THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The International Journal of Business and Management
Strategic Factors Affecting Change Implementation:
A Case Study of Chai Trading Limited in Kenya

Munyao John Mutisya
MBA Student, Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kenya
Kavale Stanley
Lecturer, Moi University, Kenya

Abstract:
Creating a sustainable yet profitable agricultural sector in Kenya has been one of the major challenges facing the country for decades. More advanced economies with much less fertile land than Kenya have managed to feed their vast economies by investing in newer technologies thus adapting to the ever changing environmental conditions. Organizations therefore need to remain competitive in a changing business environment. Change may be necessitated by a change in competition, technology, company desire to grow, need to improve organisations processes or a change in government regulation. A static organisation faces the risk of becoming non-competitive and by extension unprofitable. The impediment experienced by most organisations is not realising the need for change, but rather failure to implement the desired change due to poor implementation module. Change requires innovation and transformation which are unpopular responses to disruptions. Most companies will identify areas for change but fail to realise desired change due lack awareness of factors affecting change implantation and ways of addressing them and failure to determine why the change, the extent and to whose benefit the change is being implemented. The study therefore sought to establish the strategic factors affecting change implementation in Chai trading company ltd. The study used a descriptive research design. The target population of this study was 200 respondents; this included 5 senior managers and 16 section heads, 55 management staff and 124 union staff. The study used stratified random sampling to select the 40% of the target population. The sample size of this study was therefore be 80 respondents. Semi-structured questionnaires were be used in this study to collect primary data. On the other hand, SPSS version 20 was used to analyse quantitative data. The study used Ordinary Least Squires (OLS) regression analysis to test the relationship between the variables. Data is then presented in a tables, bar charts and pie charts. Primary data analysis indicate the most organisation employees were less than five years and bulk of them were deployed in warehousing and operations. The study established to a large extent, change implementation was determined by corporate leadership, organisation culture, employee participation and the strategic plan. The study established that though leadership involvement to change implementation was of outmost importance, senior leaders were not actively involved. The study further revealed requisite power distribution and teamwork were not yet granted and embraced to realise change. The change champions were not properly encouraged and the strategic plan actions were not well communicated across board in the organisation. The study recommends more senior leaders involvement in change implementation, strategies be put in place to improve on teamwork and enhancement of the communication channels. The middle level leaders need to be more empowered and change champions need a forum to be presenting ideas with a view of future adoption and they be adequately recognised and rewarded. The study further recommends that adoption of new action strategic plans need to evolve with adequate changes from previous plans especially on areas of weakness have been established. Finally the study recommends proper communication of strategic action plans and efforts to ensure they are fully implemented.

1. Introduction

1.1. Background of the Study

Change is inevitable in modern age organisations because of the ever changing business environment. Change is a prerequisite for any improvement as Maxwell (2005) states "not all change is improvement but without change there can be no improvement." Paton R and MacCalman J (2012) notes that, any organisation that ignores change does so at its own peril. Further to survive and prosper organisations must adopt strategies that reflect realistically their ability to manage multiple future scenarios. Changes can be initiated by either internal factors meaning outside the organisation or internal factors that is initiated by the organisation. According to

Rajasekar (2014)while many people believe that formulating an innovative and unique strategy is critical and by itself sufficient to lead a firm to success, in today's business world ensuring that strategy works is equally important.

Where there is requisite fundamental organisational change in the execution of the strategy, its implementation is more difficult. Kotter (2012) notes that even successful change efforts are messy and full of surprises thus fewer errors spell the difference between success and failure. Atkinson (2005) explains that it's unusual for any change not to attract some resistance, even with foresight, pre-planning and all apparent logic behind the need for change. For the implementation of change Morris (2008) proposes employment of logic, emotion and strategy. He further notes warning signs which call for change as disgruntlement ,subpar performance, low or slow production or lacklustre work, sloppy or careless work, missed deadlines, moody behaviours, withdrawn and sullen, irrational and prone to outburst and body language.

Evans (2000) notes that factors affecting management of change include readiness to keep abreast of developments in one's specialist field, willingness to keep an open mind in the light of new products and processes, an enthusiasm for experimenting and innovating, strong commitment to staff and self-development, preparedness to discard young but obsolete equipment's and system and finally a ruthless critical eye for the outmoded old hat and passé.

Mullins (2007) identified three factors affecting organisations responses to change, resources availability, internal and external processes and employee's values

Harris (2014) notes the challenge of a strategist is to manage three critical factors including value which mainly concentrates on mission, scope and what is valued, opportunities concerned with what the market demand vis a vis competitors and finally capabilities strengths especially where the organisation has advantage. Spenser(2005) notes that there is consensus among experts that often it is the people factor that derails effort, thus organisations know where they want to go but they are not taking their people with them.

Marsee(2012) identifies the following ten steps for successful change implementation;   aligning leadership style with organisational culture, not overusing change missionaries, protection of change agents, defining problems, maintaining focus when project drifts, identify and remove barriers before implementation action plans, assign responsibilities to individuals, empowering the implementation team, creating a sense of urgency and finally celebrate milestone achievements and completion. Montana (2008) identifies a continuum of change involving idea for change, identifying the scope of the problem, developing alternatives, analyse alternatives, select an alternative, implement change then evaluate results and then another cycle of idea generation

1.1.1. Tea Industry in Kenya

Tea is a major cash crop in Kenya and has been the leading foreign exchange earner. Kenya mostly produces black tea whose domestic consumption is 10% while 90% is exported. Production is through big multinationals and small scale farmers. KTDA is the management agency for fifty five factories producing tea in Kenya making it the single largest producer of black tea in the world. Regulation of tea sector is done mainly by TBK.

Due to the deterioration of coffee prices in the world coupled with mismanagement of its marketing, most growers have opted to tea production leading to massive volumes released to the market. Traditional markets have been affected by political instability like Egypt, Sudan, Afghanistan, Iran and lately Russia, key tea market is facing international sanctions. Thus necessitating change in strategy of managing the tea sector especially consumer markets ensuring improved returns to the famers.

KTDA is embracing change by creating strategic business units for specialization in order to reduce the cost of production, ensure more speciality and develop new markets. Some factories are diversifying from black tea production by experimenting on production of non-traditional tea like green tea and orthodox tea. Some new entrants in tea production like China and India with lower production cost are making their tea cheaper increasing their world tea sales share.

Chai trading company was incorporated as a wholly owned subsidiary of Kenya tea development agency ltd in September 2003 resident in Mombasa. The company has two business units the Freight division and the trading division. In 2008 Chai trading established a subsidiary Chai trading DMCC Company in Dubai located at the DTTC.

Freight division provides logistics services in consolidation, clearing and forwarding, shipping, warehouse and distribution for trading division and the entire KTDA group. The division boasts of over 840,000 square feet modern warehouse space. Trading division is engaged in buying and exporting tea sourced from Mombasa auction, KTDA direct sales and other private factory offers.

Chai trading DMCC was established to boost sales in Dubai and CIS countries. The company is making continual improvement and it's able to penetrate some markets and enjoys excellent business infrastructure available in Dubai. CTCL board believes the future of tea business lies in value addition and partnerships. Market and product diversification will mitigate the current risk of over reliance on few markets and limited product mix.

Cost management through enhanced operational efficiency is the focus point as the company embarks on growth strategies. The company is currently implementing 2015- 2019 strategic plan.

1.2. Statement of the Problem

Bossidy and Charan (2007) suggest that whether the economy is strong or weak, competition is fierier than ever, change comes faster than ever. Further they note, investors who were passive when today senior leaders started their career have turned unforgiving. To achieve change, managers must first acknowledge that change is desirable and feasible. The diagnosis for change must not only be right, it also needs to gain acceptance enough to make implementation feasible according to Carnall (2005). Managers and enterprises they serve, will continue to be judged upon their ability to effectively isnd efficiently manage change, Paton R & McCalman (2012).

So organisations need to be conscious of areas which may hinder change process in order to address them thus remain competitive in the global market.

Change occurs daily in organisations by design, spontaneously or by default according to Montana(2008) notes that change is future oriented, and it provokes a chain reaction.

Human resources are becoming the key focus of strategy implementation and reiterated that people, not financial resources, are the key strategic resources in strategy implementation. In a study involving 172 Slovenian companies, Cater and Pucko (2010) demonstrated that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy implementation and execution is poor leadership. Their results showed that adapting the organizational structure to serve the execution of strategy has a positive influence on performance. The objectives of change in organisations is to improve economic performance, enable monitoring of activities, accountability, co-ordination, flexibility and social satisfaction of members of the organisation, notes Mullins(2010)

With the global world being ever changing, CTCL needs to adopt flexible system to be able to stay relevant in the market place for the benefit of stakeholders. The board and strategists needs to have mechanism to continuously scan the environment to realise when to and how to implement changes, lay more emphasis aware on the various strategic factors which are essential to change management. Proper means of involvement needs to be employed in order to realise the change. Montana (2008) defines change as being the process of transforming the manner in which an individual or organisation acts from one set of behaviour to another, either systematic or randomly. The problem at CTCL is change management, especially on the implementing front, because unless big thoughts are translated into concrete steps of actions, they are pointless, Bossidy L & Charan N (2008).   Change agents are lacking because most managers become lethargic as Slater (2013) notes a lot of business becoming lethargic because change was occurring at a faster pace than the business was reaching it. .

In Kenya studies have been conducted mainly on managing strategic change and change management. Asiago (2014) concluded that for change to be effective within the organisation policies have to be aligned, new culture has to be inculcated with the system for effectiveness and efficiency. Further she recommended organisations to acquire new technologies and embark on employee training. Obonyo(2015) concluded that organisational culture greatly affects change management, organisation structure, leadership and environmental factors affect change management. Mureithi (2013) notes mind-sets as contributing to resistance to change, poor communication and lack of resources. However, very little has been done on the strategic factors affecting change implementation especially for an organisation with global presence like CTCL. Management of change involves handling, directing and control of the change process while change implementation is putting change into effect thus fulfilling the change. While change management is process oriented change implementation is results oriented. Returns from tea proceeds are diminishing because of levies like VAT, and AL. Shareholders crop area is decreasing due to population growth and erratic weather conditions, key traditional tea markets have been unstable like Egypt and Sudan, political environment has changed with devolution, counties want a stake in tea management, thus change is inevitable. This study sought to study and analyse the strategic factors affecting change implementation in organisations

1.3. Objectives of the Study

1.3.1. General Objective
There general objective was to assess the strategic factors affecting change implementation in organisations

1.3.2. Specific Objectives
1. To Identify the effect of corporate leadership on change implementation
2. To find out the effect of organisational culture on change implementation
3. To establish the effect of employees participation in change implementation
4. To determine the effect of corporate strategy on change implementation

1.4. Research Questions
1. What is the effect of corporate leadership on change implementation in an organisation?
2. What is the effect of organisation culture on change implementation?
3. What is the effect of employee's participation successful change implementation?
4. What is the effect of corporate strategy on change implementation?

1.5. Justification of the Study
The study is significant for a number of reasons. First, this study will assist the senior managers to realise the factors that affect change implementation and be able to address the areas appropriately. This is because change is mostly implemented from the top and people resist change because of fear of uncertainty, hence change will be a normal process and well appreciated. Second, researchers will use this research as a future reference and identifying any research gaps and filling them. Lastly this study will help entire family of CTCL to understand the factors affecting change implementation. They will appreciate change and also be in a position to advice management on areas of improvement thus becoming change agents. Thus the organisation will be able to weather organisational storms by continually adopting to the ever changing business environment.

1.6. Scope of the Study

The target population was two hundred employees of CTCL, even proportion from entire structure of the organisation. The study involved both the divisions of CTCL and a sample from all constituent warehouses in Mombasa. Data was be obtained through the use of structured questionnaire to be distributed by the researcher assisted by the human resource department.

1.7. Limitations of the Study

This study has limitations because of scope. Due to time and logistical challenges the study was conducted on a fraction of the employee's population, it would have been more appropriate to sample the entire workforce and another related organisation for diversity. The study depended largely on questionnaires whose respondents needed clarifications before responding or left unfilled questions. The other challenge was scarcity of financial resources and employees' unwillingness to respond for fear of victimization.

2. Literature Review

2.1. Introduction

In this chapter, literatures by various authors on strategic factors affecting change implementation are analysed. A review is done on the theoretical studies that have contributed to the knowledge of change implementation in organisation. Three theories of change management are discussed. In conclusion summary and research gaps are mentioned.

2.2. Theoretical Review

There are various management models, a review of key theories concerned with change implementation can help explain the strategic factors affecting change implementation. For the purpose of this paper only three will be discussed thus; Kurt Lewin's field theory in social science, organisation development and Kotters eight step change model.

2.2.1. Kurt Lewin's Force Field Theory

This shapes the way we understanding on how to alter pattern behaviour. According to Spector (2007), because of individual behaviour is a function psychology and environment, the best way of creating lasting behavioural change is to change the environmental context and secondly before change, forces should be exerted of disequilibrium of the status quo. Lewin theory proposes that what doesn't change employee behaviour is a lecture because lectures fail to take account of context in reinforcing status quo. Lewin notes that, members tend assign positive values to existing social habits whose group norm support those habits. The greater the social value of the group standard, the greater the resistance to change from this level. What is required then is an emotional stir up that opens the shell of complacency and unfreezes the existing equilibrium. This is achieved by hearing disconfirming information and relating it to something cared about. It involves abandoning old practices and beliefs before new practices are introduced to prevent confusion Burns (2009)

The second stage is moving where members of a group move from one set of behaviour to another. Change is implemented once old attitudes have been unfrozen. Thirdly is the refreezing stage, where the behaviours become permanent for desired period; the new recreated equilibrium is made relatively secure against change. New culture and practice is cemented to prevent employees from falling back into old practices.
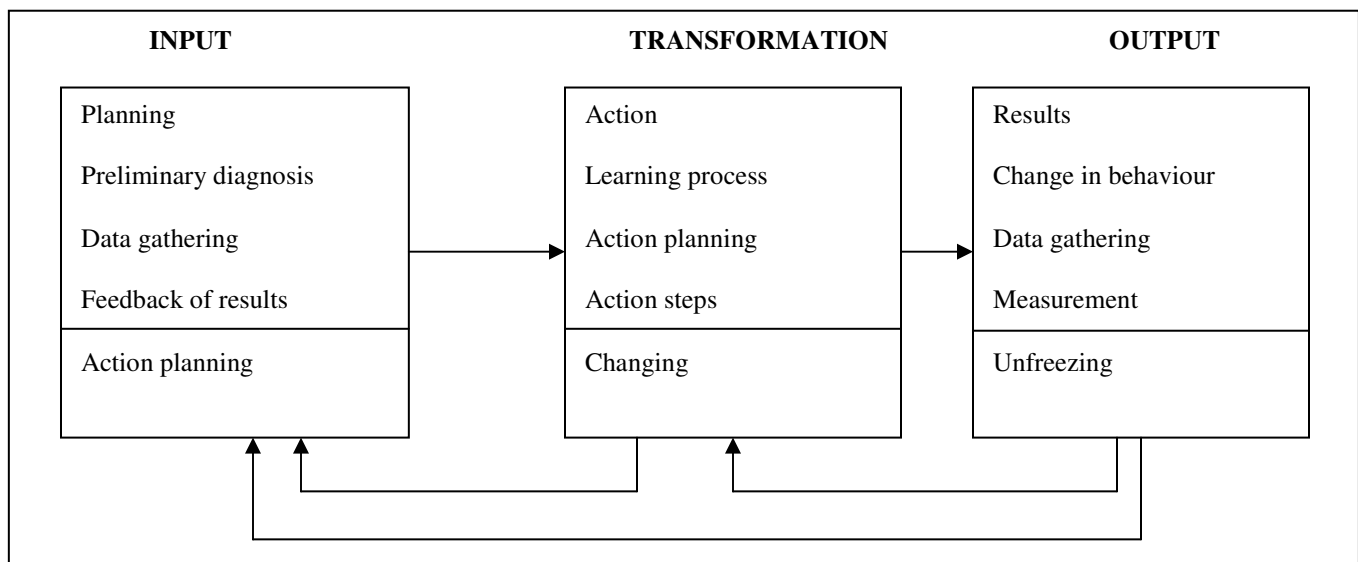

Figure 1: Kurt Lewin's force theory

2.2.2. Organisation Development

Four insights from this theory help the understanding effective change implementation (Spector, 2007). First, Organisations are open systems and are in constant interaction with both internal systems and external environment, thus no individual policy, practice or action can be understood alone. A state of congruence has to be maintained between organisations sub elements and their environment because when the external environment changes elements of the system must respond. Secondly, organisation serves multiple stakeholders meaning all those who lay legitimate claim to the company performance, Pugh (2007) Outstanding company performance lies with organisation willingness to commit to multiple stakeholders interest especially shareholders, customers and employees. Thirdly OD believes in dealing with conflict with problem solving, openness and trust thus enhanced grounding in reality and increase in opportunity for creativity. Fourthly OD advocates process consultation where experts' consultants hired from outside the organisation play a key role in process facilitation in any change effort. They partner with employees to establish dimensions of change intervention. Burns (2009)

The model helps organisation focus change on the interface between various interdependent factors where processes and activities come together. It advocates for an inclusive change approach where organisation builds a sense of ownership, trust, open communication and participation in the change process. Motivation for change will be enhanced making implementation successful in the short run and sustainable in the long run, Paton. A & McCalman J (2012)

2.2.3. Kotter's Eight Step Change Model

Kotter (2012) suggested the following eight steps to change implementation. First is to create urgency using statistics thus opening an honest dialogue on what is happening in the market place and competition. Potential threats are identified and future scenarios developed with available opportunities. Secondly, a powerful coalition using key people because of their title, status, expertise or political importance is formed to lead the change. Thirdly an overall vision that the people can grasp and remember is developed. This is through determining the central values for change, and developing a strategy to execute the vision. Fourthly, the vision is communicated frequently and powerfully. He suggested that leaders should do per the vision by demonstrating the behaviour required in the new dispensation Kotter (2012)

The fifth step is to putting structures change and continually checking for any barriers to the change process and removing. Sixth step is creating short term wins, this are short term achievable targets, visible to everyone but with little room for failure. The seventh step is to build on the change, buy not declaring victory too early but building on what was done right and identifying on what needs to be improved. The eighth step is anchoring the change process to the corporate culture. The change should be seen in every aspect of the organisation and ensuring continuous support from existing staff and the new leaders according to Kotter, (2012) Change is sustained by continually speaking about it, including the change ideals and values in hiring and training, recognising publicly contributions of the members of change coalition and by creating plans to replace change leaders as they move on.

2.3. Conceptual Framework

The conceptual frame is used in research to outline the possible courses of action or the preferred approach of an idea, according to Mugenda and Mugenda (2013). It provides diagrammatic relationship between the independent variable and the dependent variable of the study.
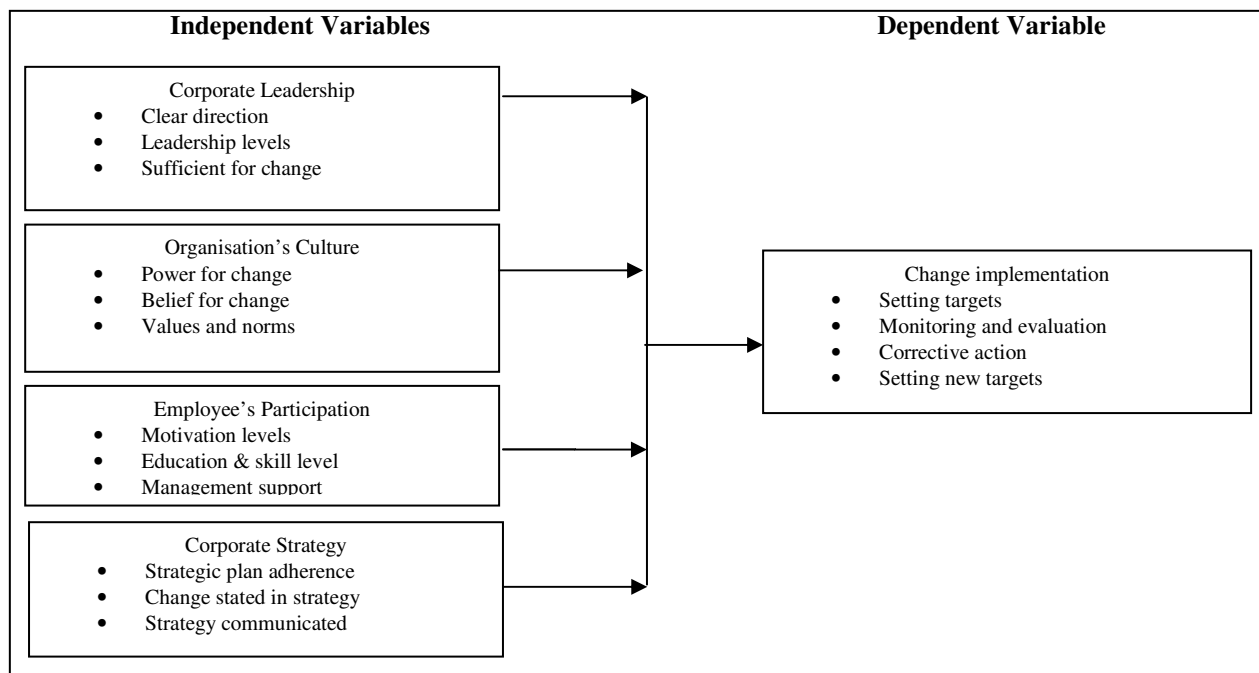

Figure 2: Strategic factors to change management implementation

2.4. Strategic Factors Affecting Change Implementation

2.4.1. Corporate Leadership

Leadership is defined by Campbell (2011) as an interpersonal influence directed towards achieving a goal or goals. It's commonly said everything rises and falls with leadership. While management is the process of assuring that the program and objective of the organisation are implemented, leadership is casting vision and motivating people notes Maxwell (2005).

One of the critical roles of a leader in the change process is to lead people to their new roles. In organisations, senior management is expected to lead in change implementation although leaders are found at lower levels as well. Leaders resist change much as followers, thus unchanged leaders equal unchanged organisations. If any leader wants to become a change agent, he/ she must change advices Hendricks (2011). The leader is the vision bearer. A leader thus should know the destiny and be able to persuade others to go along as well.

The characteristics of a change implementation leader are vision, eloquence and consistency, commitment, well informed, willingness to delegate and empower, astute use of power and emotional intelligence writes Jones (2009). Maxwell (2005) profiles a leader in trouble as having among other things, poor understanding of people, lacks imagination, feels secure and satisfied, will not take risk, inflexible and fights change. He further suggests that the requisites for a leader to bring change are to know the technical requirements for change and understand the attitude and motivational demands for bringing it about.

In organisations leaders mostly possess power to bring change. Leaders use power to facilitate compliance to change process, either reward power, punishment power or preconditioning power. Collins (2011) states that the crucial elements in taking the company from good to great is paradoxical in that executives who argue and debate in pursuit of best answers yet on other hand who unify fully behind a decision regardless of parochial interest. The power distance defines leadership style employed where, high power distance is defined as autocratic leadership especially when intended change in the opinion of subordinates may be unfavourable to the decision.

In the second scenario lower power distance is defined as democratic or participative leadership used especially when change views by subordinates, is intrinsically valuable or when their willing agreement is essential for change implementation. Leadership is crucial in determining the principal source for the impetus for change. According to Campbell (2011) change can either reactive meaning it is forced upon an organisation arising from the need to react to change in the organisation's environment or proactive which is planned in advance usually with a particular objective in mind. Though the proactive change it may be due to change in environment, it's mostly because organisation wants it or internally feels the need for change.

Leaders determine the approach employed to bring change. The leader can adopt the three circles approach as whose emphasis may at any time vary but circles are interdependent. Circle one, task needs including clear goals and objectives, two, team needs meaning effective interaction, support, shared work and communication and three, individual needs which vary from person to person but a leader should pay attention and deal with how each person is behaving and feeling Schein (2009). The leaders determine who is to carry out the change: internal managers or external consultants.

Leaders within have the advantage of experience or knowledge about the company operations, they may lack perspective as they are too close to the situation and risk of appearing politically motivated or having stake in the proposed changes. On the other hand though external consultants have to spend time to learn, they tend to view the situation more objectively thus organisation benefits from inside information and external perspective. The organisation can use a top down approach where leaders quickly restructure and implement change or bottom up which is more gradual because of change has more participation and keeping people informed about situation thus minimising uncertainty.

Leaders' prime responsibility include creating a climate for change as Maxwell (2005) by the following activities: They need to develop trust with people, make personal changes, understand the history of the organisation, place influencers in leadership positions and solicit their support, develop meetings which will assist change, show people how change will benefit them and give them ownership for changes.

2.4.2. Organisation Culture

Schein (2010) describes organisational culture as deeper level of basic assumptions and beliefs that are shared by an organisation. Culture defines the taken for granted fashion an organisation views itself and its environment. Simply put, culture is the way things are done defines Schein (2010). Culture being a set of values, norms and standards that controls how an employee work, is a source of competitive advantage, Collins(2011). Handy(2005) proposes that not all cultures suit all purpose and people, thus what suits organisation at one stage is not appropriate for ever. Cultural change is mandatory if an organisation will successfully cope with changes in the external environment. Cultural change is the hardest in implementation because it involves not only changing systems and technology but changing people notes Campbell (2011). He further observes that for some employees cultural change may be painful because they have to change the way they think and act within an organisation.

A strong culture may hinder the ease at which change will be realised. Schein (2011) in contingency theory identifies two extremes of continuum types of organisations; firstly mechanistic organisations characterised by high levels of formality and hierarchical structure and secondly organic organisations which tend to be less formal with lateral rather than vertical communication links. Change implementation in mechanistic organisations is relatively difficult because of use of bureaucracy and formality. Organic organisations however tend to attract individuals who are inclined to change both in nature and organisation itself because they encourage a more entrepreneurial and risk taking approach.

The type of culture in the organisation will determine the approach to change implementation to be used. Handy (2005) proposed four broad categories of culture. The power culture is centred among one individual. Its characterised by quick decision making but can also render organisation unstable if the person discontinues services. Change implementation in such scenario will depend on them. In role culture functional specialists carry out functions according to predetermined roles usually specific and inflexible. Changes here happen through change of roles. Task culture is based on people with similar skills. Tasks can be altered to bring change. Person culture is which occurs for the benefit of its members. The benefits are the springboards to implement change. Handy (2005) observed the tendency for individuals and groups to pursue courses of actions which promote their interest, regardless of organisation formal goals. In some cases suggests Burnes (2014), individuals and groups may seek to influence goals or tasks, thus having an organisation pursuing different interest and battling with each other to shape decisions to their favour. Power distribution will determine the change implemented. Robbins (2006) concluded that those in power will select technologies and environments that will facilitate their maintenance of control.

2.4.3. Employees Participation
The successful implementation of new work methods and practices is dependent on the willing and effective co-operation of staff as suggested Mullins(2010) He further argues that if change is to work it must change the perceptions, attitudes and behaviour of people. Other than systems and machines employees are primary source of quality and productive gains, in excellent companies they treat them with respect and dignity usually referring them as partners. The great to great leaders began transformation by first getting the right people on the bus (and the wrong people off the bus) and the figured out where to drive it Collins (2011). Judge and Gennnard (2005) explain further that there is need for organisations to respect the employees, be willing to train, set reasonable and clear expectations and grant practical autonomy and step out and contribute directly to the job.
Increasingly the objective of change is to modify the attitudes and behaviours of individual and groups sometimes radically. Fundamental changes can happen quickly when beliefs and energies of the critical mass of people create an epidemic movement towards an idea, states (Kim 2005) Employees can be categorised as either line employees who are directly responsible for achieving organisational objectives, or staff employees who are found in departments which support line employees in their tasks, Campbell (2011). Huselid and Becker (2011) found out that, there are noticeable financial returns for the organisations whose human resource management systems have achieved operational excellence and are aligned with business strategic goals. Flexibility by the staff cannot be ignored as at times plans are altered quickly because of unforeseen circumstances. Employee's knowledge acts as motivation to engage in the change process. They are seeking notes Aider (2004) achievement, recognition, possibility for growth, advancement, responsibility and work itself.
The greater the depth of change intended, Burgess and Burgess (2014) argues, the more it becomes concerned with the psychological makeup and personality of the individual and the greater the need for full involvement of the individuals if they are to accept the changes. Burnes (2014) concludes that if an organisation embarks on a change project that is decisively out of step with the attitudes of those concerned, it will meet resistance unless those concerned change their attitudes. Burnes (2009) comments that many of the skills and pretences that organisations wish to develop in staff and managers are the same ones necessary to bring about successful change.
Employees training gap need to be established to determine if they fit in the desired change. This is through the training equation where training and development needs equals what the employee needs to do including future needs less what the employee can do now. Employees are key to backing and executing change and breaking the status quo by lifting their cognitive hurdle with binds employees from seeing the change as necessary suggests Kim (2005) Employees training should be geared three life changing commitments which place staff on the right course for results: taking employee personal growth and self-development, setting intellect and faith in tandem and focus on the present and start living forward, Bruce (2004)

2.4.4. Corporate Strategy
 The business dictionary defines corporate strategy as the overall scope and direction of a corporation and the way in which its various business operations work together to achieve particular goal. Strategies are formulated to attain competitive advantage notes Jones (2009). Most strategy fail not because they are wrong, but rather because they are not executed well according to Bossidy L & Charan R (2008). McKeown (2012) highlighted two strategy developments as realized strategy which is planned and emergent strategy which is unplanned responses for unforeseen circumstances. A company able to make more profit than average profitability of all firms is said to have a competitive advantage and if the status is maintained for years it's said to have sustained competitive advantage. The change implemented will depend on the strategy the corporate is pursuing. This includes taking action consistent with the selected strategy, roles are allocated along the organisation structure, resources are allocated, objectives set and control and reward system writes Jones (2009)
Changes which are realised depend on corporate strategy. The strategy adopted according to Jones (2009) may bring change like; putting quality improvement programs in place, changing the way a product is designed, positioning the product differently in the market place, segmenting the marketing and offering different versions of the product to different consumer groups, implementing price increase or decrease, expanding through mergers and acquisitions or downsizing by closing down or selling off parts of the company. An organisation has three levels of strategic decision making, classifies Burnes (2014); the corporate level concerned with the direction, composition and coordination of various business activities, business level which relates to the operation and direction of each individual business and finally functional level concerned with functions and processes. However, Lynch (2006) argue that

strategy implementation is not a mechanical process but it's inherently interactive and aims to optimise the organisation in entirety. An organisation can choose from three basic generic competitive strategy approaches namely cost leadership, differentiation or focus which determines which change will be implemented.

The strategy will determine the rate at which the organisation changes its product in the market. Miles and Snow (2003) categorized organisation as either defenders meaning seeking stability and efficiency, prospectors who aim for internal flexibility in order to develop and exploit new markets, analysers who aim to minimise risk and maximise profit and reactors who pursue either three strategies erratically. An organisation can adopt either of the following six basic strategies: Stability strategy done by organisations who feel they have time and position to allow events to unfold before making change, Wheelan and Hunger (2007), growth strategy done by either concentrating on dominating one industry or growing by diversification across a number of industries; attraction is increased turnover and profit and managers who performance is measure by the two. Portfolio extension strategy is a growth strategy but mostly achieved through mergers, joint ventures or acquisition. Mantle M & Lichty R (2012) note that acquisition is resource intensive but brings immediate gains of established and profitable businesses. Retrenchment strategy involves downsizing at worst selling off the entire enterprise. Bowman (2010) suggests the aim is to match expenditure with income and refocus with aim of organisation attaining prosperity in future. Harvesting strategy is done through reducing investment in a business, either slowly or fast, Porter, (2008) finally Combination strategy is where there is flurry of change, running down some parts new being acquired and other areas rapidly expanded Glueck,(2011)

3. Research Methodology

3.1. Introduction
This chapter presents the research design and the methodology of the study. It covers the way the study was designed, the population, the data collecting techniques and the data analysis procedure.

3.2. Research Design
Research design is the arrangement of conditions for collecting and analysing data in a manner that aims to combine relevance to the research and purpose with economy in procedure (Kothari 2004). The research problem was studied through use of diagnostic research design, which is concerned with determining the frequency with which something occurs or its association with something else.

3.3. Population of the Study and Sample Size
Population is the entire group of individuals, events or objects having a common observable characteristic according to Mugenda and Mugenda (2013). Further the definition target population as the population the researcher studies, and whose findings are used to generalise the population. The target population for this research consist of senior managers, section heads, management staff, and union staff of CTCL. The researcher's choice to study across the entire spectrum was informed by the fact that all have a role to play in change implementation.

Saunders et al (2003) defines sampling as the process of selecting a number of individuals for a study from the larger group referred to as the population. The targeted sample is 40% of the entire employee's population 200.

CATEGORIES	TARGET POPULATION	PERCENTAGE	SAMPLE SIZE
Senior Management	5	40	2
Section heads	16	40	6
Management	55	40	22
Union	124	40	50
TOTAL	200	40	80

Table 1: Population study and sample size

3.4. Sampling Technique
Stratified random sampling technique was used since the population of interest is not homogeneous and capable of subdivision into strata to obtain a representative sample. Stratified random sampling involves dividing the population into homogeneous subgroups and then taking a simple random sample in each subgroup making it possible to make reliable estimates for each stratum as well as for the population as a whole(Cooper & Schindler, 2013) the sample will be composed of 40% of the accessible population.

3.5. Instruments
Data collection tools are used to collect the necessary information needed to serve or prove some facts (Mugenda and Mugenda 2013). The study collected primary data using a questionnaire. The questionnaire will compromised two sections; fundamental issues including demographic characteristics of the respondent and questions where the four variables were focused. The questionnaire is designed in accordance to the objective of the study.

The structured questions were used in an effort to conserve time and money as well as to make analysis easier while unstructured questions are intended to encourage respondents to give insights without the feeling of being limited

3.5.1. Presentation
The questionnaire consisted of a number of questions printed or typed in a definite order on a form or a set of forms, Kothari (2014). The prepared questionnaire was presented to individuals work stations for filling per target sample category with a request to answer the questions and return the questionnaire. A coordinator was nominated per stations to easy of tracking and collection

3.5.2. Data Screening
According to the business dictionary data screening is the process of inspecting data for errors and correcting prior to doing data analysis. This involves checking raw data identifying outliers and dealing with missing data. Data was checked for consistency and treatment of missing values, consistency will be checked in an extensive manner. Such data was be discarded or replaced by the mean value.

3.6. Data Collection Procedure
The introduction letter was used to seek consent from the managing director for data collection. Data collection involved contacting the respondents in the sample in order to gather the required information about the study (Cooper & Schindler, 2013) Data collection will involve self-administered questionnaire. Drop and pick method ware used where researcher distributed questionnaire physically to the respondent's stations and later picked them.

3.7. Pilot Testing
The researcher used 10% of the sample size was used in finding out if the key informant interview guide form will work in the real world. This helped to ensure everyone in the sample not only understands the questions but understands them in the same way.

3.8. Data Process Analysis and Presentation
Prior to processing the responses, the completed questionnaire were edited for completeness and consistency. Data was then be coded to enable the responses to be grouped into various categories. Data collected was be purely quantitative and was be analysed by descriptive analysis techniques. The study used ordinary least squares (OLS) regression analysis to measure the relationship between the variables

OLS regression model
Change implementation $=\beta o+\beta 1X_1+\beta 2X_2+\beta 3X_3+\beta 4X_4+ei$
Where:
Change implementation - is the dependent variable
βo -   is the constant
X1   -   Corporate leadership
X2   -   Organisation culture
X3   - Employee participation
X4   - Corporate strategy
Ei   -is the residual error

3.8.1. Qualitative Data
This involves the identification, examination and interpretation of patterns and themes in textual data to determine how they help in answering the research questions. Descriptive statements were be employed to present these findings.

3.8.2. Quantitative Data
This is date which can be quantified and verified. The decretive statistical tools such as SPSS helped the researcher to describe the data and determine the extent to be used. The findings were be presented using tables and percentages, tabulations, frequencies, means and other measures of central tendency. Tables were used to summarise responses for further analysis and facilitate comparison.

4. Data Analysis, Presentation and Discussion

4.1. Introduction
In this chapter data pertaining to: to establish the uptake of change, identification of strategic factors that have influenced this level of change implementation at Chai trading company ltd, is analysed, interpreted and presented.
A total of 40 respondents were given questionnaires out of which 33 respondents successfully completed the questionnaires and returned to the researcher. This gave a response rate of 83 per cent. The other respondents failed to complete the questionnaire citing job commitments while others gave no reason for not completing the questionnaire

		Percentage-%
Questionnaires successfully completed and returned	33	83
Questionnaires returned but not filled	7	17
Total Questionnaires given out	**40**	**100**

Table 2: Response rate

4.2. General Information

In this section the study sought to establish the respondents' work department, position held in the organization, individual highest level of education, and the duration of working at CTCL. The findings are presented I the subsequent sections.

4.2.1. Department

The respondents were asked to indicate their department. According to the results in Figure 3, majority of the respondents 76% were from warehouse and operations compared to 24% from finance and administration. This indicates that the organization is majorly warehousing and operations.
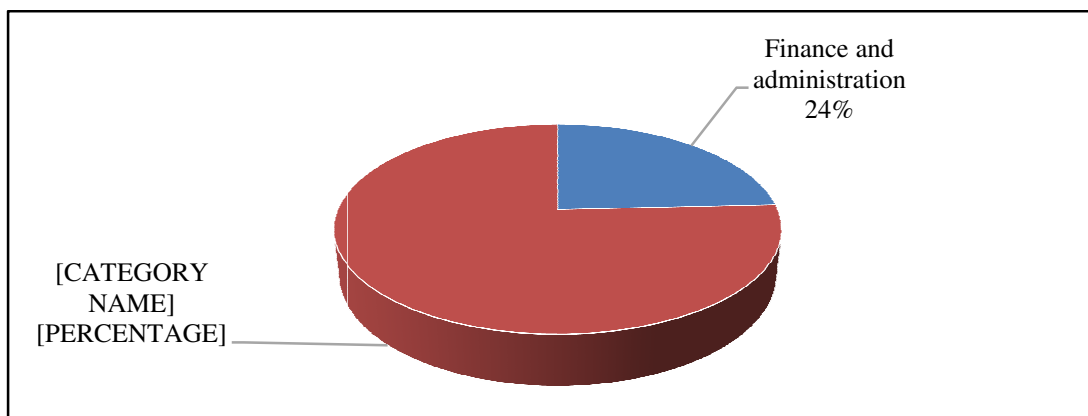
Figure 3: Department
Source: Research Date (2016)

4.2.2. Present Position in Organization

To establish the position held by the respondents, the respondents were asked to state their position. The study results in Figure 4 show that majority of the respondents (48%) were unions able and only 6% are in senior management. This means for change to be implemented interest of external parties like union needs to be taken into consideration.
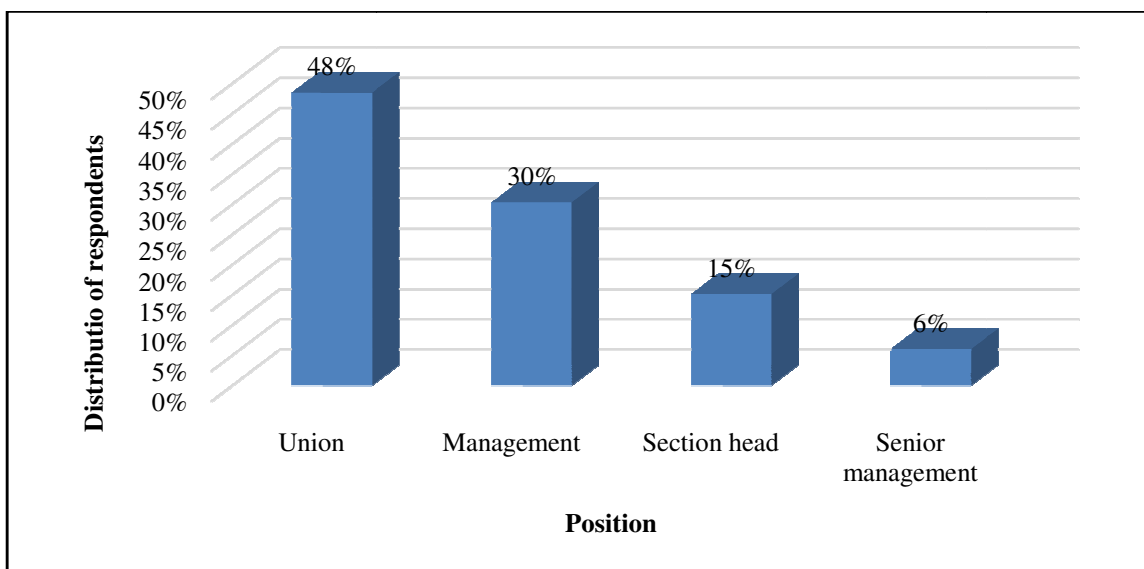

Figure 4: Employee position in organisation
Source: Research data (2016)

4.2.3. Level of Education
This sought to establish the level of education of the respondents. Table 3 shows that 20 or 61%of the respondents have university education while only 1 or 3 % have secondary education only. This shows information received is from fairly knowledgeable people.

	Frequency	Percent
Primary education	0	0
Secondary education	1	3
College education	12	36
University education	20	61
	33	**100**

Table 3: Level of employee education
Source: Research Data (2016)

4.2.4. Distribution of Years Worked
To establish the age brackets which the respondents belonged, respondents were asked to state the years worked at CTCL. The study results in Figure 5 majority of employees have worked over 5 years. This means fundamental changes from old habits to new habits may be difficult because of familiarity with current processes.
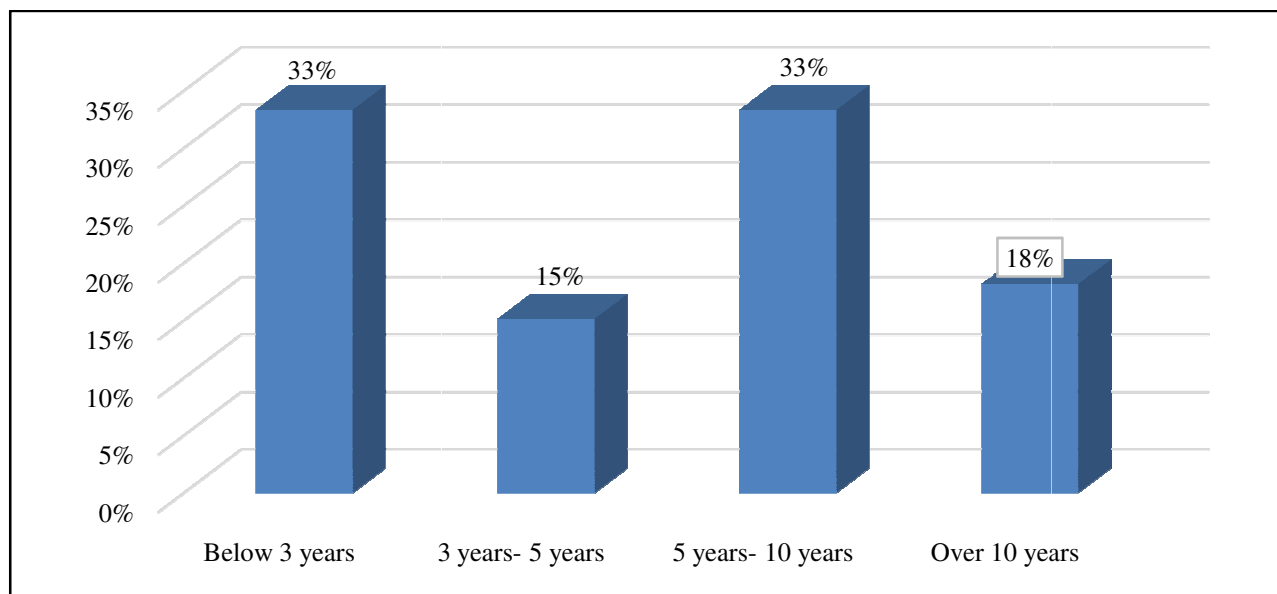

Figure 5: Years worked at CTCL
Source: Research Data (2016)

4.3. Corporate Leadership
The study sought to establish the effect of corporate leadership in change implementation. The findings of the study are presented in subsequent sections

4.3.1. Relationship between Corporate Leadership and Change Implementation
Respondents we asked to indicate whether corporate leadership influences change implementation. According to the findings in Table 4, 18(55%) indicated believe of strong correlation between leadership and change implementation while 2 (6%) strongly disagree.

	Frequency	Percent
Strongly Agree	18	55
Agree	11	33
Neutral	1	3
Disagree	1	3
Strongly Disagree	2	6
	33	**100**

Table 4: Corporate leadership and change relationship
Source: Research Data (2016)

4.3.2. Extent of Senior Management Commitment to Change Implementation
The study sought to establish the extent of senior management involvement in change implementation. According to findings in Figure 6 none of the respondents strongly disagree on commitment of senior management to implement change 9% strongly agree and 39% agree that senior management is involved in change implementation. 36% are neutral and 15% disagree.
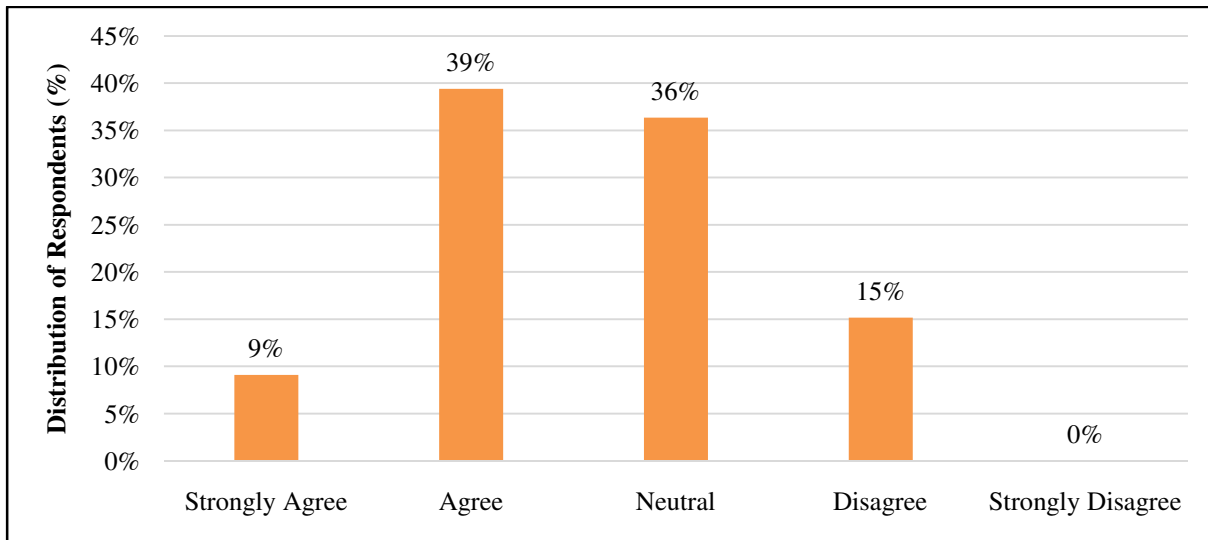

Figure 6: Senior management involvement in change implementation
Source: Research Data (2016)

4.3.3. Understanding Supervisor's Effort to Influence Change
Respondents were asked of their understanding of efforts being made by their supervisor's effort to influence change to the individual and others. The study results in Figure 7, 52% of the respondents are aware of their supervisors efforts to influence change, 18% strongly agree, 27% are neutral, 3% disagree and none strongly disagree.
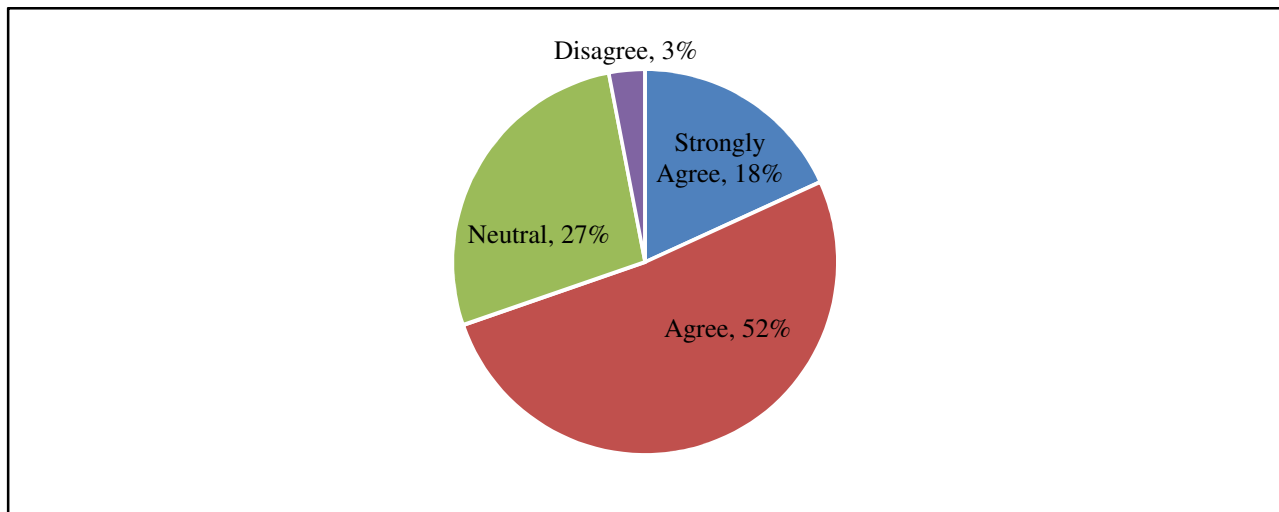

Figure 7: Level of understanding supervisor's change effort
Source: Research Data (2016)

4.3.4. Success/ Failure of Modelling Behaviour for Change
The study sought to establish the effect of leadership behaviour modelling on success/ failure to change realization. The results show that according to 18% of the respondents (see Figure 8) leaders' model the required behaviour resulting to change strongly while 3% disagree
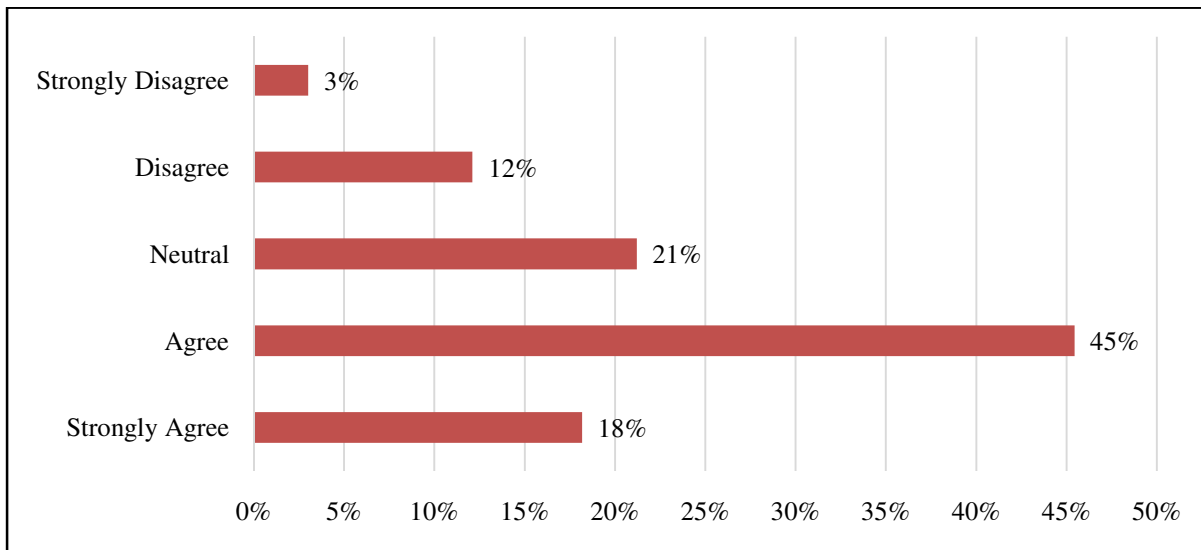
Figure 8: Success/ Failure of modelling behaviour for change
Source: Research Data (2016)

4.4. Corporate Culture

The study sought to establish the effect of corporate culture on change implementation. The findings of the study are presented in subsequent sections

4.4.1. The Power of Change Leaders to Implement Change

The respondents were asked to indicate if the change leaders had the requisite power to implement change. According to Table 5, only 6% of the respondents indicated that change leaders' lack requisite power to implement change, 15% of the respondent strongly agreed leaders have requisite power.

	Frequency	Percent
Strongly Agree	5	15
Agree	13	39
Neutral	13	39
Disagree	2	6
Strongly Disagree	0	0
	33	**100**

Table 5: Leaders power to implement change
Source: Research Data (2016)

4.4.2. Belief of Change in the Organization

Respondents were asked to indicate if they belief for change was shared among employees in the organization. The study results in Figure 9 show that 21% indicated there is a strong belief for change while 6% disagree and 6% strongly disagreed.
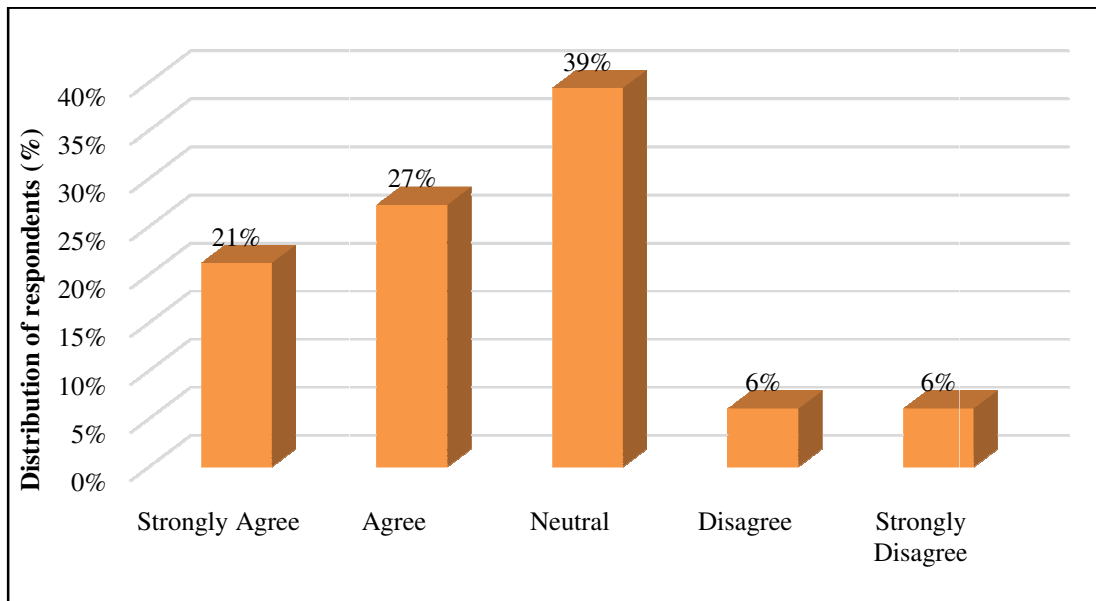
Figure 9: Belief of change in the organization
Source: Research Data (2016)

4.4.3. Availability of Team Work and Consultation during Change Implementation
The study sought to establish the extent to which the company embraces team work and consultation in change implementation. According to Figure 10, 9% of the respondents strongly disagree, 9% disagree there is team work and consultation in change implementation, 9% strongly agree there is team work and consultation.
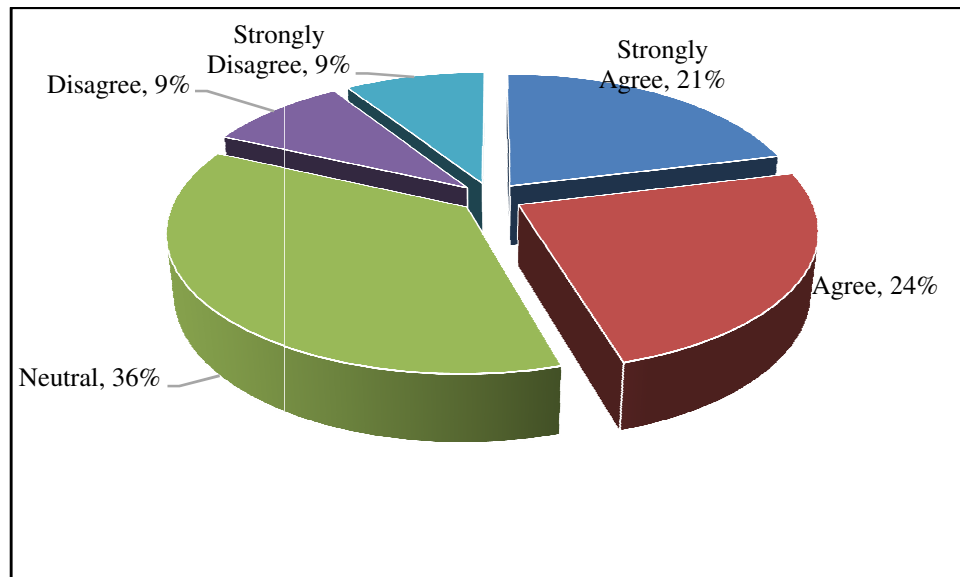

Figure 10: Availability of team work and consultation during change implementation
Source: Research Data (2016)

4.4.4. Values, Norms and Standards Relevance in Change Implementation
Respondents were asked to indicate to which extent the company values, norms and standards influence change implementation in the organization. The study shows according to Figure 11, 30% of the respondents indicated they strongly agree, none of the respondents strongly disagree while only 3% of the respondents disagreed.
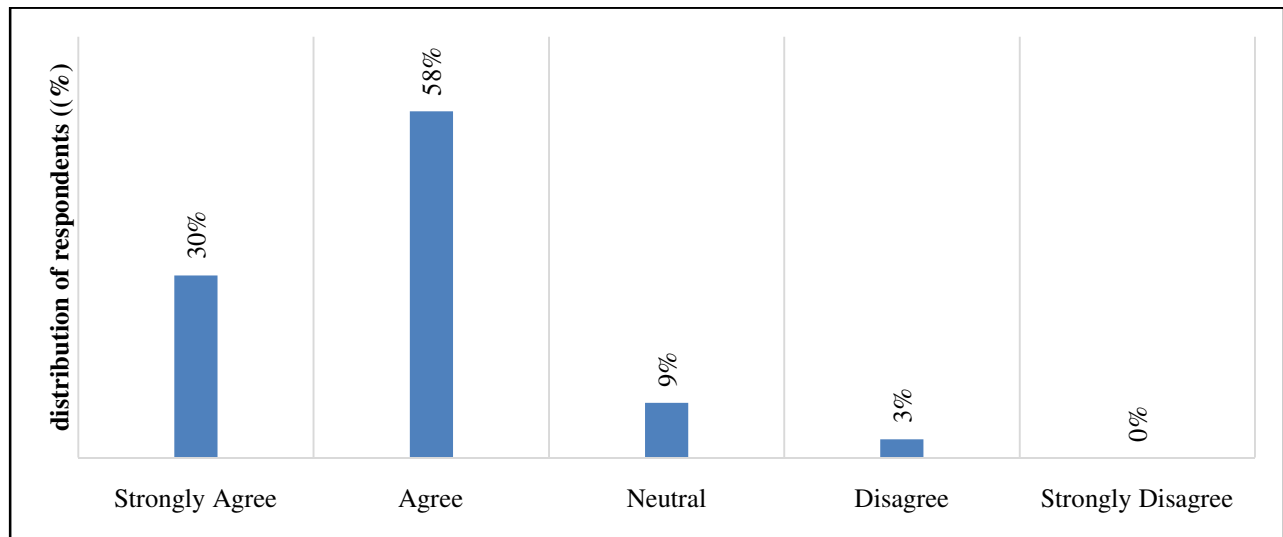
Figure 11: Values, norms and standards relevance in change implementation
Source: Research Data (2016)

4.5. Effect of Employees Participation in Change Implementation
The study sought to establish the effect of employees' participation in the change implementation. The study findings are presented in the subsequent sections.

4.5.1. Employee Motivation Level for Change Implementation
The study sought to establish the level of employee motivation towards implementing change in the organization. Per Figure 12, 33% of the respondents strongly agree employees are motivated towards change implementation, 36% agree, 18% are neutral while 12% disagree none strongly disagreed.
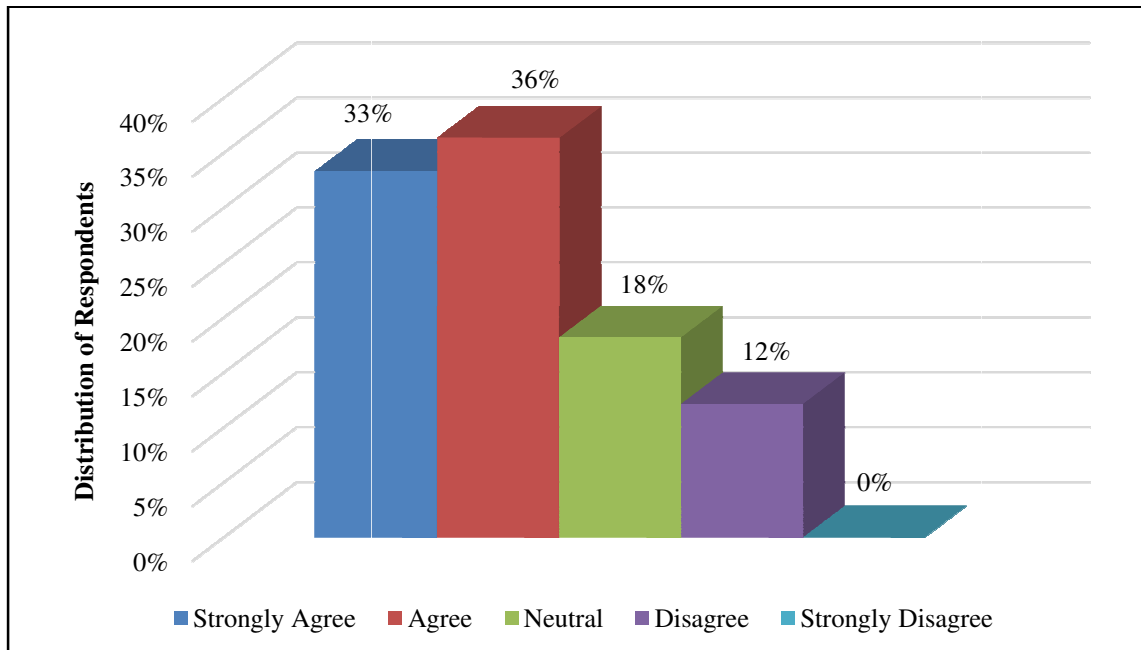

Figure 12: Employee motivation level for change implementation
Source: Research Data (2016)

4.5.2. Employees Education and Skills for Change Implementation
Respondents were asked if the employees had the right education and skills to implement change. According to Figure 13 below, 3% of the respondents strongly disagree, 9% disagree, 18% are neutral, 39% agree and 30% strongly agree

	Frequency	Percent
Strongly Agree	10	30
Agree	13	39
Neutral	6	18
Disagree	3	9
Strongly Disagree	1	3
	33	**100**

Table 6: Employees education and skills for change implementation
Source: Research Data (2016)

4.5.3. Management Concern and Support for Change Champions
The study sought to establish whether the management was concerned and support change champions. The study shows according to figure 13, 3% strongly disagree, none disagree, 45% were neutral, 42% agree and 9% strongly agree.
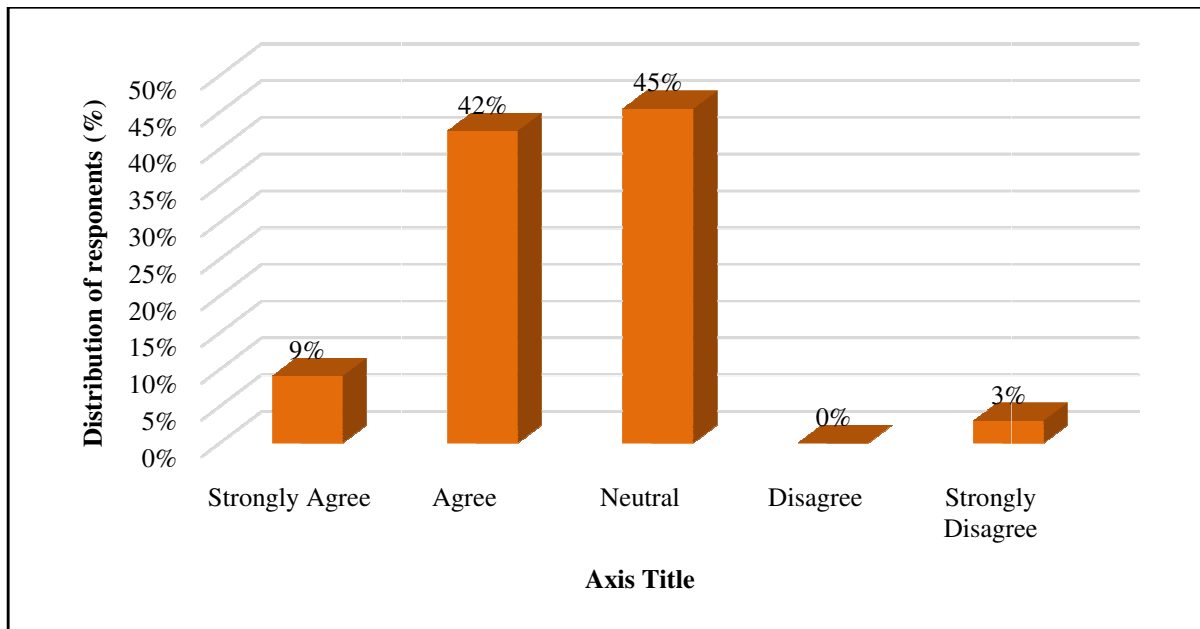

Figure 13: Management concern and support for change champions
Source: Research Data (2016)

4.5.4. Employees Occasionally Like to Change Things According to Job
The respondents were asked if they occasionally like to change things concerning their jobs. The results in Figure 14 show that 43% agree, 30% strongly agree, 24% were neutral and 3% disagree.
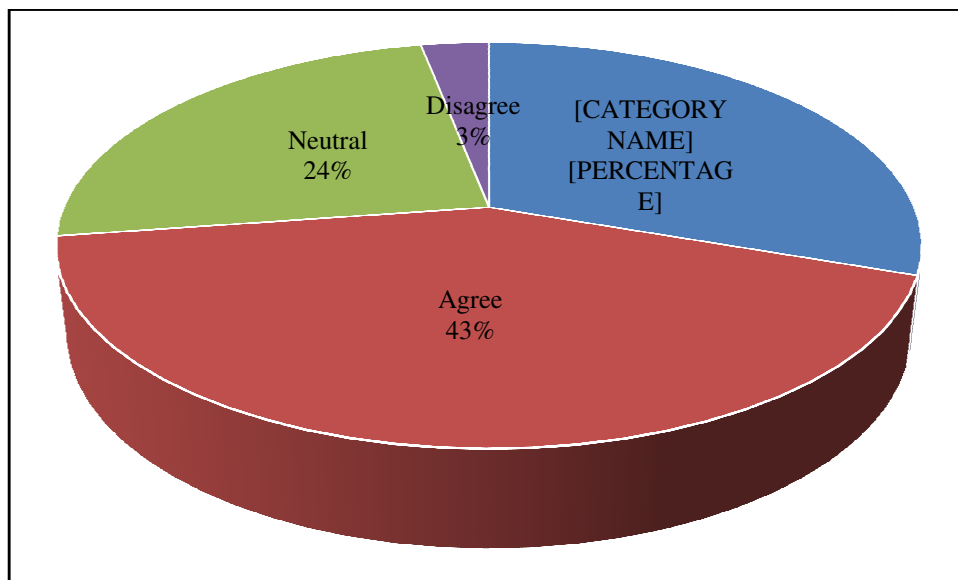
Figure 14: Employees willingness to adopt change at work place
Source: Research Data (2016)

4.6. Effect of Corporate Strategy on Change Implementation

The study sought to establish the effect of corporate strategy in the change implementation. The study findings are presented in the subsequent sections.

4.6.1. Changes Are Implemented Based on Strategic Plan

The study sought to find out if organization changes were based on the corporate strategic plan. According to the findings of the study Table 7, 4 (12%) indicated they strongly agree, 21(64%) agree and 8(24%) were neutral. None of the respondents disagreed or strongly disagreed

	Frequency	Percent
Strongly Agree	4	12
Agree	21	64
Neutral	8	24
	33	**100**

Table 7: Use of strategic plan as a tool for change implementation
Source: Research Data (2016)

4.6.2. Organization Changes with Each Adoption of New Strategic Plan

The respondents were asked if there is organizational changes with each adoption of new strategic plan. The study in Figure 15 show none of the respondents strongly disagree, 12% disagree, 39% were neutral, 36% agree and 12% strongly agree.
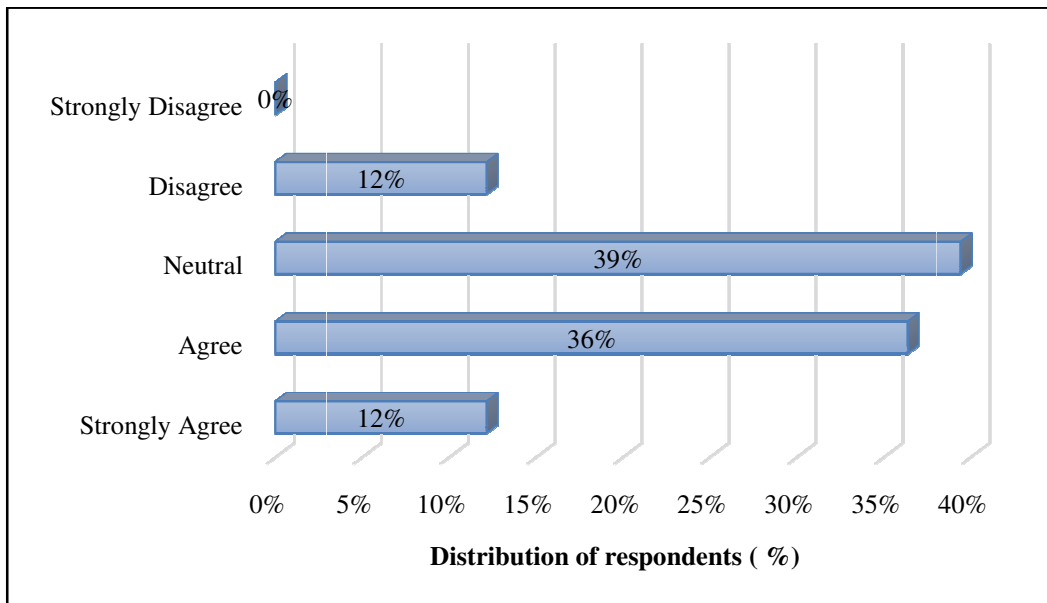
Figure 15: Adoption of change with new strategic plan
Source: Research Data (2016)

4.6.3. Strategic Plan Implementers' Motivation and Reward

The study sought to establish the extent of motivation and reward for strategic plan implementers to realize change. According to Figure 16, 3% strongly disagree, 45% were neutral while 9% strongly agree.

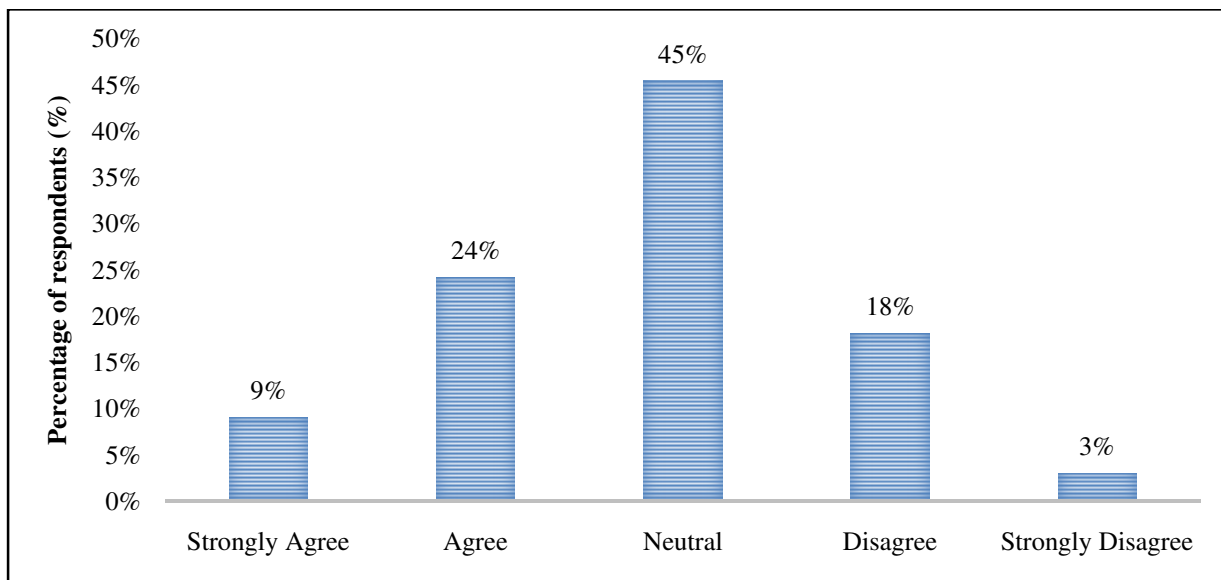*Figure 16: Strategic plan implementers' motivation and reward*
Source: Research Data (2016)

4.6.4. Strategic Plan Action Plans Communication and Implemented

The respondents were asked to indicate extent to which the strategic plan action is communicated and implemented. The study results in Figure 17 show that 6% strongly disagree, 9% agree, 39% were neutral, 33% agree and 12% strongly agree.
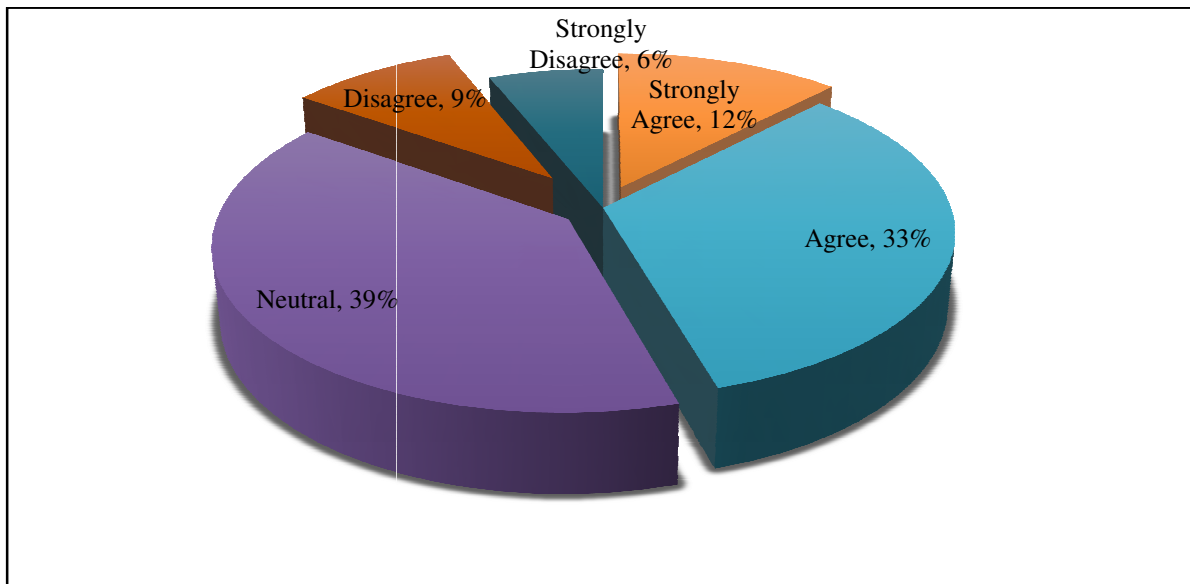
Figure 17: Strategic plan action plans communication and implemented
Source: Research Data (2016)

4.7. Regression Model
In this section the study presents the OLS regression results. OLS regression was done to determine the relationship between the factors affecting change implementation i.e. corporate leadership, organisation culture, employee participation, corporate strategy. The model is represented by:

Change implementation $= \beta o + \beta 1 X_1 + \beta 2 X_2 + \beta 3 X_3 + \beta 4 X_4 + ei$

Where:

Change implementation	- is the dependent variable
βo	- is the constant
X1	- Corporate leadership
X2	- Organisation culture
X3	- Employee participation
X4	- Corporate strategy
ei	-is the residual error

		Leadership	Culture	Employee	Strategy	Change
LEADERSHIP	Pearson Correlation	1	.619**	.638**	.664**	.879**
	Sig. (2-tailed)		.000	.000	.000	.000
CULTURE	Pearson Correlation	.619**	1	.599**	.618**	.602**
	Sig. (2-tailed)	.000		.000	.000	.000
EMPLOYEE	Pearson Correlation	.638**	.599**	1	.711**	.695**
	Sig. (2-tailed)	.000	.000		.000	.000
STRATEGY	Pearson Correlation	.664**	.618**	.711**	1	.736**
	Sig. (2-tailed)	.000	.000	.000		.000
CHANGE	Pearson Correlation	.879**	.602**	.695**	.736**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Table 8: Correlations

The results show a strong correlation between the independent variables and also between the independent variables and the dependent variable for corporate leadership 87.9%, organisation culture 60.2%, employee participation 69.5% and corporate strategy 73.6%

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907[a]	.822	.797	.27959

Table 9: Model summary- Coefficient of determination

The results of the study indicate adjusted R square is .797. This implies that independent variables (corporate leadership, organisation culture, employee participation and corporate strategy) explain 79.7% of the dependent variable (change implementation). The regression equations appears useful for making predictions since the value r2 explains a significant portion 79.7% of change implementation.

ANOVA[b]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.115	4	2.529	32.349	.000[a]
Residual	2.189	28	.078		
Total	12.304	32			
a. Predictors: (Constant),corporate leadership, organization culture, employee participation, corporate strategy					
b. Dependent Variable: change implementation					

Table 10: ANOVA

The study results show that 95% level of significance, thus the model is significant and reliable

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.546	.513		-3.014	.005
Leadership	.937	.165	.668	5.693	.000
Culture	-.032	.165	-.022	-.197	.846
Employee	.200	.186	.131	1.079	.290
Strategy	.269	.160	.212	1.682	.104
a. Dependent Variable: Change implementation					

Table 11: Coefficients

The results of the regression analysis show that all beta values are positive except organisation culture. This means an increase in corporate leadership, employee participation and corporate strategy leads to successful implementation of change. On the other hand the results mean an increase in corporate culture leads to a decline in the successful implementation of change.
The regression equation can be represented as:
Successful change implantation= -1.546 + 0.937Corporate leadership – 0.032 organisation culture + 0.2 employee participation + 0.269 corporate strategy

4.8. Summary of Key Findings as per Objectives
In this section objectives are revisited and compared with the analysed data

4.8.1. Corporate Leadership
The study sought to find out the effect of corporate leadership on change implementation. The research established that while the senior leaders were involved thus there was awareness and effort to influence change and model of required behaviour resulting to desired change. The regression analysis shows leadership as having the greatest in the realisation of change

4.8.2. Corporate Culture
The study sought to find out the effect of organisation culture on change implementation. The research found out that the organisation had a centralised power structure and belief for change was low. The team work wasn't strongly embraced thus culture had a negative effect on change implementation though values, norms and standards were indicated as influencers of change.

4.8.3. Employee Participation
The study sought to establish the effect of employee participation in change implementation. The research established a positive correlation between employee participation and change implementation. Motivation and willingness to change, education and skills levels, management concern and support for change champions and realisation of change positively influence change implementation.

4.8.4. Corporate Strategy
The study sought to determine the effect of corporate strategy on change implementation. The research established a positive effect of corporate strategy and realisation of change. The strategy is the road map to realisation of change as changes are implemented per, new strategy bring in change through motivated and rewarded strategy implementers and proper communication of action plans and ensuring successful implementation.

5. Chapter Five

5.1. Introduction
This chapter summarizes the findings of the study pertaining the success of change implementation and the strategic factors i.e. corporate leadership, organizational culture, employee participation and corporate strategy and how they affect change implementation in CTCL. Conclusions based on the findings are then made and thereafter recommendations for management and suggestions for future study presented.

5.2. Summary of findings
According to the results of the study majority of the respondents 88% indicated that corporate leadership influences change implementation. The study established by score of 48%, that senior managers were involved in change implementation. The study established by70% score of the respondents that, they were aware of their leaders' efforts to bring in change. The effect of leadership behaviour in modelling change behaviour, 63% of the respondents agreed. The study established that 54% of the leaders had the requisite power to implement change and 48% indicated that the belief for change was shared among the employees. The level of team work and consultation to realise change according to the study was 45% but majority of the respondents, 88% indicated that values, norms and standards influenced change implementation.

The study revealed that 69% of the employees were motivated to implement change in the organisation and an equal proportion of respondents' belief the employees had the right education and skills to implement change. There is average, 51% belief that management is concerned and supports change champions though majority of the respondents 73% indicated they like changing things concerning their jobs. The study established that organisation adopted change per its strategic plan according to 76% of the respondents however only 48% indicated there was change with adoption of new strategic plan. The results further reveal that minority of respondents, 33% belief the strategic plan implementers are highly motivated and rewarded. The poor implementation can be attributed to poor communication and implementation as on 18% of respondent's belief the action plans were well communicated.

5.3. Conclusions
The study established that corporate leadership influences change management, though the leadership of the organisation was perceived not involved in change implementation. The study established awareness involvement of immediate supervisor involvement in realising change in the organisation and efforts were being applied to mould behaviour change. Despite the importance of power to realise change the distribution was described as inadequate and the belief for change was low. The study established that the level of consultation and teamwork was low despite the belief of the importance of shared values, norms and standards. The study established that majority of the employees were motivated to realise change and had the right education and skills to implement change. The study revealed management is not supporting change champions though majority of employees like changing processes within their work place. The company strategic plan was found to be an important tool used to realise change but the contents of adoption of new strategy were not realising significant changes. This can be attributed to low motivation of the change implementers and poor communication of strategic plan action plans

5.4. Recommendations
The study established that though the company shared the belief that corporate leadership was core to realisation of change, the involvement of the top corporate leaders in change management was low. The study recommends the senior management to involve itself more in change implementation activities.

The study established that culture of devolved power for change realisation was not properly established, consultations and team work was low. The study recommends empowering of middle level managers through added responsibilities and implementation of team building activities to bring a more cohesive culture. The study also recommends opening of more communications channels within the organisation.

The study established low support for change champions. The contents of the company new strategic plan were not significantly radical and not well communicated. The study recommends more support change champions through recognition and rewards and further the strategic plan has to be radical and well communicated that actions plans are understood within the entire organisation.

5.5. Areas for further research
This study was only done in the chai trading company ltd while there are other organisations which implement change. The study therefore recommends that similar studies be carried out in other organisations involved in tea handling and exports with the aim of establishing factors which affect change implementation in organisations.

6. References
i.   Adair, J (2004) The John Adair handbook of management & leadership, London, Thorgood
ii. Asiago R.R (2014) Determinants of effective change management, Unpublished MBA Project, Jomo Kenyatta University of Agriculture and Technology
iii. Atkinston, P (2005) Managing resistance to change: Management Services. Spring: pp15
iv. Berg, W. & Gall, M.D (2011) Educational research: An introduction (8th edition) New York, Longman

v.   Bowman, C & Asch, D (2010) Strategic map, London, Macmillan

vi.   Bossidy L & Charan N (2008), Execution: The Discipline of getting things done, Crown business, New York, USA

vii. Bruce, A (2004) Discover true north, USA, McGRAW- Hill Companies Inc.

viii. Burnes, B (2009) Managing change: A strategic approach to organisational dynamic (5th edition) England, Prentice Hall

ix.   Burnes B (2014) Managing change (6th Edition) Pearson Education Ltd, England

x.   Burnes, B (2003) Managing change and changing managers: from ABC to XYZ, Journal of management studies: 41 (6)

xi.   Campbell, D & Craig, T (2011) Organisations and the business environment, New York USA Routledge: pp 499-516

xii. Carnal, C.A (2003) Managing change in an organisation (4th edition) England, FT Prentice Hall

xiii. Carnall, C (2005) Managing change in organisation (9th Edition) England, Amazon books store: pp 189-190

xiv. Collins, J.C and Porras, J.I, (2006) Building your company vision, Harvard business review: Sept-Oct 2006:65-77

xv.   Collins J (2011) Good to great: Why some companies make the leap. and others don't (kindle edition) Harpercollins Publishers, Canada

xvi. Cooper, D. & Schindler, P (2003) Business research methods (8th edition) New Delhi, Tata McGRAW Hill

xvii. Cummings, T.G & Worley, C.G (2001) Organisation development and change (7th edition) Mason OH- USA, South western college publishing

xviii. Schein E (2009) Corporate culture: survival guide (revised edition) John Wiley &Sons, San Francisco, USA

xix. Wettstein F (2009) Multinational corporations & global justice: Human rights obligations of a quasi- governmental institution, Stanford business books, California USA

xx.   Emerson T & Steward M (2011), The Change book: Change the way you think about change, ASTD Press, Alexandria, United States

xxi. Evans, D. W (2000) People communication and organisations (2nd Edition). England, Prentice Hall, pp 233

xxii. Glueck, W.F (2011) Business policy and strategic management (5th Edition), New York, USA, McGraw-Hil

xxiii. Graham, K (2001) Strategic factors: Develop and Measure winning strategy. Australia, President press Mosman,

xxiv. Handy, C (2005) Understanding organisations (4thedition) Harmondsworth, Penguin

xxv. Handy, C.B (2002) The age of unreason, Boston MA, Harvard Business School press

xxvi. Hendricks, H (2011) Teaching to change lives, Portland; multinomiah: pp32

xxvii. Burgess C & Burgess M (2014) The social employee: Success lessons from IBM, AT & T, Dell and Cisco on building a social culture, McGraw- Hill education U.S.A

xxviii. Huselid, M.A &Becker B.E (2011) The impact of high performance work system, implementation effectiveness and alignment with strategy on shareholder's wealth, Academy of management proceedings: pp 144-149

xxix. Jones, G.R & Charles W.L (2009) Essentials of strategic management (India edition) India, Hill Cengage Learning India pvt Ltd

xxx. Kilpimaa J (2006) Factors influencing successful change management in IT outsourcing from transferred personnel point of view, MBA project, University of Tempere

xxxi. Kim, W.C & Mauborgne (2005), Blue ocean strategy: How to create uncontested market place and make the competition irrelevant, Boston USA, Harvard Business School Press

xxxii. Kotter, J.P (2012). Leading Change. Boston MA, Harvard Business School Press.

xxxiii. McKeown M (2012) The strategy book, FT publishing, England

xxxiv. Mantle, M & Lichty R (2012) Managing the unmanageable, Reading MA U.S.A, Addison- Wesley

xxxv. Lynch, R (2006) Corporate Strategy (4th Edition), London, Pitman

xxxvi. Maxwell, J.C (2005) Developing the leader in you, Equip

xxxvii. Miles, R.E & Snow, C.C (2003) Organisational strategy, structure and process New York- U.S.A McGraw Hill

xxxviii. Montana,P.J & Charnov, B.H (2008) Management (4th Edition). Barrons Educational Series: pp 349-351

xxxix. Morris T (2008) The disgruntled employee, Adams Media, Canada

xl.   Mugenda, O.M & Mugenda A.G (2003) Research Methods: Quantitative and qualitative approaches, Nairobi, Kenya Act Press

xli. Mullins, J.L (2010) Management of organisational behaviour (9th edition) England, FT Prentice Hall

xlii. Mullins, L.J (2007) Management and organisational behaviour (9th Edition). England, Prentice Hall : pp 759-762

xliii. Mullins, L.J (2010) Management and organisational behaviour (9th Edition). England, Pearson Educational publishers,

xliv. Murithi J.K(2013) Challenges of managing resistance to change in Kenya stock market sector, Unpublished MBA Project, Jomo Kenyatta University of Agriculture and Technology

xlv. Mwasina, N.I (2012) The role of planned change in efficient service delivery in public organisations, Unpublished MBA Project, Jomo Kenyatta University of Agriculture and Technology

xlvi. Obonyo E.S (2015) Factors affecting strategic change management and the performance of commercial banks in Kenya, Unpublished MBA Project, Jomo Kenyatta University of Agriculture and Technology

xlvii. Odengo, J.L (2014). The challenge of dealing with strategic change management, Unpublished MBA Project Jomo Kenyatta University of Agriculture and Technology

xlviii. Paton.P & McCalman J (2012) Change management: A guide to effective implementation (3rd Edition) SAGE publications, London, England

xlix.   Gennard J & Judge G (2005) Employee relations (4th Edition) Chartered institute of personnel and development, UK

l.   Porter, M (2008) Competitive strategy: Techniques for analysing industries and competitors (Kindle edition) New York USA, Free Press

li.   Probst, G and Buchel, B (2007) Organisational Learning, London, Prentice Hall

lii.   Pugh D.S (2007) Organisation theory (5th Edition) Penguin books, England

liii.   Robbins, S.P (2006) Organisational theory: Structure, Design, and Applications, Englewood cliffs, NJ-USA, Prentice Hall

liv.   Saunders, M.L & Thomson, A (2003) Research methods for business students (3rd edition) England, Person Education LTD.

lv.   Schein, E.N (2010) Organisational Culture and Leadership (4th Edition) ,London, FT Prentice Hall

lvi.   Senge, P.M (2006) The fifth discipline: The art and practice of learning organisation, London, Century Business

lvii.   Shenghverz, N.J (2013) Statistics for people in statistics (2nd edition) Sage publication

lviii. Slater R (2013) 29 leadership secrets from Jack Welch, McGraw Hill, USA

lix.   Wheelen, T.L and Hunger, D. J (2007) Strategic management and business policy (11th Edition). Reading MA-USA, Addison-Wesley