

**STRATEGIC CHANGE MANAGEMENT PRACTISES AND ORGANIZATIONAL
PERFORMANCE: A CASE OF AGRICULTURE AND FOOD AUTHORITY,
NAIROBI CITY COUNTY, KENYA**

**OSCAR SHUME KAI
D53/MSA/PT/31969/2015**

**A RESEACH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT FOR THE AWARD OF DEGREE IN MASTER OF
BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT OPTION) OF
KENYATTA UNIVERSITY**

JUNE, 2021

DECLARATION

It's a freshly developed write -up research project never submitted for an academic award nor to universities elsewhere.

Oscar Shume Kai

D53/MSA/PT/31969/2015

Signature _____ Date _____

Supervisor:

This Research Project has been submitted with my approval as the appointed University Supervisor.

Signature _____ Date _____

Dr. Lawrence Wainaina

Department of Business Administration

School of Business

Kenyatta University

DEDICATION

The study is devoted to my wife Joyce Chiku, my children Fiona Nyadzua and Blessing Neem. They have offered exceptional support and encouragement to me, through the whole time of the project.

ACKNOWLEDGEMENT

To come to the realization of this objective there have been many encounters; others in form of obstacles while others, new insights to be explored. Facilitation towards this end, has been accomplished with collaboration of efforts of important individuals that I do acknowledge and appreciate so much. To begin with, I give glory to God for the grace he has accorded me throughout my pursuit of this project. Secondly, I acknowledge my family members for making this journey tolerable through their payers and patience.

I am much obligated to my supervisor Dr. Lawrence Wainaina for providing the necessary intellectual guidance and insights to ensure that this work is worthwhile and completed successfully. I am indebted to the Kenyatta University for accepting me to the Masters program in Business Administration, School of Business. Please keep up the good work.

At the same time, my appreciation goes to the entire Agriculture and Food Authority fraternity and the staff members for willingly participating in the project. The effort you made in deed has made it possible to successfully accomplish this work which will also be fruitful to the advancement of the nation at large.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATION AND ACRONYMS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Strategic Change Management Practices.....	2
1.1.2 Organizational Performance.....	3
1.1.3 Agriculture and Food Authority of Kenya.....	4
1.2 Statement of the Problem.....	5
1.3 Research Objectives	6
1.3.1 General Objective.....	6
1.3.2 Specific Objectives.....	6
1.4 Research Questions	6
1.5 Significance of the Study.....	7
1.6 Scope of the Study.....	7
1.7 Limitation of the Study	8
1.8 Organization of the Study	8
CHAPTER TWO	9
LITETATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Review.....	9
2.2.1 Lewin Three-step Change Theory	9
2.2.2 Stakeholder Theory	10
2.2.3 Kotter’s 8 –Step Model.....	11
2.2.4 Agency Theory	12

2.3	Empirical Review	13
2.3.1	Value Chain Management and Performance	13
2.3.2	Technology adoption and Performance	14
2.3.3	Strategic Alliance and Performance	15
2.4	Summary and Research Gaps	16
2.5	Conceptual Framework	18
CHAPTER THREE.....		19
RESEARCH METHODOLOGY		19
3.1	Introduction.....	19
3.2	Research Design	19
3.3	Target Population	19
3.4	Sample and Sampling Technique	20
3.5	Data Collection Instruments	20
3.6	Pilot Study.....	21
3.6.1	Reliability Test	21
3.6.2	Validity Test	22
3.7	Data Analysis and Presentation	22
CHAPTER FOUR		24
RESEARCH FINDINGS AND DISCUSSION		24
4.1	Introduction.....	24
4.2	Response Rate.....	24
4.3	Bio Data	24
4.3.1	Length of Continuous Service	24
4.3.2	Position of the Firm.....	25
4.4	Descriptive Statistics	26
4.4.1	Value Chain Management	26
4.4.2	Technology Adoption	27
4.4.3	Strategic Alliance	28
4.4.4	Performance.....	29
4.5	Inferential Statistics	31
4.5.1	Correlation Analysis	31
4.5.2	Regression Analysis	32
CHAPTER FIVE		34

SUMMARY, RECOMMENDATION AND CONCLUSIONS	34
5.1 Introduction.....	34
5.2 Summary	34
5.3 Conclusions.....	35
5.4 Recommendations	35
5.5 Suggestion for Further Studies	36
REFERENCES.....	37
APPENDICES.....	40
Appendix 1: Introduction letter.....	40
Appendix II: Questionnaire	41
Appendix III: Approval Letter	43
Appendix IV: Research Permit	45

LIST OF TABLES

Table 2.1: Summary of Previous studies and Knowledge Gaps.....	16
Table 3.1: Target Population.....	20
Table 3.1: Sample Size	20
Table 3.3: Results of Reliability Statistics	21
Table 4.1: Response Rate.....	24
Table 4.3: Length of Continuous Service.....	25
Table 4.4: Value Chain Management.....	26
Table 4.5: Technology Adoption.....	27
Table 4.6: Strategic Alliance.....	28
Table 4.7: Performance	30
Table 4.8: Correlation Analysis	31
Table 4.9: Model Summary.....	32
Table 4.10: Analysis of Variance	32
Table 4.11: Coefficients	33

LIST OF FIGURES

Figure 2.1: Conceptual Framework	18
Figure 4.1: Position of the Firm	25

ABBREVIATION AND ACRONYMS

AFA:	Agriculture and Food Authority of Kenya
AFFA:	Agriculture, Fisheries and Food Authority
ERS:	Economic Recovery Strategy for Wealth and Employment Creation
ICT:	Information Communication Technology
JOUST:	Jaramogi Oginga Odinga University of Science & Technology
RRA:	Rwanda Revenue Authority
SRA:	Strategy for the Revitalization of Agriculture

OPERATIONAL DEFINITION OF TERMS

Technology Adoption:	Degree of incorporation and assimilation of technological aspects
Organizational Performance:	It is the utilization of available productive resources to realise the targeted outcome of the firm
Strategic Alliance:	Strategic cooperation between two or more organizations, with the aim to achieve a result one of the parties cannot achieve alone.
Strategic Change:	Refers to an adjustment in a firm's configuration with its exterior environment.
Strategic Change Management Practices:	The activities that organizations perform to ensure long term sustained change management and reduced resistance to change.
Value Chain Management:	Refers to a business assessment instrument for the seamless alignment and integration of value chain features

ABSTRACT

The massive shift in the economy witnessed today is as a result of the volatile and aggressive in the world of doing business. All organizations have felt the impact of these changes leading to some of these organizations being phased out and a number of other factors that have challenged the quality of their services. This has triggered the dire need for change among the public sector organizations. The study aimed at assessing the influence of strategic change management on performance of Agriculture and Food Authority of Kenya. Basically, the focus was on examining the effect of value chain management, technology adoption and strategic alliance on performance. The study was based on Lewin Three-step Change Theory, Stakeholder Theory, Kotter's 8 –Step Model and Goal Setting Theory. Descriptive survey research design was employed in this study. Targeted population included staff of Agriculture and Food Authority of Kenya at the headquarters and the Directorates based in Nairobi and the total number of respondents comprised of four hundred and ninety-four (494) respondents. The study adopted stratified random sampling then simple random sampling method was used to select the respondents. The sample comprised of 151 respondents. Structured questionnaires were used to collect data. Validity was ensured through the use of content validity and reliability was tested using Cronbach's alpha coefficient in which the study obtained an alpha value of 0.744. Quantitative data was analyzed using descriptive statistics and presented in tables, figures and charts. Qualitative data was analyzed thematically and presented in narrative form. Regression analysis was carried out to establish the extent to which variables relate to each other. The study established that value chain management, technology adoption and strategic alliance had a positive and significant effect on performance of Agriculture and Food Authority of Kenya. The study concluded on value chain management that an effective implementation of value chain management improves the flow of products and materials through accurate forecasting of sales and demand as well as improved inventory management. The study concluded on technology adoption that adoption of technology is the key to getting the largest return thus improving the performance of the organization and it makes employees more productive as they can get more work done in less time. The study concluded on strategic alliance that strategic alliance allows the organization to penetrate a new market by using the resources and market expertise of the organization that is already captured that market and also provides access to the unique know-how of the organization with which the organization is partnering with. The study recommended on value chain management that the organization should improve its distribution network by reviewing essential parts in its distribution network and try to figure out how the parts work together. The study recommended on technology adoption that the organization should align technology and strategy by establishing the goals they want to achieve and then plan backwards, finding a technology that best supports improved performance. The study recommended on strategic alliance that the organization should understand the strengths and weaknesses of each firm, determine how the alliance fits into their plan and be clear with the reason why they are entering into the partnership and what they expect to gain.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Change in organizational happens as a result of environmental changes or in the event to respond to current crisis situation and the organization must consider the reasons for change, the external environment, and the internal situation to decide which factors to change (Jones, 2014). George and Jones (2017) observe that when an organization undergoes change, its core value needs to be determined so that in the process of transformation, it can be preserved. These authors further argue that although change in organizations may be a constant, the nature of it is not always the same, as change comes in a variety of shapes and sizes and can be proactive or reactive depending on contextual factors.

Morgan and Zeffane (2013) indicate that management of change affects performance at the individual, team and organizational level. Individuals learn through curiosity and experimentation, teams learn by encouraging diversity of ideas and input, organizations learn by disciplines continuous improvement and experimentation. Short and Palmer (2016) observe that when a change occurs, good things happen. Individuals have a more robust life and are more committed to work. Therefore, strategic change management can help the county government to adapt to changes in the legal environment or the marketplace and to perform more effectively or cost-efficiently.

The implementation of strategy change management is seeing conflicting outcomes in Turkey and the influence of these changes is still complex across central and local governments and their related agencies (Cetin, 2015). Aydin, Nyadera and Onder (2017) note that the most of Turkish public bodies implemented change management strategies merely as a legal requirement. The law adopted for strategic planning has produced some significant improvements and strengthened development activities. Nevertheless, contrary to the original objectives of implementing this legislation, there is no substantial progress achieved.

Kimhi and Oliel (2019) indicate that change management has a positive effect on the performance of manufacturing firms in Anambra State, Nigeria and recommend that each company can adopt effective change management approaches to help create successful relationships based on their beliefs, expectations, attitudes and perceptions. Olajide (2018) states that most Nigerian organizations neglect their workers during conception; implementing and updating the change cycle adversely impacts the execution of the reform agenda. Managing the process of change is therefore as essential in improving the performance of the organization.

In Kenya, the public service sector has experienced remarkable changes. There has been a shift from assured job-status to pay based on performance models even as duties in the sector are steadily changing (Muriithi, 2015). This has prompted the sectors to initiate and put in place proper tactics or plans that can enhance the growth of the company improve the organizational efficiency and facilitates maximization of available opportunities and markets. Furthermore, business strategies as an initiative in the public sector began in 2002. This was driven with aim of make delivery of service better, improving the level of efficiency, meeting the needs of the people and addressing other societal issues (Awuondo & Abdikadir, 2013). Transformation in the area of agriculture sector started in 2003 following the creation of ERS and SRA. These shifts are still in progress.

Organization performance enhance by the initiatives companies put in place in order to handle change related issues as this offers formidable grounds for improving on the available competences and promotes the culture of innovativeness. Horngren (2000) and Anantharaman (2003) posits that companies relate link their improvement to structures that they have in place that facilitate adjustment to changes (Kotter, 2005). Generally, change initiatives may be propagated by the demand for companies to readjust and redefine themselves following the challenging competition. Despite these considerations and initiatives, success in realizing the planned initiatives has been marred by reluctance in eventually put them in place and due to lack of proper understanding on the know and to some extent uncalled for delays on the part of implementers (Reger *et al.*, 2004). As change occurs, those companies that are swift in readjusting their operations most probably gain an upper hand in the market leaving the rest of the organizations lagging behind this call for a deliberate effort to put in place an effective change management plan (Johnson, Scholes & Whittington, 2008).

1.1.1 Strategic Change Management Practices

Strategic change management practice entails managing change in a structured, thoughtful way to meet organizational goals, objectives and missions by allowing organizations to make the necessary changes carefully and responsibly (Tichy, 2013). Bruch, Gerber and Maier (2015) observe that the implementation of an organization's change management plan offers guidance and intent for all other change management practices. Change is therefore necessary to keep organizations thriving and meeting their expected performance. In this study, strategic change management practices adopted were: value chain management, technology adoption and strategic alliance.

McGuffog and Wadsley (2016) observe that value chain management is the process of monitoring and managing all the components that comprise manufacturing, including procurement, production, quality control and distribution. Proper value chain management is key to optimizing business operations and maximizing profit. Flint and Mentzer (2017) argue that companies can optimize value for themselves, their vendors and their end customers when they effectively manage the flow of production and sales from inbound logistics to operations, outbound logistics, marketing, and sales and service. Ultimately, the purpose of value chain analysis is to increase efficiency, delivering the most possible value to consumers at the lowest possible cost. Achieving this optimal value chain results in a significant organizational performance.

Technology adoption provides an opportunity for business to improve their efficiency and effectiveness and even to gain competitive advantage (Rockart & Scott-Morton, 2014). According to Allen and Morton (2017) Information Technology (IT) is clearly considered as a key growth area in this century, specifically, in a dynamic and highly competitive business environment which requires utilizing advanced information technology tools to improve efficiency, cost effectiveness, and deliver high quality products and services to customers. Therefore, Organizations are increasingly using information technology to develop solutions to business problems, to improve both the efficiency and effectiveness of the decision-making process, to enhance productivity and service quality and to achieve dynamic stability.

Strategic alliance is a concerted effort by two independent firms to have a synergistic relationship in terms of human and material resources to the advantage of both parties. (Dacin, Oliver & Roy, 2017). Goerzen and Beamish (2018) observe that the advantages of an alliance, as compared with a single firm, depend on the need for integration among parts of the value chain and the need for scale and specialization in each of the parts. With this in mind firms enter into alliances based on their needs at that time or future considerations. Therefore, the motives for joining an alliance determine the choice of partners hence the type of alliance to enter.

1.1.2 Organizational Performance

Organizational performance is measured by establishing how effective and efficient an organization is and complying with the set rules and regulation. Institutional performance also includes measures in safeguarding and environmental conservation (Teeratansirikool, Siengthai, Badir & Charoenngam, 2013). Vanderstraeten and Matthyssens (2012) note that the performance of an institution as the indicator that brings out the relationship between the way in which firms deals with customer request and utilization of skills in opposition to the

accumulation and possession of it. Therefore, it can be seen that performance of organizations is as the result of the strategies and its operational methods and it is the level at which it achieves its set goals.

Organizational performance is gauged not just on financial aspects which include returns on accounts, market stock and measures of growth but the non-financial aspects that include orientation of clients, personal satisfaction and social performance (Combs, Crook & Shook, 2015). According to Richard, Devinney, Yip and Johnson (2016) institutional performance is about measuring the real productivity of the firm within which is linked to a more effective and efficient methods and also the external measures that involves corporate social responsibility that is related to considering a broad view other than the value of the economy.

Institutional performance refers to real organizational productivity based on the expected goals and objectives (Upadhaya, Munir, & Blount, 2014). The performance of an institution is believed to on the way it is perceived that companies consists of resources that are of high value and involves workers, physical materials and capital that are utilized in achieving a common goal. Generally, Musmuliana and Mustaffa (2012) observe that the capability of an organization in response to threats and opportunities effectively and efficiently determines that performance of the organization in addition to identifying its strengths and weaknesses.

Angle and Perry (2015) observe that each organization aims at seeking effectiveness and attaining better results. The efficiency of the firms is associated with unique design capability that can embrace the opportunities of the firm through exchange relationship and hence it is a vital method that organizations associate itself with the environment in order to ensure its growth. Guajardo (2015) argue that in order to establish the effectiveness of the firms, managers of these firms are required to rely on alignment and engagement of the employees, establish ways of managing their employees and a framework that caters for its capability and culture. Organizational performance in this study was measured in terms of efficiency, goal achievement and customer satisfaction.

1.1.3 Agriculture and Food Authority of Kenya

The Agriculture, Fisheries and Food Authority (AFFA) Act, 2013 was developed as a result of Agriculture Sector Reforms that began in the year 2003. It aimed at streamlining legislation in the agriculture sector to enhance its productivity. The AFFA Act makes a provision that put together laws that promote and regulate agriculture. It also provides for duties National and County Governments in agriculture related issues. The Act was legalized in 2013 and put in force in 2014. The miscellaneous Amendments Act of 2016 was the deletion of the word fisheries thus changing the name to Agriculture and Food Authority

(AFA) (AFA, 2016). The key obligation of this body to facilitate improvement in the agricultural production in the country. In order to implement the AFA Act, the constituted AFA's Board and Management acknowledged the necessity of an elaborate strategic plan that will enable the sector to priorities on the key areas and direct the use of available resources to sections that are deemed to be of high impact. This calls for initiation of proper change management practices.

Given that the Public Sector is central in major socio-economic policy making and facilitating a conducive context for national growth, it needs to prosper in order to facilitate the success of the private sector. Consequently, the proper management of the Public Sector is paramount as far as the achievement of National Development Plan and Vision 2030 as well as continued great development by being competitive in the world-wide market, (Kihanya, 2013). In addition, State-owned corporations are organizations whose role are defined by the state and aims at enhancing development of the nation as programmed by the government itself. As a result, the performance of State Corporation is of ideal importance as they are the backbone through which development is made and the private sector is enabled to have strategic advantage in the global market. This is also seen on the background of poor performance of government institutions in the recent past which has put pressure on the central government leading to setting of a task force on reforms on the parastatals which had strategic management as one of the recommendations towards turning around the state corporations (Awuondo & Abdikadir 2013).

1.2 Statement of the Problem

The environment in which organizations operate is very dynamic and highly unpredictable. Due to constant changes, organizations are required to continuously adapt to strategically remain relevant (Gathungu, 2015). Lichtenthaler (2016) observed that in managing the required internal changes, companies have to establish special units, often called change management functions. The change in the structure and leadership has greatly affected the performance of the Agriculture and Food Authority in Kenya socially, financially and economically. Therefore, it can be argued that irrespective of the nature of challenge encountered, appropriate change management strategies have to be put in place to counter them and enable the Agriculture and Food Authority of Kenya improve its performance.

The importance of agriculture has been highlighted in Kenya through Vision 2030 and the MediumTerm Plan III, and most recently the President's Big Four priority agenda for 2017-2022, which emphasizes the importance of 100% food and nutrition security for all Kenyans. However, Irungu, Ithondeka, Wafula, Wekesa, Wesonga and Manga (2018) observe that the

agricultural sector of Kenya faces a myriad of challenges stemming from the physical and the socio-economic environments. These range from climate variability and soil quality; to households' characteristics, micro and macro level policies that influence inputs and market environment, access to and use of information and technology, and the state of infrastructure. These challenges have affected the performance of the sector..

A study by Ndahiro, Shukla and Oduor (2015) investigated the effect of change management on the performance of government institutions in Rwanda and found that change implementation is better achieved when it involves a good representation of the entire community within the organization. However, the study context was a case of Rwanda revenue authority. Osege (2018) study examined the influence of change management on organizational performance of Kenya agricultural and livestock research organization. However, the respondents were purposively selected which could have led to sample biasness. Kimhi and Oliel (2019) study examined the relationship between change management and organizational performance in Selected Manufacturing Companies in Anambra State, Nigeria and found that leadership changes have a positive significant influence on organizational performance in manufacturing companies in Anambra state. However, current study will focus on other variables apart from leadership. Therefore, this study will seek to investigate the influence of strategic change management practices on performance of Agriculture and Food Authority of Kenya.

1.3 Research Objectives

The guiding objectives of the study were as follows:

1.3.1 General Objective

To examine the effect of strategic change management practices on performance of Agriculture and Food Authority of Kenya

1.3.2 Specific Objectives

This study was based on the following specific objectives:

- i. To establish the effect of value chain management on the performances of Agriculture and Food Authority of Kenya
- ii. To determine the effect of technology adoption on the performance of Agriculture and Food Authority of Kenya
- iii. To investigate the effect of strategic alliance on the performance of Agriculture and Food Authority of Kenya

1.4 Research Questions

The study sought answers to the following questions:

- i. What is the effect of value chain management on the performance of Agriculture and Food Authority of Kenya?
- ii. What is the effect of technology adoption on the performance of Agriculture and Food Authority of Kenya?
- iii. What is the effect of strategic alliance on the performance of Agriculture and Food Authority of Kenya?

1.5 Significance of the Study

Agriculture and Food Authority of Kenya would gain from the study findings by finding it valuable in the development and enhancing their change management in line with their goals so as to appropriately adjust to the varying needs of their surroundings to achieve better performance. As such the authority would be able to overcome challenges, they face in the implementation of their proposed change management.

The government as well as the body that govern the food sector in Kenya would utilize the study findings and be able to understand how adoption of strategies on change management influences the performance of the sector in the country and also be guided by the findings on proper formulation and management of changes. In addition, policy makers could utilize the findings by identifying and bridging gaps in implementation of strategies and thereby advise the food industry on how they can improve their performance through effective response to the changing needs in the environment food sector is subjected to.

The study findings would also contribute to the established body of information. The researchers could benefit from the findings in supplying information as secondary data for future use in the academic field. The analysis would also contribute to the body of strategic management expertise to enhance the organization's efficiency and provoke more research in this field by proposing future related studies

1.6 Scope of the Study

Key participants were senior and middle level management of the Agriculture and Food Authority of Kenya who gave their views regarding the subject under study. In this study, strategic change management practices adopted were: value chain management, technology adoption and strategic alliance. The study relied on the information from the Director General's office at AFA head office; the eight heads of directorates; the twenty-four managers at the heads of directorate and the seven top management personnel at AFA head office. Through questionnaire the project used primary data as the basis of making inferences. The study period focused on the activities of AFA in 2016 and part of the 2017 with a detailed emphasis on the strategic plan for the period 2016 – 2021.

1.7 Limitation of the Study

The respondents involved in the study developed fear in providing data required for the study. But this was mitigated by putting it clear to them that any data they reveal would not be shared to any other party. The respondents sampled came from the top level of the organization who were ever busy and operated at a very tight schedule. This could limit access to them. However, appointments were sought from them to meet them at their convenient time.

1.8 Organization of the Study

This study was organized in five chapters. Chapter one constitutes the background of the study, statement of the problem, objectives, significance, scope, limitations and organization of the study. Chapter two comprises of the theoretical literature review, empirical literature review, summary of literature review and research gaps and conceptual framework. Chapter three encompasses the methodology which presents the research design, target population, sampling design, research instrument, data collection procedure, data analysis and ethical considerations. Chapter four constitutes the research findings and discussion which presents the response rate, background information, descriptive statistics and inferential statistics. Chapter five presents the summary, conclusion, recommendations for policy and practice, and recommendations for further studies.

CHAPTER TWO

LITETATURE REVIEW

2.1 Introduction

The study reviewed literature that is related to it by ensuring that the themes reviewed reflect the aim of the study. Forthwith, it concluded by identifying the main discrepancies and provision of a conceptual model that capture the existing links among the constructs.

2.2 Theoretical Review

The theoretical framework shows the understanding of theories by the researcher of concepts relevant to strategic change management. The study is based on Lewin's theory, stakeholder theory, Kotter's Model and goal setting theory. The main theory that anchors the study is the Lewin three-step change theory. The theories are as follows:

2.2.1 Lewin Three-step Change Theory

Kurt Lewin (1951) came up with the three-step change model. He visualized behavioral aspect as a changing dynamic equilibrium of forces directed at different points. This in turn is a precursor to change as takes the staff to the needed direction. Lewin's model comprises of unfreezing, changing and refreezing. At the initial level, unfreezing, there seems to be a constant struggle to maintain the state of things as they are and therefore there is more of push and pull issues. His argument is that need to weaken the situation to allow for learning and acquisition of new behavior. The most essential factor to consider is profound effect that change has on individuals and organizations. This calls for careful consideration of steps to be undertaken to unfreeze ranging from a critical analysis of where change is required, management involvement, initiating the necessity for change and addressing the concerns of people who will be affected (Martin 2005).

Lewin observes that in the proceeding step, moving, the initial step is not initial step cannot be sustained without continuous inspiration of the people involved. He also noted that change is a continuous process that requires. He there referred to this step as transition. In this case as the necessary change is being made as the people are moved from their initial state to the desired state. It has been observed that this is one of the difficult phase as people are always anxious and uncertain of the outcomes. There is dire need for supporting the staff throughout this process of transformation by provided the necessary training, coaching and reasonable feedback. Apart from this patient is also important due to resulting errors occurring in the process. Constant communication is very necessary as a driving force to keep people focused on the towards realizing the outcomes and also to impress on the people how they are going to benefit on the entire process so as to remain committed to their roles therefore. Towards

this end therefore the organization hence makes things clear and dispels unnecessary rumours and involves the staff in the whole process (Luthans 2008). Lastly is the most important phase, re-freezing (Burke et al, 2009). It involves stabilizing the changes introduced. They are made part and parcel of the organization's routine and acceptable to all members.

Lewin's model demonstrates the results of compulsions that have positive or negative contribution to transition. This can be realized through the strategies namely value chain management, technology adoption and strategic alliance. Particularly, forces that drive change enhance it whereas those stop them are a deterrent to change. Thus, transition occurs when the change driving factors are more than the hindering ones (Robbins, 2003). In the process of managing transition, the employees' contribution of ideas is shared and on the basis of value chain strategy, the necessary knowledge is recognized to fit in relevant company processes (Wenger, 1999). Knowledge sharing usually marks the process through which the organization learns. The climax is the knowledge gained by the staff about the activities of the firm and its operations. This can then be documented for the purpose of managing transitions (Polanyi, 1995).

Hussain, Akram, Haider, Hadi and Ali (2016) posit that in strategic change management, sharing of ideas by the leader make clear the phases involved in transition thereby demonstrating the importance between organizational changes and putting change into practice. This model follow carefully organized phases that are of great significance to organization wide transition and well defined procedure on how the transition should be done (By, 2005).

2.2.2 Stakeholder Theory

Stakeholder theory as propounded by Freeman's Stakeholder Theory (1994) is an organizational management and business ethics theory that addresses morals and values in an organization's leadership. A Stakeholder Approach defines and models the groups that are a corporation's stakeholders, both describing and recommending techniques by which management can take due account of those groups' interests. In a company's traditional perspective, the shareholder believes that only the company's owners or shareholders (stockholders) are essential and that the firm has a binding fiduciary duty to put its requirements first, to boost their value for them.

Instead, stakeholder theory claims that other parties, including staff, clients, vendors, financiers, communities, government bodies, political organizations, trade organizations, and trade unions, are engaged. Sometimes even competitors are counted as shareholders—their status derives from their ability to influence the company and its stakeholders. There is a

extremely disputed nature of what is a stakeholder (Miles, 2017). The strategy perspective of stakeholders integrates a resource-based view as well as a market-based perspective, adding a socio-political level. David (2015) indicate that a common version of stakeholder theory aims at defining a company's specific stakeholders and then examining the conditions under which managers treat these parties as stakeholders; stakeholder descriptive theory.

Stakeholder theory instead argues that there are other parties involved including employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, and trade unions. Even competitors are sometimes counted as stakeholders their status being derived from their capacity to affect the firm and its stakeholders (Miles, 2017). The stakeholder view of strategy integrates both a resource-based view and a market-based view, and adds a socio-political level. One common version of stakeholder theory seeks to define the specific stakeholders of a company and then examine the conditions under which managers treat these parties as stakeholders.

The stakeholder theory dictates that an organization must consider its important stakeholders' expectations and strive to satisfy those expectations in order to improve efficiency. Although the organization will take time to make choices and incur enormous expenses in attempting to satisfy the expectations of stakeholders; stakeholders stay the primary drivers of an organization. Therefore, the theory predicts that an organization that not only takes into account the requirements of its stakeholders in its strategic management process but also fulfills its expectations will probably improve its performance. However, a balance must be established to guarantee that the expectations of stakeholders are in line with the vision, mission and goals of the organizations.

2.2.3 Kotter's 8 –Step Model

As pointed out in Mullins (2005), it builds on Lewin's model. Kotter's (1985) noted that executives may not execute change because of the following reasons: inability to create urgency about change, failure to visualize change and to put it across clearly, unrealistic objectives and not anchoring transition in the organizational culture. Kotter (1998) came up with a model that can be considered for transforming the vision of the firm and consequently the organization. Studies based on the model depict the process of change as occurring in well-defined stages. There is a considerable amount of time required for the accomplishment of each stage with subsequent mistakes that can have negative repercussions to the organization. Preference for maintenance of the normal state of affair by individuals is highlighted through this model.

Change denotes lack of assurance about the future, this makes people distressed. The tendency of human beings by nature is to mistrust what they are unsure; this explains why individuals would rather not opt to change. To get persons to aid in the process of change there is need to call for a sense of urgency (Kotter, 1996). In addition to this, it suggests the need for developing a strong alliance of supporters of the change process who can convince those opposing the change on the benefits (Kotter, 1998). Because the likelihood of retrogressing, it is necessary to have a well-defined plan in place. It is important to develop a clear vision and plans for accomplishment of the stated vision for transition to take place (Kotter, 1998). Consistent with this model is that lack of awareness of people of the upcoming change or its occurrence thereof, resistance can be very high. There is hence the need to inform and motivate them by removing any obstacles to embracing the transition (Kotter, 1998).

The model equally posit that it is important to compensate individuals who make significant attempts people to acquire the newly required behavior. As key step, there is need to carefully organize how this reinforcement is to be to direct the organization towards achieving its vision (Kotter, 1998). This is also one of the ways of curbing resistance to transition. The last stage involves ensuring that the initiated changes are made part and parcel of the organization, this calls for reinforcement through linking newly initiated ideas to achievements made (Kotter, 1998). This perspective hence builds on the idea that careful planning establishes good grounds for imitating and putting change into action.

Odero and Muendo (2017) opines that this theory argues for information transmission as on one an important aspect for streamlining the process of transition. The process of change management encompasses a lot of people in the firm and hence their proper discharge of roles is dependent on the way information has been passed to them in clear and understandable manner. The relevance of this theory thus lies on how the necessity for change is clearly voiced in the company as per the vision of the firm and continuous passing of the relevant needed information to enhance a complete transition process.

2.2.4 Agency Theory

Agency theory as propounded by Weinfelt (1984) deals with the principal agent problem, in which the principal delegates an activity to an agent. Principals and agents are assumed to be self-interested, rational and risk-averse. Agency theory deals with two problems. The first is the agency problem, in which the agent's goals do not always meet with the principal's, and it is difficult or expensive for the principal to verify or control the agent's behavior. The second problem is that of risk-sharing. Since both the agent and the principal are risk-averse,

they may prefer different approaches towards risk-sharing. This results in increased agency costs for developing monitoring and enforcing contracts.

According to Sharpe (2015) agency theory has several areas of overlap with transaction cost economics. It includes the assumption of opportunistic behavior through the belief that the agent will not behave in the principal's best interests. It also includes the assumption of bounded rationality through the belief that it is not possible to write a complete contract. There is also content overlap between the agency theory constructs of outcome uncertainty, span of control and programmability, and the transaction cost construct of imperfect information. Span of control relates to the number of staff a manager is able to oversee.

Agency theory will be relevant to the study as it indicates the relationships between agents and principals in strategic outsourcing. The agent represents the principal in a particular business transaction and is expected to represent the best interests of the principal without regard for self-interest. The different interests of principals and agents may become a source of conflict, as some agents may not perfectly act in the principal's best interests.

2.3 Empirical Review

Studies done relevant to the effect of value chain management, technology adoption and strategic alliance on the performance of organizations especially parastatal can be ascertained in the literature. Value chain management, technology adoption and strategic alliance are strategic change management approaches that would stir up performance of organizations.

2.3.1 Value Chain Management and Performance

Nyangweso (2013) study examined the influence of value chain management on organizational performance in the sugar industry in Kenya. The research design adopted was descriptive research design. Data was collected using a questionnaire which consisted of both open and closed ended questions. The data collected was analyzed using descriptive statistics and also an inferential analysis involving a regression was performed. The findings of the study were that value chain management practices had a positive effect on various parameters of performance. This study was done in the sugar industry while the current study is in food and agricultural sector thus presenting a contextual gap.

A study done by Kyeremeh and Dza (2018) assessed the influence of value chain management on organization performance. Data were collected and analyzed using exploratory factor analysis, correlation, regression analysis and other analytic techniques. The findings revealed that although value chain management practices have some level of impact on supply chain performance, the effect is less influenced by value creation. However, value creation does not perfectly moderate value chain management practices. Additionally, the

study shows that value creation influences information and technology management to significantly contribute negatively on supply chain performance. The study used exploratory factor analysis but the current study used regression analysis thus addressing the methodological gap.

Khalil, Khalil and Khan (2019) study examined the effect of value chain management practices on organizational performance with the mediating role of innovation in SMEs. Data were collected from 207 small and medium enterprises (SMEs) in Punjab, Pakistan. Findings reveal that strategic partnership with supplier and level of information sharing had no influence on organizational performance. In addition, quality of information sharing, internal supply chain process, and lean practices had significant influence on organizational performance. Moreover, all five practices of supply chain management had significant and positive influence on innovation. The study focused on SMEs but the current study focused on Agriculture and Food Authority of Kenya thus presenting a contextual gap.

2.3.2 Technology adoption and Performance

Mulwa (2015) carried out a study on factors influencing adoption of ICT in service delivery by county governments in Kenya: A Case of Kitui County. The study adopted a descriptive research design. The target population for this study was residents and county government officials of Kitui County, Kenya. The study relied on data collected through questionnaires structured to meet the objectives of the study and an interview guide. The study found that there exists a positive association between; human resource availability and adoption of ICT in service delivery. The study focused on service delivery of County Governments but the current study focused on Agriculture and Food Authority of Kenya thus presenting a contextual gap.

Chege (2016) study examined the effects of information communication technology adoption on financial performance of financial institutions in Kenya. The study used a census survey of seventy respondents. The study used Questionnaire as a research instrument for data collection. The study established that budgeting process automation affected financial management in Meru County to a great extent. The study found out that revenue collection automation affected financial management in Meru County to a great extent. The study focused on financial performance of financial institutions in Kenya but the current study focused on Agriculture and Food Authority of Kenya thus presenting a contextual gap.

Benard (2018) study examined the influence of Information Communication Technology Considerations on revenue collection in Nairobi City County, Kenya. This study adopted a descriptive research design. Qualitative data was analyzed using content analysis.

Quantitative data was analyzed through the use of descriptive statistics. The study concluded that ICT had a positive relationship on revenue collection in the county government. Further it was concluded that ICT government policies has a significant relationship on revenue collections. The study used cross-sectional research which does not provide conclusive findings due to small sample size involved but the current study used Descriptive survey research design thus presenting a methodological gap.

2.3.3 Strategic Alliance and Performance

Aun (2015) studied the how strategic alliance affect performance of manufacturing companies in Nigeria. His main concern was on success and failure factors of a MNC, to find out the managerial dedication in the consortium and how such association could affect access to resources. The study used all the MNCs as per the listing in the Nigerian Stock Exchange. Questionnaires were issued to the 124 top in the respective firms using. For secondary data, there was the yearly fact book produced by the Nigerian Stock Exchange. Data was analyzed using regression techniques. The outcomes supported the relationship. Forthwith, the study recommended adoption of strategic alliance as an important element as far as organizational performance of MNCS is concerned. The study used convenience sampling method which is a non-probabilistic sampling method while the current study used probabilistic sampling thus presenting a methodological gap.

Muthoka and Oduor (2014) study examined the effects of strategic alliances on organizational performance: supermarkets and their alliances in Kenya. The sample of the study entailed a study of all the five big supermarkets (Nakumatt, Ukwala, Naivas, Tuskys and Uchumi) and 95 of their strategic alliances. Data for this study was collected from the head offices of the firms by use of a questionnaire. The data was analyzed using a multiple regression model. The empirical results of the study indicated that there was a strong, negative correlation between technological strategic alliances and performance. However, there was no statistical significant relationship between technological strategic alliances and performances among supermarkets and their alliances. The study used qualitative data but the current study used quantitative data thus presenting a methodological gap.

Mong'are (2016) study examined the relationship between strategic alliances and performance of Information Communication Technology Companies in Kenya. The descriptive cross-sectional survey research design was applied in this study. The population of this study was the ICT companies in Nairobi. The study adopted stratified random sampling technique to select the 150 ICT companies. Based on the findings, the study concluded that ICT companies in Kenya entered into strategic alliances with other firms for a

number of reasons all meant to improve their survival, competitiveness and bottom-line performance. The study context was Information Communication Technology Companies in Kenya but the current study context was agriculture and food authority of Kenya.

2.4 Summary and Research Gaps

Table 2.1: Summary of Literature and Study Gaps

Author	Title	Observations	Gaps	Focus of the current study
Nyangweso (2013)	Value chain management on organizational performance	Value chain management practices had a positive effect on various parameters of performance	The context was sugar industry in Kenya	The study context was Agriculture and Food Authority of Kenya
Kyeremeh and Dza (2018)	Value chain management on organization performance	Value creation influences information and technology management to significantly contribute negatively on supply chain performance	The study used exploratory factor analysis	The study used regression analysis
Khalil <i>et al.</i> (2019)	Effect of value chain management practices on organizational performance	Value chain management had significant and positive influence on innovation	The study focused on SMEs	The study focused on Agriculture and Food Authority of Kenya
Mulwa (2015)	Adoption of ICT in service delivery by county governments in Kenya	There exists a positive association between; human resource availability and adoption of ICT in service delivery	The study focused on service delivery of County Governments	The study focused on Agriculture and Food Authority of Kenya
Chege (2016)	Information communication technology adoption on financial performance	Revenue collection automation affected financial management in Meru County to a great extent	The study focused on financial performance of financial institutions in Kenya	The study focused on Agriculture and Food Authority of Kenya
Benard (2018)	Information Communication	ICT government policies has a	The study used cross-sectional	Descriptive survey research

	Technology Considerations on revenue collection	significant relationship on revenue collections	research which does not provide conclusive findings due to small sample size involved	design which yields rich data that lead to important recommendations in practice
Aun (2015)	How strategic alliance affect performance of manufacturing companies in Nigeria	Strategic alliance had a positive relationship with performance	The study used convenience sampling method which is a non-probabilistic sampling method	The study used stratified sampling method; a probabilistic sampling method
Muthoka and Oduor (2014)	Effects of strategic alliances on organizational performance	Strong, negative correlation between technological strategic alliances and performance	Qualitative data used which involves a small sample size and does not allow making generalization	Quantitative data was used which involves a larger sample size which allows making generalization
Mong'are (2016)	Relationship between strategic alliances and performance	ICT companies in Kenya entered into strategic alliances with other firms for a number of reasons all meant to improve their survival, competitiveness and bottom-line performance	The study context was Information Communication Technology Companies in Kenya	The study was Agriculture and Food Authority of Kenya

Source: Researcher (2021)

2.5 Conceptual Framework

Kothari (2004) posit that this presents a link between the constructs dealt with. Mugenda and Mugenda (2003) further adds that it is crucial to explain the researcher's perception of the associations between constructs. In this project, organizational performance was the dependent variable while the dependent variables include; value chain management, technology adoption and strategic alliance. This can be observed in figure 2.1:

Independent Variables

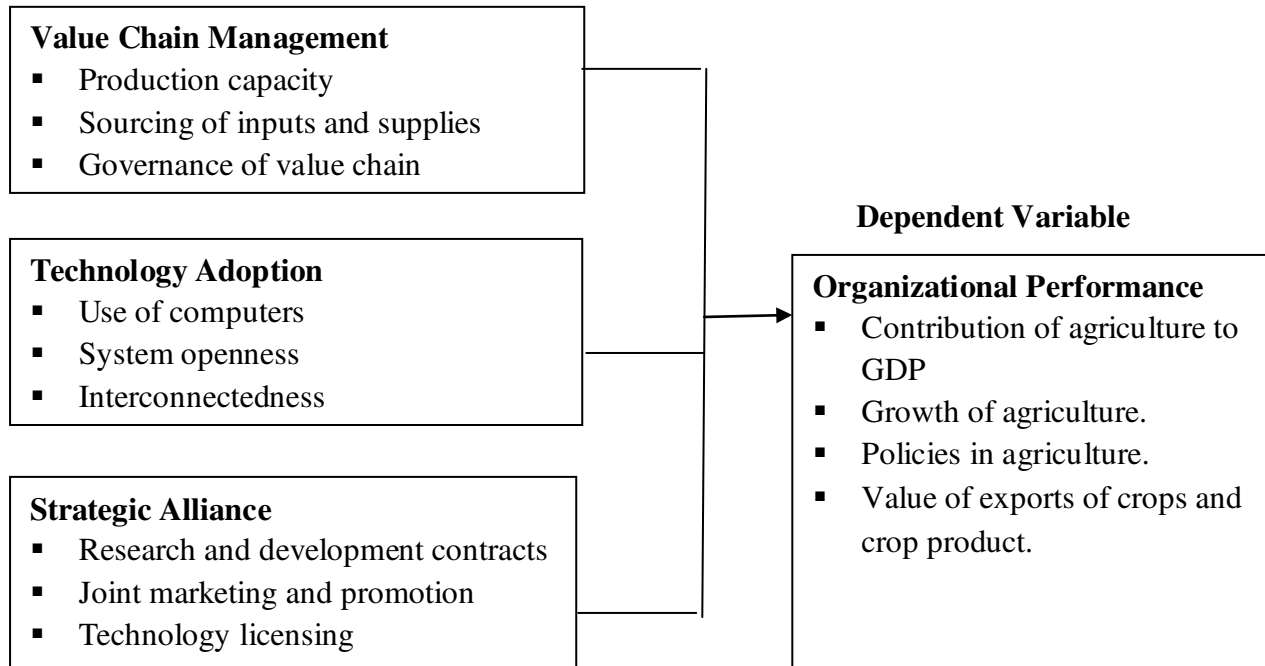


Figure 2.1: Conceptual Framework

Source: Author, 2020

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprise of the research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection techniques, data analysis and ethical considerations.

3.2 Research Design

This represents a systematic process geared towards generating possible solution to the questions at hand validly, objectively, accurately and as economically as possible (Cooper & Schindler, 2003). The design adopted was descriptive survey research. It entailed enlisting participant's answers to questions asked with regards to the issues dealt with hence drawing insights from their comprehensions (Sarmad, Bazargan & Majazi, 2016). The design was justified because it gave a true picture of the population under study.

Descriptive design provides answers to the questions posed in relation to particular research problem (Kumar, 2011). This design equally allowed for in depth analysis of the objective of the study. A descriptive research design was appropriate in cases where the problem was clear and the researcher had specific issues that the respondents are expected to response on. The use of descriptive method assisted in the collection of primary data from various targeted people.

3.3 Target Population

Targeted population included staff of AFA at the headquarters and the Directorates based in Nairobi. This comprised of employees from Director General's office, human resource and administration, finance, supply chain, ICT, research planning and strategy, risk and internal audit, corporate communication, legal service and the Directorates. The entire population comprised of four hundred and ninety-four (494) respondents. The justification is that the staff at the headquarters and the Directorates were directly involved in strategic planning related issues. This is described in Table 3.1.

Table 3.1: Target Population

Strata/ Sub group	Population	Percentage
AFA Head Quarters	95	19.2
Coffee Directorate	46	9.3
Fibre Crops Directorate	50	10.1
Food Crops Directorate	16	3.2
HCD Directorate	139	28.1
Pyrethrum and Other Crops Directorate	22	4.5
Nuts and Oil Crops Directorate	32	6.5
Sugar Directorate	59	11.9
Tea Directorate	35	7.1
Total	494	100

3.4 Sample and Sampling Technique

The project adopted stratified random sampling. The choice was made to achieve proper inclusiveness of the population and to enhance applicability of the results. The respondents were divided into three levels namely office of the directors, departments in the directorate of corporate service and directorate of technical service. From each stratum, a random sample was used to for sample selection. Mugenda and Mugenda (2003) assert that a sample size of 30% is adequate. The implication is that 30% of each stratum was considered giving a sample of twenty-nine respondents as shown in the Table 3.1:

Table 3.1: Sample Size

Strata/ Sub group	Population	Sample
AFA Head Quarters	95	29
Coffee Directorate	46	14
Fibre Crops Directorate	50	15
Food Crops Directorate	16	5
HCD Directorate	139	42
Pyrethrum and Other Crops Directorate	22	7
Nuts and Oil Crops Directorate	32	10
Sugar Directorate	59	18
Tea Directorate	35	11
Total	494	151

Source: Research (2019)

3.5 Data Collection Instruments

Data collection relied on first-hand information gathered using structured questionnaires. This is prepared in such a way that it has three parts. Part A included bio data; Part B included strategic change management practices while part C included performance. This

tool was suitable for this study because all the respondents were well informed top management team of AFA and the number was fairly large. The choice to use the questionnaire was informed by the fact that the method of data collection ensures that objective and accurate results are obtained. The questionnaire is given in (Appendix II).

3.6 Pilot Study

The piloting exercise involved ten respondents who were picked randomly from each category of management level and did not participate in the final study. The main reason of conducting the pilot study was to predict the warnings and risks about the study especially when the proposed approaches or instruments could be inappropriate to collect the expected data or too complex to the respondents.

3.6.1 Reliability Test

Reliability focuses on consistency of outcomes yielded by the instrument whenever used (Mugenda & Mugenda, 2003). For this purpose, Cronbach's alpha coefficient was applicable with special consideration of values ranging between 0 and 1 (Mugenda & Mugenda 2003). Higher internal consistency is inferred when their values are nearer to 1.0. A proposition made by Nunnally (1978) is that consideration should be for greater than 0.7, Sekaran (2000) on the other hand, gives a range of between 0.5 and 0.8. The study aimed at obtaining an alpha value of 0.7 and more. Cronbach's alpha coefficient was utilized to obtain a correlation coefficient of the test scores to assess the reliability of the instrument used for data collection. The results of reliability are presented in Table 3.3.

Table 3.3: Results of Reliability Statistics

Variable	No. of Items	Cronbach's Alpha	Remarks
Value chain management	8	0.834	Reliable
Technology adoption	4	0.608	Reliable
Strategic alliance	4	0.741	Reliable
Performance	4	0.774	Reliable
Overall	20	0.744	Reliable

Source: Pilot Study (2020)

The results in Table 3.2 shows that the Cronbach alpha coefficients for value chain management, technology adoption, strategic alliance and performance were 0.834, 0.608,

0.741 and 0.774 respectively. The overall alpha coefficient was at 0.744 which showed that all the 20 questionnaire items were reliable

3.6.2 Validity Test

Validity checks on how accurate the tool is (Cooper and Schindler, 2006). It thus gauges the extent to which a true picture can be drawn from what was examined (Ericksson & Kavalainen, 2008). The more the tool displays representativeness as far as what is to be studied, the presence of validity thereof.

For the purpose of content validity, questionnaire was prepared through a thorough literature review that aided in identifying the appropriate items that adequately focuses on the area concerned. In addition to this, piloting of the questionnaire was to enable the researcher to correct any foreseeable anomalies and make necessary corrections on the instrument before the final investigation is done

3.7 Data Analysis and Presentation

To represent meaningful data, the data obtained from the questionnaires was first be edited, cleaned and categorized into common themes. Thematically analyzed qualitative information from open-ended questions in the questionnaire was described in narrative form in line with the research variables. Using descriptive statistics such as mean and standard deviation, quantitative data was analysed and presented in terms of tables, charts and graphs through the use of Social Sciences Statistical Package (SPSS) version 21.0. In order to test the relationship between variables and the extent to which they influence each other inferential statistics was used which involved correlation analysis and multiple regression analysis.

$$Y = (\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon)$$

Whereby:

Y = Organizational Performance

β_0 = Constant

β_1, β_2 and β_3 = Coefficient

X_1 = Value Chain Management

X_2 = Technology Adoption

X_3 = Strategic Alliance

ε = Error term.

3.8 Ethical considerations

The researcher obtained an authorization letter from the University. Thereafter a research permit from National Commission for Science, Technology and Innovation (NACOSTI) was obtained. Special consideration was paid to the respondents' privacy. In light of this, the

material gathered was not disclosed for use in what it was not intended for. The participants remained anonymous. Before commencement of the process, the reasons for undertaking this project was made clear to the participants so that they can make informed decision on whether they would wish to be part of the study or not. No informant was forced into participating in the study. At the request of the participants, the outcome of the study was made available to them.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the analysis and presentation of data obtained from the field in terms of descriptive and inferential statistics and presented in terms of figures, graphs, and tables. The response rate is provided first followed by the bio data of the respondents, descriptive analysis and inferential analysis.

4.2 Response Rate

The questionnaires were self-administered to sample size of 151 respondents and their response rate is presented Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Responded	142	94.1
Non-responded	9	5.9
Total	151	100

Source: Survey Data (2020)

The findings from Table 4.1 show that out of 151 questionnaires administered, 142 respondents returned their questionnaires which formed a response rate of 94.1% and 9 respondents did not return their questionnaires contributing to non response of 5.9%. The total response rate at 94.1 was considered sufficient for data analysis. This is per the recommendation by Mugenda and Mugenda (2003) who show that a response rate of 70% and above is very good for data analysis.

4.3 Bio Data

The bio data on the respondents was evaluated in terms of length of continuous service with the firm and position in the firm.

4.3.1 Length of Continuous Service

The study sought to establish the length of continuous service. The findings are demonstrated in Table 4.3.

Table 4.3: Length of Continuous Service

Years	Frequency	Percentage
Less than 5	15	10.6
5 - 10	14	9.9
10 - 15	40	28.2
Over 15	73	51.4
Total	142	100

Source: Survey Data (2020)

The findings in Table 4.2 shows that most (51.4%) of the respondents' length of their continuous service was over 15 years, 28.2% between 10 to 15 years, 10.6% less than 15 years and 9.9% between 5 to 10 years. These results confirm that the respondents involved in this study had necessary experience to provide the information that was of interest to the researcher.

4.3.2 Position of the Firm

The study sought to establish the position of the firm. The findings are demonstrated in Figure 4.1.

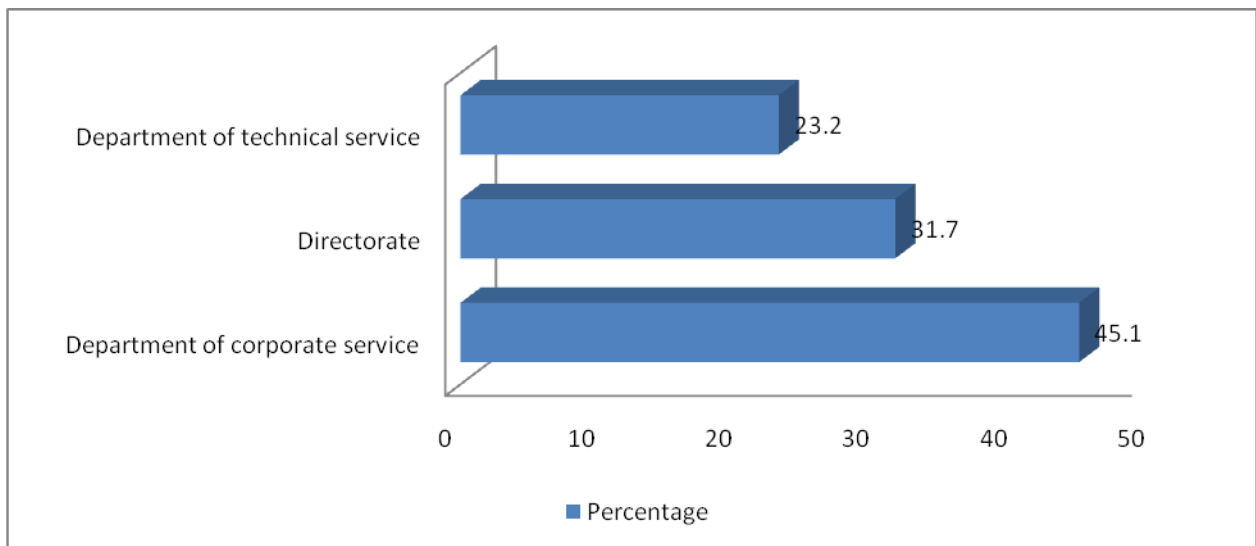


Figure 4.1: Position of the Firm

Source: Survey Data (2020)

The results in figure 4.1 shows that the respondents obtained from the department of corporate service formed majority at 45.1%, those from directorate at 31.7% and from the department of technical service at 23.2%.

4.4 Descriptive Statistics

Analysis of descriptive data was presented in terms of Mean (M) and Standard Deviation (SD). The results are presented as per the study specific variables as follows.

4.4.1 Value Chain Management

The study sought to establish the effects of value chain management on performances of AFA. The results are presented in Table 4.4.

Table 4.4: Value Chain Management

Statement	Mean (M)	Standard Deviation (SD)
The organization ensures immediate transfer of firm's products to the customers' location	4.12	1.133
There is immediate delivery of the purchased materials directly to the points of use.	4.05	0.828
The organization contacts the final to get their perceptions on the organization and the services offered.	4.29	0.614
The organization establishes continuous gets in touch with members of own supply chain	4.10	0.836
There is the Communication of the organization's future strategic needs to all stakeholders.	4.53	0.542
The organization establishes more gets in touch with stakeholders.	4.51	0.616
The organization handles all problems and issues jointly with all the stakeholders.	4.62	0.502
There is inspection and monitoring of quality.	3.73	1.552
Aggregate Score	4.24	0.828

Source: Survey Data (2020)

The aggregate score of 4.24 shows that the respondents agreed that value chain management affects performances of AFA with a standard deviation of 0.828. This is in line with Njuguna (2013) who conducted a study to establish the related practices used by large manufacturing firms in Kenya and to examine the exiting association and showed that variety of companies different take up practices that are congruent with their respective sector improve on their supply chain performance.

The respondents strongly agreed on the statements that the organization handles all problems and issues jointly with all the stakeholders, the organization establishes more gets in touch with stakeholders and there is the Communication of the organization's future strategic needs to all stakeholders as shown by mean score of 4.62, 4.53 and 4.51 respectively and standard deviation of 0.502, 0.542 and 0.616 respectively. This concurs with Howieson and Hastings (2016) who did a study to advance the current applications and iterative and relational system

to enhance the application of value chain analysis to agri-food chains as a strategic process instead of using it as diagnostic tool and clarified that more formalized structures and personal behaviour the participants in value impacted positively to the interaction process.

The respondents agreed on the statements that the organization contacts the final to get their perceptions on the organization and the services offered, the organization ensures immediate transfer of firm’s products to the customers’ location, there is inspection and monitoring of quality, there is immediate delivery of the purchased materials directly to the points of use and that the organization establishes continuous gets in touch with members of own supply chain as shown by mean score of 4.29, 4.12, 4.10, 4.05 and 3.73 respectively and standard deviation of 1.552, 0.614, 1.133, 0.836 and 0.828 respectively. This is supported by Carmeli and Tishler (2004) who studied the link between intangible organizational factors and performance and revealed that organizational performance anchored on the six intangible organizational factors comprising of management competences, skill possessed, internal accountability, good working relations, values and beliefs of the company as well as the perception of people about the organization.

4.4.2 Technology Adoption

The study sought to determine the influence of technology adoption on performance of AFA. The results are presented in Table 4.5.

Table 4.5: Technology Adoption

Statement	Mean (M)	Standard Deviation (SD)
The organization has introduced current technology	3.30	1.496
The organization adopts business process re-engineering minimizing costs	4.49	0.823
The agency has developed new agricultural technologies development centers	3.32	1.723
The agency increases farm machinery accessibility to farmers.	3.94	1.073
Aggregate Score	3.76	1.279

Source: Survey Data (2020)

The aggregate score of 3.76 shows that the respondents agreed that technology adoption affects performances of AFA with a standard deviation of 1.279. This concur with a study carried out by Weeks and Namusonge (2016) that examined how information communication technology affect the extent to which procurement performed at JKUAT and indicated that IT significantly impacted on organizational performance of the company and could be instrumental in determining how efficiently and effectively the organization operates.

The respondents strongly agreed that the organization adopts business process re-engineering minimizing costs with a mean score of 4.49 and a standard deviation of 0.823. This agrees with Mithas, Ramasubbu and Sambamurthy (2011) study that dealt with the issue of information management capability and performance of firms and showed that information management ability contributed highly to the development of other firm capabilities and performance thereof.

The respondents agreed on the statement that the agency increases farm machinery accessibility to farmers as shown by mean score of 3.94 and a standard deviation of 1.073. This was supported by Muriithi (2011) study on the other hand dealt with ICT and service delivery in Kenya power. The focus was on the level of computerization of business operation at KPLC, to establish factors the obstacles to complete accomplishment of value of ICT investment and to assess the influence of ICT systems on services provision at KPLC and concluded that the investment in ICT has a significant positive influence on the service delivery.

The respondents indicated to a moderate extent that the agency has developed new agricultural technologies development centers and that the organization has introduced current technology as shown by mean score of 3.32 and 3.30 respectively and respective standard deviation of 1.723 and 1.496. This is in contrary to Weeks and Namusonge (2016) study that found that IT significantly impacted on organizational performance of the company and could be instrumental in determining how efficiently and effectively the organization operates.

4.4.3 Strategic Alliance

The study sought to investigate the influence of strategic alliance on performance of AFA. The results are presented in Table 4.6.

Table 4.6: Strategic Alliance

Statement	Mean (M)	Standard Deviation (SD)
The organization is able to offer supplementary services to clients that otherwise would not be available	4.80	0.847
Entering a strategic alliance will automatically increase awareness of a brand among an entirely new market that the franchise business has not had the resources to reach beforehand	4.82	0.528
Forming a strategic alliance provides an opportunity to reach new potential customers	4.75	0.382
The opportunity to grow market size with a partnership presents the additional opportunity to increase awareness of the brand	3.96	0.459

Aggregate Score	4.58	0.554
------------------------	-------------	--------------

Source: Survey Data (2020)

The aggregate score of 4.58 shows that the respondents strongly agreed that strategic alliance affects performances of AFA with a standard deviation of 0.554. This is consistent with Mbau (2016) study that investigated on how firms can establish an edge over the others through strategic consortium with respect to Safaricom Limited and showed that strategic alliances were perceived to be very crucial in being competitive in the market and that this would in turn facilitate greater prices. At the same time the informants agreed firms positioning themselves competitively in the market may even join hands with their opponents so as to gain knowledge and benefit from unique resources available.

The respondents strongly agreed that Entering a strategic alliance will automatically increase awareness of a brand among an entirely new market that the franchise business has not had the resources to reach beforehand, the organization is able to offer supplementary services to clients that otherwise would not be available and that forming a strategic alliance provides an opportunity to reach new potential customers as shown by mean score of 4.82, 4.80 and 4.75 respectively and respective standard deviation of 0.528, 0.847 and 0.382 respectively. This agrees with Jain (2012) study that examined the influence of size of the organizational size and formation of an association could have on organizational performance and particularly positive significant effect was observed on organizational effectiveness aspects whereas for turnover intention, a higher mean of interaction was obtained from association of large organizations.

The respondents agreed with the statement that the opportunity to grow market size with a partnership presents the additional opportunity to increase awareness of the brand as shown by mean score of 3.96 and a standard deviation of 0.459. Aun (2015) studied the how strategic alliance affect performance of manufacturing companies in Nigeria and the outcomes supported the relationship. Forthwith, the study recommended adoption of strategic alliance as an important element as far as organizational performance of MNCS is concerned.

4.4.4 Performance

The study sought to investigate how strategic change management practises influence performance of Agriculture and Food Authority of Kenya.

Table 4.7: Performance

Statement	Mean (M)	Standard Deviation (SD)
Improved contribution of agriculture to national GDP	4.41	1.244
Increase in percentage growth of agriculture Gross Domestic Product	4.81	0.724
Increase in the number of policies, legal frameworks and standards developed/reviewed	4.11	1.666
Improved value of exports of crops and crop products, livestock and livestock products, fish and fishery products	4.72	0.537
Aggregate Score	4.51	1.043

Source: Survey Data (2020)

The aggregate score of 4.51 shows that the respondents strongly agreed that strategic change management affects performances of AFA to a great extent with a standard deviation of 1.043. This is per the observation made by Wilson (1992) that strategic Change management is a carefully designed procedure for adjusting to change both at organization and individual basis. Organization hence define and put in place appropriate methods that necessitates the readjustments needed in line with the context of change.

The respondents strongly agreed by the statements that increase in percentage growth of agriculture Gross Domestic Product and that improved value of exports of crops and crop products, livestock and livestock products, fish and fishery products as shown by mean score of 4.81 and 4.72 respectively and a standard deviation of 0.724 and 0.537 respectively. According to Sakellaridis and Stiakakis (2011) the incorporation of ICTs the business processes positively impacted on performance of organizations in countries all over the world. This makes it a major aspect of strategic change management.

The respondents agreed with the statements that improved contribution of agriculture to national GDP and that increase in the number of policies, legal frameworks and standards developed/reviewed as shown by mean score of 4.41 and 4.11 respectively and a standard deviation of 1.244 and 1.666 respectively. This is in line Omari, Ateka and Nyaboga (2013) who observe that with considerable changes have occurred in the Kenyan economy following the turbulence in the environment of doing business. These changes present chances for improvement in business operation as well as obstacles to their continued existence.

4.5 Inferential Statistics

Inferential statistics including correlation analysis and regression analysis was done to reach conclusions about associations between variables. Their results are presented as follows;

4.5.1 Correlation Analysis

Table 4.8: Correlation Analysis

		Value chain management	Technology adoption	Strategic alliance	Performance
Value chain management	Pearson Correlation	1	.173*	.552	.282**
	Sig. (2-tailed)		.040	.071	.001
	N	142	142	142	142
Technology adoption	Pearson Correlation	.173*	1	.711**	.715**
	Sig. (2-tailed)	.040		.000	.000
	N	142	142	142	142
Strategic alliance	Pearson Correlation	.552	.711**	1	.845**
	Sig. (2-tailed)	.000	.000		.000
	N	142	142	142	142
Performance	Pearson Correlation	.282**	.715**	.845**	1
	Sig. (2-tailed)	.001	.000	.000	
	N	142	142	142	142

Source: Survey Data (2020)

The results in Table 4.7 show that the Pearson's r for the correlation between technology adoption and performance variables is 0.715 and vice versa which is close to 1 with a significant value of 0.00 which is less than 0.05. This shows a strong relationship meaning that technology adoption is strongly correlated with the performance. This is in agreement with Muriithi (2011) study that dealt with ICT and service delivery in Kenya power and concluded that the investment in ICT has a significant positive influence on the service delivery.

Strategic alliance was found to be strongly related to performance as indicated by the Pearson's r at 0.845 which means that increase in strategic alliance leads to increase in performance. This concur with Aun (2015) study that investigated the effect of strategic alliance on performance of manufacturing companies in Nigeria and found adoption of

strategic alliance as an important element as far as organizational performance of MNCS is concerned.

4.5.2 Regression Analysis

Regression analysis was carried out to show which among the independent variables were related to dependent variable. The findings are presented in Table 4.9.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.946 ^a	.896	.891	.705	.305	20.233	3	138	.000

Source: Survey Data (2020)

Table 4.9 shows a model summary that provides information about the regression line's ability to account for the total variation in the dependent variable. The result on adjusted R² indicates that value chain management, technology adoption and strategic alliance explain a factor of 0.891 of the changes in the performance of APA. This means that other variables not studied contribute a factor of 0.109 on performance.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.127	3	10.042	20.233	.000 ^a
	Residual	68.493	138	.496		
	Total	98.620	141			

Source: Survey Data (2020)

The significance value is 0.000^a which is less than 0.05 thus the model is statistically significant in predicting how value chain management, technology adoption and strategic alliance influenced the performance of APA. The F calculated at 5% level of significance was 20.233. Since F calculated is greater than the F critical (p value = 10.042), this shows that the overall model was significant.

Table 4.11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.607	.505		5.755	.000
Value chain management	0.548	.053	1.201	2.784	.001
Technology adoption	0.526	.102	2.520	5.135	.000
Strategic alliance	0.760	.138	1-.056	1.554	.001

Source: Survey Data (2020)

From the above regression model, holding value chain management, technology adoption and strategic alliance to a constant, performance of APA would be at a factor of 0.607. It was established that a unit increase in value chain management would lead to increase in performance of APA by a factor of 0.548, a unit increase in technology adoption would lead to increase in performance of APA by a factor of 0.526 and a unit increase in strategic alliance would lead to increase in performance of APA by a factor of 0.760.

From the data in Table 4.10, it was established that regression equation was $Y = 0.607 + 0.548X_1 + 0.526X_2 + 0.760X_3$. Therefore, performance of APA = 0.607 + (0.548 value chain management) + (0.526 technology adoption) + (0.760 strategic alliance). It can be deduced that strategic alliance contributed more (0.760) to the performance of APA followed by value chain management (0.548) and technology adoption (0.526). At 5% level of significance value chain management had a p-value of 0.001; technology adoption had a p-value of 0.000 and strategic alliance had a p-value of 0.001. The findings of this study corroborates with literature review by Ndahiro, Shukla and Oduor (2015) who observe that some companies may be driven out of the market while others may be out competed by such flexible organizations that make swift moves in readjusting to the changes. According to Sakellaridis and Stiakakis (2011) the incorporation of ICTs the business processes positively impacted on performance of organizations in countries all over the world. This makes it a major aspect of strategic change management.

The established regression equation by the study resulted to: $Y = 0.607 + 0.548X_1 + 0.526X_2 + 0.760X_3$ Where

Y = Performance

X₁ = Value chain management

X₂ = Technology adoption

X₃ = Strategic alliance

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSIONS

5.1 Introduction

This chapter covers that summary of the findings, recommendations for policy and practice, conclusions and recommendations for further studies.

5.2 Summary

The study sought to examine the effect of strategic change management practices on performance of Agriculture and Food Authority of Kenya. Strategic change management practice was evaluated in terms of value chain management, technology adoption and strategic alliance. The study was guided by descriptive survey design. The unit of analysis was Agriculture and Food Authority of Kenya and the unit of observation was staff from Director General's office, human resource and administration, finance, supply chain, ICT, research planning and strategy, risk and internal audit, corporate communication, legal service and the Directorates. Stratified random sampling was adopted and the respondents selected using simple random sampling method. Data was collected using questionnaires and analysed using descriptive statistics and inferential statistics. The summary of the findings is presented as follows;

In the first objective the study sought to establish the effects of value chain management on performance of AFA and established that value chain management had a positive and significant effect on performance of AFA. The organization handles all problems and issues jointly with all the stakeholders, the organization establishes more gets in touch with stakeholders, there is the communication of the organization's future strategic needs to all stakeholders and that the organization contacts the stakeholders to get their perceptions on the organization and the services offered.

In the second objective the study sought to determine the influence of technology adoption on performance of AFA and found that technology adoption had a positive and significant effect on performance of AFA. The organization adopts business process re-engineering minimizing costs and that the organization increases farm machinery accessibility to farmers.

In the third objective the the study sought to investigate the influence of strategic alliance on performance of AFA and found that strategic alliance had a positive and significant effect on performance of AFA. The organization has created quality programs that deliver expected outcomes to all stakeholders, the organization has enhanced initiation of connections to get

ideas among stakeholders and that the organization has a strong agro-industrial linkage that improves opportunities for added value.

5.3 Conclusions

On value chain management, the study concluded that an effective implementation of value chain management improves the flow of products and materials through accurate forecasting of sales and demand as well as improved inventory management. It minimizes delays and products are visible and traceable throughout the supply chain. When value chain management is effectively implemented, the bottlenecks to the flow of information are removed. The quality of information is evaluated and solutions are implemented to fill information gaps.

On technology adoption, the study concluded that adoption of technology is the key to getting the largest return thus improving the performance of the organization. It makes employees more productive as they can get more work done in less time. Technology adoption increases efficiency and be able to respond to issues and customers more quickly. Technology enables employees to maintain a work-life balance. Improved network connectivity allows employees to work from home.

On strategic alliance, the study concluded that strategic alliance allows the organization to penetrate a new market by using the resources and market expertise of the organization that is already captured that market. It provides access to the unique know-how of the organization with which the organization is partnering with. It helps to create economies of scale due to cost advantages that the organization gains from expanding and ordering in greater volume from vendors and suppliers. It enables the organization gain competitive advantage by partnering with one of its major competitors and utilize each other's resources to achieve dual success.

5.4 Recommendations

On value chain management, the study recommended that the organization should improve its distribution network by reviewing essential parts in its distribution network and try to figure out how the parts work together. Devise a distribution strategy by setting an overall goal for its distribution and implement tactics that are in line with the organization's overall strategy. Monitor cash flows so as to improve supplier management by clearly understanding how to pay suppliers and logistics companies. Establish information conduits by making sure that data is distributed promptly and properly to pertinent recipients.

On technology adoption, the study recommended that the organization should align technology and strategy by establishing the goals they want to achieve and then plan backwards, finding a technology that best supports improved performance. Communicate for buy-in and engagement by documenting the way each currently performs their work, processes and also communicating the ways in which the organization will mitigate any negative impacts for stakeholders. Integrate technology deployment with change management for helping stakeholders adapt and adopt to technology.

On strategic alliance, the study recommended that the organization should understand the strengths and weaknesses of each firm. Determine how the alliance fits into their strategy. Be clear with the reason why they are entering into the partnership and what they expect to gain. Develop key objectives and goals that reflect what both parties expect to gain. Be sure that expectations are realistic in light of the resources both parties are willing to put forth, and make adjustments as needed. Develop a good communications process to the point where both parties can be honest when evaluating progress and offering recommendations for improvement. Develop conflict-resolution systems by determine how they will voice conflicts when the other party is not responsive.

5.5 Suggestion for Further Studies

The study examined the effect of strategic change management practices on performance of Agriculture and Food Authority of Kenya whereby strategic change management practice was evaluated in terms of value chain management, technology adoption and strategic alliance. Therefore, this study suggests that further studies should be carried out the focus on different practices in strategic management under different study context.

REFERENCES

- Allen, T., & Morton, M., (2017). *Information Technology and the Corporation of the 1990s*. New York: Oxford University Press
- Aun, K. (2015). *Factors affecting success or failure of strategic alliance of MMC* (Doctoral dissertation, University of Nairobi)
- Awuondo J. & Abdikadir D. (2013). Report of the presidential task force on parastatal reforms, Government printer, Kenya.
- Aydin, G., Nyadera, I. N., & Onder, M. (2017). Strategic Management in Turkey's Public Sector: Reforms and Application Issues. *Public Organization Review*, 3(5), 1-16
- Benard, R. K. (2018). Information Communication Technology Considerations and Revenue Collection in Nairobi City County, Kenya. *International Journal of Social Sciences and Information Technology*, 4(10), 189 – 203
- Cetin, Z. O. (2015). The reflections of new public management on local government laws in Turkey. *Mediterranean Journal of Social Sciences*, 6(4), 36-36
- Chege, E. S. (2016). *Effects of information communication technology adoption on financial performance of financial institutions in Kenya* (Master's Project, Kenya Methodist University)
- Dacin, M. T., Oliver, C., & Roy, J. P. (2017). The legitimacy of strategic alliances: An institutional perspective. *Strategic Management Journal*, 28(2), 169 - 187.
- Flint, D. J., & Mentzer, J. T. (2017). Striving for integrated value chain management given a service-dominant logic for marketing. *The service dominant logic of marketing: Dialog, debate and directions*, 5(2), 139-149.
- Freeman, R. E. (1994). *Strategic Management: A stakeholder approach*. Boston: Pitman. ISBN 0-273-01913-9.
- Gathungu, J. M., & Mwangi, K. (2012). Dynamic capabilities, talent development and firm performance. *DBA Africa Management Review*, 2(3), 83-100
- George, J. M., & Jones, G. R. (2017). *Understanding and Managing Organizational Behavior* (5th ed). New York: Pearson Education, Inc
- Goerzen, A., & Beamish, W. (2018). The effect of alliance network diversity on multinational enterprise performance. *Strategic Management Journal*, 26(5), 333 - 354
- Irungu, P., Ithondeka, P., Wafula, E., Wekesa, S., Wesonga, H., & Manga, T. (2018). An Audit of Constraints and Opportunities in Kenya's Livestock Export Value Chain. *Journal of Agricultural Science and Technology*, 1(2), 45 – 56

- Jones, G. R. (2014). *Organization Theory, Design, and Change*. New York: Addison-Wesley Publishing Company
- Kelliher, C., & Perret, G. (2001). Business Strategies and approaches to HRM: A Case Study of new developments in the UK restaurant industry. *Personal Review* 30(4), 421-437.
- Khalil, M., Khalil, R., & Khan, S. (2019). A study on the effect of supply chain management practices on organizational performance with the mediating role of innovation in SMEs. *Uncertain Supply Chain Management*, 7(2), 179-190.
- Kimhi, S., & Oliel, Y. (2019). Change Management and Organizational Performance in Selected Manufacturing Companies in Anambra State, Nigeria. *The International Journal of Social Sciences and Humanities Invention*, 6(05), 5437 – 5445
- Kotter, J. P. (1996). *Leading Change; Strategy & Leadership*, Harvard Business School press.
- Kyeremeh, E., & Dza, M. (2018). Supply Chain Management and Organization Performance: A Value Creation Perspective. *Archives of Business Research*, 6(10), 45 – 59
- Lichtenthaler, U. (2016). Five steps to transforming innovation processes: continually adjusting to new environments. *Journal of Business Strategy*, 37(5), 39-45
- Mbau, M. W. (2016). *Competitive Positioning Through Strategic Alliances: A Case of Safaricom Limited* (Doctoral dissertation, United States International University-Africa).
- McGuffog, T., & Wadsley, N. (2016). The general principles of value chain management. *Supply Chain Management: An International Journal*, 2(1), 23 – 36
- Mong'are, A. (2016). *Strategic Alliances and Performance of Information Communication Technology Companies in Kenya* (Doctoral dissertation, University of Nairobi).
- Morgan, D., & Zeffane, R. (2013). Employee involvement, organizational change and trust in management. *International journal of human resource management*, 14(1), 55 - 75.
- Mulwa, J. M. (2015). *Factors influencing adoption of ICT in service delivery by county governments in Kenya: a case of Kitui county* (Doctoral dissertation, University of Nairobi).
- Muriithi, B. W. (2015). Effects of strategic management on the financial performance of state corporations in Kenya, a case of Postbank Kenya. *International Journal of Management and Commerce Innovations*; 3, 1, 621-641.
- Muthoka, M., & Oduor, P. (2014). Effects of strategic alliances on organizational performance: supermarkets and their alliances in Kenya. *European Journal of Business and management*, 6(34), 75-89.

- Ndahiro, S., Shukla, J., & Oduor, J. (2015). Effect of change management on the performance of government institutions in Rwanda: A case of Rwanda revenue authority. *International Journal of Business and Management Review*, 3, 5, 94-107.
- Ndahiro, S., Shukla, J., & Oduor, J. (2015). Effect of change management on the performance of government institutions in Rwanda: A case of Rwanda revenue authority. *International journal of business and management review*, 3(5), 94-107.
- Nyangweso, W. (2013). *Supply chain management and organizational performance in the sugar industry in Kenya* (Doctoral dissertation, University of Nairobi).
- Olajide, O. T. (2018). Change management and its effects on organizational performance of Nigerian telecoms industries: Empirical insight from Airtel Nigeria. *International Journal of Humanities Social Sciences and Education*, 1(11), 170 – 179
- Omondi, P., Ombui, K., & Mungatu, J. (2013). Factors affecting effective strategy implementation for attainment of millenium development goal by international reproductive health non-governmental organizations in Kenya. *The TQM Journal*, 25; 507-519.
- Osege, E. N. (2018). *Change management and organizational performance of Kenya agricultural and livestock research organization* (Doctoral dissertation, Kenyatta University)
- Reger, R. K., Mullane, J. V., Gustafson, L.T. & DeMarie, S. M. (1994). Creating earthquakes to change organizational mindsets. *Academy of Management Executive*, 8; 31-46.
- Rockart, S. F., & Scott-Morton, M. S. (2014). Information technology: A strategic opportunity. *Sloan Management Review*, Spring, 1(2), 7 – 12
- Short, J. C., & Palmer, T. B. (2016). Organizational performance referents: An empirical examination of their content and influences. *Organizational Behavior and Human Decision Processes*, 90(2), 209-224
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business research methods, 8th Edition*. South-Western, Cengage Learning.

APPENDICES

Appendix 1: Introduction letter

Kenyatta University,
P.O Box 16778 – 80100,
MOMBASA.

Dear Respondent,

RE: invitation for your participation in the research work

As a student from Kenyatta University in pursuit of Masters in Business Administration. Am carrying out a study on STRATEGIC CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF AGRICULTURE AND FOOD AUTHORITY OF KENYA as part of the course requirement.

In light of the above, I ask you to kindly participate in this project through providing the necessary information required by filling in the questionnaire. Please note that the success of this study relies on your participation. Kindly be sincere and without undue biasness answer the questions provided. As part of assurance on confidentiality, the information provided is to be used for academics only and as an informant you remain anonymous. On the completion of the study should you need the report on the results please feel free to ask for a copy.

Please find attached the questionnaire to be filled. Thank you in advance for your corporation.

Thank you.

Yours faithfully,

Oscar Shume Kai

Appendix II: Questionnaire

No disclosure will be made of the provided data.

PART A: BIO DATA

Instruction: tick in the spaces provided.

1. Name (Optional)		
2. Length of Continuous Service with the Firm	Less than 5 Years	
	5 – 10 Years	
	10 – 15 Years	
	Over 15 Years	
3. Please indicate your position in the firm by TICKING as appropriate	Directorate	
	Department of Corporate Service	
	Department of Technical Service	

PART B: ADOPTION OF STRATEGIC CHANGE MANAGEMENT PRACTICES

The following statements represent information regarding the extent to which AFA have adopted the strategic change management practices. Kindly note your extent of acceptance.	To what extent?				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Value Chain Management	1	2	3	4	5
The organization ensures immediate transfer of firm's products to the customers' location					
There is immediate delivery of the purchased materials directly to the points of use.					
The organization contacts the final to get their perceptions on the organization and the services offered.					
The organization establishes continuous gets in touch with members of own supply chain					
There is the Communication of the organization's future strategic needs to all stakeholders.					
The organization establishes more gets in touch with stakeholders.					
The organization handles all problems and issues jointly with all the stakeholders.					
There is inspection and monitoring of quality.					
Technology Adoption					
The organization has introduced current technology					
The organization adopts business process re-engineering minimizing costs					
The agency has developed new agricultural technologies					

development centers					
The agency increases farm machinery accessibility to farmers.					
Strategic Alliance					
The organization has enhanced initiation of connections to get ideas among stakeholders.					
The organization has Created quality programs that deliver expected outcomes to all stakeholders.					
The organization has a strong agro-industrial linkage that improves opportunities for added value.					
There are increased sales levels by firms involved.					

PART C: PERFORMANCE OF AGRICULTURE AND FOOD AUTHORITY OF KENYA

The following is a list of performance indicators. Kindly tick as appropriate.	Does corporate reputation lead to?				
	Not at all	Small extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Improved contribution of agriculture to national GDP					
Increase in percentage growth of agriculture Gross Domestic Product					
Increase in the number of policies, legal frameworks and standards developed/reviewed					
Improved value of exports of crops and crop products, livestock and livestock products, fish and fishery products					

Appendix III: Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 1st October, 2020

TO: Oscar Shume Kai
C/o Business Administration Dept.

REF: D53/MSA/PT/31969/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

We acknowledge receipt of your revised Project Proposal as per our recommendations raised by the Graduate School Board at its meeting of 11th September, 2020, Entitled, "Strategic Change Management Practices and Organizational Performance of Agriculture and Food Authority of Kenya. A Case Study of Nairobi City County".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.



ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. Lawrence Wainaina
C/o Business Administration Dept.
[Kenyatta University](http://www.kenyatta.ac.ke)



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/MSA/PT/31969/2015

DATE: 1st October, 2020

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


RE: RESEARCH AUTHORIZATION FOR OSCAR SHUME KAI REG. NO.
D53/MSA/PT/31969/2015

I write to introduce Mr. Oscar Shume Kai who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Business Administration.

Mr. Kai intends to conduct research for a M.B.A Project Proposal entitled, "Strategic Change Management Practices and Organizational Performance of Agriculture and Food Authority of Kenya. A Case Study of Nairobi City County".

Any assistance given will be highly appreciated.


Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL



EK/nn

Appendix IV: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 760255	Date of Issue: 09/October/2020
RESEARCH LICENSE	
	
This is to Certify that Mr., OSCAR SHUME KAI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: STRATEGIC CHANGE MANAGEMENT PRACTISES AND ORGANIZATIONAL PERFORMANCE OF AGRICULTURE AND FOOD AUTHORITY OF KENYA, A CASE STUDY OF NAIROBI CITY COUNTY for the period ending : 09/October/2021.	
License No: NACOSTI/P/20/7022	
760255 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation
off Waiyaki Way, Upper Kabete,
P. O. Box 30623, 00100 Nairobi, KENYA
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077
Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke