



EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC SECONDARY SCHOOLS: A SURVEY OF PUBLIC SECONDARY SCHOOLS IN KISII COUNTY

Mairura, V. S., & Atambo, W.

EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC SECONDARY SCHOOLS: A SURVEY OF PUBLIC SECONDARY SCHOOLS IN KISII COUNTY

Mairura, V. S.,^{1*} & Atambo, W.²

^{1*} MBA Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

²Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

Accepted: May 23, 2019

ABSTRACT

Strategic change management practices have been applied by many institutions while others rarely attempt to apply while some not applying at all. This results to discrepancies in the performances of institutions. This study focused on the effects of strategic change management practices on the performance of Public Secondary schools in Kisii County. The specific objectives were; to establish the effects of stakeholder's management on Public Secondary schools performance in Kisii County to determine the effect of strategic planning on performance of Public Secondary schools in Kisii County, and to assess the effect of strategic leadership on performance of Public Secondary schools in Kisii County. The target population consisted of 274 Public Secondary schools principals in Kisii County. The data was analysed by use of statistical package of social science version 21. The study concluded that strategic planning had a positive significant effect on performance of secondary public secondary school. However there is a positive correlation between strategic leadership and public secondary schools performance. This implied that change in strategic change management practices results to relatively positive performance public secondary schools in Kisii County. Thus, there is significant relationship between strategic change management and public secondary schools performance. The study recommended that strategic leadership in public secondary school should be improved through strategic change management practices. Thus, the study suggested for another study to be conducted on the effect of strategic plans on performance of other private institutions.

Key Words: *Stakeholder's Management, Strategic Planning, Strategic Leadership, Strategic Change*

CITATION: Mairura, V. S., & Atambo, W. (2019). Effect of strategic change management practices on performance of public secondary schools: A survey of public secondary schools in Kisii County. *The Strategic Journal of Business & Change Management*, 6 (2), 1919 –1935.

INTRODUCTION

Change is inevitable and may hold the key to organizational survival and success (Gitonga M & Kamure, 2014). Recognizing the need for change and leading organizations through that change is vital in today world (Sang & Korir, 2017) especially with the need of enhancing organization performance. However, success in implementing the required changes is far from assured with many organizations reporting very disappointing results given the cost and turmoil caused by the changes (Gitonga M & Kamure, 2014) necessitating the rise of strategic change management in organizations.

Griffins (Griffins, 2009) defines the term management as a set of objectives (including planning and decision making, organizing, leading, controlling) with the aim of organization's resources (human, financial, physical and information) to achieve organizational goals in an efficient and effective manner. The use of scientific management philosophies was instrumental in preparing the arsenals for the burden of what would be placed on them during World War 1. The US army, for instance, applied Tylor's principles when Major general William Crozr, the Army's chief of ordinance for 16 years, applied the method of scientific management in army's arsenals in early 1900s (Anderson, 2010). Tenets of scientific management have become a trend in today's practices within most organizations (Finkelstein, 2009). Job descriptions, incentives plans, hiring practices, career management and training programs are but a few of today's programmes that have their beginning in the scientific management movement (Chandler, 2011).

Strategic change management is defined as the actions processes and decisions that are executed by organizations members to realize their strategic intentions. Strategic change is about managing the unfolding nonlinear dynamic processes during strategy implementation in policy systems, values, staff and skill of an organization to realize strategy.

Change management has attracted interest to many organizations in these times of rapid changes in the business environment. This is attributable to the realization that organizations do not have the luxury of not undertaking strategic management since failure to do so will certainly lead to irrelevance if not extinction (Kanter, Stein and Jick, 1992). Zou & Lee (2008) investigated the relationship between change management practices and cost performance of construction projects. Multiple one-way anova and linear regression were performed to investigate the effectiveness of individual change management practices elements and overall change management practices implementation in controlling project change cost, respectively. The results showed that individual change management practices elements had different levels of leverage in helping to control project change cost and that using change management practices was helpful in lowering the proportion of change cost in project actual cost.

The performance of education is evaluated based on examinations given -and attainments of students in such examinations. Examinations have been accepted by educationists and other stakeholders as an important aspect of any education system (Mbatia, 2004). The importance placed on examination has seen stakeholders come up with strategies aimed at improving students' performance in examinations (Juma, 2011). Provision of good quality education require adequate physical facilities such as classrooms, laboratories, human resource in form of teachers and support staff which are acquired based on availability of financial resources in schools. This makes financial resource to be a key resource in education provision (Mbatia, 2004). The Government of Kenya is committed to improving academic performance and fulfillment of her goals as articulated in her Education Sector Support Programme (RoK, 2005). The government has on one hand established the Directorate of Quality Assurance

and Standards (DQAS) to enhance quality deliverance of the curriculum while on the other hand, parents are required to provide relevant infrastructure and facilities. Though secondary schools within Kisii County have same catchment area for students, they record varied results in national examination. Poor supply of these resources leads to low quality attainments as reflected through examinations results

Statement of the Problem

Tools of management have been applied by many successful institutions, others rarely attempting to use them while some not using them at all. This has in turn led to discrepancies in the performances of institutions (Chandler, 2011). This has necessitated institutions to craft and execute overall excellent strategy to realize superior performance, a commitment to specific approaches, competitive approaches and ways of operating (Thompson, 2003). Various institutions have adopted strategic change management practices in order to compete in the turbulent institutions (Kamasak, 2016). Public secondary schools are not an exception in these competitive forces such as entry of new competitors.

In contemporary times there has been a decline in the performance of Public Secondary schools in Kisii County (Kisii Director of Education Reports 2018). The gradual decline of formerly academic giants in Public Secondary schools of the late 1990's points to lack of effective use and implementation of sound strategic management tools. Hence, public secondary schools have the obligation to apply strategic management principles and change management practices to enhance public secondary schools performance (Ndahiro, Shukla&Odour, 2015). These studies had not demonstrated the influence of strategic change management practices on organizational performance. It is this acknowledge gap that this study intended to fill.

Study Objectives

The general objective of the study was to assess the effect of strategic change management practices on performance of Public secondary schools in Kisii County. The specific objectives were:-

- To establish the effects of stakeholders management on performance of Public Secondary schools in Kisii County
- To assess the effect of strategic planning on performance of Public Secondary schools in Kisii County
- To determine the effect of strategic leadership on performance of Public secondary schools in Kisii county

LITERATURE REVIEW

Theoretical Review

Stakeholders theory

Stakeholder theory is a theory of organizational management and business ethics that deals with principles and values in managing an organization (Freeman and Phillips 2003). According to this theory, stakeholders are considered as the group of people interested in the organization's activities (Friedman 2007). The developer of the stakeholder idea, Freeman, defined stakeholders as any group or individual who can affect or is affected by the accomplishments of the company's objectives. These stakeholders are related to the company in various varying ways. Friedman (2006) identified stakeholders as clients, employee, surrounding community, suppliers and distributors plus shareholders. Other stakeholders include the media, the public, business partners, competitors, NGOs or activists, stakeholder representatives like trade unions, financiers other than stockholders (debt holders, bond holders and creditors), competitors and government, regulators and policy makers. According to stakeholder theory, the organization key objective equalizing anticipations of all stakeholders through their

operating activities (Ansoff 1965). Clarkson (1995) stated that the most important feature of stakeholder theory is influenced by the stakeholders of an entity and portray a firm's responsibility for them.

John Kotter's Change Theory

The theory was proposed by Kotter (2007). It states that there is need to manage change successfully (Kotter, 2007). These translate to the best of change management theories into practice. They are based on a solid foundation of communication, empowerment and focus. Once the change has been made, it is important to embed the new approaches, so that people do not slip into old habits (Stragalas, 2010). Monitoring, feedback and intervention are necessary for a sufficient period after the change has occurred.

The theory assumed that a sense of urgency for change is what motivated people to get things done. Examine opportunities that should be exploited. Start honest discussions with stakeholders and request for their support (Finkelstein, 2009).

It also involves forming a powerful guiding coalition that convinces people that change is necessary. Bring together a team of influential people who will lead change. The team must be comprised of positive visible role models ready to offer proactive explanations of the need of change (Stragalas, 2010). A strong guiding coalition is always needed: one with the right composition level of trust and shared objective. Remember strong leadership is necessary to bring credibility to change.

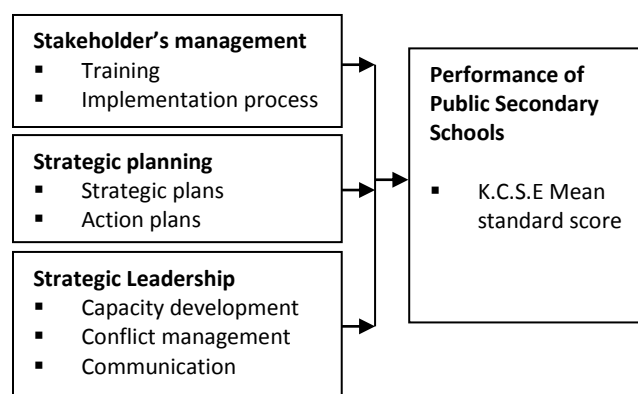
John M. Fisher's Change Theory

The theory was proposed by Fisher in 2000. It states that people fear change in behavioral system. People tend to act in different ways that impacts their self-perception and how others view them. Fear is among the key emotions that cause people to resist change (Thompson, 2003).

Fisher's Process of Transition model explains how

people respond to change. The assumptions underlying this theory that people follow change to succeed. Anxiety and denial occur when individuals are unable to adequately picture the future as they lack enough information and acceptance to any change (Hills, 2016). They are unsure of how to act in new work situations and will continue using old practices and processes assuming that change has not occurred. The way people deal with anxiety and denial predicts progress through the rest of the curve.

Conceptual Framework



Independent variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

Variables Review

Stakeholders Management

Sekhar (2019) studied the factors affecting stakeholder management on performance in Canada. The study used descriptive design with 209 managers. The results from the analysis showed that stakeholders were involved in change management with policy systems, values, skills, and organizational objectives. It was established that stakeholders create condition proactively to life. The study revealed that Stakeholder's management has statistical significant to performance, an internal environment for change to the organizational needs. It is a dynamic process of strategic management on competitive advantages.

Achim, (2016) argued on the effect of strategic shareholder management on performance of companies. It was found that valuable knowledge and skills of stakeholders management becomes an important aspects of strategic change management in companies. Stakeholders have a capacity to improve performance through corporate cultures which can be adopted by management. Stakeholders can request for change management in order to improve effective performance in weak management. It is also shows that stakeholders play fundament role of measuring competency through human resource, supervisors and managers. It can enhance the opportunity of strategic management experience in dealing with change.

Strategic Planning

Strategic planning in organizations originated in the 1950s and was very popular and widespread between mid-1960s to mid-1970s (Gitonga M & Kamure, 2014). When then people believed it was the answer to all their problems, and corporate America was 'obsessed' with strategic planning. Strategic planning can be defined as the process undertaken by an organization to define its future and create a road map to guide the organization from its current state to the desired future (Ricondo & Associates, 2009). According to Webster's new world dictionary, strategy is the science of planning and directing large scale military operations of maneuvering forces into the most advantageous position prior to actual engagement with the enemy (Stark, 2006).

Strategic planning is a way to identify and move toward desired future states. It is the process of developing and implementing plans to reach goals and objectives (Strickland, 2003). Thus, strategic planning aims to exploit the new and different opportunities of tomorrow, in contrast to long range planning which tries to optimize for tomorrow the trends of today (Ricondo & Associates, 2009). Although our understanding of strategy as applied in

management has been transformed, one element remains the key; the main aim is to achieve competitive advantage. Within business it is used to provide overall direction to a company (called strategic management) in financial strategies, in human resource/organizational development strategies, in information technology deployment, and to create marketing strategies, to name just few applications (Sekhar, 2009).

Strategic leadership

Strategic leadership is a managerial capacity of a firm to expect, predict, keep flexibility and endow others to generate strategic change and a feasible future of the firm (Kjelin, 2009). He further states that the leader must have the ability to focus on the organisation's operational activities and monitor the changes that affect the organisation, both internally and externally. According to Finkelstein and Hambrick (Finkelstein, 2009) businesses go down if the leadership aches from the flaws like inability to convince its employees to follow its vision; the failure to counter or recognize threats; misjudging their capability to manage the business' external environment; inability to separate personal needs and those of the firm; a conviction that they are able to tackle all situations, sacking any staff that differ with them; and underrating impediments that have occurred in the past. There are five practices of strategic leaders; determining strategic purpose and vision, effective management of resources of the firm, fostering effective culture in the firm, underlining all operations with ethical considerations, and establishing a balance between strategic and financial controls (Nthini, 2009)

Performance

It is influenced by a number of factors such as teacher qualifications and experiences, availability and use of public secondary schools facilities such as laboratories and libraries, dedication of student, parental involvement in public secondary schools

activities, public secondary schools location and socio-economic status of among others (Ndahiro, 2015). The support and availability of the parents, their financial situation and standard of living influence academic performance. In Kenya, as in other places in the world where the topic is studied, it has been observed that in socioeconomically disadvantaged areas get lower marks (Johnson et al, 2007). The geographical location of the educational institution also influences. It is assumed that in most rural areas. The grouping together in public secondary schools with severe learning difficulties, or with problems associated with psychosocial integration in special education classes. The various practices pertaining to the student admission requirements also influence academic performance. Some educational institutions admit indiscriminately, whereas other selects them on the basis of previous academic achievement or their results on aptitude tests (Chandler, 2011).

This has long interested researchers investigating public secondary schools achievement. Its effects are often addressed by studying predictors of achievement in economically disadvantaged samples living primarily in biological families, confounding genetic and environmental influences (Chandler, 2011). This applies to the individual or family, its much higher aggregate than single-family correlation with academic achievement implies that people together. To the extent this is true; children receive similar influences from both their families and their surrounding communities. If the community influences are strong, that has the potential to be a powerful environmental variable exerting broad-based effects at a population level, despite its relatively modest effects at the level of the individual. It is probably for this reason that continues to be so interesting to researchers investigating educational outcomes (Johnson et al, 2007).

Review of related Literature

From the above research findings, many authors believe that strategic change management is essential for organizations as it enhances productivity and competitive advantage. Though much has not been said about its influence on Public Secondary schools performance, the information available can be used to make meaningful conclusions.

A number of studies have been conducted on the change management strategies both in public institutions and other industries. For instance, Mwangi (2009) examined strategic change management on the performance of public institutions. It also realizes that for it to sustain good performance, it has to continually make changes so as to adapt to the environment. However, this study only concentrated on one public institution yet all sectors in Kenya are faced with same challenge of performance. The study failed to establish the relationship between change strategies and performance which is the gap this study seeks to fill.

METHODOLOGY

This study adopted a descriptive cross-sectional survey. According to Cooper and Schindler (2006), cross sectional studies are carried out once. The study target population was 274 public secondary schools principals in Kisii County. This comprised of Public Secondary schools principals in Kisii County. Questionnaire was the selected instrument or tool for data collection for the study. The questionnaire was administered to each member of the sample population. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version, 21) and presented through percentages, means, standard deviations and frequencies. The study conducted a correlation analysis to establish the strength of the relationship between the independent and the dependent variable. A multiple regression was used to measure the quantitative data and was analyzed using SPSS too. The regression

equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

Y is the dependent variable (Performance of public Secondary),

β_0 is the regression constant,

β_1 , β_2 , β_3 and β_4 are the coefficients of independent variables,

X_1 is Stakeholders Management,

X_2 is Strategic Planning,

X_3 is Strategic Leadership

ANOVA was used to establish the level of significance of the established model.

FINDINGS

Descriptive statistics

The study sought to establish the effect of strategic change management practices on the performance of

public secondary schools. From the analysis of the data, the following was established. The respondents were asked to rate how they felt about different variables related to was to the effect of strategic change management practices on the performance of public secondary schools in a five point Likert scale. The range was from strongly agreeing (5) to strongly disagree (1). The score of 1 represented strongly disagree 2 represented disagree, 3 represented neutral, 4 represented agree and five represented strongly agree.

Stakeholders Management

The researcher asked the respondents to indicate how stakeholder's management practices affect performance of public secondary schools. The results were presented in table 1.

Table 1: Stakeholders management practices

	Mean	Std. Deviation
The public secondary schools does training on its staff	4.85	1.86
There is regular training	4.95	2.09
Training enhances change management thus increasing performance	4.91	1.99
The public secondary schools has a laid down implementation process of change	4.96	2.13
The process is followed whenever there is change to be made	4.88	1.93
Following the implementation process increases performance in public secondary schools.	4.63	1.56
Valid N (listwise).		

The findings showed that stakeholders management mean of 4.95 and standard deviation of 2.09. The study showed that the public secondary schools had a laid down implementation process of change with mean of 4.96 and standard deviation of 2.13, there is regular training with mean of 4.95 standard deviation of 2.09, training enhances change management with mean of 4.91 and standard deviation of 1.99, The public secondary schools did training on its staff with mean of 4.85 standard deviation of 1.86, the process was followed whenever there was change to be made with mean of 4.88

standard deviation of 1.93, following the implementation process increases performance in public secondary schools with mean of 4.63 and standard deviation of 1.56.

Strategic planning

The descriptive statistics summarized population parameters to describe the effects of strategic change management practices on performance of public secondary schools. This comprised of strategic planning. The study findings were presented in table 2.

Table 2: Strategic planning

	Mean	Std. Deviation
The public secondary schools has a strategic plan	4.72	1.56
The public secondary schools has an action plan	4.64	1.41
The public secondary schools implements both strategic and action plan	4.85	1.86
The public secondary schools implements either strategic or action plan	4.80	1.73
Strategic and action plan have been effective on the performance of the public secondary schools	4.75	1.62
Valid N (list wise)		

The results showed that the public secondary schools with strategic plans had a mean of 4.72 standard deviation 1.56, the public secondary schools that implement both strategic and action plan had a mean of 4.64 standard deviation 1.41, The public secondary schools that implemented either strategic or action plan had a mean of 4.85 standard deviation 1.86 Strategic and action plan had been effective on

the performance of the public secondary schools had a mean of 4.80 standard deviation 1.73 and the public secondary schools that had an action plan.

Strategic leadership

The researcher sought to analyze the extent to which strategic leadership affect performance of public secondary schools.

Table 3: Strategic leadership

	Mean	Std. Deviation
There is a capacity to build program for public secondary schools leadership	4.85	1.86
The capacity build program implemented consistently	4.95	2.09
Capacity building for leaders has improved public secondary schools performance	4.91	1.99
The public secondary schools has a laid down strategy of conflict management	4.96	2.13
Strategy on conflict management is constantly followed	4.07	1.10
The conflict management has been effective in solving change conflicts in the public secondary schools	3.20	1.67
Conflict management strategies enhances public secondary schools performance	3.17	1.62
The public secondary schools has a laid down communication flow	3.31	1.54
Communication flow is constantly followed in the public secondary schools	3.01	1.64
Communication flow strategy has increased performance of the public secondary schools	3.30	1.55
Valid N (listwise)		

Strategy on conflict management is constantly followed by leadership in the public secondary schools had mean of 4.0795 and standard deviation of 1.10468, There is a capacity to build program for public secondary schools leadership had mean of 4.85 and standard of 1.86, Capacity building for leaders has improved public secondary schools performance had mean of 4.91 and standard deviation of 1.99,

The conflict management has been effective in solving change conflicts in the public secondary schools had mean of 3.2053 and standard deviation of 1.72556, The conflict management had been effective in solving change conflicts in the public secondary schools, The public secondary schools has a laid down communication flow from students, staff and leadership had mean of 3.3113 and standard

deviation of 1.54999 and Communication flow strategy has increased performance of the public secondary schools had a mean of 3.3046 standard deviation of 1.55346 and lastly there is a capacity building program me for the public secondary schools leadership had mean of 2.6689 and standard deviation of 1.69596.

Correlation analysis

The study conducted correlation analysis to establish the relationship between independent variables and dependent variable. The results were presented in table 4.

Table 4: Correlation analysis

		Performance	Stakeholders management	Strategic planning	Strategic leadership
Performance	Pearson	1	.609**	.645**	.330
	Correlation				
	Sig. (2-tailed)		.000	.000	.053
Stakeholders management	N	151	151	151	151
	Pearson	.645**	.802**	1	.093
	Correlation				
Strategic planning	Sig. (2-tailed)	.000	.000		.597
	N	151	151	151	151
	Pearson	.609**	1	.802**	.270
Strategic leadership	Correlation				
	Sig. (2-tailed)	.000		.000	.116
	N	151	151	151	151
Strategic leadership	Pearson	.330	.270	.093	1
	Correlation				
	Sig. (2-tailed)	.053	.116	.597	
	N	151	151	151	151

From the correlation analysis, it was shown that stakeholder management in public secondary schools performance had a positive significant relations $r (.645) = 0.000$. There was a positive correlation between strategic leadership $(.330) = 0.000$, and public secondary schools performance. This implied that in change in stakeholders management in strategic change management practices results to a relatively positively public secondary schools performance in Kisii County. This concurred with Hax, (2009) who found that strategic management is a critical element in organization functioning, but whereas most organizations have good strategies

Regression analysis

Adjusted R squared is coefficient of determination

which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the table below the value of adjusted R squared was 0.731 an indication that there was variation of 73.1% on the public secondary school performance due to changes in strategic planning, stakeholder's management, and strategic leadership at 95% confidence interval. This showed that 73.1 % changes in public school performance could be accounted to changes in strategic planning, stakeholder's management, and strategic leadership. R is the correlation coefficient which showed the relationship between the study variables, from the findings shown in the table below there was a strong positive relationship between the study variables as

shown by 0.874.

Table 5: Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.874 ^a	.764	.731	.12225	1

a. Predictors: (Constant), Stakeholders Management, Strategic Planning Strategic Leadership,

From the ANOVA statics in the table below, the processed data, which is the population parameters, had a significance level of 0.1% which showed that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) is less than 5%. The F calculated value was

greater than the F critical value (4.180>2.502) an indication that there were significant difference between public secondary school performance and strategic planning, stakeholder’s management, and strategic leadership. The significance value was less than 0.05 indicating goodness of fit of the model.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.488	3	0.372	4.180	.001
Residual	6.23	147	0.089		
Total	7.718	150			

a. Dependent Variable: Performance of Public secondary schools

b. Predictors: (Constant), Stakeholders Management, Strategic Planning, Strategic Leadership

From table 6, the level of significance F, 4.180 with p= 0.001 on the model one, this means that strategic change management variables; stakeholder management, strategic planning and strategic leadership, had a statistical significant effect on public secondary schools performance. Thus, the model was fit and significant to explain any linear relationship between independent variables and dependent variable, strategic change management and public secondary schools performance. To test effect of strategic change management practices on performance, regression coefficient table was analyzed.

The established regression equation was

$$Y = 0.878 + 0.305 X_1 + 0.245 X_2 + 0.158 X_3$$

From the above regression equation, it was revealed that holding strategic planning, stakeholder management and strategic leadership to a constant

zero, public secondary school performance would stand at 0.878, a unit increase in strategic planning would lead to increase performance by a factor of 0.305. A unit increase in stakeholder’s management would lead to increase in performance by factors of 0.245. A unit increase in strategic leadership would lead to increase in performance by a factor of 0.158 and unit increase in public secondary school. The study also found that there was a positive relationship between public secondary schools performance and strategic planning, stakeholders management and strategic leadership. From the findings, it was established that all the variables had a positive significant effect on performance of public secondary schools. The study agreed with Okwako (2013) who found that strategic change management practices has a positive significant effect on public secondary schools performance

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
	1 (Constant)	0.878	0.157		
Stakeholder management	0.245	0.067	0.182	3.657	.005
Strategic planning	0.305	0.078	0.402	3.910	.001
Strategic leadership	0.158	0.048	0.183	3.292	.010

CONCLUSIONS

The study showed that stakeholder management practices had an effect on performance of public secondary schools. It was established that there is regular training of stakeholders in strategic change management with staffs. However, the implementation process of change was not effectively managed. The study concluded that stakeholder management had a positive correlation on performance of public secondary schools.

The study found that strategic planning practices effect performance of secondary public secondary school. It was established that most public secondary schools had and implemented strategic plan which effected performance. However, some public secondary schools neither owned nor implemented action plans on effecting performance. The study concluded that there is a positive correlation between strategic planning and public secondary schools performance.

The study established that strategic leadership affected performance of public secondary schools. It was established that strategy on conflict management is constantly followed by leadership. However, the public secondary schools leadership had limited capacity to build strategic programs hence ineffective performance. The study concluded that there is a negative relationship between strategic leadership and performance of public secondary schools.

RECOMMENDATION

From the findings, the study therefore recommended that for effective change to be realized the implementation process should be clearly outlined and followed after training, the school should provide a well laid down implementation process. The study recommended that school management should come up with distinct action plans in line with their strategic plans in order to monitor their performance. This will in turn help in identifying challenges and work on turn around strategies hence improving the schools' performance.

From the findings the study recommended that public secondary schools leadership should be supported to build strategic programs to effect performance. Further there is a negative relationship between strategic leadership and performance of public secondary schools and therefore there is need to implement a policy to strategically change leadership management to effect performance.

Suggestion for further research

The study concentrated on strategic change management practices on performance of public secondary schools in Kisii County. The study suggested for another research to be conducted on the effect of strategic change management practices on performance of private institutions. The study further recommended for a study to be carried out on the relationship between strategic leadership practices on performance of learning institutions. The

strategic change management practices and performance of public secondary school, has not been widely studied which presents gaps in African and Kenyan contexts. The study contributed to knowledge by establishing that strategic planning, stakeholder's management and strategic leadership affects the performance of public secondary school in Kenya. Apparently, Future research may be designed

to compare the findings in this study with findings that relate to firms in other regions in Kenya and other countries. Concisely, the findings showed that 76.4 % of the performance is explained by the three variables that is strategic planning, stakeholder's management and strategic leadership and the remaining 23.6% can be accounted by the standard error.

REFERENCES

- Achim, S. R. (2016). *Strategic Renewal*. International Journal of Management Reviews, DOI: 10.1111.
- Akaranga, E. M. (2010). *The Process and Effects of Performance Contracting in Kenyan Public Sector*. MBA Project. United States International University (USIU), Nairobi.
- Akintayo, D. I. (2011). Influence of workers` training on reduction of industrial conflict in industrial organizations in South-West Nigeria. *Int. J. Human Res. Stud.* 2: 23-30.
- Allen, T. and Morton, M. (2014). *Information Technology and the Corporation of the 1990s*, New York: Oxford University Press.
- Anderson, D. A. (2010). *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership*. Hoboken, New Jersey: John Wiley & Sons.
- Anderson, D. A. (2010). *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership*. Hoboken, New Jersey: John Wiley & Sons.
- Argenti P (2012). Crisis Communication: Lessons From 9/11. *Harvard. Business Review.* 80(12):103-109.
- Arrow KJ (2013). Global climate change: a challenge to policy. *The Economists' Voice.* 4(3): 1-5.
- Artley, W. (2011). *Establishing Accountability for Performance*. Volume 3. Oak Ridge Institute for Science and Education.
- Associates, R. &. (2009). *Strategic Planning in the Airport Industry*. Transportation Research Board.
- Bartram, S. and Gibson, B. (2012). *The Training Needs Analysis Toolkit*, 2nd ed. Amherst, MA: HRD Press, Inc.
- Bertalanffy, L. Von (1962). Democracy and Elite: The Educational Quest. *New Currents in Modern Thought*, 19: 31-36.
- Betcherman, G., McMullen, K. and Davidman, K. (2012). *Training for the New Economy: A Synthesis Report*, Canadian Policy Research Network, Ottawa, 117
- Buhalis, D. and Law, R. (2012) Progress In Tourism Management: Twenty Years On And 10 Years After The Internet: The State Of E-Tourism Research. *Tourism Management*, 609–623.

- Chandler. (2011). *The mediating effects of perspective organizational support on the relationship between organizational justice, trust and performance appraisal in Malaysian Public Secondary schools*. European journal of social sciences, pp: 623-632.
- Crespi, I. (2003). *Socialization and Gender Roles within the Family: A Study on Adolescents and Their Parents in Great Britain*.
- De Goede M (2012). *Beyond Risk: Premediation And The Post 9/11 Security Imagination*. Secure. Dialogue 39(2-3):155-176.
- Dettmer, H. W. (2003). *Strategic Navigation: A Systems Approach to Business Strategy*. ASQ Quality Press.
- DiMaggio, P.J. & Powell, W.W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, Vol. 48, No.2, 147-160.
- Doug, M. and Scott, W.R. (2014). Organizations and Movements. *In Social Movements and Organization Theory*, Gerald Davis, Doug McAdam, W. Richard Scott, and Mayer Zald. New York: Cambridge University Press
- Dyer, J. H. & Nobeoka, K (2000) Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case. *Strategic Management Journal* 21 345–367
- Fajana, S. (2012). *Human resource management: An introduction*. 1st edition, Macmillan Publisher, 455-469.
- Finkelstein, S. &. (2009). *Strategic leadership: top executives and their effects on organisations*. St..Paul, MN: West Publishing Company.
- Garcia, M. (2015). Training and business performance: The Spanish case. *International Journal of Human Resource Management*, 16(9), 1691-1710.
- Gholami, R., Emrouznejad, A., and Schmidt, H. (2012). *The Impact of ICT on Productivity of Airline Industry*. Operations and Information Management. Aston Business School.
- Gitau, P (2011) *Strategic Responses by Citibank Limited to External Environmental Challenges*. Unpublished MBA Project, University of Nairobi
- Gitonga M, E., & Kamure, B. (2014). *The effects of strategic change on organization performance. A case study of Capital Markets Authority, Kenya*. Strategic journal of Business change management, Vol. 2 (3), pp37-51.
- Global Economics Crisis Resource Center (2010). *Global economic crisis: impact on international business*. South-Western: Cengage Learning: Mason, OH.
- Griffins. (2009)). *Future perspectives on employee selection; key directions for future research*. Oxford University Press: Applied Doi.
- Guest, D. E. (2003). *Human resource management and industrial relations*. Dhaka: Abir Publications.
- Hax, A. C. (2009). *The Delta Model: Reinventing Your Business Strategy*. . New York: : Springer Science & Business Media.

- Hengst, M., and Sol, H. G. (2011). *The impact of information and communication technology on Inter-organizational coordination: Guidelines from theory*. Informing Science, Special Series on Information Exchange in Electronic Markets. Retrieved from <http://www.businessdictionary.com/>
- Hills, R. (2016). *The Authority Guide to Emotional Resilience in Business*. Bristol:: SRA Books.
- Ingwe, K.S (2012) *Strategic Responses by the National Bank of Kenya Limited to Challenges of Globalization*. Unpublished MBA Project, University of Nairobi
- Jensen, M. & Meckling, W. (1976). Theory of the firm: Managerial behaviour agency costs and Capital structure. *Journal of Financial Economics*.
- Johnson et al, W. J. (2007). *Socioeconomic Status and Public secondary schools Grades*. Intelligence,, Vol.35, No.6, pp: 526–541.
- Kamasak, R. Y. (2016). *Is the relationship between innovation performance and knowledge management contingent on environmental dynamism and learning capability?*Business Research, pp: 229–253.
- Karami, A. (2007). *Strategy Formulation in Entrepreneurial Firms*. Abingdon-on-Thames: Routledge.
- Kevin, J. (2012). *Information technology and sustained competitive advantage: a resource-based analysis*. MIS Quarterly,487–505.
- Kisienya, L (2012) *Strategic Responses to Competitive Environment by Mobile Telephony Firms in Kenya*. Unpublished MBA Project, University of Nairobi
- Kisii County (Kisii Director of Education Reports 2018).
- Kjelin, E. (2009). *A Concept Analysis for Strategic Leadership*. EBS Review, 37-57.
- Kombo, D.K. and Tromp, D.L.A. (2009). *Proposal and Thesis Writing: An Introduction*. Paulines Publications Africa.
- Kothari, C. (2010). *Research Methodology: Methods & Techniques*, 2nd edition. New age International Publishers, New Delhi, India.
- Kotter, J. P. (2007). *Leading Change: Why Transformation Efforts Fail*. Harvard Business Review.
- Kuhn, A. (1974). *The Logic of Social Systems*. Jossey-Bass, San Francisco.
- Kyongo, L. A. (2017). *Effect of Strategic Change on Organizational Performance*. International Journal of Economics, Commerce and Management, 596-606.
- Laudon, C. and Laudon, P. (2013). *Management Information Systems*. New Jersey. Prentice- Hall.
- Lyod, L. and Reynolds, G. (2014). *Labour economic and labour relations: 4th edition*, New Jersey: Prentice Hall.
- M’iti, M. K (2011) *Strategic Responses by Internet Service Providers in Nairobi to The Growth of Mobile Telephony Industry in Kenya*. Unpublished MBA Project, University of Nairobi
- Marksberry, P. (2012). *The Modern Theory of the Toyota Production System*. Boca Raton;Florida:: CRC Press.
- McShane, S. L. (2000). *Organizational Behavior*. Burr Ridge, IL: Irwin/McGraw-Hill.

- Meyer, J.W., and Rowan, B. (1991). Institutionalized Organizations: Formal Structures as Myth and Ceremony. *American Journal of Sociology*, Vol. 83, No. 2, 340 - 363.
- Miano, C. G (2011) *Strategic Responses to Competition in The Insurance Brokerage Sector by AON Kenya Insurance Brokers Limited*. Unpublished MBA Project, University of Nairobi
- Mohamed, K. A (2012) *Strategic Responses to Environmental Changes in The Pharmaceutical Industry in Nairobi Kenya*. Unpublished MBA Project, University of Nairobi
- Mokhlis, S. (2013). Determinants of Choice Criteria in Malaysia's Retail Banking: An Analysis of Gender-Based Choice Decisions. *European Journal of Economics, Finance and Administrative Sciences*,1(2)1450-1467.
- Mugenda, O.M., and Mugenda A.G. (2008). *Quantitative and Qualitative Approaches* (3rd ed.). Nairobi: Acts Press
- Mugweru, C. W (2012) *Strategic Responses of Barclays Bank of Kenya Limited to Challenges in The External Environment*. Unpublished MBA Project, University of Nairobi
- Mukiri, P. K (2012) *Strategic Responses by East African Breweries Limited to Changes in The External Environment*. Unpublished MBA Project, University of Nairobi
- Muthaura, F (2011) *Strategic Responses by Stockbrokers in Kenya to External Environment*
- Mwanga, S., (2012). *Effects of Automated Teller Machines On Customer Retention in Commercial Banks in Meru Town, Kenya*. Unpublished Thesis. University of Nairobi.
- Mwangi, M. C. (2011). *Strategic responses by chase bank Kenya limited to environmental changes in the banking Sector*, Unpublished MBA Thesis, University of Nairobi.
- Nandi, V. F. A (2011) *Strategic Responses to Competition by Barclays Bank of Kenya Limited in The Credit Card Issuing Business*. Unpublished MBA Project, University of Nairobi
- Ndahiho, S. S. (2015). *Effect of Change Management on the Performance of Government Institutions in Rwanda*. *International Journal of Business and Management Review* , Vol.3, No.5, pp.94-107.
- Ndunge, M. M. (2012). *Response strategies to challenges of competition by horticultural export firms in Kenya*, Unpublished MBA Thesis, University of Nairobi
- Neely A, M. J. (2006). *Performance measurement system design:developing and testing a process – based approach*. *International Journal of Operation and Production Management*, 10-27.
- Njiru, K, N. (2013). *Strategic responses to changes in the external environment by universities in Kenya*. Unpublished MBA Thesis, University of Nairobi.
- Nthini, E. K. (2009). *Effect of strategic leadership on performance of commercial and financial state corporations in Kenya*. Nairobi: University of Nairobi, Kenya.
- Okari, H, Katula, B and Nyanumba, P (2016) Contemporary Strategic Approaches towards Sustainable Competitiveness in the Kenyan Banking Industry. *International Journal of Innovative Finance and Economics Research* 4(1):19-24, Jan.-Mar. 2016

- Okeahalam, C.C. (2011). *Structure and conduct of commercial banking sector in South Africa*. [Online] Available: <http://www.tips.org.co.za/files/499.pdf> (September 17, 2011)
- Okereke C, Wittneben B, Bowen F (2013). Climate change: challenges business, transforming politics. *Bus. Soc.* 48(4) 584-586.
- Okwako A. D., (2013) Strategic planning and performance of secondary public secondary school in nairobi county, *Published Research project, University of Nairobi*.
- Olaniyi, A. A (2014). *Manpower development and training in work organization: Case study of Nigerian Breweries Plc*. Unpublished MED Project, University of Ibadan, Ibadan.
- Omole, M.A.L. (2014). Training and re-training: *A variable of technological development. J. Indust. Edu.*, 14(2): 76-85
- Pearce II J.A, Robinson Jr. R.B. and Mital A. (2012). *Strategic Management: Formulation, Implementation and Control*, 10th Edition.
- Pfeffer, J., and Salancik, G. R. (1978). *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper & Row.
- Rosner, R. (2013). *Training is the answer ... but what was the question?* *Workforce*, 78, 42-50.
- Rowe, W. G. (2001). *Creating wealth in organizations: The role of strategic leadership*. *Academy of Management Executive*, 81-94.
- Sang, D. K., & Korir, J. K. (2017). *Effect of Strategic Change Management on Performance of large and medium hotels in Nairobi County, Kenya*. *International Journal of Economics, Commerce and Management*, 465-486.
- Scholes, K. &. (2002). *Exploring Corporate Strategy: Text and Cases*. New Jersey: Financial Times Prentice Hall.
- Sekhar, G. V. (2009). *Business Policy and Strategic Management*. New Delhi: I. K. International Pvt Ltd.
- Sirkin, H. L. (2005). *The Hard Side of Change Management*. *Harvard Business Review*.
- Smith, R. (2004). Exploring the usefulness of a conceptual framework as a research tool: A researcher's reflections. *Issues in Educational Research*, Vol 14, 2004, University of New England.
- Stark, J. (2006). *Product Lifecycle Management: 21st Century Paradigm for Product Realisation*. New York: Springer Science & Business Media.
- Straetmans STM, Verschoor WFC, Wolff CCP (2012). Extreme US stock market fluctuations in the wake of 9/11. *J. Appl. Econ.* 23(1):17 - 42.
- Stragalas, N. (2010). *Improving Change Implementation: Practical Adaptations of Kotter's Model*. *OD Practitioner*, Vol.42, No.4, pp:31-39.
- Strickland, A. J. (2003). *Strategic Management: Concepts and Cases*. New York: McGraw-Hill/Irwin.
- Taylor, V. (2010). *Leading for Health and Wellbeing*. Thousand Oaks, CA: SAGE.

- Thompson A. A, Strickland A. J. and Gramble, J. E. (2008): *Crafting and Executing Strategy, The Quest for Competitive Advantage*, 16th Edition.
- Thompson, & S. (2003). *Study of nurse faculty job satisfaction in community colleges in Florida*. *teach learn Nurse*, pp: 16 -26.
- Thompson, K. and Strickland, C. (2012). *Strategic Management: Concepts and Cases*, Irwin, New York
- Zymelman, M. (2010). *The Economic Evaluation of Vocational Training Programmes*. London: The John Hopkins University Press, pp. 12-26.