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EMPLOYEE PERCEPTION OF STRATEGIC CHANGE MANAGEMENT AT TOURISM FUND, KENYA

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EMPLOYEE PERCEPTION OF STRATEGIC CHANGE MANAGEMENT AT TOURISM FUND, KENYA.

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Abstract

Purpose: The objective of the study was to establish the employee's perception of strategic change management at Tourism Fund.

Methodology: The study population are all employees of the Tourism Fund (CTDLT) Kenya. The respondents were 100 employees. This formed the population. The collected data was analyzed using quantitative procedures. Quantitative data was analyzed using descriptive statistics. The descriptive statistics involved frequencies, standard deviation and means.

Results: The study findings indicated that the organization had established a sense of urgency in the need of change, it also created the guiding coalition for all employees to follow during the process and the company developed a vision and strategy that can be achieved. Results further revealed that the organization ensured there was good communication strategies for communicating the change vision to all employees, and ensured that all employees were empowered with broad-based action which helped the employees feel empowered to adopt the new changes. The study findings also indicated that the company ensured that it generated shortterm wins, consolidated gains and producing more change and anchored new approaches in the culture. This was to ensure that the employees felt as part of the process to make it a success.

Unique contribution to theory, practice and policy: The study recommends that managers at Tourism Fund can use the results to craft strategies on which areas to improve and which areas to excel at. For instance, the managers may highlight the toughest challenges so that they may find ways to improve on the drivers of the weaknesses and also identify the drivers of Strengths with an intention to excel in these areas. It is also suggested that since the employee perceptions were that formation of strategic change management have brought about competitive advantages, it may be important to consider investing in the area of change management with a hope of building and enjoying further competitive advantages. This investment would take the form of more human and financial resources allocated to strategic change management.

Keywords: *Employee perception, strategic change management and Tourism Fund.*

1.0 INTRODUCTION

Organizations today face an increasingly competitive and rapidly changing environment characterized by a diverse labor market, advancement in information technologies, globalization, deregulation, continuous customer demands and others. To be successful, a firm must be able to improve performance by reducing costs, creating new products and processes, enhancing quality and productivity, and increasing speed to market (Luthans & Sommers, 2005). In this regard, organizations need to focus on the capabilities of their workforces. According to Harter, Schmidt, and Hayes (2002), effective management of a firm's human resources would be able to generate and increase knowledge, motivation synergy, and commitment, resulting in a source of sustained competitive advantage for the firm.

Perception affects the working relationships of people in an organization in many ways which in turn affect their performance in the organization and ultimately, the effectiveness and efficiency of the organization. Employee perceptions are very critical to success in an organization because they are the driving force behind the success of the activities they engage in. Perception measurement can be done using a survey technique with the help of a questionnaire or interview and a further analysis done on the responses (Robbins, 2005).

According to Nadler (1981), strategic change can be managed through major shifts in strategic orientation, revitalization or turn around strategies at various levels of the organization. Successful strategic change, however, requires more than a new process, technology or public policy. Successful strategic change requires the engagement and participation of the people involved. Strategic change management provides a framework for managing the people side of these changes. The most recent research points to a combination of organizational change management tools and individual change management models for effective change to take place.

The Kenyan parliament enacted the Tourism Bill 2011 into an Act of parliament. The Act has obtained presidential assent and is now in its implementation stage. It is set to change the management and structure of all the institutions under Tourism while establishing at least three new ones. Most of the existing institutions will have to undergo some branding and restructuring in line with the Tourism Act 2011 (Tourism Act, 2011).

The Act provides for resource mobilization to support Tourism Sector activities through Tourism Fund which is currently the defunct Catering and Tourism Development Levy trustees (CTDLT). In this Act, CTDLT will have a bigger mandate and some of its functions for example licensing, regulation and standardization matters will be handled by the Tourism Regulatory Authority (TRA). With the introduction of the Tourism Act 2011, Tourism Fund formally assumes all obligations, contracts and any other legal entitlements of the now defunct CTDLT. The organizational structure has changed and a new strategic plan, vision and mission statements are being prepared as the organization is formally transiting to Tourism Fund (Tourism Act, 2011).

1.1 Problem Statement

Perception plays a crucial role in the daily decision making process for all managers. If an employee perceives something in one way or another and bases an important business decision on the perception; the organization will either benefit or not benefit from the decision. Strategic change is important because it enables an institution to survive in a turbulent environment. Perceptions of employees are crucial because it may determine the reactions of employees towards strategic activities of the organization. If the perceptions are negative then, the strategic change activities undertaken by the organization may fail. This may impact negatively on the performance of the organization and hence make it impossible for the organization to achieve its strategic mandate.

With the rapid growth of the Tourism Industry and the competition coming from other countries, the Kenyan Government realized that aggressive marketing was vital. The government through the Tourism Act 2011 has transformed Catering and Tourism Development Levy Trustees (CTDLT) to Tourism Fund in order to accommodate the additional mandates as stipulated in the Act. With the introduction of the Tourism Act 2011, Tourism fund formally assumes all obligations, contracts and any other legal entitlements of the now defunct CTDLT. The change in status implies that employees will also have additional responsibilities, be transferred to the new institutions, and reporting responsibilities will also change. This may bring about the fear of the unknown as it is customary for employees to fear change. Finally, employee's perceptions may determine whether the transition and the restructuring of the Tourism Fund will be successful or not.

Local studies related to strategic change management include Muchuri (2010), who investigated the employee perception of strategic change at sphinx pharmaceuticals and concluded that the employees preferred to be more involved in the entire change process from identification of the need and not just in the implementation of the changes. Matheka (2010) investigated the factors influencing employee perception of change management at Cure international hospital in Kenya and concluded that the factors influencing perception included awareness of change, information provision, empowerment, encouragement, outcome of change, attitude, experience, training, working conditions, work targets, salary and job security. Mutwol (2009) investigated the employee perception of people dimension in change management at KRA and concluded that the organization did not develop structures to capture and to handle with sensitivity the employees emotional reactions towards change. None of the studies are in the context of tourism in Kenya. These studies also focused on different sectors of the economy other than the tourism sector which has a unique environment and different challenges to deal with. The study therefore aims to bridge the gap by establishing the perception of employees in strategic change management at Tourism Fund.

1.2 Research Objective

The objective of the study is to establish the employee perception of strategic change management at Tourism Fund.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework: Force Field Analysis Model

Lewin (1951), developed a 'force field analysis' model which describes any current level of performance or being as a state of equilibrium between the driving forces that encourage upward movement and the restraining forces that discourage it. Essentially this means that a current equilibrium exists because the forces acting for change are balanced by the forces acting against change. The driving forces are (usually) positive, reasonable, logical, conscious and economic. The restraining forces are (usually) negative, emotional, illogical, unconscious and social/psychological. Both sets of forces are very real and need to be taken into account when dealing with change, or managing change, or reacting to change. Lewin's change model suggests three steps of change process; unfreezing, moving and refreezing. Unfreezing – reducing strength of forces which maintain current equilibrium. Moving – developing new organizational values, attitudes and behaviors to help move the organization. Refreezing – stabilizing after the changes have been made so that there's a new equilibrium.

2.2 Empirical Review

According to Fishbein and Ajzan (1975), managing strategic change calls for environment assessment, effective leadership, coherence and managing resistance. Ability to perceive change and take necessary action diverges considerably between and within firms. Three aspects of managing strategic change that are interlinked are the analytical, educational and political. Individual resistance to change has sources in selective perception where everyone has a unique view of how their organization works and their role within it. Plans for change which seem to threaten some cherished element of this view or which appear misguided or unfair are likely to be met with resistance (Brown, 1998). Personal habits, security, rewards and status or esteem also contribute in the way individuals view strategic change.

Perception is a challenge in implementing change. The decisions individuals make in an organization and the quality of their final choices is influenced largely by their perceptions. Decision making occurs as a reaction to a problem. That is, there is a discrepancy between some current state of affairs and some desired state requiring the consideration of alternative courses of action. The individual decision maker's perceptual process will have a large bearing on the final outcome of the decision made. Throughout the entire decision process, perceptual distortions often surface that have the potential to bias analysis and conclusions. The cognitive approach which focuses an individual's mental process recognizes that firms or rather their managers perceive the environment differently and imperfectly. This approach emphasizes the need to deepen our understanding of manager's mental schemas if we are to understand corporate behavior and firm's strategic processes fully (Robbins, 2005).

Communication between management and employees is a major challenge. Rapert, Lynch and Suter (1996) and Heracleous (2000), all think that the shared understanding of middle management and those at the operational level to the top management team's strategic goals is of critical importance to effective implementation (Rapert, Velliquette & Garretson, 2002). Strategy implementation efforts may fail if the strategy does not enjoy support and commitment by the

majority of employees and middle management. This may be the case if they were not consulted during the development phase (Heracleous, 2000). Alexander (1985) thinks obtaining employee commitment and involvement can promote successful strategy implementation (on the basis of telephone interviews with CEOs). Rapert, Velliquette and Garretson (2002) found that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments. Also the findings of Peng and Littlejohn (2001) show that effective communication is a key requirement for effective strategy implementation.

3.0 RESEARCH METHODOLOGY

A descriptive survey research design was used in this study because the study was interested in establishing the opinions of more than one employee. The study populations are the employees of the Tourism Fund (CTDLT) Kenya. According to the last human resource records of June 2013, there are 68 employees in the levy department, 6 employees in corporate department, 70 in human resource department, 4 in legal department, 4 in internal audit department, 6 in procurement department, 27 in finance department, 7 in standards department and 9 in ICT. This makes the total number of employees to be 201. The study sample was selected by use of stratified sampling. A sample of Fifty percent of the employees at Tourism Fund was studied. Therefore the sample size for this study was 100 employees from different departments in the organization. This study used primary data which was collected through use of a questionnaire collected from employees.

After the data was collected, it was prepared in readiness for analysis by editing, handling blank responses, coding, categorizing and keying into software fit for the purpose of analysis. Quantitative data was analyzed mainly by use of descriptive and correlation analysis. Descriptive statistics included mode, mean, median and standard deviation. Data was presented in forms of charts and tables.

4.0 RESULTS AND DISCUSSIONS

4.1 Demographic characteristics

This section displayed the results of the demographic characteristics. It captured their general characteristics in a bid to establish if they were well suited for the study. Specifically, this captured the gender of respondents, age of respondents, level of education, number of years in employment and departments of respondents.

The study sought to establish the gender distribution of the respondents. Gender was important in this study because gender balance will have an impact on the employees' perceptions. The findings were presented in Table 1.

Table 1: Gender of the Respondents

Gender	Frequency	Percent
Male	60	60
Female	40	40
Total	100	100

Source: Author, 2013

From the study findings, 60% of the respondents were male and 40% were female. These findings imply that the Tourism Fund has met the constitutional requirement of ensuring gender parity in its employees. This further implies that those firms with gender balance are also likely to have a positive perception of organization strategies.

The study sought to establish the age bracket of the respondents. Age is important in this study as perceptions depend on level of maturity of the respondents. The findings were presented in Table 2.

Table 2: Age of the Respondents

Age	Frequency	Percent
21-30 years	34	34
31-40 years	40	40
41-50 years	22	22
51 years & above	4	4
Total	100	100

Source: Author(2013)

From the study findings, majority of the respondents (40%) were aged between 31-40 years, 34% were age between 21-30 years while 22% were aged between 41-50 years. The finding implies that the respondents of the study were mature. The age distribution may have an implication on the perception of strategic change management at tourism Fund. The implication could be that those firms with more mature employees view strategic change management more positively than those with young employees or vice versa.

The study sought to establish the level of education of the respondents. The level of education was important in the study because it showed whether the respondents have adequate level of education to understand concept and language of the study. It is also important because it may influence perceptions. The findings were presented in table 3.

Table 3: Level of Education

Education Level	Frequency	Percent
Secondary level	6	6
College level	25	25
University level	52	52
Post graduate level	17	17
Total	100	100

Source: Author, (2013)

From the study findings, majority of the respondents (52%) were university graduates while 17 % of the respondents were post graduates and 25% had reached college level. The finding implies that majority of the Tourism Fund employees have got university education and therefore have good understanding of the concept of change management thus smooth implementation of change.

The study sought to establish the number of years the respondents have been in the employment. Number of years in the employment played a role in determining whether the respondents have been there long enough to give accurate responses. It is also important as it influences perceptions of strategic change management. The findings were presented in table 4.

Table 4: Years in Employment

Years	Frequency	Percent
less than one year	8	8
1 to 2 year	30	30
3 to 5 years	29	29
More than 5 years	33	33
Total	100	100

Source: Author, (2013)

From the study findings, 33% of the respondents had been in the employment for more than five years, while 30% of the respondents had been in the employment for a period of between 1 to 2 years and 29% of the respondents had been in the employment for a period of between 3 to 5 years. The finding implies that 60% of the Tourism Fund employees had been in the employment for more than three years therefore able to understand the change in the organization and how to deal with the changes in the organization. It can also be assumed that most of them had a remarkable experience which perhaps leads into the realization of the strategic change management.

The study sought to establish the department of the respondents in the company. Departments of the respondents were important in this study because the researcher wanted to know how the respondents were spread across the departments for response generalization and also to ensure that biased responses from one department were avoided. The findings were presented in table 5.

Table 5: Department of the Respondents

Department	Frequency	Percent
Levy	32	32
Human Resource	39	39
ICT	6	6
Corporate Affairs	6	6
Standards	2	2
Finance	10	10
Internal Audit	4	4
Procurement	1	1
Total	100	100

Source: Author, (2013)

From the study findings, majority of the respondents (39%) were from the Human resource department while 32% were from levy departments and equal shares of 6% from ICT and corporate affairs. The findings imply that the respondents were well spread across the organization hence the responses got can be applied to the whole organization and are free from bias. The findings may have an implication on the perceptions on strategic change management.

The study sought to establish the position of respondents at Tourism Fund. Position held in the organization was important because the organization aim was to get the perceptions of all employees especially non managerial. The findings are presented in table 6 below.

Table 6: Position at Tourist Fund**Table 6: Position at Tourist Fund**

Position	Frequency	Percent
Managerial	17	17
Non- Managerial	83	83
Total	100	100

Source: Author, (2013)

Results in table 6 shows that majority (83%) of the respondents were in non managerial category while 17% of the respondents were in managerial category. This findings imply that the respondents were well spread thus accurate responses.

4.2 Perceptions of Employees at Tourism Fund

The study sought to establish the extent to which employees agree with the issues about change management at Tourism Fund. The study gauged the employees perceptions in regard to the Kotters' eight step change model which include establishing a sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision , empowering broad-based action, generating short-term wins, consolidating gains and producing more change and anchoring new approaches in the culture.

Means greater than 1 and less than 1.5 implied that the factor influenced employees' perception to no extent. Means greater than 1.5 and less than 2.5 implied that the factor influenced employees' perception to a little extent. Means greater than 2.5 and less than 3.5 implied that the factor influenced employees' perception to a moderate extent. Means greater than 3.5 and less than 4.5 implied that the factor influenced employees' perception to a greater extent. Means greater than 4.5 implied that the factor influenced employee's perception to a very great extent.

The standard deviation on the other hand describes the distribution of the response in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that the responses are moderately distributed, while less than 1 indicates that there is no consensus on the responses obtained.

The respondents were asked to indicate whether at Tourism Fund there is establishment of sense of urgency. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged and emphasized on establishing a sense of urgency about change management. Means for the factors were established in order to provide a generalized feeling of all the respondents. The results are indicated in the table 7 below.

Table 7: Establishing a Sense of Urgency

Statement	Mean	Std. Deviation
During the change process, I was able to see the need for change and importance of acting immediately through SWOT analysis	3.12	1.2(*)
I was involved in the identification and discussion of crisis, potential for crisis and major opportunities by examining the market and competitive realities	2.98	1.119(*)

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

Results from table 7 revealed that during the change process, the employees saw the need for change and importance of acting immediately through SWOT analysis to a moderate extent was ranked first with a mean of 3.12 and the statement that the employees were involved in the identification and discussion of crisis, potential for crisis and major opportunities by examining the market and competitive realities had a mean of 2.98. This indicated that the employees agreed to a moderate extent. The findings imply that according to employee perceptions Tourism Fund had established a sense of urgency to strategic change management thus all employees were aware of the changes taking place at the company.

The findings agree with those in Kotter (2007) who identified specific conditions essential for successful transformations one of them being creating urgency. He argues that 75% of managers must believe the status quo is more dangerous than the unknown.

The respondents were asked to indicate if the at Tourism Fund there is creation of guiding coalition. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged and emphasized on creating the guiding coalition to employees about change management. Means for the factors were established in order to provide a generalized feeling of all the respondents. The results are indicated in the table 8 below.

Table 8: Creating the Guiding Coalition

Statement	Mean	Std. Deviation
During the change process, there was a powerful group guiding the change with leadership skills	3.28	1.215(*)
During the change process, there was a powerful group with credibility and bias for action	3.12	1.183(*)
During the change process, there was a powerful group with authority, analytical skills and communication skills	3.44	1.095(*)
During the change process, there was an assembly of a group powerful enough to lead and influence the change	3.18	1.158(*)
During the change process, I was showed what is needed through modeling behaviors	3.07	1.121(*)
During the change process, the group was made to work together like a team	3.26	1.284(*)

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

Table 8 above shows that majority of the employees agreed to a moderate extent that at Tourism fund the management was creating a guiding coalition on how to encourage change management. A mean score of 3.28 was obtained for the statement that during the change process, there was a powerful group guiding the change with leadership skills this implies that the employees agreed to a moderate extent that there was a powerful group guiding the change with excellent leadership skills. A mean score of 3.12 was obtained for the statement that during the change process, there was a powerful group with credibility and bias for action this implies that majority of the employees agreed to a moderate extent that at Tourism fund there was a powerful group that guided the employees on change management with credibility and bias for action.

Furthermore, a mean score of 3.44 was obtained for the statement that during the change process, there was a powerful group with authority, analytical skills and communication skills this implies that most of the employees agreed to a moderate extent that that the powerful group set aside had authority, analytical skills and communication skills. A mean score of 3.18 was obtained for the statement that during the change process, there was an assembly of a group powerful enough to lead and influence the change this implies that most of the employees agreed to a moderate extent that there was an assembly of a group powerful enough to lead and influence the change.

Finally, a mean score of 3.07 was obtained for the statement that during the change process, the employees were showed what was needed through modeling behaviors. This implies that the employees agreed to a moderate extent that they were showed what was needed to accept change

through modeling behaviors. A mean score of 3.26 was obtained for the statement that during the change process, the group was made to work together like a team this implies that the employees agreed to a moderate extent that during the change process the group worked together as a team.

The respondents were asked to indicate whether at Tourism Fund the management developed a vision and strategy for the change management. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged and emphasized on developing a vision and strategy for the change management. Means for the factors were established in order to provide a generalized feeling of all the respondents. The results are indicated in the table 9 below.

Table 9: Developing a Vision and Strategy

Statement	Mean	Std. Deviation
In the process of change, it was clarified to me how the future will be different from the past and how I will make the future a reality by having a shared vision	3.17	1.146(*)
In the process of change, a vision was created to help direct the change effort	3.28	1.092(*)
In the process of change, my organization ensured it gets the vision and strategy right	3.5	1.168(*)
In the process of change, strategies were developed to achieve the vision	3.52	1.059(*)

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

Results from Table 9 above indicate that the respondents agreed to a moderate extent that in the process of change, it was clarified to the employees how the future will be different from the past and how they will make the future a reality by having a shared vision with a mean score of 3.17. This implies that the employees agreed that the management clarified how the future will be different from the past after changes thus encouraged to embrace change. A mean score of 3.28 was obtained for the statement that in the process of change, a vision was created to help direct the change effort. This implies that the employees agreed to a moderate extent that the management created a vision to help direct the change effort.

A mean score of 3.5 was obtained for the statement that in the process of change, their organization ensured it got the vision and strategy right. This implies that the employees agreed to a great extent that the organization ensured that it got the vision and strategy right. Finally a mean score of 3.52 was obtained for the statement that in the process of change, strategies were developed to achieve

the vision. This implies that the employees agreed to a great extent that during the process of change the strategies were developed to achieve the vision.

The respondents were asked to indicate if the management was communicating the change vision to the employees. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged and emphasized on communicating the change vision to the employees. Means for the factors were established in order to provide a generalized feeling of all the respondents. Results are presented in Table 10 below.

Table 10: Communicating the Change Vision

Statement	Mean	Std. Deviation
During the change process, it was made sure that I understand and accept the vision and strategy	3.25	1.201(*)
During the change process, there was a constant communication about the new vision and strategies	3.22	1.106(*)
During the change process, it was ensured that the organization provided a guiding coalition role model and the expected behavior of staff	3.2	1.119(*)

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

A mean score of 3.25 was obtained for the statement that during the change process, it was made sure that the employees understood and accepted the vision and strategy. This implies that the employees agreed to a moderate extent that during the change process the management made sure that all employees understood and accepted the vision and strategy. The respondents agreed to a moderate extent that during the change process, there was constant communication about the new vision and strategies with a mean of 3.22. This implies that the employees agreed moderately that there was constant communication about the new vision and strategies. Finally a mean score of 3.2 was obtained for the statement of that during the change process; it was ensured that the organization provided a guiding coalition role model and the expected behavior of staff. This implies that the employees agreed to a moderate extent that during the change process, the company ensured that it provided a guiding coalition role model and expected behavior of staff. This was to guide the employees on how to carry out their duties.

The findings agree with those in Sterling (2003) who identified reasons why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models. The findings also agree with those in Peng and Littlejohn (2001) who posits that effective communication is a key requirement for effective strategy implementation.

The respondents were asked to indicate whether the company had empowering broad-based action. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged and emphasized on empowering broad based action on change management. Means for the factors were established in order to provide a generalized feeling of all the respondents. Results are presented in Table 11 below.

Table 11: Empowering Broad-Based Action

Statement	Mean	Std. Deviation
In the process of change, I was encouraged to act on the vision by getting rid of obstacles	3.05	1.086(*)
In the process of change, I was encouraged to take risks	3.17	0.965
In the process of change, I was enabled to act on the vision through the organization encouraging non-traditional ideas	3.19	1.125(*)
In the process of change, systems or structures that undermined the change vision were altered	3.18	0.989

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

Table 11 shows that the respondents agreed to a moderate extent in the process of change, they were encouraged to act on the vision by getting rid of obstacles and in the process of change, they were encouraged to take risks with means of 3.05 and 3.17. In addition a mean score of 3.19 was obtained for the statement that in the process of change, the employees were enabled to act on the vision through the organization encouraging non-traditional ideas and a mean score of 3.18 was obtained for the statement in the process of change, systems or structures that undermined the change vision were altered. This implies that the employees agreed to a moderate extent that the company had set aside strategies to empower broader based actions from the employees by ensuring that the company encouraged employees to take risks, encouraged employees to act on the company vision by non-traditional ideas and by altering systems and structures that undermined change.

The study sought to establish whether the organization generated short term wins during the change process. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged and emphasized on generating short terms wins on change management. Means for the factors were established in order to provide a generalized feeling of all the respondents. Results are presented in Table 12 below.

Table 12: Generating Short-Term Wins

Statement	Mean	Std. Deviation
During the change process, short term improvements in performance were planned for and generated	3.15	1.095(*)
During the change process, people who made wins possible were publicly recognized and rewarded	2.87	0.96
During the change process, the organization created the wins by providing conducive environment for change	3.23	1.162(*)

Source: Author, 2013

* Standard deviation indicates a significant variation from the mean.

Results in Table 12 indicate that the respondents agreed to a moderate extent that during the change process, short term improvements in performance were planned for and generated and during the change process, the organization created the wins by providing conducive environment for change with the means of 3.15 and 3.23. This implies that the employees agreed that during the change process the organization created the wins by providing conducive environment for change. A mean score of 2.87 was obtained for the statement that during the change process, people who made wins possible were publicly recognized and rewarded this implies that the employees agreed to a moderate extent that the company rewarded and recognized people who made wins possible. This could further imply that that's why the employees resist change in many firms.

The study sought to establish whether the organization was consolidating gains and producing more change during the process. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization had engaged in consolidating gains and producing more change during the process. Means for the factors were established in order to provide a generalized feeling of all the respondents. Results are presented in Table 13 below.

Table 13: Consolidating Gains and Producing More Change

Statement	Mean	Std. Deviation
In the change process, the organization ensured no letting up by consolidating improvements and sustaining the momentum for change	3.22	1.031(*)
In the change process, increasing credibility was used to change all systems, structures and policies that didn't fit together and didn't fit the transformation effort	3.17	1.083(*)
The change process was reinvigorated with new projects, themes and change agents	3.23	1.053(*)

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

Table 13 shows that a mean score of 3.22 was obtained for the statement that in the change process, the organization ensured no letting up by consolidating improvements and sustaining the momentum for change while a mean score of 3.17 was obtained for the statement in the change process, increasing credibility was used to change all systems, structures and policies that didn't fit together and didn't fit the transformation effort. A mean score of 3.23 was obtained for the statement the change process was reinvigorated with new projects, themes and change agents. This implies that the employees agreed to a moderate extent that the organization consolidated improvements and sustained momentum for change, the management also increased credibility to change all systems, structures and policies that don't fit together for transformation effort.

The study sought to establish if the organization was anchoring new approaches in the culture during the change process. The respondents were asked to rate the factors on a scale of 1 to 5; (1; To no extent, 2: to a little extent, 3: to a moderate extent, 4: To a great extent, 5: to a very great extent) the extent to which the organization was anchoring new approaches in the culture during the change process. Means for the factors were established in order to provide a generalized feeling of all the respondents. Results are presented in Table 4.14 below.

Table 14: Anchoring New Approaches in the Culture

Statement	Mean	Std. Deviation
During the change process, it was ensured that I hold on to new ways of behaving, and it was made sure I succeeded until I became part of the very culture of the group	3.1	1.059(*)
During the change process, the connection between new behaviors, the organization's strategic objectives and the organizational success and sustainability were well articulated	3.31	1.125(*)
During the change process, new approaches were institutionalized by telling vivid stories about the new organization constantly	3.1	1.068(*)
During the change process, it was ensured that the induction / orientation programs reflected the new way of working	3.12	0.956
During the change process, promotion was used to place people who acted according to the new values, norms and ways into visible and influential positions	3.02	1.005(*)
During the change process, better performance was created through customer and productivity oriented behaviour, better leadership and more effective management.	3.16	1.051(*)
During the change process, the means to ensure leadership development through succession was developed	3.19	1.134(*)

Source: Author, (2013)

* Standard deviation indicates a significant variation from the mean.

Results in Table 14 shows that the respondents agreed to a moderate extent that during the change process, it was ensured that they held on to new ways of behaving, and it was made sure they succeeded until they became part of the very culture of the group. This implies that the employees agreed that during the change process the organization ensured that the employees held on to the new ways of behaving and became part of the culture. A mean score of 3.31 was attracted by the statement during the change process, the connection between new behaviors, the organization's strategic objectives and the organizational success and sustainability were well articulated and the statement during the change process, new approaches were institutionalized by telling vivid stories about the new organization constantly attracted a mean score of 3.1 which implies that the employees agreed to a moderate extent that new approaches were institutionalized by telling of vivid stories about the new organization constantly.

In addition a mean score of 3.12 was obtained for the statement during the change process, it was ensured that the induction / orientation programs reflected the new way of working and the statement during the change process, promotion was used to place people who acted according to the new values, norms and ways into visible and influential positions attracted a mean score of 3.02 which implies that the employees agreed to a moderate extent that the organization organized for promotions during the process to make people act according to the new values, norms and ways into visible and influential positions.

Finally a mean score of 3.16 was obtained for the statement during the change process, better performance was created through customer and productivity oriented behaviour, better leadership and more effective management and the statement during the change process, the means to ensure leadership development through succession was developed attracted a mean score of 3.19 which implies that the employees agreed to a moderate extent that during the change process the organization ensured that leadership development succession was developed to make the process a successful.

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Findings

The general objective of this study was to establish the employee perception of strategic change management at Tourism Fund. A population of one hundred (100) respondents was drawn from all the employees at Tourism Fund. For purposes of collecting primary data, the researcher developed and administered a questionnaire and the results obtained were analyzed using Microsoft Excel and Statistical Package for Social Sciences (SPSS).

Study findings indicated that (60%) of the respondents were male and (40%) were female. These findings imply that the organization has adhered to gender equality. A majority (40%) of the respondents were aged between 31-40 years, followed by 34% were aged between 21-30 years. This shows that the respondents were at the peak of their careers hence accurate responses. A majority of the respondents (52%) were university graduates while 25 % of the respondents had

reached college level. The finding implies that majority of the employees in the company have got a high level of education which perhaps contribute positively into the achievement of the strategic change. Majority of the respondents (33%) had been in the employment for more than five years, while 30% of the respondents for a period of between 1 to 2 years.

The study sought to establish the challenges faced by Tourism Fund during the change process. The study findings indicated that there were many challenges but the organization had put in place strategies to curb them thus encouraging employees to embrace the changes being implemented in the organization. Results indicated that the organization had established a sense of urgency in the need of change, it also created the guiding coalition for all employees to follow during the process and the company developed a vision and strategy that can be achieved. Results further revealed that the organization ensured there was good communication strategies for communicating the change vision to all employees, and ensured that all employees were empowered with broad-based action which helped the employees feel empowered to adopt the new changes. The study findings also indicated that the company ensured that it generated shortterm wins, consolidated gains and producing more change and anchored new approaches in the culture. This was to ensure that the employees felt as part if the process to make it a success.

5.2 Conclusions

Following the study findings it is possible to conclude that the employees were made part of the strategic change management thus the company had a smooth transition this was reached to as majority of the statements attracted a mean score of 3 and above which means the agreed.

It was also possible to conclude that the strategies that the company selected and put aside to impose change management were favored by the employees. These strategies included creating the guiding coalition, developing a vision and strategy, communicating the change vision to employees, empowering broad-based action, generating short-term wins, consolidating gains and producing more change and anchoring new approaches in the culture.

It was also possible to conclude that the management had done adequate research to ensure that there was a smooth transition and knew the tactics to treat employees to avoid resistance from the employees.

5.3 Recommendations

The study recommends that Managers at Tourism Fund can use the results to craft strategies on which areas to improve and which areas to excel at. For instance, the managers may highlight the toughest challenges so that they may find ways to improve on the drivers of the weaknesses and also identify the drivers of Strengths with an intention to excel in these areas.

It is also suggested that since the employee perceptions were that formation of strategic change management have brought about competitive advantages, it may be important to consider investing in the area of change management with a hope of building and enjoying further competitive advantages. This investment would take the form of more human and financial resources allocated to strategic change management.

The study further recommends that the management should put strategic policies to encourage all the employees embrace change and don't resist to ensure the transition is smooth thus the management should commit itself in making the employees part of the change.

5.4 Suggestions for Further Studies

A further area of study would be to replicate the a further area of study would be to statistically determine through regression modeling whether gender, education, job position, department, years of experience influence the perceptions of employees towards strategic change management.

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