a market share of 12% with Safaricom having Lion's share of 75%. As a result, the company has been implementing a variety of modifications to boost efficiency and stay competitive in the telecommunication industry. The significance of managing strategic change would be to harness people, technology and process to attain a competitive advantage. Although Telkom has been undergoing a change for the last two decades, it hasn't managed to be a market leader; hence there is a need for research on the management practices that play a crucial role during the strategic change. Telkom Kenya directed its change towards improving customer awareness of services, improved network, unique products that meet customers' needs so that they face the eminent competition (Telkom Kenya Limited, 2012). It is thus essential to establish how Telkom Kenya has use management practice to facilitate the change.

A variety of local studies are done in the telecommunication sector: Kamau (2012) analyzed the factors affecting achievement of strategic change in telecommunication sector; Lusweti (2010) researched on factors leading employees' retention in the sector; while Mathu (2009) conducted an empirical study on targeting in public sector. None of those studies have attempted to find out management of strategic change in the telecommunication sector, a knowledge gap the current study seek to fill by analyzing management practices facilitating strategic change in the Telkom Kenya Limited.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to analyze the role of selected management practices in facilitating strategic change in Telkom Kenya

1.4.2 Specific Objectives

The study addressed five specific objectives;

i. To determine the role of incentives in facilitating strategic change in Telkom Kenya

ii. To establish the role of top management decision making in facilitating strategic change in Telkom Kenya

iii. To assess the role of managing resistance to change in facilitating strategic change in Telkom Kenya

iv. To analyze the role of transition management in facilitating strategic change in Telkom Kenya

v. To explore the role of empowering employees in facilitating strategic change in Telkom Kenya

1.5 Hypotheses of the Study

HO_1: Incentives have no significant role in facilitating strategic change in Telkom Kenya

HO_2: Top management has no significant role in facilitating strategic change in Telkom Kenya

HO_3: Managing resistance to change has no significant role in strategic change in Telkom Kenya

HO_4: Managing transition has no significant role in facilitating strategic change in Telkom Kenya

HO_5: Employees empowerment has no significant role in facilitating strategic change in Telkom Kenya

1.6 Significance of the Study

The analysis may work as a guide of how telecommunication businesses should handle strategic change. It might, therefore, help the management about the best way best to start implementing strategic shift without compromising on workforce quality. The research findings might be of importance to the administration in the telecommunication sector since they may fully comprehend the ramifications of strategic shift on the operation. The analysis might be beneficial to the supervisors in making up policies in the management of strategic change. It might give current advice on the management procedures which were adopted by players in the telecommunication business and suggested improvements to each of their clinic. The research findings might be of fantastic value to the researchers, as it might contribute to the theoretical and technical knowledge regarding the impact of the tactical shift in the telecommunication market. Scholars might find it significant as it might boost the body of knowledge within this region. It might also help the researchers in doing additional research on the same. It's estimated that the understanding gained from the analysis could serve as a foundation for preparation and also a point of reference to additional research on the subject of the strategic shift.

1.7 Scope of this study

The research was carried out in Telkom Kenya. The organization is a company that has undergone tremendous change and rebranding over the past five years. It is a company that is still top three in the telecommunication industry and therefore an excellent case study. The study analyzes the role of selected management practices in facilitating strategic change in Telkom Kenya. Specifically, the study analyzed role of incentives, top management decision making, managing resistance, transition management and empowering employees in facilitating strategic change. This research was done in the months of September to October 2018.

1.8 Limitations and Delimitation of this Study

One of the limitations was the respondents giving inaccurate information due to fear of victimization. The researcher assured the respondents that the study was only be used for academic purpose and also respondents were not be expected to write their name.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents literature review of several strategic change concepts and past studies which focus on the management of strategic change. The goal is to analyze how others view strategic change management, conclusions drawn, highlighting any gaps and summarizing on the specific difference that this study will strive to contribute. Two theories that could facilitate strategic change will be discussed in this study.

2.2 Theoretical Review

2.2.1 Resource-based View

Resource Based View is a way of achieving a competitive edge that arose in the 1980s and 1990s, following the significant works printed by (Wernerfelt, 1984) about the Resource-Based View of the Business. The RBV implies that the resources owned by a company are the principal determinants of its performance, and these can promote a sustainable competitive advantage of the company (Hoffer and Schendel, 2008; Wenerfelt, 2010). According to Barney (2011), the idea of resources includes all assets, capabilities, organizational procedure, firm characteristics, knowledge, and information controls that enable firms achieve efficiency and effectiveness (Barney, 2011; Daft, 201193).

Proponent of this view observe that firms must manage competitive advantage than working in competitive atmosphere. By RBV proponents, it's a lot more possible to exploit outside opportunities using existing tools in a new manner instead of attempting to acquire new abilities for every different prospect. In RBV version, devices are given the significant role in assisting businesses to attain better organizational performance. Penrose (2009) says that business development is an evolutionary and accumulative process of source learning, where improved comprehension of their company resources, both assists produce choices for additional growth and improve absorptive capacity. She sees a company as more than the administrative unit along with a set of productive resources that comprises both human and physical resources.

Ireland, Hitt, and Sirmon (2003) found out that for a business in a highly competitive environment, its success depends on the resources it has. It is the role of management to make sure the resources are fully utilized to create value and attain a competitive edge over its competitors. These resources include employees, physical resources as well as finance. Out of the three, human resource is the best and most fulfilling resource which guarantees high performance, higher profits and the success of the organization. Therefore, management practices should be clearly analyzed before implementation.

2.2.2 Strategic Grouping Theory

Michael Porter advanced the strategic group theory based on the idea of competitive advantage. The theory's advancement was not only when a firm wanted to determine entry to a certain industry, but also to cope with the competitors after the entry. This theory has three strategic group categories. These classes are resource group, execution group, and the market group. According to this theory, similar resources, similar strategies and a similar market to that of competitors are adopted by firms (Barney, 2002).

In introducing the concept of distance, Porters examines resource distance which can be measured by the products an organization offers. Secondly, he looks at the measurement of the executed strategy distance which measures how the competing firms react to their rivals. Finally, Porter examines the market distance. Market distance shows the extent of substitution among the products and services from the customer's point of view. A client's viewpoint means the scope of awareness about the firm as the candidate when the customers choose the products. This theory assumes that organizations are homogeneous in nature. It assumes that their operations, employee skills and customer base are similar (Miyamoto, 2007).

The analysis of the strategic groups in the public sector, specifically the Ministry of Foreign Affairs, can offer significant insights to executives. The strategies followed by organizations within other strategic groups indicate different paths to success. The Ministry of Foreign Affairs may derive an idea from another strategic group and utilize this idea to improve its state. Finally, an analysis of strategic groups can reveal gaps in the public sector. These deficiencies represent untapped opportunities for improving service delivery in government institutions (Barney, 2002). This theory will be the basis for the analysis of employees' empowerments.

2.2.3 The Dynamic Capability Theory

Dynamic capability is an organization's capability to integrate, build, and reconfigure internal and external competences to cater for rapidly shifting environments. The underlying assumption of the dynamic capability theory is that one should use core competencies to modify short-term competitive positions that can be used to build a longer-term competitive advantage.

The term 'dynamic' refers to the capacity to renew competencies so as to adapt to the changing business environment. The word 'capabilities' emphasizes the fundamental place of strategic management in correctly adapting, integrating and reconfiguring internal and external organizational resources, skills and functional competencies to meet the requirements of a changing environment, Owoiye & Dahunsi (2014). The dynamic capability route lays emphasis on an organization's capability to renew its resources as per environmental changes. Dynamic capabilities entail the company's capability to change the resource base by creating, recombining, integrating and releasing resources (Chilton, 2013). According to Chilton (2013), the Dynamic Capabilities Theory identifies two key areas that should be addressed in an organization. The first one is how senior managers of successful companies change their existing mental models and paradigms to adapt to radical discontinuous change. The second item is how organizations maintain threshold capability standards.

2.2.4 Management of Strategic Change

From the Procedure for managing change at the tactical level, the businesses which have been successful have proven an ability to exploit the outside forces bearing on their inner strengths. Roundy, Dai, Bayer & Byun (2016) argue that in attempting to isolate what associations did best permitted them to innovate where it matters. To prevent poor direction of the modification Shujahat, Hussain, Javed, Malik, Thurasamy& Ali (2017) indicate there are seven abilities and sensibilities (such as moral ones) which should be cultivated. These are as follows: supervisors should operate with the highest ethical standards, possess procedure attention, able to perform across functions/units, be flexible and create connections with the abilities of other people, gain gratification from outcomes and be eager to bet their very own rewards on them.

Peters (2008) suggests prescriptions for handling change as innovation, survival, and management by objectives. Barker (2013) stated that all the perceptions of a tactical shift, it means entering a new land and enjoying the sport from the rules. A paradigm changes then and if or not resisted, the paradigm change has to be handled. Technological change in organizations is driven by external factors more than internal factors. Srour, Baird &Schoch (2016) have confirmed that managing strategic shift involves unfolding current linear dynamic procedures during plan implementation. It entails changes or orientation and re-alignment of coverage, system, styles, values, personnel, and techniques of a company to achieve the strategy. Johnson et al. (2008) factors that the way change is handled will depend on the size of the challenges faced in attempting to influence strategic change. It's beneficial to consider the sort of modification required, the broader context in which difference is to happen, and the particular blockages to alter that exists and also the forces which exist to facilitate the change procedure. Zingales (2008) observes that skills required to manage change in organization should reside among employees in spite of challenges that come along with change.

2.2.5 Strategic Change Management Models

Some writers have progressed through numerous models to describe the process whereby organizations can experience change. The units cover the two approaches to alter, the planned and new move. Each version tries to characterize the process through which associations successfully change their business practices, their company structure or their organizational climate. Some versions of projected change are as follows:

Kotter (2006) suggested an eight Step model and also asserts that powerful change goes through the eight phases; urgency of change, organizational coalition for change, visioning change, communicating change vision, ideas generation, short-term wins for change, change momentum, achieving the change and institutionalizing the change. Bullock and Batten (2005) summarize the measures into four broad phases, namely: mining phase which entails the comprehension of demand for change, preparation phase that involves understanding the issue, collecting data, establishing change objectives and designing an action program. Action phase requires an arrangement for handling change, feedback procedures and ultimately integration stage entail consolidating and stabilizing alter and strengthening new behavior.

Lewin (2001) suggested a three Step model for handling change procedure, including unfreezing the previous behavior by dismantling those facets that support or preserve the past action. The next step requires the shift itself that involves introducing an evident and attractive solution for new patterns of behavior. At length, that the refreezing stage necessitates that altered behavior is bolstered both officially and informally by the business. It entails consolidating new practices.

Other versions have led to an emerging approach to alter like Dawson (2004) innovative the procession version. It includes the thought of this demand for change that might be in reaction to some internal or external pressure or via a belief in the necessity for change. Temporal facets of turn are used as a way of breaking down the intricate process of organizational change into manageable parts. It's also a period where comparatively stabilized systems of surgeries emerge, comprising of new patterns of connections and new types of working practices.

2.2.6 Strategic Change Management Practices

Both external and internal things prompt tactical changes. Among those natural (flexible) ways by which associations can bring about change is by means of a business development application, which are clarified by (French and Bell, 2008) as a long-time attempt to enhance a company’s problem solving and renewal procedures, mainly through a more efficient and collaborative direction of a business culture with a particular focus on the culture of formal work-teams.Pearce and Robinson (2007) say that supervisors will need to build awareness and comprehension, by effectively communicating with stakeholders of their benefits, details of the change and efficient execution. They need to allow it to become a part of the faith and incorporate teams and handle people instruction.

Quinn (2012) asserts Managers knowingly and proactively move forwards but incrementally. The preparation phase, which involves comprehending the business problem or concerns starts and preparation can't work if the force which makes things happen is lacking. Consequently, a leader or change agent decides whether shift attempts succeeds or fails or succeeds. Their programs entail patterns of change such as generating consciousness, solidifying advancement, creating devotion, handling coalitions, enabling winners, incorporating procedures measurement and rewarding, essential players.

There's a need for ownership of a range of skills and methods to deal with environmental change and sophistication and tactical thinking to accommodate the demand for flexibility and need to lead from the front. Choi and Lee (2002) point out that the resource management problems like organizational learning are known as fundamental, especially in fast-changing requirements. Successful companies may be people who have developed the productive capacities to readjust necessary competencies continually. In effect, their proficiency becomes that of development and learning. Srour, R Baird &Schoch (2016) state that Benchmarking may be utilized as a means of knowing how a company’s tactical capability, about procedures, compare with those of other associations. Organizations may think about their operation, internal past years about so as to recognize any substantial alterations. The threat is that this may result in complacency because it's the speed of improvement in comparison with that of opponents that are important. The chief explains why change is occurring, define change goals and extent, help pick the right individuals for the group and ensure adequate resource allocation.

2.3 Empirical Literature Review

2.3.1 The role of incentives in facilitating strategic change

Scott (2013) observes that achieving the desired change is dependent on correct incentives whether monetary or non-monetary at individual, departmental and organization wide level. Specifically, merit established strategies for recruitment, marketing, and professional growth opportunities are strong incentives.

Clark & Estes (2002) merit incentives don't need to be straightforward formal recognition of work and outcomes could be highly motivated. Pride, prestige and public attention will also be compelling incentives. Accountability is another non-profit bonus. The outside environment can function as an origin of 'demand-side' calls for great performance and responsibility. There are various opportunities to present liability incentives connected to support standards and client satisfaction, such as beneficiaries’ classes, direction, national or local politicians, and our donors.

It can be tough to determine which approach works best in today's diverse workforce. Teams being recognized or incentivized are likely cross-geographical or cross-cultural with members dotted around the globe. Managers can no longer comfortably get to know everyone individually to determine likes and dislikes and purchase rewards accordingly (Irvine 2011). Kamau (2014) established that incentives provided by the organization to its staff members are not sufficient in rewarding their work. This indicates that the employees are not sufficiently involved in designing the best incentives for their rewards or given proper rewards to enhance their productivity which was contrary to the findings of Vance, (2006) who indicated that greater an employee's engagement, the more likely he or she is to 'go the extra mile' and deliver excellent on the job performance. The study has established that there is no mismanagement of financial resources by KRA and therefore their incentive packages should be improved. This means that KRA has played some sense of accountability in the management of its financial resources and this may be attributed to the effective change management.

According to Srour, Baird &Schoch (2016), stock options are mostly compensated to managers once they have led the company to the strategic destination. For example, after the manager has taken the company through the change process, he receives the option to company shares with a lower price at the specified time. This option can also be offered to specific employees, especially when the business is not as profitable. This will encourage employees to work harder and commit to its success. The second type of incentive is Reward incentives. While people come to work for the pay, they may stay for many other reasons. Managers need to recognize these reasons and maximize on them. For example, thanking employees, praising them, giving them a certificate of accomplishment among others. A day to day interaction between managers with employees can also be a recognition incentive. The third type of incentives is in the form of rewards, Milne (2007) goes further to emphasize that employees enjoy tasks, duties, and roles when they receive a reward. The rewards are used to effectively enhance performance and interest. Rewards include monetary rewards, gifts, service award presents and so on. Another type of incentive is appreciation incentives, it may be presented in terms of company parties or celebrations, sports, luncheons among others. Managers can organize such events for employees once the change process is complete. Mlayet al (2013) observes that it is important to provide incentives to employees to improve teamwork sell and offer service.

2.3.2 The role of top management decision making in facilitating strategic change

Studies by Roundy, Dai, Bayer & Byun (2016) have confirmed that people today make decisions concerning many things otherwise and under different circumstance or situation. By way of instance, a conclusion about a brand-new product may break with those in merchandise management, producers, advertising research, and fund. They make political choices; own conclusions, such as medical decisions, intimate decisions, and career choices; and financial choices, which might also incorporate a number of the other sorts of judgments and decisions. Quite frequently, the decision-making procedure is relatively unique to the conclusion being created. Some decisions are comfortable and look straightforward, while some are complicated and call for a multi-step method of making the choices. Kipkirong, Tarus&Aime (2014) argue that withheld information affect organization performance. Studies by Dominguez, Galán-González& Barroso (2015) behavioral theories point out four main things; information such come with problems, it is expensive, may face biased and lack of smooth transition. Thornton (2009) study established a significant relationship between employees' consultation and job satisfaction which is employees' motivation towards accepting change in the organization. Khattak, Igbal and Bashir, (2012) found out that employees involvement and participation lead to job satisfaction which is a function to performance.

Successful organizational performance requires effective decision making and the strategies developed by organizations must enable the organization to achieve competitive advantage in the market. Strategic decisions are important because they determine the actions that organizations take, and the resources that are allocated to implement decisions in order to meet organizational goals and objectives (Yoo et al, 2009). Machuki (2011) observes that lack of co-alignment leads to negative impact on financial and non-financial performance of an organization and it is probable that different organizations would reach that co-alignment differently. They further observe that the alignment between strategy and measurement framework should be non-linear. (Ongeti, 2014).

Ndunge (2014) established that strategic leadership in change management is about setting a clear vision and communicating it effectively which provides employees with an understanding of the organizational direction and allows them to clearly understand their roles and responsibilities. It also concerns effective planning done as KWS work plans which is able to generate a plan of action that will most effectively meet the organizational goals and mandate. An inclusive planning process also provides the opportunity for people to identify, contribute to, understand and achieve well defined objectives. Also, the commitment and enthusiasm of a strategic leader shapes the common goals of the organization and provides inspiration and motivation for people to perform at a high level.

Ndunge (2014) discussion forums and meetings encourage people to openly contribute and discuss new ideas in a positive environment making use of their diverse experience and ideas to improve on market competitiveness. It is also effective in crisis management especially through proper communication. Good strategic leadership can help a team remain focused during this time of crisis, reminding the team members of their achievements and encourage them to set short term, achievable goals, and also by non victimization of employees. As quoted by Zigarmi, et al (2008), mastering the art of leading change does not need to be mysterious or complicated. By teaching leaders how to address the stages of concern and respond with strategies to increase involvement and influence at each stage of the change process, and build the capacity for future change, organizations can dramatically increase the probability of successfully initiating, implementing, and sustaining change.

A strategic leader influences “the organization by aligning their systems, culture, and organizational structure to ensure consistency with the strategy.” (Beatty & Quinn, 2010). Leadership remains one of the most relevant aspects of the organizational context. However, defining leadership is challenging. The difficulty of arriving at a simple, cutand-dried definition of strategic leadership is underscored in the literature on the subject. (Beatty & Quinn, 2010).

Bagire, & Namada (2013) observe that strategic change management requires strategic leadership that can lead to decision making. Strategies used by strategic managers and the values created (Gavetti, et al., 2012) making organizations to be a reflection of strategic leadership in place. Top manages competence therefore is evaluated based on their ability to think ahead, being conscious and ability to evaluate the environment (Ogollah & Bolo, 2009).

2.3.3 The role of managing resistance in facilitating strategic change

Srour, Baird &Schoch (2016) have confirmed that managers and supervisors are another important groups concerning handling resistance. They're the nearest to the frontline workers who finally embrace a shift. If they're impartial to or resistant to some change, the odds are that their workers will follow suit. But if they're publicly supportive of and recommending for a specific change, these behaviors will also appear in how workers respond to the shift. Benchmarking data demonstrate five critical functions of managers and managers in times of change, and two of those roles are directly linked to handling resistance to change: showing support to the shift and identifying and managing strength. Bear in mind; however, you must tackle immunity from directors first before requesting them to handle resistance. The change management group or source may perform a lot of the legwork at handling and understanding immunity, but also the face of resistance direction of the business is finally senior leaders, managers, and managers. The change management source can help allow the "right" resistance supervisors by offering information about where immunity is coming out of, probably causes of resistance, possible strategies for addressing immunity and resources to recognize and handle immunity, but also the "right" resistance supervisors must take action to deal with the objections and move workers ahead with the change procedure.

Mbwaya (2012) did a study on strategic change management practices at Barclays Bank of Kenya. He identified the importance of strategic planning, timely planning and stakeholders' involvement in reducing resistance to change. Strategic management is a dynamic subject that keeps on evolving and is important to organization change. Kinuu, Maalu and Aosa (2012) observe that communication affect change management. Strategic leaders should apply persuasive communication that can deliver the change desired (Franken et al., 2009). Communication therefore is a function to resistance to change in an organization.

However, more than that, the leader must develop a plan for getting to the destination you have talked about (Al-Khaffaf, 2012). According to Kinyanjui and Dismas (2003), change management research indicates that if a proposed change cannot be aligned with the core vision, mission or organizational goals then the collective commitment of organization members to the change may be difficult. It is therefore clear that a clear vision at the beginning is paramount for the employees to be guided in the right direction of change.

Albuijan and Liu (2012) point out that research has proved that providing employees with 'line of sight' usually improves their work attitude and ethics, in addition to reducing job strain. By'line of sight', Albuijan and Liu refer not to employee awareness of organization goals and the greater understanding of the role that each of them plays in working towards the achievement of these goals which involves employees involvement in refinement of company goals, clarity in definition of organizational goals accompanied by a "road map" for achievement and lastly precise parameters identifying the realization of benefits that accrue from tasks carried out as goal interdependencies are made visible to ensure efficient utility of resources.

Henisz and Dorobantu (2011) indicate that scholars used to be skeptical of efforts to engage stakeholders in decision making processes or even trying to explain negative empirical associations between organizational efforts and stakeholder interests which resulted in shareholder value being underestimated and the emergence of managers using their positions and relationships with external stakeholders to pursue self-interest in seeking perquisites, career enhancement to win the cooperation of and reduce the conflict with external stakeholders, rather than merely involving them in the direct factors of production that mainly affect the core purpose of the business.

According to Al-Khaffaf (2012), there are several roles in the supporting cast: communication professionals can help the senior executives, project teams and managers/supervisors simplify the essential strategy, change and transition messages. They can provide the necessary tools and supports to help ensure all leaders are aligned and are providing the necessary communication to engage all employees. In addition, Al-Khaffaf adds that an effective supporting cast should also include internal qualified guides who understand the overall process of sustaining ongoing change in complex organizations as they must have access to the necessary resources and programs to build the necessary change competency within all levels of leadership, project teams and employees and provide the ongoing coaching, training, facilitating and consulting support where it is required.

Kamau (2014) established that the employees of KRA are not sure if stakeholders of KRA were adequately involved in the formulation of the change implementation plan. This means that the engagement of stakeholders if it exists is never communicated to the employees. The study has also established that change implementation plan is effective in ensuring change management is effectively institutionalized. This confirms the study of Mekanontchai(2009) who argued that change management plans and implementation plan aim at ensuring programs, systems, personnel and management are sufficiently prepared for change so they can carry out their duties and responsibilities to a satisfactory level of performance until the transition has been fully adopted and implemented; these are two different processes which under any circumstance must be managed vigilantly in order for the desired modification to the system or program to be successful. The study has also established that the employees of KRA are not sure if the change implementation plan is readily available and accessible to all stakeholders.

Prosci (2009) carried out a global benchmarking study and found that Effective Change Management is strongly correlated with achieving business outcomes successfully on schedule and budget. In addition, Prosci indicates that change projects that include effective change Management are five times more likely to meet objectives and achieve business results as more than 50% of employee resistance to change would have been avoidable with effective change management strategies. Such organizational benefits include, and are not restricted to planning and aligning existing and new resources within the organization, assess the overall impact of a change, reduced time for implementing a change and reduced possibility of unsuccessful change, however these benefits are achieved if organizations use or select the most ideal or compatible change management strategies for their organizations. Some companies have carried out organizational change effectively and other companies can borrow a leaf from them. Organizational change is only said to be effective if it is sustainable, hence the need to understand the different organizational change management strategies and select the most suitable/ideal for the organization (Crispino, 2008).

2.3.4 The role of managing the transition to change in facilitating strategic change

Studies by Mguni, Herslund& Jensen (2015) have put it clear that transition management is all about what workers experience personally inside themselves. It's concerned with assisting workers to let go by the way that things used to function and adapt to how things are likely to be. The above assertions are confirmed by Kasim (2016), who argues that managing transitions mean enabling workers to create a challenging procedure less stressful and disruptive for everybody. When change happens, the actions taken by direction can impede or improve employees' adaptation to change. It's crucial to recognize the 'what is' and the 'how's' of this proposed change and evaluates the effect on workers. The vital problem for organizations is to raise transition awareness among its workers and supervisors at all levels. It can help to prepare workers for change which will happen in the office (and within their home life). It is also going to assist managers to handle and encourage workers during periods of organizational change.

According to Haas, Swan & Haynes (2013), the transition cycle gives a valuable model for associations, managers, and workers to comprehend the various phases of transition which all workers and teams will undergo during a period of change. Understanding this procedure helps supervisors to encourage workers through this natural human procedure. Management style has to accommodate to various stages of the change procedure. Launching a change might need a company, directive design, whereas the transition will probably require a more open and consultative approach. Trust is an integral element for many workers moving through the transition cycle. Workers will need to trust their senior management group's competence, credibility, and motivations for starting any shift.

In order to survive in changing business environment, organizations must adopt new strategies. Mbwaya (2012) did a study on strategic change management practices at Barclays Bank of Kenya. He identified the importance of strategic planning, timely planning and stakeholders' involvement in reducing resistance to change. He concluded that there is no one universal approach to strategic management and therefore its practices keep evolving from time to time depending with the changes in the environment.

Ntinyari (2015) found that strategic change management process is not a smooth sailing due to numerous challenges faced in implementation. Ability to overcome these challenges helps businesses succeed in change management. Some of the challenges as revealed by studies conducted indicated resistance to change, poor communication, lack of adequate resources and funding, ineffective management support and incompatibility of the new change with existing organization structure. Kimaita carried out a study in 2010 on strategic change management practices within Teachers Service Commission in Kenya. The study established that there are various changes that pose challenges to institutions. These include information technological innovations, political interference, social factors and consumer behaviour.

The study has reveled that by managing employee resistance, KNCHR has been able to successfully undertake various organizational change initiatives. Four out of the five planned organizational changes were implemented. Other benefits realized from mitigating against employee resistance included enhancing employee retention, increased level of employee productivity and positive spillover effects to KNCHR's customers. Certain useful observations can be deduced from the study regarding the manner in which KNCHR's management addressed the issue of managing employee resistance to organizational changes. First, support by the top management was crucial during the entire period of managing resistance KNCHR's CEO and commissioners played a central role during the change process by offering leadership during the transition, being the spokespeople for change, adjusting performance expectations and providing supporting resources to the employees affected by the changes. Management commitment was therefore guaranteed throughout the process. Managing employee resistance was top driven with the CEO and commissioners as the strategic change leaders. that the transition from manual records keeping to electronic record keeping has not been easy and was plagued by challenges. They all agreed that the transition was necessary to improve the quality of care to the patient. There was systemic and behavioral resistance to change, communication and training challenges as well as resource management challenges. To cope with the challenges the hospital management tried to educate, communicate, encourage participation, increase resources and use implicit and explicit coercion.

Otieno (2015) found that management did very little to communicated to the staff on a regular basis. Some of the tools used were emails, internal memos, weekly and monthly meeting. Though they were sometimes effective they did not to trickle down information very well. What was needed according to all respondents was update progress or status of issues and open up communication between the management and the employees. Although not all the employees were involved in the strategy formulation, employees were part and parcel of it and therefore they would all want it to succeed. For effective and up to date strategies the interviewees were of the opinion that everybody should be made aware of the operation, improve communication downwards and make use of competent staff.

Otieno (2015) established that strategic change needs to be understood and managed in a way that people can cope effectively with it. It is also important to ensure that people affected by the change agree with or at least understand the need for change and have a chance to decide how the change will be managed and be involved in the planning and implementation of the change. This helps to reduce the resistance to the change. The success of an organization depends on how they deal with the challenges which they have encountered during the implementation of the change. The respondents mentioned the management being committed to the strategic change and their reactions to strategic change challenges included frequent communication to all stakeholders, issuing public notices through the media to update the patients, sending personal letters, face to face meetings, engaging all staff holding trainings and open forums, road shows, team building, use of change champions and addressing staff concerns.

Ackerman and Anderson (2006) recommended effective transition through effective operations and performance. Organizations should create change communities through creating insight learning and information sharing to sustain change. Possible challenges must be looked into to determine their causes and discover or design better approaches from information drawn from their analysis. This should be coupled with the encouragement of organizational stakeholders to take risks and attempt new practices. Mekanontchai (2009) further that change can cause danger in the organization due various methodologies of carrying out day to day activities has been introduced into a structured institution with its own culture.

2.3.5 The role of empowering employees to facilitate strategic change

Mguni, Herslund& Jensen (2015) described empowerment as the management of one’s freedom at work, a version of teamwork and cover systems which link pay with performance. He further split empowerment into four groups that are the leader’s role in developing empowerment circumstance. These include the individual standpoint of empowerment, collaborative function as empowerment and qualitative and structural change as empowerment aims at altering organizational plan with the purpose of enhancing both people and organization’s capacity to behave and improve functionality. To foster empowerment, Direction has to create an environment where everybody feels they have an actual influence on performance criteria and company effectiveness in his or her field of responsibility.

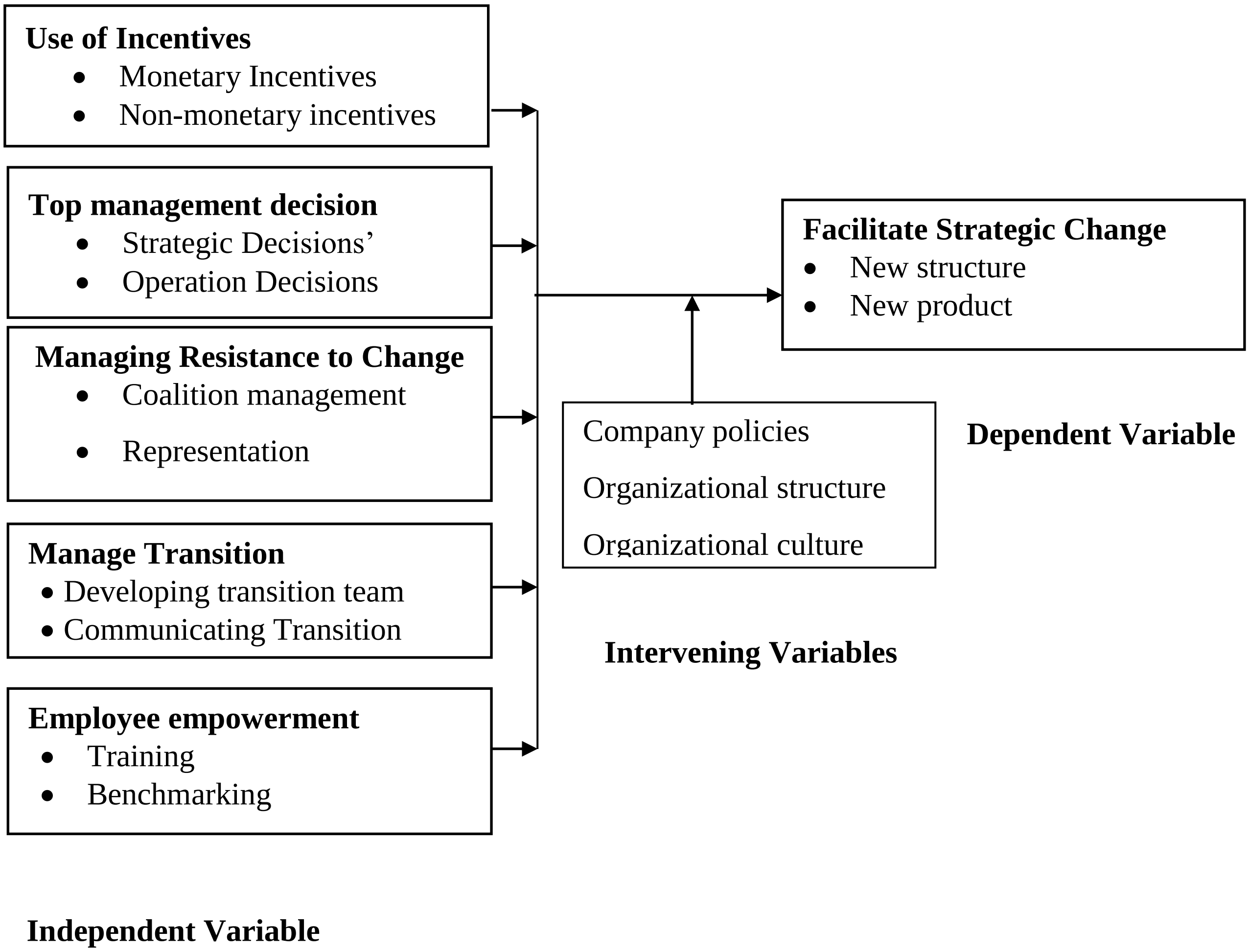
Harper (2016) observes that for effective change to take place, stakeholders should be involved and the organization must provide enabling environment for structured decision making process. Employees’ involvement is part of fast tracking decision making process to achieve the desired change. This leads to a better understanding of employees and stakeholders needs leading to less resistant to change. Wong et. al., (2011) observes that meaning, competence, self-determination are the psychological requirements that leads to organizational performance and are related to effective change management. While this may be true, the study did not incorporate other factors such as structures, strategies, culture and structural empowerment. Narteh (2012) carried out a survey of 410 employees in the commercial banks in Ghana by mapping internal marketing practices that enhance performance; empowerment, rewards, training and development, and communication. The findings revealed that, apart from communication, other factors had positive associated with employee commitment.

The major dilemma faced by businesses today is managing strategic change initiatives efficiently and effectively. According to Ulrich (2012), a primary difference between organisations that succeed and those that fail is the ability to respond to the pace of change. In other words, organisations need to monitor and scan their external environments, anticipate, and adapt timely to continual change (Marquardt, 2015). It is paramount to note that individuals and institutions that choose to meddle through turbulence find it very difficult to survive. Indeed, there are many reasons that may inspire change. According to Mckinsey Survey on Change Management (2010) organizations will change to reduce costs, to move from a good performance to a great performance, to turn around a crisis situation, to catch up with rivals or to divest part of the organization. Globally, CoyleShapiro and Kessler (2010) found that managers were more positive in their assessment of the employer’s fulfilment of their obligations than the employees were. Through creating an open working environment and effective channels of communication the manager can ensure that the expectations of both employees and the employer are clear and well communicated. Regionally, Heymans and Pycroft (2010) carried out a study on drivers of change in Nigeria.

Moreover, managerial innovation becomes more important as a form of response to both competition and information technology trends (Brown & Harvey 2010). The success of change management process is generally associated with those who facilitate the change process and the change management strategies adopted. The change agent is defined as a manager who seeks to reconfigure an organization’s roles, responsibilities, structures, outputs, processes, systems, technology or other resources (Buchanan, 2012) in the light of improving organizational effectiveness. Buchanan and Boddy (2012) list competencies of effective change agents as clarity of specifying goals, team building activities, communication skills, negotiation skills and influencing skills to gain commitment to goals.

it is clear that any organization that needs to succeed in the 21st century and beyond must have systematic and well-lubricated change management strategies in place. Given the frequency and potency of change, the system is no frill but a radical lifesupport network (Berger, 2014). Organisation performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Performance also refers to the metrics relating to how a particular request is handled, or the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. It is the outcome of all of the organisation's operations and strategies (Pearce, 2013). According to Donar (2010), Organizations that refuse to adapt are likely to be the ones that won't be around in a few short years. If an organization wants to survive and prosper, its managers must continually innovate and adapt to new situations. Aden (2015) noted that every organization goes through periods of transformation that can cause stress and uncertainty.

2.4 Conceptual Framework



Source: Own (2018)

Figure 2.1: Effect of Management Practices in Facilitating Organizational Change

The independent variables are the management practices including; use of incentives, top management decision making, managing resistance to change, manage transition and employee empowerment whereas the dependent variable is facilitated strategic change. The intervening variables include; company policies, organizational structure, availability of funds and organizational culture. The study hypothesizes that when Telkom Kenya improves on its management practices under controlled factors as; company policies, organizational structure, availability of funds and organizational culture, then the desired strategic change will be achieved.

2.5 Research Gaps

There are lots of reasons why individuals in a business resist change. Every company has its own culture that's characterized by procedures, methods, customs, processes, and perceptions which are engrained in the fabric of the company and its people. These traits aren't readily changed since they're developed within the span of time and eventually they become the criteria for the way things are done in a company. Therefore, expectations and perception systems are created which identify with all the societal and economic variables within an organization's working environment. A number of the best strategic change management barriers are worker immunity, center management immunity and limited participation of the strategic change process. Other barriers include poor executive sponsorship, limited time funding or assets and corporate inertia and politics when the organizational culture pushes back the tactical change initiative. The embedded civilization could develop into an obstacle, especially where there are numerous long haul employees (Boomer, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology including approaches to be used to gather information to reach the planned outcomes. The research methodology is a systematic method of solving the research issue. It guides and provides leadership to be followed to allow the researcher to receive responses to problems where he's worried (Kothari, 2004).

3.2 Research Design

Creswell (2014) points out a study design is a strategy that guides the study in gathering, assessing and interpreting observed details while Kothari (2004) says that a case study assists the researcher to get an in-depth comprehension of the phenomena under investigation because it puts more emphasis to a whole contextual analysis of occasions. In this study, the researcher used a case study to ascertain the management practices embraced by the Telkom managers and also to determine whether the methods adopted have some effect on strategic change. A case study was selected to help in learning of complex strategic management theories by describing in detail a difficult environment or scenario.

3.3 Target population

Being a real case study, the focus was on Telkom Kenya Limited. The target population of the research entailed the top and middle level managers of Telkom Kenya Limited a population of 270 managers. The top level managers were 13 in number and 257 middle level managers.

Table 3.1: Telkom Kenya Population Distribution

Level	No.	%
Top	13	5
Middle	257	95
Total	**270**	**100**

Source: Telkom Kenya Ltd Human Resource Department (2018)

3.4 Sample size determination

Normally, it is preferable to collect data from all the 270 top and middle managers at Telkom Kenya. However, due to cost, time and logistics constraints, sampling is inevitable. The study used systematic random sampling technique to select the respondents. Sample size formula recommended by Nassiuma (2000) is used in the following formula;

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where

n= Sample size

N= Population size.

C= coefficient of variation which is $21\% \leq CV \leq 30\%$

e= margin of error which is fixed between $2\% \leq e \leq 5\%$

The study sample was calculated at 25% coefficient of variation and 5% of margin of error which are within the acceptable margins according to Nassiuma (2000).

Calculating the sample size,

$$n = \frac{270 * (0.30)^2}{((0.30)^2 + 270(0.05^2))} = 31.76471 \approx 32 \text{ Sample size}$$

Therefore 32 respondents as the size of the sample was used for this research drawn from the study population using stratified random sampling. All managers from Telkom Kenya have an equal chance of selection. The researcher used random sampling technique to select the 2 sample from top management out of the possible population of 13 and 30 middle management out of the possible population of 257 to form the desired sample size which is 32.

Table 3.2: Respondents Sample Distribution

Level	No.	Sample Size
Top	13	2
Middle	257	30
Total	**270**	**32**

Source: Telkom Kenya Ltd Human Resource Department (2018)

3.5 Data Collection

Primary data was the main source of information for the study. The data was collected using structured questionnaires consisting of open ended and closed ended questions. Primary data was collected through structured questionnaires which collected views, opinions and attitudes from the respondents and was administered to all the respondents using a drop and pick technique. The questionnaire was divided into various sections to adequately cover the objectives of the study and was used to solicit information; use of incentives, top management decisions, managing resistance to change and managing transition. Likert Scale was used to rate the extent of agreements by respondents from 5-strongly agree; 4-agree; 3-neutral; 2-disagree and 1-strongly disagree.

Validity and reliability are two aspects that was taken into consideration while undertaking the current research. Studies by Street & Ward (2012) have argued a given study's validity is impacted upon by a number of factors like sample choice and research bias. This extends to the design of the chosen research tools. To improve the validity of study instrument, the researcher controlled the variables to be used in the research and improve the measurement techniques. In addition to the two, the researcher enhanced the level of randomization so as to do away with sample bias and other related cases of a blinding experiment. Most importantly, the researcher added control groups, in order to realize the same. Baugher, Weisbord& Ramos (2014) define reliability as the measure of how stable or rather consistent particular tests scores are. In other words, reliability refers to the aspect of a given measurement yielding the same solution, in a consistent manner. In the current study, the researcher plan to improve validity through respondent validation. The researcher further explored other options like inter-rater reliability by reaching to various scholars in the research field, especially statisticians, to assist in the interpretation of the same data.

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity of Research Instruments

Validity refers to the degree to which an instrument measures what it is intended to measure (Kathuli & Pals 1993). In order for an instrument to be valid, it should cover the content of the study. All aspects of validity: content validity, construct validity and logical validity were appropriately covered as they are important in a research instrument. The validity of the tool was done using opinions of experts in the field of study, especially the supervisors.

3.6.2 Reliability of Research Instruments

Reliability is the extent to which a research yields the same results on repeated trials. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurement in a study (Mugenda and Mugenda 2003). A reliable instrument consistently produces the expected results when used more than once to collect data from the same subjects randomly drawn from the population (Mugenda and Mugenda 2003). Hooley et al. (2008) defines reliability as the measure of results of observation by respondents repeated severely and yielding the same result. Reliability of data collection instruments was determined from the pilot study 5 senior managers of Airtel and Cronbach reliability coefficient 0.87 obtained and accepted to be reliable.

3.7 Data Analysis and presentation

Analysis of the collected data will start with sorting and checking returned raw data for accuracy and completeness of the two sets of questionnaires. Data was cleaned, organized, coded and analyzed with the use the Statistical Package for Social Science (SPSS) version 2014 for windows. Frequencies and percentages were used to describe characteristics of the sample while chi-square test of association and goodness of fit was used to establish associations and differences respectively. Relationships between management practices and change achieved was tested using, Pearson correlation and Regression Analysis model below.

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where;

У = Facilitated strategic change

α =constant

$\beta_1 \ldots\ldots \beta_5$= Regression Coefficients

X_1=Incentives

X_2= Top management decision making

X_3= Managing resistance to change

X_4= Managing transition

X_4= Employees empowerment

ε = the error of term.

3.8 Ethical Considerations

Discretion was strictly observed in the course of this research. The identity and privacy of the respondents was protected by the researcher. The respondents was assured that the information provided was used solely for academic purposes. No pressure or inducements of any kind was applied to encourage the respondents to become participants in the research study. Participants was allowed to withdraw from the process if they so wish. The researcher will follow the laid down procedures for data collection by the University and other statutory organs.

CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The purpose of this chapter is to analyze the data collected in relation to the set objectives and hypotheses, to interpret and discuss the findings of the study in reflection to what other scholars have documented on the role of selected management practices in facilitating strategic change in Telkom Kenya. Data was analyzed through use of data obtained from the questionnaire collected from the field. The core primary data relating to the null hypotheses was tested using both Pearson Correlation and multivariate regression analysis tested statistic at 0.05 significance level. Presentation was done by use of frequency tables, bar charts and figures. Data was also tested to either accept or reject the set null hypotheses. A total of 32 questionnaires were distributed to respondents out of which all the questionnaires were collected back representing 100% return rate which was significant to answer the set objectives of the study

4.2 Demographic Analysis of Respondents

The demographic data about respondents that were analyzed included; Gender parity, age variance and respondents' level of education. Demographic characteristics were important because it affect respondents' perspective on the managerial practices on change.

The study established that majority of respondents 24(75%) were men compared to 8(25%) who were women. This finding indicated that Telkom Kenya was not operating within the confine of the Kenya Constitution 2010 which asserts that at least 30% of either gender should be represented at work place.

Table 4.1: Respondents Age Bracket

Age Bracket	Frequency	Percent
31-40 years	25	78
41-50 years	7	22
Total	**32**	**100**

Source: Field Data (2018)

The majority of respondents 78% were within the age bracket of 31-40 years compared to 22% who were in the age bracket of 41-50 years. This finding indicated that Telkom Kenya had young employees that when layering chain is implemented still have more job mobility opportunities.

Table 4.2: Respondents Highest Level of Education

Level	Frequency	Percent
Secondary	1	3
Diploma	23	72
Bachelors	8	25
Total	**32**	**100**

Table 4.2 reveals that majority of respondents 72% had Diploma qualification compared to 25% who had Bachelors and 3% who had Secondary Education as their highest level of education. Telecommunication especially mobile phone sector being technologically dependent industry required more technologists rather than managers which the education level established by the study was support with more Diploma holders.

4.3 Descriptive Statistics on Incentives in Facilitating Strategic Change

The first objective of the study was to determine the role of incentives in facilitating strategic change in Telkom Kenya. This section uses descriptive statistics to analyze data related to the required incentives that can facilitate strategic change in Telkom Kenya. The key variables analyzed in this section include; use monetary incentives to facilitate strategic change, use of incentives in motivating employees to accept change, use of incentives in creating positive impact to facilitate strategic change, use of non-monetary incentives to facilitate strategic change and use of accountability to motivate employees in facilitating strategic change.

Table 4.3: Descriptive Statistics of Physical Work Environment

Use of incentives	SA (%)	A (%)	U (%)	D (%)	SD (%)	X^2	p-value
monetary incentives	4	12	3	72	9	43.39	0.03
Motivate employee	-	21	3	63	13	19.89	0.703
Create a positive impact	7	12	-	50	31	19.89	0.703
Non-monetary incentives	8	14	5	35	38	19.89	0.703
Accountability to motivate	15	11	7	41	26	19.89	0.703

Source: Field Data (2018)

Table 4.3 was used to analyze the role of incentives in facilitating strategic change in Telkom Kenya. SA represented Strongly Agree, A- represented Agree, U- represented Undecided, D – Represented Disagree and SD- represented Strongly Disagree on the Likert presented in percentage.

The study established majority of respondents 81% disagreed that Telkom Kenya used monetary incentives to facilitate strategic change and also used incentives in creating positive impact to facilitate strategic change compared to 16% who agreed and 3% who were undecided (X^2=43.39, p=103>0.05) This finding is supported by Scott (2013) observes that achieving the desired change is dependent on correct incentives whether monetary or non-monetary at individual, departmental and organization wide level. Specifically, merit established strategies for recruitment, marketing, and professional growth opportunities are strong incentives. Findings on employees' motivation established that majority of respondents 76% disagreed that Telkom Kenya used of incentives in motivating employees to accept change compared to 21% who agreed and 3% who were undecided (X^2=19.89, p=103>0.05). Majority of respondents 73% disagreed that Telkom Kenya used non-monetary incentives to facilitate strategic change compared to 22% who agreed and 5% who were undecided (X^2=19.89, p=103>0.05). This finding is supported by Clark & Estes (2002) who observed that merit incentives don't need to be straightforward formal recognition of work and outcomes could be highly motivated. Pride, prestige and public attention will also be compelling incentives. Accountability is another non-profit bonus. The outside environment can function as an origin of 'demand-side' calls for great performance and responsibility. There are various opportunities to present liability incentives connected to support standards and client satisfaction, such as beneficiaries' classes, direction, national or local politicians, and our donors. The finding is further supported by Mlayet al (2013) who observes that it is important to provide incentives to employees to improve teamwork sell and offer service. Further findings revealed that majority of respondents 67% disagreed that Telkom Kenya used accountability to motivate employees in facilitating strategic change compared to 26% who agreed and 7% who were undecided (X^2=19.89, p=103>0.05).

This finding showed that Telkom Kenya did not effectively used incentives as a change catalyst to facilitate strategic change. This was evident by the firm failure to use; monetary incentives to facilitate strategic change, incentives in motivating employees to accept change incentives in creating positive impact to facilitate strategic change, non-monetary incentives to facilitate strategic change and accountability to motivate employees in facilitating strategic change.

4.4 Descriptive Statistics on Top Management Decision Making in Facilitating Strategic Change

The second objective of the study was to establish the role of top management decision making in facilitating strategic change in Telkom Kenya. The key variables included; the practice of top management decision making affect strategic change, managers can make decisions to motivate change, decision making also include on future appointments for change management and that decision making is done considering internally and external factors.

Table 4.4: Top Management Decision Making

Decision	SA (%)	A (%)	U (%)	D (%)	SD (%)	X^2	p-value
Decision affect strategic change	12	51	6	25	6	42.39	0.103
Decisions motivate change	13	16	-	22	49	35.42	0.310
Decision for future appointments	19	53	6	13	9	45.36	0.005
Decision on factor analysis	3	19	3	41	34	8.64	0.927

Source: Field Data (2018)

The study established that majority of responds 63% agreed that the practice of top management decision making affect strategic change compared to 31% who disagreed and 6% who were undecided (X^2=42.39, p=0.103>0.05). Findings decision making as a motivator towards change established that majority of respondent 71% disagreed that managers in Telkom Kenya were able to make decisions to motivate change compared to 29% who agreed (X^2=35.42, p=0.310>0.05). This finding is supported by Thornton (2009) study established a significant relationship between employees consultation and job satisfaction which is employees motivation towards accepting change in the organization. Khattak, Igbal and Bashir, (2012) found out that employees involvement and participation lead to job satisfaction which is a function to performance. Majority of respondents 72% agreed that decision making in Telkom Kenya also included future appointments for change management compared to 22% who disagreed and 6% who were undecided (X^2=45.36, p=0.005<0.05). Further findings on decision based on factor analysis revealed that majority of respondents 75% disagreed that decision making in Telkom Kenya was done considering internally and external factors compared to 22% who agreed and 3% who were undecided (X^2=8.64, p=0.927>0.05). The finding is supported by Bagire, & Namada (2013) observe that strategic change management requires strategic leadership that can lead to decision making. Strategies used by strategic managers and the values created (Gavetti, et al., 2012) making organizations to be a reflection of strategic leadership in place. Top manages competence therefore is evaluated based on their ability to think ahead, being conscious and ability to evaluate the environment (Ogollah & Bolo, 2009).

Findings on top management decision making in facilitating strategic change indicated that the top management in Telkom Kenya are aware that decision making affect strategic change and that such decisions also include on future appointments for change management. To the contrary, top management decision making did not motivate the strategic change because such decisions were not done considering internally and external factors.

4.5 Descriptive Statistics Managing Resistance to Change in Facilitating Strategic Change

The third objective of the study was to assess the role of managing resistance to change in facilitating strategic change in Telkom Kenya. The key variables analyzed under; Top Management at Telkom Kenya was always ready to handle resistance to change, the managers take their time to convince and train employees on changes they expect, Top Management at Telkom Kenya use incentive to manage resistance to change and constant communication between management and employees reduces resistance to change.

Table 4.5: Managing Resistance to Change

Resistance	SA (%)	A (%)	U (%)	D (%)	SD (%)	X^2	p-value
Ready to handle resistance	4	9	0	56	31	19.89	0.703
Train employees on changes	6	66	6	16	6	19.89	0.703
Use incentive	28	53	3	9	7	42.39	0.103
Constant communication	32	0	0	59	9	35.42	0.310

Source: Field Data (2018)

Table 4.5 was used to analyze the role of managing resistance to change in facilitating strategic change. The study established that majority of respondents' 87% disagreed that Top Management at Telkom Kenya was always ready to handle resistance to change compared to 13% who agreed (X^2=19.89, p=0.703>0.05). This finding is supported by Srour, Baird &Schoch (2016) have confirmed that managers and supervisors are another important groups concerning handling resistance. They're the nearest to the frontline workers who finally embrace a shift. If they're impartial to or resistant to some change, the odds are that their workers will follow suit. But if they're publicly supportive of and recommending for a specific change, these behaviors will also appear in how workers respond to the shift. Benchmarking data demonstrate five critical functions of managers and managers in times of change, and two of those roles are directly linked to handling resistance to change: showing support to the shift and identifying and managing strength. Bear in mind; however, you must tackle immunity from directors first before requesting them to handle resistance. Findings on training for change revealed that majority of respondents 72% agreed that the managers at Telkom Kenya took their time to convince and train employees on changes they expect compared to 12% who disagreed and 6% who were undecided (X^2=19.89, p=0.703>0.05). Findings on use of incentives to deliver change established that majority of respondents 81% agreed that Top Management at Telkom Kenya use incentive to manage resistance to change compared to 16% who disagreed and 3% who were undecided (X^2=42.39, p=0.103>0.05). Further findings on constant communication revealed that majority of respondents 68% disagreed that constant communication between management and employees reduces resistance to change compared to 32% who agreed (X^2=35.42, p=0.310>0.05). This finding is supported by Kinuu, Maalu and Aosa (2012) observe that communication affect change management. Strategic leaders should apply persuasive communication that can deliver the change desired (Franken et al., 2009). Communication therefore is a function to resistance to change in an organization.

Results on the role of managing resistance to change in facilitating strategic change indicated the managers at Telkom Kenya took their time to convince and train employees on changes they expect and that Top Management at Telkom Kenya use incentive to manage resistance to change. Top Management at Telkom Kenya was not ready to handle resistance to change and were unable to constantly communication between management and employees reduces resistance to change.

4.6 Descriptive Statistics on Transition Management in Facilitating Strategic Change

The fourth objective of the study was to analyze the role of transition management in facilitating strategic change in Telkom Kenya. The analyzed variables under this study include; Employees are given a step by step plan to accommodate the change in a company, Effective communication is used during change transition in an organization, a transition manager is hired to ensure a smooth process and that the management reduce work related stress to manage change transition.

Table 4.6: Transition Management in Facilitating Strategic Change

Transition	**SA (%)**	**A (%)**	**U (%)**	**D (%)**	**SD (%)**	X^2	p-value
Plan to accommodate the change	22	56	3	19	-	45.37	0.005
Effective communication	3	18	6	40	33	19.89	0.703
Transition manager appointed	10	19	-	51	20	42.400	0.103
Reduce work related stress	12	11	3	51	23	35.43	0.310

Source: Field Data (2018)

Table 4.6 presents results of transition management in facilitating strategic change. The study established that majority of respondents 78% agreed that employees were given a step by step plan to accommodate the change in a company compared to 19%

who disagreed and 3% who were undecided (X^2=45.37, p=0.005<0.05). This finding is supported by Mguni, Herslund& Jensen (2015) who observe that transition management is all about what workers experience personally inside themselves. It's concerned with assisting workers to let go by the way that things used to function and adapt to how things are likely to be. The above assertions are confirmed by Kasim (2016), who argues that managing transitions mean enabling workers to create a challenging procedure less stressful and disruptive for everybody. Findings on effective communication established that majority of respondents 73% disagreed that effective communication was used during change transition in an organization compared to 21% who agreed and 6% who were undecided (X^2=19.89, p=0.703>0.05). Further findings on transition manager revealed that majority of respondents 71% disagreed that Telkom Kenya hired a transition manager to ensure a smooth process compared to 29% who agreed. Last, findings on work related stress revealed that majority of respondents 74% disagreed that the management reduce work related stress to manage change transition (X^2=42.4, p=0.103>0.05). The finding is further supported by Ackerman and Anderson (2006) who recommended effective transition through effective operations and performance. Organizations should create change communities through creating insight learning and information sharing to sustain change. Possible challenges must be looked into to determine their causes and discover or design better approaches from information drawn from their analysis. This should be coupled with the encouragement of organizational stakeholders to take risks and attempt new practices.

The findings on transition management revealed that although Telkom Kenya employees were given a step by step plan to accommodate the change in a company, it was unable to manage several transition issues including; using effective communication during change transition in an organization, hiring a transition manager to ensure a smooth process and the inability in reducing work related stress to manage change transition.

4.7 Descriptive Statistics on Empowering Employees in Facilitating Strategic Change

The fourth objective of the study was to explore the role of empowering employees in facilitating strategic change in Telkom Kenya with the following key variables analyzed; empowering employees to speeds up the process of change, sharing information with employees to increases their participation during the change process, assigning tasks depending on employee's capacity so as encourage change and empowering employees to attain commitment to the change process.

Table 4.7: Empowering Employees in Facilitating Strategic Change

Empowerment	SA (%)	A (%)	U (%)	D (%)	SD (%)	X^2	p-value
Speeds up the process of change	25	59	-	3	13	35.42	0.310
Share information to increases their participation	12	50	6	25	7	19.89	0.107
Assign tasks based on capacity	22	56	3	15	4	28.12	0.256
Empower employees for commitment	23	58	-	12	7	38.23	0.033

Table 4.7 presents the results on empowerment of employees in facilitating strategic change. The study established that majority of respondents 84% agreed that Telkom Kenya empowered employees to speeds up the process of change compared to 16% who disagreed (X^2=35.42, p=0.310>0.05)

. This finding is supported by the following studies; Harper (2016) observes that for effective change to take place, stakeholders should be involved and the organization must provide enabling environment for structured decision making process. Employees' involvement is part of fast tracking decision making process to achieve the desired change. This leads to a better understanding of employees and stakeholders needs leading to less resistant to change. Wong et. al., (2011) observes that meaning, competence, self-determination are the psychological requirements that leads to organizational performance and are related to effective change management. While this may be true, the study did not incorporate other factors such as structures, strategies, culture and structural empowerment. Narteh (2012) carried out a survey of 410 employees in the commercial banks in Ghana by mapping internal marketing practices that enhance performance; empowerment, rewards, training and development, and communication. The findings revealed that, apart from communication, other factors had positive associated with employee commitment. Majority of respondents 62% agreed that the firm shared information with employees to increases their participation during the change process compared to 32% who disagreed and 6% who were undecided (X^2=19.89, p=107<0.05). Findings on assigning tasks based on capacity revealed that majority of respondents 78% agreed that the firm assigned tasks depending on employee's capacity so as encourage change compared to19% who disagreed and 3% who were undecided (X^2=28.12, p=0.256>0.05). Further findings on commitment revealed that majority of respondents 81% agreed that the firm empowered employees to attain commitment to the change process compared 19% who disagreed (X^2=38.23, p=0.033<0.05).

Findings on empowering employees in facilitating strategic change showed that generally Telkom Kenya had effective employee empowerment strategy which enabled it achieve the following; empowered employees to speeds up the process of change, shared information with employees to increases their participation during the change process, assigned tasks depending on employee's capacity so as encourage change and empowered employees to attain commitment to the change process.

4.8 Descriptive Statistics on Facilitating Strategic Change in Telkom Kenya

The dependent variable analyzed in this study was facilitation of strategic change in Telkom Kenya. The key variables analyzed on the dependent variable were; Change management enabled Telkom Kenya come up with the current structures, change management made Telkom Kenya come up with new products, change management enabled Telkom Kenya develop new business process and that change management enabled Telkom Kenya come up with new technologies.

Table 4.8: Facilitating Strategic Change in Telkom Kenya

Empowerment	SA (%)	A (%)	U (%)	D (%)	SD (%)	X^2	p-value
Organizational structures	44	38	3	9	6	19.89	0.703
New products	31	56	-	3	10	19.89	0.703
New business process	18	59	-	3	20	42.40	0.103
New technologies	21	51	5	12	11	45.37	0.005

Source: Field Data (2018)

The study established that majority of respondents 82% agreed that change management enabled Telkom Kenya come up with the current structures compared to 18% who disagreed (X^2=19.89, p=0.703>0.05). Majority of respondents 87% agreed that change management made Telkom Kenya come up with new products compared to 13% who disagreed (X^2=19.89, p=0.703>0.05). Findings on new business process revealed ha majority of respondents 77% agreed that change management enabled Telkom Kenya develop new business process. Last, further findings on technologies revealed that majority of respondents 72% agreed that change management enabled Telkom Kenya come up with new technologies compared to 23% who disagreed and 5% who were not sure (X^2=45.37, p=0.0.005<0.05).

The findings on facilitating strategic change in Telkom Kenya showed that the firm was able to facilitate strategic change through the following change management achievements; Change management enabled Telkom Kenya come up with the current structures, change management made Telkom Kenya come up with new products, change management enabled Telkom Kenya develop new business process and that change management enabled Telkom Kenya come up with new technologies.

4.9 Relationship between Management Practices and Facilitated Strategic Change in Telkom Kenya

This section analyzes the role of selected management practices in facilitating strategic change in Telkom Kenya. The analyzed variables under this section included; role of incentives, top management decision making, managing resistance, transition management and empowering employees in facilitating strategic change in Telkom Kenya.

Table 4.9: Correlation between selected management practices and facilitating strategic change in Telkom Kenya

Variable	Incentives	Decision	Resistance	Transition	Empowerment	Facilitated Change
Incentives	1					
Decisions	0.693**	1				
	0.000					
Resistance	0.634**	0.379**	1			
	0.000	0.000				
Transition	0.310**	0.344**	0.232*	1		
	0.001	0.000	0.015			
Empowerment	0.310**	0.344**	0.232*	1		
	0.001	0.000	0.015			
Facilitated Change	0.142	0.279	0.178	0.356**	0.678**	1
	0.368	0.087	0.318	0.007	0.002	

The study established insignificance correlation of r=142, p=0.368>0.05 between the role of incentives in facilitating strategic change in Telkom Kenya as one of the selected management practices facilitating strategic change in Telkom Kenya. This finding is supported by Scott (2013) observes that achieving the desired change is dependent on correct incentives whether monetary or non-monetary at individual, departmental and organization wide level. Specifically, merit established strategies for recruitment, marketing, and professional growth opportunities are strong incentives.

Further finding established insignificant correlation r=0.279, p=0.087>0.05 between the role of top management decision making as one of the selected management practices facilitating strategic change in Telkom Kenya. Bagire, & Namada (2013) observe that strategic change management requires strategic leadership that can lead to decision making. Strategies used by strategic managers and the values created (Gavetti, et al., 2012) making organizations to be a reflection of strategic leadership in place. Top manages competence therefore is evaluated based on their ability to think ahead, being conscious and ability to evaluate the environment (Ogollah & Bolo, 2009).

Third, the study established insignificant correlation $r=0.178$, $p=0.318>0.05$ between the role of managing resistance as one of the selected management practices facilitating strategic change in Telkom Kenya. It argues that managing transitions mean enabling workers to create a challenging procedure less stressful and disruptive for everybody. When change happens, the actions taken by direction can impede or improve employees' adaptation to change. It's crucial to recognize the 'what is' and the 'how's' of this proposed change and evaluates the effect on workers. The vital problem for organizations is to raise transition awareness among its workers and supervisors at all levels. It can help to prepare workers for change which will happen in the office (and within their home life). It is also going to assist managers to handle and encourage workers during periods of organizational change (Kasim, 2016). According to Haas, Swan & Haynes (2013), the transition cycle gives a valuable model for associations, managers, and workers to comprehend the various phases of transition which all workers and teams will undergo during a period of change. Understanding this procedure helps supervisors to encourage workers through this natural human procedure. Management style has to accommodate to various stages of the change procedure. Launching a change might need a company, directive design, whereas the transition will probably require a more open and consultative approach. Trust is an integral element for many workers moving through the transition cycle. Workers will need to trust their senior management group's competence, credibility, and motivations for starting any shift.

Fourth, the study established significant correlation $r=0.356$, $p=0.007<0.05$ between the role of transition management as one of the selected management practices facilitating strategic change in Telkom Kenya. Fifth, the study established significant correlation $r=0.678$, $p=0.002<0.05$ between the role of empowering employees as one of the selected management practices facilitating strategic change in Telkom Kenya. This finding is supported by several studies; Harper (2016) observes that for effective change to take place, stakeholders should be involved and the organization must provide enabling environment for structured decision making process. Employees' involvement is part of fast tracking decision making process to achieve the desired change. This leads to a better understanding of employees and stakeholders needs leading to less resistant to change. Wong et. al., (2011) observes that meaning, competence, self-determination are the psychological requirements that leads to organizational performance and are related to effective change management. While this may be true, the study did not incorporate other factors such as structures, strategies, culture and structural empowerment. Narteh (2012) carried out a survey of 410 employees in the commercial banks in Ghana by mapping internal marketing practices that enhance performance; empowerment, rewards, training and development, and communication. The findings revealed that, apart from communication, other factors had positive associated with employee commitment.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790[a]	.780	.772	.11107

The R value was 0.990 and adjusted R^2 of 0.772, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, “facilitating strategic change ", was explained by the independent variables, "role of incentives, top management decision making, managing resistance, transition management and empowering employees". In this case, 77% was the R Squared, which was fairly large indicating that the data collected was closely fitted to the regression line.

Table 4.11: ANOVA of the Predictors and the Dependent variable

Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	33.22	5	6.64	291.14	.000[b]
	Residual	0.66	29	0.02		
	Total	33.89	34			

Predictors: role of incentives, top management decision making, managing resistance, transition management and empowering employees. The Dependable variable: facilitating strategic change. Table 11 indicated that the regression model predicted the outcome variable significantly with $p < 0.00$, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable.

Table 4.12: Full Regression Model

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	VIF
(Constant)	-1.171	0.367		-3.192	0.002	
incentives	0.029	0.102	0.028	0.290	0.772	1.11
Top management	0.108	0.102	0.077	1.018	0.317	1.17
Resistance	0.126	0.109	0.087	1.151	0.252	1.4
Transition	0.553	0.154	0.326	3.595	0.000	1.4
Empowerment	0.592	0.174	0.396	3.408	0.001	1.1

The first hypothesis was stated as **HO_1**: Incentives does not significant facilitate strategic change in Telkom Kenya, the following regression was used;

$$Y= \alpha_1 + \beta_1 X_1$$

When top management decision making, managing resistance, transition management and empowering employees were held constant, where Y was the facilitating strategic change, α_1 was the constant, β_1 was the rate of change and X_1 was the role of incentives. The null hypothesis that Incentives does not significant facilitate strategic change in Telkom Kenya was accepted. The role of incentives contributed insignificantly in facilitate strategic change in Telkom Kenya, this was because top management decision making had $P=0.772>0.05$ indicating that the role of incentives did not contribute in facilitating strategic change in Telkom Kenya.

The second hypothesis **HO_2**: was stated as top management decision making does not significant facilitate strategic change in Telkom Kenya, the following regression was used;

$$Y= \alpha_2 + \beta_2 X_2$$

When incentives, managing resistance, transition management and empowering employees were held constant, where Y was the facilitating strategic change, α_1 was the constant, β_1 was the rate of change and X_1 was top management decision making. The null hypothesis that as top management decision making does not significant facilitate strategic change in Telkom Kenya was accepted. Top management decision making contributed insignificantly in facilitate strategic change in Telkom Kenya, this was because top management decision making had $P=0.317>0.05$ indicating that the role of incentives did not contribute in facilitating strategic change in Telkom Kenya.

The second hypothesis **HO_3**: was stated as managing resistance to change does not significant facilitate strategic change in Telkom Kenya, the following regression was used;

$$Y= \alpha_2 + \beta_2X_2$$

When incentives, top management decision making, transition management and empowering employees were held constant, where Y was the facilitating strategic change, α_1 was the constant, β_1 was the rate of change and X_1 was managing resistance to change. The null hypothesis that as managing resistance to change does not significant facilitates strategic change in Telkom Kenya was accepted. Managing resistance to change contributed insignificantly in facilitate strategic change in Telkom Kenya, this was because Managing resistance to change making had $P=0.252>0.05$ indicating that the role of managing resistance to change did not contribute in facilitating strategic change in Telkom Kenya.

The fourth hypothesis **HO_4** was stated as managing transition does not significant facilitate strategic change in Telkom Kenya, the following regression was used;

$$Y= \alpha_3 + \beta_3X_3$$

When top management, incentives, managing change and empowering employees were held constant, where Y was the facilitating strategic change, α_1 was the constant, β_1 was the rate of change and X_1 was managing transition. The null hypothesis that managing transition does not significant facilitate strategic change in Telkom Kenya was rejected. Managing transition contributed significantly in facilitate strategic change in Telkom Kenya, this was because managing transition had $P=0.000<0.05$ indicating that managing transition contributed in facilitating strategic change in Telkom Kenya.

The fifth hypothesis was stated as employees empowerment does not significant facilitate strategic change in Telkom Kenya, the following regression was used;

$$Y= \alpha_4 + \beta_4 X_4$$

When top management, incentives, managing change and managing transition were held constant, where Y was the facilitating strategic change, α_1 was the constant, β_1 was the rate of change and X_1 was employees' empowerment. The null hypothesis that employees empowerment does not significant facilitate strategic change in Telkom Kenya a was rejected. Employees' empowerment contributed significantly in facilitate strategic change in Telkom Kenya, this was because employees' empowerment had $P=0.001<0.05$ indicating that employees' empowerment contributed in facilitating strategic change in Telkom Kenya.

From the unstandardized coefficients, the following equation was developed:

$$y= -1.171+0.029+0.108+0.126+0.553+0.592+\varepsilon$$

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main objective of this study was to analyze the role of selected management practices in facilitating strategic change in Telkom Kenya. This section presents the summary, conclusion and recommendations for policy, practice and further research.

5.2 Summary

5.2.1 Summary of the Demographic Characteristics

On demographic characteristics, Telkom Kenya was not operating within the confine of the Kenya Constitution 2010 which asserts that at least 30% of either gender should be represented at work place. Telkom Kenya had young employees that when layering chain is implemented still have more job mobility opportunities. Telecommunication especially mobile phone sector being technologically dependent industry required more technologists rather than managers which the education level established by the study was support with more Diploma holders.

5.2.2 Summary on the role of incentives in facilitating strategic change

The first objective of the study was to determine the role of incentives in facilitating strategic change in Telkom Kenya. The study established that Telkom Kenya did not effectively used incentives as a change catalyst to facilitate strategic change. This was evident by the firm failure to use; monetary incentives to facilitate strategic change, incentives in motivating employees to accept change incentives in creating positive impact to facilitate strategic change, non-monetary incentives to facilitate strategic change and accountability to motivate employees in facilitating strategic change.

5.2.3 Summary on the role of top management decisions in facilitating strategic change

The second objective of the study was to establish the role of top management decision making in facilitating strategic change in Telkom Kenya. The study found out that the top management in Telkom Kenya are aware that decision making affect strategic change and that such decisions also include on future appointments for change management. To the contrary, top management decision making did not motivate the strategic change because such decisions were not done considering internally and external factors.

5.2.4 Summary on the role of managing resistance in facilitating strategic change

The third objective of the study was to assess the role of managing resistance to change in facilitating strategic change in Telkom Kenya. The study established that the top management in Telkom Kenya are aware that decision making affect strategic change and that such decisions also include on future appointments for change management. To the contrary, top management decision making did not motivate the strategic change because such decisions were not done considering internally and external factors.

5.2.5 Summary on the role of transition management in facilitating strategic

The fourth objective of the study was to analyze the role of transition management in facilitating strategic change in Telkom Kenya. The study established that although Telkom Kenya employees were given a step by step plan to accommodate the change in a company, it was unable to manage several transition issues including; using effective communication during change transition in an organization, hiring a transition manager to ensure a smooth process and the inability in reducing work related stress to manage change transition. The fifth objective was to explore the role of empowering employees in facilitating strategic change in Telkom Kenya. The study found out that generally Telkom Kenya had effective employee empowerment strategy which enabled it achieve the following; empowered employees to speeds up the process of change, shared information with employees to increases their participation during the change process, assigned tasks depending on employee's capacity so as encourage change and empowered employees to attain commitment to the change process.

5.3 Conclusions

The study main objective was to analyze the role of selected management practices in facilitating strategic change in Telkom Kenya. The first hypothesis was stated as Incentives does not significant facilitate strategic change in Telkom Kenya. The null hypothesis that Incentives does not significant facilitate strategic change in Telkom Kenya was accepted. The role of incentives contributed insignificantly in facilitate strategic change in Telkom Kenya, this was because Physical work environment did not contribute in facilitating strategic change in Telkom Kenya.

Further, the second hypothesis was stated as top management decision making does not significant facilitate strategic change in Telkom Kenya. The null hypothesis that as top management decision making does not significant facilitate strategic change in Telkom Kenya was accepted. Top management decision making contributed insignificantly in facilitate strategic change in Telkom Kenya, this was because top management decision making did not contribute in facilitating strategic change in Telkom Kenya.

The third hypothesis was stated managing resistance to change does not significant facilitate strategic change in Telkom Kenya. The null hypothesis that as managing resistance to change does not significant facilitates strategic change in Telkom Kenya was accepted. Managing resistance to change contributed insignificantly in facilitate strategic change in Telkom Kenya, this was because Managing resistance to change making did not contribute in facilitating strategic change in Telkom Kenya.

The fourth hypothesis was stated as managing transition does not significant facilitate strategic change in Telkom Kenya. The null hypothesis that managing transition does not significant facilitate strategic change in Telkom Kenya was rejected. Managing transition contributed significantly in facilitate strategic change in Telkom Kenya, this was because managing transition contributed in facilitating strategic change in Telkom Kenya.

The fifth hypothesis was stated as employees empowerment does not significant facilitate strategic change in Telkom Kenya. The null hypothesis that employees empowerment does not significant facilitate strategic change in Telkom Kenya was rejected. Employees' empowerment contributed significantly in facilitate strategic change in Telkom Kenya, this was because employees' empowerment contributed in facilitating strategic change in Telkom Kenya.

5.4 Recommendations

5.4.1 Recommendation for Practice and Policy

On the basis of the findings of this study, the following recommendations are important as far as the role of selected management practices in facilitating strategic change in Telkom Kenya was concerned. First, the study recommends that Telkom Kenya should review its strategic change plan so as to practically entrench the use of incentives as a catalyst for facilitating strategic change. Second, the study recommends that Telkom Kenya should appraise its communication policy in order to incorporate communication strategies that enable the company handle the right communication that can reduce resistance to change.

5.5 Suggestions for Further Studies

A study on the effect of strategic change management on performance of mobile phone firms in Kenya. The findings from this study will reveal how the facilitated change management delivered the firms performance.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

PART A: Respondent Details

Tick where appropriate

1. What is your gender? Male ( )

Female ( )

2. What is your age? 21 -30 ( )

31 – 40 ( )

41 – 50 ( )

Above 50 ( )

3. What is your educational level? Primary ( )

Secondary ( )

Diploma ( )

Bachelor ( )

Master’s degree ( )

Part B

Indicate in your response the extent to which you agree with the following statements using the scale shown below by ticking the appropriate response.

5. Strongly Agree (SA), 4. Agree (A), 3. Undecided (N), 2. Disagree (D), 1 Strongly Disagree (SD)

Use of incentives	**5**	**4**	**3**	**2**	**1**
i. Telkom Kenya use monetary incentives in facilitating strategic change					
i. Incentives motivate an employee to accept change in the organization					
ii. Incentives create a positive impact on the organization to facilitating strategic change					
iii. Telkom Kenya also use non-monetary incentives in facilitating strategic change					
iv. Accountability is used to motivate employees in facilitating strategic change					

v. What are some of the best examples of incentives employees receive from employers?

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vi. What kind of challenges can be encountered while issuing incentives?

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Section II

Indicate in your response the extent to which you agree with the following statements using the scale shown below by ticking the appropriate response.

5. Strongly Agree (SA), 4. Agree (A), 3. Undecided (N), 2. Disagree (D), 1 Strongly Disagree (SD)

Top management decision making	**5**	**4**	**3**	**2**	**1**
i. The practice of top management decision making affect strategic change					
ii. Managers can make decisions to motivate change					
iii. Decision making also include on future appointments for change management					
iv. Decision making is done considering internally and external factors					

v. What are the repercussions of poor decision making in an organization?
………………………………………………………………………………
………………………………………………………………………………
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vi. Do you think employees should be included in the decision-making process?
………………………………………………………………………………
………………………………………………………………………………
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………………………………

Section III

Indicate in your response the extent to which you agree with the following statements using the scale shown below by ticking the appropriate response.

5. Strongly Agree (SA), 4. Agree (A), 3. Undecided (N), 2. Disagree (D), 1 Strongly Disagree (SD)

Managing resistance to change 5 4 3 2 1

Employees are always acceptable to changes in the organization

Managers take their time to convince and train employees on changes to expect

Managing resistance to change	**5**	**4**	**3**	**2**	**1**
i. We are always ready to handle resistance to change					
ii. Managers take their time to convince and train employees on changes they expect					
iii. We use incentive to manage resistance to change					
iv. We use constant communication between management and employees reduces resistance to change					

Section IV

Indicate in your response the extent to which you agree with the following statements using the scale shown below by ticking the appropriate response.

5. Strongly Agree (SA), 4. Agree (A), 3. Undecided (N), 2. Disagree (D), 1 Strongly Disagree (SD)

Managing the change transition	**5**	**4**	**3**	**2**	**1**
i. Employees are given a step by step plan to accommodate the change in a company					
ii. Effective communication is used during change transition in an organization					
ii. A transition manager is hired to ensure a smooth process					
v. We reduce work related stress to manage change transition					

Section V

Indicate in your response the extent to which you agree with the following statements using the scale shown below by ticking the appropriate response.

5. Strongly Agree (SA), 4. Agree (A), 3. Undecided (N), 2. Disagree (D), 1 Strongly Disagree (SD)

Empowering employees	**5**	**4**	**3**	**2**	**1**
i. We empowering employees to speeds up the process of change					
ii. We share information with employees to increases their participation during the change process					
ii. We assign tasks depending on employee's capacity so as encourage change					
v. We empower employees to attain					

commitment to the change process					

Section VI

Indicate in your response the extent to which you agree with the following statements using the scale shown below by ticking the appropriate response.

5. Strongly Agree (SA), 4. Agree (A), 3. Undecided (N), 2. Disagree (D), 1 Strongly Disagree (SD)

Facilitating Strategic change	**5**	**4**	**3**	**2**	**1**
i. Change management enabled Telkom Kenya come up with the current structures					
ii. Change management made Telkom Kenya come up with new products					
iii. Change management enabled Telkom Kenya develop new business process					
iv. Change management enabled Telkom Kenya come up with new technologies					

APPENDIX II: NACOSTI RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471, 2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/34476/26665**

Date: **8th November, 2018**

Saraane Chebet Rono
Kabarak University
Private Bag - 20157
KABARAK.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Role of selected management practices in facilitating strategic change in Telkom Kenya Headquarters"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **8th November, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GKalerwa
GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

APPENDIX III: NACOSTI PERMIT

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. **The License is valid for the proposed research, location and**

REPUBLIC OF KENYA

THIS IS TO CERTIFY THAT:
MS. SARAANE CHEBET RONO
of KABARAK UNIVERSITY, 17318-20100
NAKURU,has been permitted to conduct
research in *Nairobi County*

on the topic: *ROLE OF SELECTED MANAGEMENT PRACTICES IN FACILITATING STRATEGIC CHANGE IN TELKOM KENYA HEADQUARTERS*

for the period ending:
8th November,2019

Permit No : NACOSTI/P/18/34476/26665
Date Of Issue : 8th November,2018
Fee Recieved :Ksh 1000

....
Applicant's Signature

....
Director General
National Commission for Science, Technology & Innovation

APPENDIX IV: RESEARCH LETTER FROM KABARAK UNIVERSITY

KABARAK UNIVERSITY

INSTITUTE OF POST GRADUATE STUDIES

Private Bag - 20157
KABARAK, KENYA
E-mail: directorpostgraduate@kabarak.ac.ke

Tel: 0773265999
Fax: 254-51-343012
www.kabarak.ac.ke

24th October, *2018.*

Ministry of Higher Education Science and Technology,
National Council for Science, Technology & Innovation,
P.O. Box 30623 – 00100,
Nairobi

Dear Sir/Madam,

RE: RESEARCH BY SARAANE CHEBET RONO-GMB/NE/0097/01/17

The above named is a student of Kabarak University taking Masters in Business Administration (Strategic Management). Her research is entitled **"Role of Selected Management Practices in Facilitating Strategic Change in Telkom Kenya Headquarters"** she has been **Examined and Accepted** by the Board of Postgraduate Studies.

She is therefore authorised to proceed on with her research. Any assistance accorded to her is highly appreciated

Thank you.

Yours faithfully,

KABARAK UNIVERSITY DIRECTOR POST GRADUATE STUDIES 25 OCT 2018 PRIVATE BAG 20157, KABARAK

Dr. Betty Tikoko
DIRECTOR - (POST GRADUATE STUDIES)

Kabarak University Moral Code
As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)

Kabarak University is ISO 9001:2015 Certified